Descriptive Review of Positive and Negative Antecedent Social Loafing During Pandemic COVID-19

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ABSTRACT

In this review we aimed to explore the alleged “positive and negative” antecedent relationships towards social loafing and to understand what kind of contribution could reduce the occurrence of social loafing during the disruption of the Covid-19 pandemic in 2020. This article uses a descriptive review approach with systemic findings and also inclusion and exclusion processes sourced from the digital library subscription of the Republic of Indonesia (<https://e-resources.perpusnas.go.id>) and google scholar (<https://scholar.google.com>) using the keyword “social loafing” since January - November 2020 at the time the Covid-19 pandemic occurred and 3,682 articles were found as the population in this study. The results of this descriptive review indicate that antecedent self-efficacy, exchange ideology, task visibility, hedonic motivation, informal, official, decision, process accountability, workplace envy has a positive relationship directly towards social loafing and specifically antecedent workplace envy. Workplace envy can be a form of moderated Self-esteem, whereas antecedent Person-organization fit, Professional Respect, Organizational reward systems, work engagement, Strategic Innovation, Trust, Enjoyment in helping, Individuals Communication have a negative relationship with social loafing and especially antecedent Enjoyment in helping, Individuals Communication can be mediated through community identification. Originality, many researchers around the world have conducted empirical studies on social loafing. However, no one has yet conducted a descriptive review focusing on the turbulence of the Covid-19 pandemic which affects almost all business processes. Also, no one has explored the “positive and negative” antecedent relationship with social learning, even though this is a fundamental factor in managing individuals during WFH (work from home).

Key Words: Descriptive Review, Social Loafing, New Normal Era, Business Turbulence, Covid-19

INTRODUCTION

The new normal era is the time to strengthen each other, in the organizational, group and individuals levels. Individuals in the organization are always associated with groups to achieve the goals set by the organization side by side with information technology that can help communication virtually. With the existence of groups and supported by technological advances, it is expected that performance outcomes will remain maximum^{1,2}, but unfortunately, social loafing in experimental studies on individuals motivation in groups is a phenomenon that often occurs even though it can be reduced, eliminated, or even reversed under certain conditions.³ Social loafing is a decrease in motivation and effort the moment individuals collectively work being compared to individually worker coactively³, usually what happens in organizations is often related to relying on other people to complete the work while not taking part in the completion of the work. this

can slow down organizational development and have fatal or detrimental consequences for the company.⁴⁻⁷

Several theories are used in the process of generalizing existing problems. Theoretically, the phenomenon of social loafing can be explained according to its nature and scope, from specific (focusing on the mediation process), integrative (combining many variables and processes) to ambitious (explaining various social behaviours including the motivation of individuals in groups) such as classical theories. and are well known in the social loafing literature, namely: (a) social impact theory, (b) Arousal Reduction, (c) evaluation-based accounts, and (d) dispensability perspective.³

Towards the end of 2020 WFH (Work From Home) policy is still in effect in Indonesia. However, problems arise when the leadership could no longer have direct contact with groups in the organization. Therefore, the fundamental questions for the research are: 1) how to move the group to work hard in

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carrying out the work 2) what can reduce the motivation of group members 3) when does the group have the “best motivation” at work?. Social learning research is mostly carried out by researchers and has revealed many insights and adds to the understanding of when and why individuals are willing to work hard on group assignments. However, there is still much to be learnt and there are still many unanswered questions,³ suggested exploring and looking for possible variants of “positive and also negative” implications for social learning and to understand what contributions can reduce the occurrence of social loafing. Hence, this study has contribution to the knowledge of social learning during the Covid-19 pandemic in 2020. The process of exploring can use descriptive reviews of relevant and systematic articles⁸, thereof it has accountable credibility.

MATERIALS AND METHODS

This article uses a descriptive review method. A descriptive review is research that takes the liberty of obtaining data in the form of scientific articles from digital libraries sources, such as journals, ebooks, and other online reference works. Besides, google scholar with the keyword “social loafing” is also used.

Figure 1: Inclusion and exclusion of the article focus on social loafing.

Table 1: Articles that focus on social loafing in 2020

Author	Title	Independent	Mo/Me	Method	Result	Relation
Chen et al., (2020)	<i>The Transformational Leadership of Water Intensive Enterprises to Social Loafing: The Mediating Role of person-organization Fit</i>	• <i>Person organization fit</i>		Using 382 employee samples from the Water Intensive Company in mainland China, and the SPSS test equipment.	<i>Transformational leadership</i> has a significant negative effect on social learning.	Negative
Ozoilo et al., (2020)	<i>Effects of social loafing, collective orientation, and self-efficacy on adolescents cognitive task performance.</i>	• <i>Self-efficacy</i>		Using a sample of 80 students of the Ugbene-Ajima Community Middle School in Uzo-Uwani and ANOVA analysis	High self-efficacy has a significant negative effect on social loafing and low self-efficacy has a positive effect on social loafing	Positive

The focus of the search for articles starts from January to November 2020 to find articles published during the Covid-19 pandemic and 3,682 were successfully retrieved as the data. In the article selection/inclusion process, several criteria are applied such as the title of the article required to focus on social learning, provide opportunities for quantitative and qualitative articles. The article must be published in 2020 and use English. After the article inclusion process was carried out, 23 articles were obtained which will be descriptively reviewed in this article. The results of article inclusion can be seen in Figure 1.

This descriptive review is the basis for research in compiling a conceptual framework in the form of reviews, summaries, and descriptions of several digital library sources on the topics discussed and can explain social phenomena in general and thoroughly and become very strong guidelines in research.^{8,9}

RESULTS

The process of inclusion and exclusion can quickly use the screening system on each digital library both on e-resources.personas.go.id and google scholar, this method is rarely used for descriptive review researchers and many others still use manual methods which are consuming time and energy.⁸ Although in practice each digital library has its uniqueness and characteristics in its use, the process can be smooth and fast once the researchers focus and understand the basic concept of a screening system. 9 articles focus on social loafing in this study (Table 1) and are considered representative to describe social loafing during the Covid-19 pandemic in 2020.

Table 1: (Continued)

Byun et al., (2020)	<i>Sustaining Collaborative Effort in Work Teams: Exchange Ideology and Employee Social Loafing</i>	<ul style="list-style-type: none"> • Exchange Ideology • Task Visibility • Professional Respect 		Using 223 samples of employees and supervisors in South Korean companies	<ul style="list-style-type: none"> • Exchange ideology has a positive effect on social loafing • Tasks visibility has a positive effect on social loafing • Professional respect hurts social loafing 	Negative & Positive
Ofole, (2020)	<i>Social loafing among learner support staff for open and distance education programs in south-western Nigeria: the imperative for counselling intervention</i>	<ul style="list-style-type: none"> • Organizational reward systems • Work engagement 		An antecedent descriptive survey of distance learning program staff in southwest Nigeria.	<ul style="list-style-type: none"> • Organizational reward systems hurt social loafing • Work engagement hurts social loafing 	Negative
Ozbey & Kapusuz, (2020)	<i>Do The Strategic Innovative Organizations Reduce Social Loafing Behaviors?</i>	<ul style="list-style-type: none"> • Strategic Innovation 		Using a sample of 138 employees. who works in the hotel Antalya Turkey	There was a negative influence between social loafing and strategic innovation	Negative
Robert, (2020)	<i>Behavior-Output Control Theory, Trust and Social Loafing in Virtual Teams</i>	<ul style="list-style-type: none"> • Trust 		Using a sample of 272 information technology employees in 39 virtual team	Trust in social loafing hurts social loafing	Negative
Chang et al., (2020)	<i>Effects of intrinsic and extrinsic motivation on social loafing in online travel communities</i>	<ul style="list-style-type: none"> • Enjoyment In Helping • Hedonic Motivation • Individuals motivation 	Community identification (Media)	Multi-level Research Model using a sample of 272 information technology employees in 39 virtual teams	<ul style="list-style-type: none"> • Enjoyment In Helping internally hurts social loafing • Hedonic Motivation has a positive effect on social loafing • Individuals motivation & Community identification hurts social learning 	Negative & Positive
Al-Jubouri et al., (2020)	<i>Role of Organizational Accountability in the Reduction of Social Loafing Behavior in the Workplace: An Empirical Study in Al-Sadr General Hospital</i>	<ul style="list-style-type: none"> • Informal accountability • Official accountability • Decision accountability • Process accountability 		A qualitative approach, in collecting data using a questionnaire which includes semi-organized and organized interviews and a review of observations at Al-Sadr General Hospital.	Informal accountability, Official accountability, Decision accountability, Process accountability Has a positive effect on social loafing	Positive
Awee et al., (2020)	<i>The Factors Why People Exert Less: The Relationship Between Workplace Envy And Social Loafing Moderated By Self-Esteem</i>	<ul style="list-style-type: none"> • Workplace envy 	Self-esteem (Moderate)	Using snowball sampling 264 samples of nurses who work in public hospitals in Istanbul, Turkey	The results show that compulsory citizenship with the mediation of turnover intention has a positive effect on social learning	Positive

DISCUSSION

This article is motivated to close the gap between³ research which suggests a process of exploring the alleged “positive and negative” antecedent relationship with social loafing and to understand what contribution can reduce the occurrence of social loafing during the Covid-19 pandemic distribution in the year 2020.

Positive antecedent and social loafing relationship

Self-efficacy

Individuals in an organization who tend to have a low *social loafing* will have better work compared to other individuals who have high *social loafing*, mainly is because the thought that their efforts it is not needed and also they feel left out or not considered, moreover *social loafing* are likely to happen on a less cohesive group and failed to recognize their effort which these negative atmospheres affect the group.^{11,17}

Several kinds of literature show there is significant interaction between *self-efficacy individuals* and *social loafing*, this is possibly due to the level of *self-efficacy* which affect the belief and trust in individuals capabilities in organizing, handling the task, reach the goal and obtaining an outcome and able to implement such action to accomplish certain competences. Therefore, the self-efficacy dynamic is related to increasing and decreasing awareness to avoid social loafing.

Exchange Ideology & Task Visibility

The study about exchange ideology & task visibility towards social loafing has an important role in evaluating work at this pandemic time. Several types of research indicate that the low level of exchange ideology is alongside individuals who tend on decreasing social loafing. Specifically, individuals who have a low exchange ideology tend to reduce their efforts on group work. Furthermore, leaders professional action on individuals and task visibility is significantly decreasing social loafing or it can be interpreted that a high recognition and reward will increase it. Meanwhile, low task visibility is associated with a decrease in social loafing level for those who have a low exchange ideology.¹

Hedonic Motivation

Motivation is key for individuals to work on their best efforts. When individuals work with their best efforts and satisfied, in the end, they will have willingness on helping others works the moment they finished their work first (*Organizational citizenship behaviour*), this behaviour can contribute to collective activity in the group. But strangely, hedonic motivation reveals a positive relationship towards social loafing which means an individual in a group tend

to lay down and avoid productive action², which is against the fact that individuals in an organization can contribute when oriented hedonic.¹⁸ Another fact, the member with hedonic motivation tend to spy to behave negatively, even doing cyberloafing.¹⁹ This indicates the key to contributing to the group for individuals is to set the same goals, therefore identifying a member of the group is necessary to see their psychological connection and affiliation with the group.

Informal, Official, Decision, Process accountability

The research result reveals that informal, official, decision and process accountability increase group cohesion and has proven positive effect to remove and decrease social loafing.¹⁵ Organization accountability indeed can increase awareness of social loafing in the workplace and we can not avoid that understanding the consequences of the social loafing phenomenon can contribute to how to sustain motivation and avoid social delay. This emphasizes sustaining the organization accountability which has to be monitor to a consistent positive consequence towards increasing awareness of social loafing as a result of increasing organization work.¹⁵ This situation appears because organization accountability is required to motivate the worker to avoid social loafing behaviour. The right workshop programme and evaluation work after its process is an important factor, and it also can be added to its individual's annual report.

Workplace envy

Workplace envy has a positive effect on social loafing in a workplace, both directly and moderately by Self-esteem, which means the connection between workplace envy and social loafing will be stronger when the individuals have low self-esteem rather than a high one.^{15,16} These findings support the idea that employee who has a workplace envy characteristics the organization will trigger a counterproductive situation such as social loafing, these phenomena become consistent in several types of research.^{20,21} When there is high workplace envy in a group, generally they show no effort to contribute to the group and its effect the group work, because work envy can cause an insecure feeling and also decreased their self-esteem. This threat is likely a manifestation of rivalry behaviour among the employee and increasing workplace envy and it leads to social loafing, this condition can get worse when their self-esteem is getting lower at the time.

A positive antecedent relationship such as Self-efficacy, Exchange Ideology & Task Visibility, Hedonic Motivation, accountability (Informal, Official, Decision, Process), Workplace envy towards social loafing can be seen in Figure 2.

Negative antecedent and social loafing relationship

Person-organization fit

Person-organization fit is the suitability between individuals and organization that will support the value believed by all group member.¹⁰ in their research explained that this condition will create homogeneity and organization stability and also reduce conflicts between the individuals in a group. Therefore, this condition will build trust among each other and increase innovation. Person-organization fit and organization have a big influence on the development and progress of an organization. Individuals are said to have person-organization fit if they have values following the organizations, and as a result, their performance will be maximized so that it can lead to a lower level of social loafing.

Figure 2: Positive antecedent and social loafing relationship.

Professional Respect

Essentially, in an organization, each individual will show their best effort if there is respect for the group member. Professional respect is an appreciation of a person's abilities or skills. If the task is carried out collectively and a leader has professional respect, it can reduce the level of social loafing. Another way can be done by increasing employee perceptions to makes employees feel valued and then they will try to make a valuable contribution to achieving organizational goals. such as a study conducted by ¹ that professional respect in the group will result in decreased social loafing. Likewise, someone who is economically motivated tends to put more effort into achieving goals when they are aware of the results to be received. It can be concluded that high professional respect can result in lower social loafing, on the other hand, if the professional respect is low while individuals in the group

believe in the award based solely on the results of the group, it will increase social loafing.

Organizational reward systems, work engagement

Organizational reward systems and work engagement are some of the motivations that can satisfy individuals in the group. Organizational reward systems can be financial or non-financial. ¹² explains that non-financial rewards can be in the form of recognition in terms of achievement and quality improvement. Recognition is manifested in the form of certificates, letter of statement or declaration from organizations, free tickets for holidays and so on, whereas extrinsic awards are in the form of profit or sharing a portion of the benefits with other members, salary, work environment, comfortable working conditions, additional benefits, promotions, incentives, payment of bonuses, job security, and job security to prevent layoffs. Likewise with work engagement involving individuals in the organization contributing to each activity. Both of these approaches are proven capable to avoid social loafing and negative effects.

Strategic Innovation

One of the most important dynamics in organizational behaviour is to survive, grow and obtain a profit. An organization needs to innovate in every area related to being responsive to customers, meeting market demands, and using technology to facilitate the process of information and service transformation. Strategic innovation is needed by organizations to identify products or services in the process of product creation or provide service solutions and add value. Strategic innovation usually starts with determining customer and market segmentation, then identifying priority opportunities, and creating innovative products or services. The results of research conducted ¹³ suggested that strategic innovation can identify and make a negative contribution to social loafing. Open to innovation and creativity will bring fresh perspectives and help individuals avoid social loafing and enthusiastically enjoy solving it.

Trust

The assessment of individual performance through repeated interactions in a group, in which some succeed or fail to fulfil their commitment.¹⁴ Cognitive trust increases when teammates are successful in following through on their commitments, while cognitive trust decreases when they fail to follow through on their commitments. When cognitive trust increases, individuals will be motivated to work together and remind each other in the group to minimize the occurrence of social loafing. This study conducted by ¹⁴ has several implications that must be carried out consistently by leaders such as monitoring group performance, providing feedback, and always paying attention to each individual in the group to facilitate the creation of cognitive trust and cognitive trust harms social loafing.

Enjoyment in helping

Research about enjoyment in helping is an intrinsic motivation that reflects positive attitudes of individuals to complete group tasks.² Group assignments that can be completed quickly and well are a positive challenge for those who have the *enjoying in helping* attitude or character. It can be a joy or satisfaction in itself for them. Any member who frequently volunteers for help without reward, experiences sharing, support and travel reviews to others in the community can be considered *enjoying helping*. Individuals in groups can be motivated by their self-satisfaction and *enjoying helping* is proven to prevent individuals from a social loafing attitude.

Individuals Communication

Individuals communication is a willingness to respond to information happily when intergroup problems arise. A leader obligation is to communicate personally, maintain feelings and increase motivation to be productive, to social loafing individuals who are being silent, uncritical, and unresponsive to what happens. Research conducted by² stated that appropriate communication as passive individuals and less contributing to the group becomes a priority matter so that it can be a motivation to move and participate in the activity of the group because individuals communication can reduce the level of social loafing.

Figure 3: Negative antecedent and social loafing relationship .

CONCLUSION

Many researchers around the world has conducted empirical studies on social loafing. However, no one has yet conducted a descriptive review focusing on the turbulence of the Covid-19 pandemic which affects almost all business processes. Also, no one has explored the “positive and negative” ante-

cedent relationship with social loafing, even though this is a fundamental factor in managing individuals during WFH (work from home). The results of this descriptive review confirm that antecedent self-efficacy, exchange ideology, task visibility, hedonic motivation, informal, official, decision, process accountability, workplace envy has a positive relationship towards direct social loafing and specifically antecedent workplace envy can be moderated by self-esteem, whereas antecedent person-organization fit, professional respect, organizational reward systems, work engagement, strategic innovation, trust, enjoyment in helping, individuals communication has a negative relationship towards social loafing and specifically antecedent enjoyment in helping, individuals communication can be mediated by community identification.

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