Social Loafing: A Research in Construction Sector

Sosyal Kaytarma: İnşaat Sektöründe Bir Araştırma

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ABSTRACT
Today, the competitive conditions that organizations have to deal with are getting tougher and constant change is becoming inevitable. Organizations can survive in this environment and achieve sustainable success only through employees who are highly motivated and have high organizational commitment. At this point, it is crucial to eliminate destructive behaviors such as social loafing in order to achieve sustainable success both individually and organizationally. In this sense, the target of this research is to reveal the attitudes of construction sector employees, who are required to be devoted team members, towards social loafing. A survey form that consists demographic questions and Social Loafing Scale with 13 items, developed by Liden, Wayne, Jaworski and Bennett (2004) was prepared and delivered to the potential participants. 234 employees participated in the research. In order to analyze the data, SPSS 22.0 package program was used. As a result of the analysis, there is a statistically significant difference ($p < 0.05$) between marital status and age demographics of the participants and the items of the scale. Furthermore, the results also show that there is not a statistically significant difference ($p > 0.05$) between gender demographic and the items of the scale.

ÖZ
Bilgi çağında yaşadığımız günümüzde örgütlerin başa çıkmak zorunda olduğu rekabet şartları sertleşmekte, bununla beraber küreselleşmenin de etkisiyle sürekli değişim kaçınılmaz hale gelmektedir. Örgütlerin bu çevrede ayakta kalabilmeleri ve sürdürülebilir başarı elde edebilmeleri de motivasyonu yüksek, örgütsel bağlılığı yüksek ve dolayısıyla performansı yüksek verimli çalışanlar aracılığıyla olabilmektedir. Bu noktada da hem bireyin hem de bütünsel olarak ele alındığında örgütün verimliliğinin zarar görmemesi için sosyal kaytarma gibi olumsuz davranışların bertaraf edilmesi büyük önem arz etmektedir. Sosyal kaytarma, grup içerisinde yer alan bireylerin çeşitli sebeplerden dolayı grup içerisinde üstlendikleri göreve katkılarının az olması, düşük performans ve düşük çaba sergilemeleri davranışıdır. Bu bağlamda bu çalışmanın amacı, inşaat sektörü çalışanlarının sosyal kaytarmaya ilişkin algılarını araştırmaktır. Araştırma kapsamında Liden, Wayne, Jaworski ve Bennett (2004) tarafından geliştirilen ve Ilgın (2010) tarafından modifiye edilerek Türkçeye adapte edilen 13 ifadelik Sosyal Kaytarma Ölçeği ve demografik sorulardan oluşan bir anket formu hazılanarak potansiyele katılımcılara ulaştırılmış, 234 katılımcıdan veri toplanmıştır. Veriler, SPSS 22.0 paket programında analiz edilmiştir. Analizler sonucunda ulaşılan bulgulara göre, katılımcıların medeni durum ve yaş demografikleri ile ölçek ifadeleri arasında istatistiksel olarak anlamlı bir farklılık bulunurken ($p < 0.05$) cinsiyet karakteristiği ile ölçek ifadeleri arasında istatistiksel olarak anlamlı bir bulunmamaktadır ($p > 0.05$).

1. Introduction

Social loafing is a situation that indicates that the effort exerted by individuals working in a group is greater than the performance they show when they work alone, contrary to what is desired (Karau & Williams, 1993; Mulvey & Klein, 1998). Therefore, performance and productivity within the group are negatively affected (Uysal, 2016; Karademir, 2023). Social loafing occurs in situations in which the individual is aware of the presence of others and feels that he/she can rely on them (Comer, 1995). The basis of social loafing can stem from several of factors, such as *reduced accountability*; which means that the basis of accountability is the belief that individual contributions will not be noticed by other group members (Dai et al., 2020; Voyles et al., 2015), *the difusion of responsibility*; which means that when employees feel less accountable for their actions in the group they belong to, they lessen their individual efforts (Guerin, 2003; Alnuaimi et al., 2010) and the *diminished perception of individual contribution* (Piezon & Donaldson 2005) within the frame of the group (Çiçekdağı, Ayyıldız, Akkoyunlu, 2023).

In order for an organization to survive in the 21st century's competitive environment, it is compulsory to make changes in both internal and external environment of the organization (Senthilkumar, 2023). In this sense, devoted team members constitute great importance in order to achieve the organizational aims, without resistance to change. In this sense, both individuals that work alone and the individuals that work as a member of a team, should spend the same effort. With this motivation, the main target of the current research is to reveal the attitudes of construction sector employees towards social loafing.

In this frame, the target of this research is to reveal the attitudes of construction sector employees, who are required to be devoted team members, towards social loafing. The fact that there is a lack of researches on construction sector employees in addition to their attitudes towards social loafing, makes the current study constitute originality. In this sense, it is expected that this study will shed light to future researches of academicians not only in construction sector but also in other sectors that require highly motivated team members.

2. Definition and Historical Background of Social Loafing

When individuals enter groups, they become involved in a living system with its own dynamics (Miller, 1976). While this system changes and transforms as a result of group dynamics arising from member interactions, members are affected by the unique qualities of this system or can influence this system with their characteristics (Connors & Caple, 2005). However, it is seen as an inevitable condition for the individuals in the group to adopt the task-based behavioral patterns of the group for the sustainability and harmony of effective group behavior (Tschan, Semmer, Nägele, & Gurtner, 2000). In this sense, individuals not having sufficient individual motivation in a group environment, may result in the behavior of not making the desired effort (Sezer, Kocaekşi, Ektirici, Aygün, & Özcan, 2021).

In organizations, management contributes to the success of the organization by motivating employees to be productive and contributes to the efficiency of the organization. In cases where productivity decreases, it is generally thought that the reason for this is "social loafing". In this context, social loafing can be defined as employees spending more effort when working individually, and less effort when working as a team (Liden et al., 2004; Öztoprak, 2023). Therefore, it can be said that social loafing creates a negative synergistic effect. Social loafing, as a term, was first mentioned by Latane, Williams and Harkins (1979). Researchers have described this phenomenon, which causes significant decreases in productivity and occurs when working in groups rather than individually, as a "social disease" based on the problems it creates (Ilgın, 2013).

The first socio-psychological study on social loafing was conducted by Ringelmann in 1880's (Ringelmann, 1913), who examined the effects of working collaboratively on a rope-pulling task (Williams and Karau, 1991). Ringelmann asked male volunteers, alone or in groups, to pull a rope with a tension gauge at the end as hard as they could, and surprisingly, he saw that the sum of the individual forces did not equal the group force. Ringelmann determined that as the number of individuals in the group increases, the total performance decreases further. This inverse relationship determined by Ringelmann between group size and effort spent, is called the "Ringelmann Effect" (Piezon & Ferree, 2008; Ilgın, 2013). Ringelmann, after this experiment, suggested that even if humans have sufficient abilities, they may have a characteristic that hinders them from displaying their abilities when they are within a group (Senthilkumar, 2023).

Examining Ringelmann's experiment, Steiner (1972) suggested that there could be two possible reasons for the low individual performance within the group. The first of these is *the decrease in individual motivation*, and the second is *the loss of coordination*. A few years later, in order to distinguish decrease in motivation from loss of coordination, Ingham and his colleagues (1974) conducted a new experiment. In this experiment, a rope was assigned to be pulled to not only test groups but also control groups, just like in the Ringelmann experiment. Blindfolded participants were made to think that they were pulling the rope together with the group; however, they were alone. Data from control groups show that performance decreases as perceived group size increases. This confirms that individuals make less effort when they work in groups than when they work individually (Ilgın, 2013). In 1982, Jackson and Williams researched social loafing and task difficulty for both individuals and in groups. According to the results, while difficult tasks lead to improved performance in a group, simple tasks were better performed alone (Jackson & Williams, 1985). In this sense, they suggested that it would be better for the management to evaluate the difficulty of a task before deciding it is appropriate for individual work or group work (Simms & Nichols, 2014).

As for the fundamental factors that affect an individual's social loafing behavior. The first of these is *co-workers*. According to social exchange theory, people establish relationships to mutually give and receive things in their interactions (Thibaut & Kelley, 1959). Whenever this transaction harms one of the parties, the injured party terminates the interaction. Thus, effectiveness and efficiency also decrease.

On the other hand, *low job satisfaction* of an individual can lead to many negative consequences such as absenteeism, stress and being late for work. An individual who thinks that his/her colleagues are engaging in social loafing may develop a coldness towards his job in order to balance social interaction, thinking that mutual respect and trust are damaged and social exchange is disrupted. He/she may also exhibit social loafing behavior as a reaction to such behaviors (Şeşen & Kahraman, 2014).

Another factor is *organizational commitment*. Organizational commitment is defined by Allen and Meyer (1990) as an emotional, obligatory or need-based attitude developed by the employee towards his/her organization. An individual who thinks that his colleagues are engaging in social loafing may reduce his commitment to the organization, thinking that social exchange is disrupted (Barling & Philips, 1993). However, in a group where individual performance is not distinguished and equal amounts of rewards are distributed to everyone, an individual who sees that his/her colleague performs less than him/her, may also reduce his/her commitment to the organization (Şeşen & Kahraman, 2014).

3. Reasons and Consequences of Social Loafing

There are many reasons for social loafing behavior. One of these is expressed as "fatigue" by Hoeksema-van Orden (1998). In this sense, when an individual feels tired due to situations such as sleep deprivation or other mental and physical reasons, the likelihood of exhibiting social loafing behavior increases (Simms & Nichols, 2014).

Another reason is expressed as "the interdependence of tasks", which is the interaction of group members with the task they undertake (Shea & Guzzo, 1987). In this context, if the task undertaken depends on other group members, the motivation levels of individuals differ and therefore their performance is affected at the same level. For this reason, individuals may exhibit social loafing behavior (Çakır, 2017).

"Task visibility and evaluation" are also among the reasons for social loafing behavior. Individuals may perceive task visibility as low or high, depending on the degree to which their managers notice the effort they spend while performing their tasks. At this point, while they avoid social loafing behavior when task visibility is perceived to be high, they may exhibit social loafing behavior when the visibility is low (Harkins & Szymanski, 1988).

Another reason is stated as "the perception that the colleague displays social loafing behavior". Accordingly, when individuals perceive that their colleagues exhibit social loafing behavior, depending on the interaction between group members, they themselves exhibit the same behavior (Şeşen & Kahraman, 2014).

When it comes to the consequences of social loafing, it can be seen that this behavior has many negative consequences. The first of these is that the presence of social loafers in a group causes other team members to reduce their performance (Schippers, 2014). Another consequence is that group members have to increase their performance to compensate for social loafers in their group (Williams & Karau, 1991). On the other hand, Dawes (1980) put forward the concept of the "sucker effect" and stated that in situations where group members

believe that others will be at fault, they feel that they must be at fault in order to avoid major losses (Karademir, 2023).

Social loafing behavior has many other devastating consequences. Decrease in individual and organizational productivity, decrease in individual performance, decrease in job satisfaction, organizational cynicism, decrease in organizational belonging, deterioration of psychological contract, burnout syndrome and as a result of all these, interruption of production activities and increase in costs due to poor performance can be given as examples (Güçer , et al., 2017; Öneren et al., 2019).

To sum up, it can be inferred that social loafing endangers both individual, group and organizational efficiency and success. Social loafing depends on the environment of the group to which the individual belongs. According to the joint effort model (Karau & Williams, 1993), it is seen that when individuals work in teams, the effort they make and the results they achieve are less than when they work individually. In addition, individuals are directly affected by a member of the group showing social loafing behavior and reduce their contribution to the team (Meyer et al., 2016; Özçelik & Özler Ergun, 2023).

4. International and National Researches on Social Loafing

It can be assumed that there are both international and national studies on social loafing in the literature. In this section, some of these studies are tried to be presented.

In the context of international studies, Yang and Shiu (2023), researched the effects of social loafing on the employees in long-term care organizations in Taiwan. According to the results, workplace friendship between employees positively and significantly affects organizational commitment and psychological safety. In addition, organizational commitment and psychological safety have negatively and significantly effect on social loafing. Furthermore, organizational commitment and psychological safety have mediating effects between workplace friendship and social loafing.

Senthilkumar (2023), conducted a research on the influence of organizational culture awareness and organizational commitment on social loafing, on 200 public sector employees in Chennai city. According to the results, while emotional commitment and continuous commitment have negative effects on social loafing, normative commitment has a positive effect on social loafing.

Thompson and Thornton (2014) researched the gender dependence of social loafing behavior by conducting an experimental laboratory study on pre-school children. According to the results of the research, social loafing behavior was determined to be slightly higher in girls than in boys.

Alnuaimi, Robert, and Maruping (2010), conducted a research on undergraduate students, on the effect of technology on social loafing in groups. According to their findings, diffusion of responsibility, attribution of blame and dehumanization are the causes of social loafing.

As for national studies, Özçelik ve Ergun Özler (2023), aimed at defining the effects of group work and group work dimensions on social loafing. In this context they applied a survey to 217 employees in private banks in Kütahya City, Türkiye. According to the results, there is a negative effect of group work on social loafing.

Çiçekdağı, Ayyıldız and Akkoyunlu, (2023), aimed at researching the factors that influence social loafing behavior in search and rescue teams. The sample was four specialized teams equipped for search, retrieval, and rescue operations during hazardous situations. According to the results, there is significant relationship between higher team performance and reduced instances of social loafing.

İnce (2022), conducted a research on 57 accomodation establishments with 4 and 5 stars in Ankara City, Türkiye, in order to define the effect of social loafing behaviors of employees on job satisfaction. The sample of the research is 384 employees. According to the results, there is a negative relationship between social loafing and job satisfaction. In this sense, social loafing in work groups affects job satisfaction of employees in a negative way.

Uysal (2016) applied a survey to 108 people working in a public institution to research the effect of social loafing perception on employees' feelings of burnout. The data obtained showed that there was a positive relationship between the perception of social loafing and the feeling of burnout (Öneren, Demirel, Arar & Kartal, 2019).

5. Materials and Methods

The target of the current study is to reveal the attitudes of construction sector employees towards social loafing. In this frame, one main and three sub-hypotheses are developed with the aim of making analysis in the frame of demographic qualities (gender, marital status, age) and taking into consideration participants' demographic qualities in order to assume their attitudes. Attitude towards social loafing may differ among different age groups, in addition to the fact that gender differences have an impact on the attitude. Marital status, on the other hand, may have impact on the attitude. Therefore, the hypotheses are developed in the frame of demographic characteristics of the participants. On the other hand, since it is almost impossible to reach all the potential participants in the sense of budget and time, construction sector organizations in Bursa city Organized Industrial Zone (Bursa OSB) was determined as sample. There are 28 organizations in Bursa OSB. In order to find out the total number of the universe, business owners and managerial teams are requested to supply information. In this sense, it is found that there are approximately a total of 800 white collar employees in the sector. The sample is defined as 169 participants, according to 95% reliability level and 5% error margin.

The construction sector, which has an important place in a country's economy, is one of the professional groups where teamwork is at the highest level. In a construction site, from the lowest level officer to the highest level officer, the work proceeds with a certain order and teamwork, and at the end of the work, the planned structures are brought to light with the effort of everyone. In this sense, social loafing behavior can lead to detrimental effects.

In the frame of the current research, a survey form, which consists demographical questions and "Social Loafing Scale", with 13 items and 1 dimension, which is developed by Liden, Wayne, Jaworski and Bennett (2004) and translated into Turkish by Ilgın (2010), is structured and delivered to the potential participants. 234 individuals filled the survey forms. The gathered data from 234 participants were analyzed via SPSS 22.0 package programme. The reliability percent of the scale is found as ,86 by Ilgın (2010). According to the reliability analysis of the current study, which consists only one dimension, the reliability percent of the scale (Table 1) is found as ,827.

Table 1. Reliability of the Scale

Social Loafing Scale	Cronbach's Alpha Value
	,827

As it is mentioned above, Social Loafing Scale gathers under 1 dimension. In this sense, according to the factor analysis (Table 2), the scale gathers under 1 dimension in the current study as well.

Table 2. Factor Analysis

Component	Calculated Sum of Squares			Rotated Sum of Squares		
	Total	Variance%	Cumulative %	Total	Variance%	Cumulative %
1	5,117	63,966	63,966	5,117	63,966	63,966

According to the demographical findings (Table 3), 75 (32,1%) participants are women, 159 (67,9%)

participants are men. As for marital status, 83 (35,5%) participants are married and 151 (64,5%) participants are single. In terms of age groups, 105 (44,9%) participants take place in 18-29 age group, 70 (29,9%) participants take place in 30-39 age group, 35 (15,0%) participants take place in 40-49 age group and 24 (10,3%) participants take place in 50-59 age group.

Table 3. Demographic Findings

Gender:	Women	Men			
	75 (32,1%)	159 (67,9%)			
Marital status:	Married	Single			
	83 (35,5%)	151 (64,5%)			
Age:	18-29 age range	30-39 age range	40-49 age range	50-59 age range	60+ age range
	105 (44,9%)	70 (29,9%)	35 (38,6%)	24 (10,3%)	-

5.1. Hypothesis Development

h1: μ1> μ2

H_1: There is a statistically significant difference between attitudes of construction sector employees towards social loafing and their socio-demographic characteristics.

h1: μ1> μ2

H_2: There is a statistically significant difference between attitudes of construction sector employees towards social loafing and their gender characteristics.

h1: μ1> μ2

H_3: There is a statistically significant difference between attitudes of construction sector employees towards social loafing and their marital status characteristics.

h1: μ1> μ2

H_4: There is a statistically significant difference between attitudes of construction sector employees towards social loafing and their age characteristics.

5.2. Statistical Findings

5.2.1. Descriptive statistics results

According to the descriptive statistics (Table 4) results of the Social Loafing Scale, the most important item according to the participants is item 4 with average of 3,8162, "My colleagues keep their individual goals ahead of group goals". Secondly, there is the idea "Some of my colleagues act more laxly if there are other employees to do the job", which is item 10 and which has an average of 3,8120. The third item that constitutes importance for the participants is, "Some of my colleagues spend less time helping other departments if other group members are able to help", which is item 11 with an average of 3,7265.

From these findings, it can be inferred that the participant employees believe that their co-workers display loafing behavior. In addition, they also believe that the employees in their organizations are not suitable for teamwork but individual work. Furthermore, it can be concluded that the employees in construction sector tend to become successful individually, not as a team. In this sense, it can also be inferred that trying to be the best in the eyes of the managers constitutes great importance. In this context, they do not spend effort in group works, which stands for social loafing and they also do not like to help others with the fear that they will help

them to become successful.

As for the least important item for the participants, it is item 8, with an average of 2,5085, "My colleagues do not do their part of the job".

In this frame, it can again be inferred that the participant employees do feel that their co-workers tend to display social loafing behavior in group work Although the average of the item is the least of all items, the fact that there is not huge differences among the items of the scale proves the idea of social loafing behavior is displayed in construction sector.

Table 4. Descriptive Statistics

Items		Totally Disagree	Disagree	Neutral	Agree	Totally Agree	x̄	SD (Standard Deviation)
1- My colleagues avoid taking responsibility in collective task distribution.	fi (Data frequency)	38	43	40	81	32	3,1111	1,31206
	Y.fi (Frequency value percent)	16,2	18,4	17,1	34,6	13,7		
2-The primary goal of my colleagues is to complete the work assigned to them in the desired quality and time, without leaving it to anyone else.	fi	25	66	75	55	13	2,8504	1,07201
	Y.fi	10,7	28,2	32,1	23,5	5,6		
3- If there are others to do the job, my colleagues do the job they want or concentrate on the part of the job they want, instead of the task given to them.	fi	35	22	46	63	68	3,4573	1,38674
	Y.fi	15,0	9,4	19,7	26,9	29,1		
4- My colleagues keep their individual goals ahead of group goals.	fi	9	10	53	105	57	3,8162	,97852
	Y.fi	3,8	4,3	22,6	44,9	24,4		
5- My colleagues consistently allocate time for non-work-related activities during working hours.	fi	37	35	23	71	68	3,4188	1,44269
	Y.fi	15,8	15,0	9,8	30,3	29,1		
6- My colleagues assign some responsibilities that they should undertake to other employees.	fi	32	49	49	48	56	3,2009	1,37351
	Y.fi	13,7	20,9	20,9	20,5	23,9		
7- My colleagues make less effort to do the job when there are other employees who can do the job.	fi	29	39	41	66	59	3,3718	1,35002
	Y.fi	12,4	16,7	17,5	28,2	25,2		
8- My colleagues do not do their part of the job.	fi	73	32	66	63	-	2,5085	1,19096
	Y.fi	31,2	13,7	28,2	26,9	-		
9-Some of my colleagues put in less effort than other	fi	34	9	39	63	89	3,7009	1,38827

employees in our team.	Y.fi	14,5	3,8	16,7	26,9	38,0		
10-Some of my colleagues act more laxly if there are other employees to do the job.	fi	14	25	32	83	80	3,8120	1,18959
	Y.fi	6,0	10,7	13,7	35,5	34,2		
11-Some of my colleagues spend less time helping other departments if other group members are able to help.	fi	4	2	76	124	28	3,7265	,74838
	Y.fi	1,7	,9	32,5	53,0	12,0		
12-Some of my colleagues appear to be working if someone else is doing the work, but they do not do their share of the work.	fi	20	25	104	45	40	3,2564	1,12447
	Y.fi	8,5	10,7	44,4	19,2	17,1		
13-My colleagues do their best to do a job within the team.	fi	15	54	60	58	47	3,2906	1,20841
	Y.fi	6,4	23,1	25,6	24,8	20,1		

5.2.2. Comparative statistics

As a result of the normality (Kolmogorov-Simirnov) test, the distribution of data is not normal (Table 5). Therefore, non-parametric tests (Mann-Whitney U and Kruskal-Wallis) were applied to the data so as to analyse the comparative statistics (Table 6). Analysis results reveal that, there is a statistically significant difference ($p < 0.05$) between marital status and age demographics and the items of the scale. In addition, the results alson reveal that there is not a statistically significant difference ($p > 0.05$) between gender demographic and the items of the scale. According to marital status post-hoc test (Table 7), the difference stems from single participants. In this sense, it can be concluded that single participants have a more attentive attitude towards social loafing in the sense that they feel negative towards the behavior. In addition, it can also be concluded that, interestingly enough, the married participants refrain from having responsibilities. Furthermore, according to age post-hoc test (Table 8), the difference stems from 30-39 age group. 30-39 age group stands for maturity and experience in the field of work while higher age groups stands for being close to retirement and therefore being not interested in others' behaviors and 18-29 age group stands for immaturity and being inexperienced in the field of work. In this sense, it can be inferred that the participants of this age group have much more different attitudes towards social loafing.

Hence, H_2 hypothesis, *There is a statistically significant difference between attitudes of construction sector employees towards social loafing and their gender characteristics h1: µ1> µ2* is rejected.

H_3 hypothesis, *There is a statistically significant difference between attitudes of construction sector employees towards social loafing and their marital status characteristics h1: µ1> µ2* is accepted.

H_4 hypothesis, *There is a statistically significant difference between attitudes of construction sector employees towards social loafing and their age characteristics. h1: µ1> µ2* is accepted.

Table 5. Normality Test (One Sample Kolmogorov-Smirnov)

	Statistic	df	Sig.
Social Loafing Scale	,235	234	,000

Table 6. Non-Parametric Comparative Statistics

Variables	Dimension	Test	Statistics	*P*
Gender	Social Loafing	Mann-Whitney U	5741,000	,646
Marital Status	Social Loafing	Mann-Whitney U	3440,000	,000
Age	Social Loafing	Kruskal-Wallis	62,593	,000

Table 7. Marital Status Post-Hoc Test

	Gender	N	Mean Rank	Sum of Ranks
Social Loafing	**Married**	118	151,55	12579,00
	Single	65	98,78	14916,00
	Total	234		

Table 8. Age Post-Hoc Test

Sample1-Sample2	Test Statistic	Std.Error	Std.Test Statistic	Sig.	Adj.Sig.
30-39- 18-29	28,636	10,412	2,750	,006	0,36
30-39 50-59	-82,779	15,961	-5,186	,000	,000
30-39 40-49	-98,350	13,969	-7,041	,000	,000

6. Results and Discussion

The results of the current research reveal that, there is a statistically significant difference ($p < 0.05$) between attitudes of construction sector employees towards social loafing and their marital status and age characteristics. It is also deduced, there is not a statistically significant difference ($p > 0.05$) between attitudes of construction sector employees towards social loafing and their gender characteristics. The findings of marital status post-hoc test show that the difference stems from single participants. In this sense, it can be concluded that single participants have a more attentive attitude towards social loafing in the sense that they feel negative towards the behavior. Furthermore, age post-hoc test proves that the difference stems from 30-39 age group. 30-39 age group stands for maturity and experience in the field of work while higher age groups stands for being close to retirement and therefore being not interested in others' behaviors and 18-29 age group stands for immaturity and being inexperienced in the field of work. In this sense, it can be inferred that the participants of this age group have much more different attitudes towards social loafing.

In addition, from the descriptive statistics it can be inferred that the participant employees believe that in their organizations social loafing behavior is displayed. In addition, they also believe that the employees in their organizations are not suitable for teamwork but individual work. Furthermore, it can be concluded that the employees in construction sector tend to become successful individually, not as a team. In this sense, it can also be inferred that trying to be the best in the eyes of the managers constitutes great importance. In this context, they do not spend effort in group works, which stands for social loafing and they also do not like to help others with the fear that they will help them to become successful.

As mentioned in the methodology section, construction sector has an important place in a country's economy.

In addition, teamwork is at the highest level when compared to other sectors. In this sense, when it is considered in the context of social loafing, the behavior can cause detrimental effects. The fact that the participants of the current study feel that social loafing behavior is displayed by their co-workers in addition to behaving selfish in gaining success, may not imply detrimental effects on condition that the employees try to draw attention of their managers in order to be awarded. On the other hand, if the employees spend effort only in individual work and do not spend effort in teamwork, imply that in the long term negative effects will affect the organizations.

7. Conclusion

Social learning theory suggests that individuals can often exhibit similar behaviors as a result of perceiving the behaviors they have learned or seen from other members of the team by creating role models from different beliefs, attitudes and behaviors in social environments (Lee et al., 2013). In this case, the actual performance level of the team may be less than the sum of the desired individual performance level, and social loafing behavior may become more evident as the perceived group size increases.

When the results of the previous researches in literature are compared to the current study, it is assumed that there are several factors that have impacts on social loafing in organizations. For example, workplace friendship, organizational commitment, job satisfaction and psychological safety have negative effect on social loafing. In addition, it is also assumed in the previous researches that emotional commitment and continuous commitment have negative effects on social loafing. There is also a negative effect of higher team performance on social loafing. In terms of gender differences, it is assumed that females are more tend to display social loafing behavior than males. As for causes of social loafing, it is assumed that diffusion of responsibility, attribution of blame and dehumanization come to the fore. In this sense, it can be mentioned that the results of the current study have similarities with the results of the previous researches in literature.

To sum up, in order to lessen and/or eliminate social loafing behavior in a controlled manner, which can lead to some problems and failures in groups, it is necessary to eliminate the behaviors that cause social loafing in the first place (Çiçek & Kaynak, 2022; Karademir, 2023). In this sense, it is expected that the current study will shed light to the professionals in order to prevent and/or eliminate behavior, especially in construction sector. Furthermore, it is also expected that the professionals in other sectors will draw conclusions from the results of the current study. Finally, researchers in the field are expected to broaden the area of research via making studies on the employees of several other sectors.

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Etik, Beyan ve Açıklamalar

1. Etik Kurul izni ile ilgili;

☑**.** Bu çalışmanın yazar/yazarları, Bursa Teknik Üniversitesi Araştırma Etik Kurulu'nun tarih 02.05.2024 sayı E.151416 ve karar no. 4 ile etik kurul izin belgesi almış olduklarını beyan etmektedir.

2. Bu çalışmanın yazar/yazarları, araştırma ve yayın etiği ilkelerine uyduklarını kabul etmektedir.

3. Bu çalışmanın yazar/yazarları kullanmış oldukları resim, şekil, fotoğraf ve benzeri belgelerin kullanımında tüm sorumlulukları kabul etmektedir.

4. Bu çalışmanın benzerlik raporu bulunmaktadır.