İşletme Araştırmaları Dergisi

The Impact of Social Loafing on Intention To Leave: A Study on Hotels

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Extensive Summary

Introduction

Depending on the increasingly intense competition and the effort of businesses to keep pace of changes in the dynamic environment, the managers are looking for ways to improve the effectiveness of organization and the performance of employees in organizations (Ilgın, 2010: 1). Consequently, organizations especially in the service sector based on human labor that do not take into account new strategies, methods and techniques developed in the management field, can face the danger of market destruction over time, beyond their ability to survive in these intense competition conditions (Pelit and Öztürk, 2011: 1). The human factor which is the most important for organization with the role of as capital and input within the resources of organizations, has a significant importance on the ability of the organizations to sustain and to maintain competitive advantages of organizations (Güçer and Demirdağ, 2014: 2). Therefore, the organizations have to cope with organizational problems which will directly or indirectly affect the members of organization and organization as well as to follow strategies which are constantly evolving and changing. Otherwise, these organizational problems will adversely affect the service quality in service businesses such as hotels (Pelit and Pelit, 2014: 1). One of these organizational problems is the "social loafing" behavior which found by Ringelmann, a German researcher in 1980s with a "rope-pulling task". In this experiment, Ringelmann found that the efficiency of the group is lower than the individual performance (Harkins and Petty, 1982: 1214). One of the main reasons of exhibiting the social loafing behavior by people, is cause of people think that the effort which they spend while working in the group will get out of

sight (Kağıtçıbaşı and Cemalcılar, 2014: 285). According to this view, social loafing can be defined briefly as; "people making less effort to work in groups than they work individually" (Jackson and Harkins, 1985: 1199). So, the importance of group work and cooperation cannot be ignored in hotels where the services cannot fully standardized. It has been observed that there is a few number of studies (Ülke, 2006; Ilgın, 2010; Buz, 2011; Bozkurt, 2012 etc.) on other fields related to social loafing in Turkey, and there was no encountered study on field of tourism. Therefore, the importance of this study cannot be ignored that applied in the field of tourism to determine the perception level of social loafing and intention to leave of hotel employees, and it's also aimed that to determine the relationship between of these two variables. In this study, firstly the literature related to social loafing and intention to leave was searched, and then these two variables were explained in the context of Bandura's self-efficacy theory and McGregor's X and Y theory. Then, within the scope of the aim of this study, some suggestions were developed by interpreting of the findings that obtained as a result of the analysis of data which obtained by the questionnaire techniques applied on hotel employees.

Methodology

The survey technique was used as method of data collection in this study and the questionnaire consists of 3 sections. In the first part of this questionnaire, there were 8 items to determine some individual characteristics (gender, age, educational status, marital status, department, year of experience in the tourism sector, year of the experience in this hotel, income) of the participants. In the second part of the questionnaire, "the social loafing scale" was used which developed by George (1992: 201-202) to determine the level of social loafing perceptions of employees which consists of 10 items and based on the 5-point Likert. The original survey was adapted for hotel employees and one of the two similar items was removed, and 9 items were used on the survey to determine the level of social loafing perceptions of hotel employees. In the third part of the questionnaire, "the scale of intention to leave" was used which developed by Cammann et. al. (1979) to determine the intention of hotel employees to leave their job which consists of 3 items and based on the 5-point Likert.

The research universe is occurring of the employees worked in hotels in Antalya, which is the most important destination in Turkey. Hereby, cause of especially by considered the distance and opportunities of researchers, 450 surveys given to total of 9 five-star hotels (50 surveys for each) in Lara/Antalya, and total of 422 surveys were used for reasons such as missing and/or incorrectly filling out of obtained 450 surveys. The Cronbach Alpha reliability coefficients, which are internal consistency coefficients for the reliability of the scales used in this study, were calculated and found as α: 0,943 for the social loafing scale and α: 0,876 for the intention to leave scale. When these coefficients are taken into consideration, it is understood that the scales used are reliable at high (0,80 <α <1) level (Ural and Kılıç, 2006: 286).

For the statistical analysis of the obtained data; frequency and percentage distributions for the characteristics of the sample group, One Way Anova and t test for the differences between of the variables, and the correlation and regression analysis were applied for the relationship/effect between of social loafing and intention to leave variables. The findings that obtained by analysis of research data were interpreted in the aim of this research.

Findings

When the gender of participants was examined, 71.6% were male and 28.4% were female. When the age variables of the participants were examined, the highest attendance is the between the ages of 18-32 hotel employees with 64.4% and the lowest one is 43 years and over with 10,2%. 55.7% of participants were married and 44.3% were single. When the educational status of the participants is examined, it is seen that the highest participation is constituted by high school graduates with 49.5%. 38,4% of the workers were earning between 750-1400 TL, 28,7% between 1401-1800 TL, and 32,9% 1801 TL and over as monthly income, depending on the application of the research applied only on the workers in 2015. The most of participants (69,4%) were working in the department of Food and Beverage (F&B) which includes restaurant, bar and cuisine. 27,7% of participants were between 2-4 years experienced in the tourism sector and 49,3% of participants were also between 2-4 years experienced in the current hotel they worked.

The overall arithmetic mean of the level of perceived social loafing by the participants was found as $\bar{x}=2,22$ and the overall arithmetic mean of the level of intention to leave exhibited by hotel employees was found as $\bar{x}=2,19$. The intention to leave was included as a dependent variable and perceived social loafing behavior was included as an independent variable in this study. According to the correlation analysis, it is seen that there is a high level and positive significant correlation (r=0.641) between the social loafing behaviors perceived by participants and the intention to leave work. According to the regression analysis, a unit increase in social loafing behavior perceived by participants indicates an increase of 0.730 in intent to leave of the work. According to the findings of this study, the results that support the research hypothesis (*H1: The social loafing behavior of colleagues which perceived by hotel employees, effects their intentions to leave*) have been reached.

Conclusion and Discussion

Whichever businesses operates, it is a common point of all of them to reach their goals and targets, and at the same time to have the highest efficiency with the lowest cost. In the realization of this idea, the workforce plays very important role, especially in the service sector. For this reason, the managers have to analyze the problems that the organization members meet in the organization, and they have to make effort on developing some policies to bring maximum level the organizational behavior of employees such as job satisfaction, organizational commitment and organizational trust etc. Social loafing and intention to leave variables are also two most important problems of organizational problems.

As a result, there are significant relationships (r=0,641) between social loafing and intention to leave in hotels. And also, the social loafing behavior perceived by employees affects the intention to leave. According to the findings of this research, if the hotel employees have perceived social loafing by colleagues, they intent to leave their work (F=293,632; p=0,000; R^2=0,411). The first way to prevent social loafing in organizations, try to determine what each member do and what each member do not (Kağıtçıbaşı and Cemalcılar, 2014: 285). The second way to prevent social loafing is to bring the system of award-penalty. For instance, by selecting and honoring and by rewarding some personnel of month, can be an incentive for others. Likewise, by the identification and punishment of the vandalizing employees, may be a deterrent to the

other organization members. According to the Kağıtçıbaşı and Cemalcılar (2014: 285), the third way to prevent social loafing in organizations, is trying to create an atmosphere that the organization members will consider as a value to be successful. Thus, existing of a norm that cares about working in the group can reduce the tendency towards social loafing behavior.