

Organizational Justice, Task Enjoyment, Leadership style and Organizational Culture as Strategies for Reduction of Social Loafing

Khurshid Alam

MS Scholar, Department of Management Studies, University of Malakand

Arshad Ali

Assistant professor, Department of Management Studies, University of Malakand

Nazim Ali

Assistant professor, Department of Management Studies, University of Malakand

Gohar Zaman

Associate professor, Department of Management Sciences, ICP

Abstract

The study looks for different antecedents of social loafing. It discusses diverse strategies of organizational justice including distributive, procedural and interactional justice, task enjoyment, leadership style and organizational culture for reduction of social loafing in manufacturing industries of Pakistan. Standard multiple regression and linear correlation analyses were employed for prediction of tendency towards loafing and its relationship. Results demonstrated as hypothesized that increase in organizational justice, task enjoyment and leadership approaches were associated with increased satisfaction and decreased probability of social loafing at work place while increased task collectivism enhance social loafing. The research has practical implications for enhanced satisfaction, individual performance and reduced loafing.

Keywords: Organizational Justice, Distributive Justice, Task Enjoyment, Intrinsic Motivation, Extrinsic Motivation, Individualism and Collectivism

Groups and teams play vital role in the performance of organizations at global level. Organizations can't execute its operations individually. Widespread studies have focused individual effectiveness in collective work and alone. On one side group work provides creative learning and innovative ideas for execution of work but on the other side it leads towards a significant paradox of social loafing. In this phenomenon individuals try to hide in crowd and don't utilize full efforts in collective work as compared to individual work. Most of individuals consider group work as unsatisfactory experience and less motivated and committed towards collective goals of group.

In 1913 Max Ringelmann Heuzé and Brunel (2003) and Ingham, Levinger, Graves, and Peckham (1974) found reduced individual efforts and reduced performance in experiments of “Rope Pulling” and Swimming in Relays”. Tendency towards social loafing destroys actual performance of individuals and organizations. It is most expensive phenomenon for organizations. Therefore the discovery of different strategies for combating social loafing in collective work is very significant for today’s research. Cultural and leadership studies on social loafing are very rare with reference to Pakistan. No study has been made to address the issue of social loafing in groups in Pakistan. To fill this gap, we have devised this study to determine the curing role of organizational justice, leadership, task enjoyment and organizational culture in social loafing. This study will discuss the role of three sides of organizational justice that is interactional, distributive and procedural justice in elimination of social loafing from collective work. It will also determine the intrinsic and extrinsic motivation role in enjoying collective as well as individual work. This study will also furnish vertical and shared leadership role in elimination of social loafing.

Literature Review

Organizational Justice

Research studies on organizational justice have been emerging since the second half of last century. Widespread studies have focused organizational justice impact on individual performance. It refers to the fairness of organization with employees in all situations(Cropanzano & Greenberg, 1997). Price, Harrison, and Gavin (2006) argued that social loafing is a response of individuals to injustice in collective work and this perception of injustice reduces the motivation, commitment and satisfaction of other group members. When employees perceive any injustice in distribution of efforts and rewards then they use fewer efforts.

Previous researchers have identified three constructs of organizational justice(Cohen-Charash & Spector, 2001),these are distributive, procedural and interactional justice. Distributive justice checks the consistency between outcomes and outcomes allocation norms (Lord & Brown, 2004). (Niehoff & Moorman, 1993) argued that equitable distribution of rewards refers to distributional justice. Fairness in outcomes distribution decision making refers to procedural justice(Lind & Tyler, 1988).Malik and Naeem (2011)found that procedural justice has significant positive relation with job satisfaction and individual performance. Procedural justice enhances the legitimacy and satisfaction of employees before the decisions of organization

(Tallman, Phipps, & Matheson, 2009). while organizational conduct and treatment with employees is known as interactional justice (Tyler & Bies, 1990). Interactional justice include dignity, politeness and respect in determining outcomes and individuals perceive justice when they are treated with respect and dignity (Bies & Moag, 1986; Murphy, Wayne, Liden, & Erdogan, 2003). Interactional justice is determined by the management behavior towards employees. These are behavioral reactions of management representatives towards employees.

Ponnu and Chuah (2010) argued significant positive relationship between distributive justice, procedural justice perception and satisfaction. Fatt, Khin, and Heng (2010) argued that distributive and procedural justice predicts an employee satisfaction, organizational citizenship behavior and performance. Cohen-Charash and Spector (2001) argued significant positive relationship between distributive and procedural justice and employee satisfaction. It also depends on organizational outcomes, organizational practices and perceiver characteristics including personality and demographics (Cohen-Charash & Spector, 2001). Job satisfaction is effective response of an individual towards work. Tepper (2000) argued that organizational justice is positively related to employee satisfaction. Martin and Bennett (1996) also argued that justice of all types is a base for development and satisfaction. Murphy et al. (2003) argued inverse relation for distributive justice and interactional justice with social loafing. Individuals who receive justice of all kinds from organization react as organizational citizenship behaviors (OCB's) and they perform beyond expectations (Schneider & Bowen, 1995). Based on above literature authors hypothesize that:

H1: Distributive justice increases individual satisfaction and reduces social loafing

H2: Procedural justice increases individual satisfaction and reduces social loafing

H3: Interactional justice increases individual satisfaction and reduces social loafing

Organizational Culture

Culture refers to shared values, ideology, customs, beliefs and general ways of doing things (S. P. Robbins & De Cenzo, 2007). Erez and Earley (1993) argued that group processes and practices are influenced by perceptions, values and codes of conduct. Due to this reason Karau and Williams (1993) argued that working in friendly or high valued environment reduce the intensity of social loafing. Kugihara (1999) suggested to determine the impact of culture on social loafing.

Organizational performance depends upon the employees' readiness, motivation, competencies of workforce and established practices of organizational culture. Loch, Huberman, and Stout (2000) found that group functioning on "meritocracy" or "democracy" depends upon the culture of the organization and group composition. Dorfman and Howell (1988) have recognized individual commitment and satisfaction as cultural values. Kirkman and Shapiro (2001) argued that cultural values may generate confrontation to the management initiatives which may lead an organization to negative performance. Adler (1986) acknowledged that cultural values are formed in early age and comparatively stable sooner or later. According to Williams, Harkins, and Latané (1981) Personal values, religious orientation, and political ideology moderate social loafing. Wagner (1995) also found that these cultural differences have direct or indirect moderating effect on social loafing. Watson, Kumar, and Michaelsen (1993) argue that existing studies lack discussion on group work and managing cultural diversity.

Field independence referred to psychological differentiation or individualism (Witkin, Goodenough, & Oltman, 1979) and collectivism or field dependence (Triandis, 1989) are two most influential aspects of culture. Extensive research has focused above two constructs of culture. Earley (1993) argue that cultural values of collectivism and individualism affect the tendency of loafing. Klehe and Anderson (2007) argue collectivism moderates the effect of social loafing over performance, it has significant effect on employees motivation and collectivist individuals showed greater motivation in experimental conditions. Kim, Sutton, and Gong (2013) found that in collectivistic cultures employees remain active in group work. Williams et al. (1981) suggest that some societies prefer collective goals opposed to individual goals. Kirkman and Shapiro (2001) argued positive relation between collectivism and job satisfaction. Hunjra, Chani, Aslam, Azam, and Rehman (2010) argues positive and significant relationship between job satisfaction and team work environment. Gudykunst, Ting-Toomey, and Chua (1988) found Japanese, Chinese, Indonesians, Indians, and Mexicans tend to be field dependent, which is collectivist. Klehe and Anderson (2007) further argue that the less involvement of eastern in loafing than western may be referred to that eastern have high score in collectivism. Collectivism focuses group and collective goals, social norm and values that are considered as criteria of evaluation and it describes the means and end of a particular action. Gibson, Randel, and Earley (2000) found that high collective group setting considers group outcomes more important than individual outcome and links group efficacy to actual efficiency. They further argued that collectivist individuals invest more efforts when face any obstacle, they sacrifice their efforts and strive for the overall benefits. Earley (1993) argues that collectivist working in group only

loaf when they don't identify colleagues because they can't count others performance. While working with known and similar group members will less opt to loaf because they perceive that group work is more successful than individual work. Collectivist culture have stronger effective organizational commitment and job performance (Jaramillo, Mulki, & Marshall, 2005). Leung (1988) argues that collectivists solve conflict problems by cooperative approaches like mediation and bargaining and they like collective rewards than individualistic rewards (Wagner, 1995).

Individual societies focus on individual goals rather than collective goals (Triandis, Bontempo, Villareal, Asai, & Lucca, 1988). Field independent individual perceive individual separate from group and group from environment (Shaw, 1990). Due to this there may be a little relationship between group efficacy and actual efficiency. Witkin and Berry (1975) found Swiss, Germans, Scandinavians and Americans more field independent. Kashima et al. (1995) argues that individualism vs. collectivism are linked with independent vs. interdependent, agnatic vs. communal and detach vs. relational constructs. Chinese (Hsu, 1981), Latin American, Asian, and African (Wiredu, 1980) cultures inclined to be high in collectivism and most North American and northern and western European cultures inclined to be low in collectivism (Triandis, 1989) or tend to be individualists (Hofstede, 1984; Inkeles, 1983). Collectivist culture display more cooperation than individualist culture (Cox, Lobel, & McLeod, 1991). Karau and Williams (1993) argues that the magnitude of loafing is minimum in women and individuals who belongs to Eastern cultures. Klehe and Anderson (2007) argue that major studies in past had been conducted in western culture having very few in eastern cultures. On the basis of above arguments it is hypothesized that:

H4: There is high satisfaction in collective work and low social loafing.

H5: There is low satisfaction in individual work and high social loafing.

Task Enjoyment

Task enjoyment is the central erratic phenomenon in social cognitive theories. Puca and Schmalt (1999) argues that extrinsic and intrinsic motivation can be achieved through task enjoyment. Elliot and Harackiewicz (1994) found task enjoyment an important mediator of satisfaction and task performance. The flow theoryCsikszentmihalyi (2000), intrinsic motivation theory Deci and Ryan (1991) and goal achievement theories Elliot and Harackiewicz (1994)shed light on task enjoyment, its strategies and consequences. Csikszentmihalyi (2000) describes flow as full involvement and operation with full capacity. Flow is the state of energetic focus, crest enjoyment and creative concentration

which keep people engaged in play. Intrinsic motivation theory considers responsibility, achievement and competence as three basic intrinsic motivators necessary for job performance. Individuals perform for their own achievement, enjoyment and satisfaction (Ryan & Deci, 2000a). While the desire to achieve something or task involvement due to own qualities refers to achievement theory (Pintrich, 2000). Puca and Schmalt (1999) describe task enjoyment as indicator of intrinsic motivation.

M. A. Brickner, S. G. Harkins, and T. Ostrom (1986a) observed in their experiment that students loafed more in tasks having low involvement and their outputs was pooled and not evaluated by experimenter and those who were involved in high involvement tasks didn't loafed instead of existing no evaluation. Comer (1995) argued that greater diplomacy over planning increase task motivation. While Worchel, Rothgerber, Day, Hart, and Butemeyer (1998) found that loafing can be reduced without increasing task enjoyment. That is productivity is not depended upon task enjoyment, but there are other factors which contribute towards social loafing. Hackman (1987) argued that social loafing can be reduced by engaging individuals' maximum in performing a specific task. Different scholars describe different factors necessary for task enjoyment. Social loafing can be reduced by more involvement in a task, importance of task, choice of the individual (Brickner et al., 1986a; Rothwell, 1999), more challenging task and making unique contribution (Harkins & Petty, 1982). Strong and Anderson (1990) argued that there is inverse relationship between task complexity and the likelihood of problems like "free riding", because more complex task have difficulty in assessing performance. While Harkins and Petty (1982) suggested that groups having easy task also often face the social dilemma of loafing due to lack of challenge and motivation. In contrast T. L. Robbins (1995) found social loafing in self directed teams despite thought provoking, personally involvement, important and unique contribution. Schnake (1991) suggested that group interaction must be kept minimal for diffusion of efforts to achieve maximum outcomes. While Petty, Harkins, Williams, and Latane (1977) suggested that increasing group interaction increase group cohesiveness and ultimately cohesiveness increase group performance. Based on above arguments we can hypothesize that:

H6: Task enjoyment has positive relationship with satisfaction and negative relation with social loafing.

Bontempo, Lobel, and Triandis (1990) argued that collectivists enjoy and like what group members and management expects from them. Hunjra et al. (2010) also found that work environment has a positive impact on job satisfaction. Open communication among group members

increase the probability of sacrificing self interest (Extrinsic) over collective interest (Intrinsic) (Brechner, 1977; Dawes, McTavish, & Shaklee, 1977). Hackman (1987) argued that group engagement task can alleviate social loafing; mean motivating task can reduce social loafing. Brickner et al. (1986) found that when employee has low motivation than social loafing will occur. Davies (2009) argues that optimization and maximization methods are used for measuring tasks outcomes. More committed employees experience less stress (Begley & Czajka, 1993) and perform well (Mathieu & Zajac, 1990). According to cognitive evaluation theory, the individual perception of individual external control decreases perceived perception of autonomy in work, which leads to decrease in intrinsic motivation (Ryan & Deci, 2000b). Klehe and Anderson (2007) confirmed that motivating working conditions are the best motivators of employees and employees enjoy work in that condition. Wrapping up above literature it is hypothesized that:

H7: Intrinsic motivation creates more task enjoyment than extrinsic motivation.

Leadership

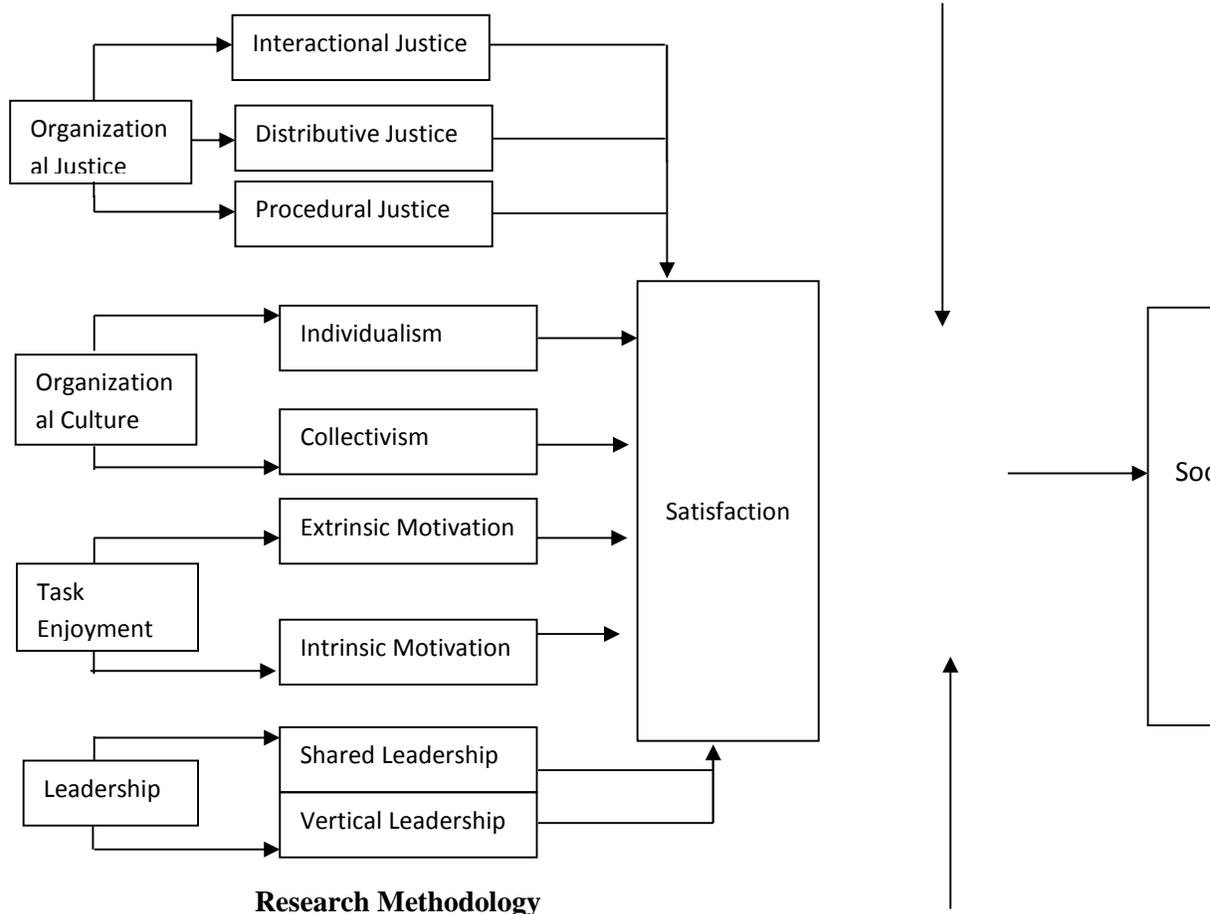
Hersey and Blanchard (1969) described leadership as the pattern of behaviors that leaders display during their work. Leadership create the climate in which people turn challenging opportunities into remarkable success (Kouzes & Posner, 2006). Empirical evidence has demonstrated many times that leadership play key role in regulating team behavior and directing task execution toward satisfactory outcomes (Carte, Chidambaram, & Becker, 2006). Leadership builds the excitement for improvement in productivity, growth and abilities of employees by creating the perception of love, honesty and care among employees (Aydin & Ceylan, 2009). Zaccaro, Rittman, and Marks (2002) argued that the success or failure of a team depend upon leadership. Gladstein (1984) demonstrated that active leadership leads to satisfaction and desired performance. Bass and Yammarino (1988) argued that leaders play a significant role in enabling individual to achieve organizational objectives. The followers of "Human Relations school of Thought" Blake, Mouton, and Bidwell (1962) suggested that subordinate participation will lead to attainment of self expression, respect, independence and equality which ultimately increase morale and job satisfaction. Group leadership promote, develop, and maintain collective effectiveness (Kozlowski, Gully, Salas, & Cannon-Bowers, 1996; Zaccaro et al., 2002). Miller and Monge (1986) argues that participation in decision making lead to higher satisfaction and productivity. Frost, Wakeley, and Ruh (1974) proposed that workers made better decisions because they have more complete knowledge of their work than

management and if they participate in a decision making then it is convenient for them to implement. Burke et al. (2006) argued that both person and task focused leadership are equally important for group effectiveness.

Motivation of the group members is the greatest problem in group work (Kerr & Bruun, 1983). Individual leader has to plan and organize individual work, problem solving and mentoring and development, which can create problem of role overload for a leader. Due to tasks complexity and environmental ambiguity single leader can't perform successfully in all situations (Day, Gronn, & Salas, 2004; Katz & Kahn, 1978). Hawkins and Tolzin (2002) concluded that individual model of leadership is incompatible with organizational needs; therefore it should be examined and researched carefully. Carson, Tesluk, and Marrone (2007) presented shared leadership, which is the division of leadership authority among group members instead of one man. It is a process of entire group and organization instead of an individual characteristic (Drath, 1998). Because the employees having knowledge and expertise seek more autonomy for the applications of their skills (DeNisi, Hitt, & Jackson, 2003). According to Carson et al. (2007) shared leadership enhance group performance on complex tasks and it has positive impact on group performance. It can be promoted through Self managing (Manz & Sims Jr, 1987), trust and autonomy (Langfred, 2004). Wageman (2001) considered internal team environment and external coaching as influencing factors for shared leadership. Some managers see shared leadership as a threat to their power and legitimacy as well (Bartunek, Walsh, & Lacey, 2000). External and internal individual personality traits and past history affect shared leadership. Cohen and Bailey (1997) argued that shared leadership is very significant for making group effective. It is significant ingredient for organizational effectiveness (Zaccaro et al., 2002). Fiske, Gilbert, and Lindzey (2010) also favored shared leadership among team members. Day et al. (2004) argued that shared leadership improve the organizational performance significantly. Pearce and Sims (2002) found that vertical leadership or focused leadership (Fiske et al., 2010) as opposite to shared leadership.

Hunjra et al. (2010) argued that positive and significant relationship between job satisfaction and the behavior of leadership. Previous studies have focused on the traditional perspective of leadership as spoon feeder or input to team. Zaccaro et al. (2002) presented functional leadership concept, according to which leader takes whatever role required in group work. So the most significant responsibility of leader is to search and determine missing function in team and do it or get it done, while traditional leaders emphasize on group process and outcomes. Concluding above literature it is hypothesized that:

Research Model



Research Methodology

The Instrument Design

The survey instrument was developed after widespread study of prior literature and with due conference of the senior research associates. The questionnaire was pre-tested on a group of senior pharmaceutical professionals to improve the conception and understandability of the instrument.

Survey questionnaire enhance external strength and consistency of the study due to involving expert stakeholders from different sectors of interest and collecting information about generic beliefs, facts and behavioral observations. Survey questionnaire produces greater generalizability of the study (Brownell, 1995). The developed instrument

contains two major portions. One contains information about demographics like sector name, region and age, while other contains questions regarding different variables under consideration. For measuring each variable, we made diverse constructs by decomposing central variable.

Pilot Study

We conducted pilot study upon 27 professional experts from pharmaceutical industries of Pakistan for ensuring and enhancing external validity of instrument. Rubin and Babbie (2013) argued that pilot test is significant part of instrument development. We included the ideas of certain facts and beliefs of various professionals. This increased the validity and generalizability of the instrument prepared (Brownell, 1995). For ensuring further reliability, we adopted a test retest procedure. This showed consistent results in the opinions of respondents.

Data Collection

Data was collected through structured survey questionnaire in face to face meetings and through Google docs along with semi structured interviews of different experts. Total three hundred and ten 310 questionnaires were administered and one hundred seventy two responses (172) were received. This shows 55% return rate. 46 questionnaires were disposed of since it weren't complete and had unreliable information.

The respondents were selected through stratified random sampling. Stratified random sampling has many advantages like high statistical efficiency and proper representation (Cooper & Schindler, 2003). Employees in diverse pharmaceutical industries of Pakistan from departments of sales, marketing and manufacturing were selected due to the reasons that they work in groups and teams. So social loafing is the major dilemma of aforementioned industries.

From our sample 112 respondents having Masters Qualification or higher and more than 10 years of professional experience. They cooperated very positively in whole study and showed great interest to receive the final script of this paper and recommendations for their industries.

Univariate Analysis

One way Analysis of variance (ANOVA) between groups was conducted to explore the impact of organizational justice, organizational

culture, task enjoyment and leadership on social loafing. There are three groups of sales (n=54), marketing (n=20) and manufacturing (n=52). For checking disparity among different sectors we conducted one way ANOVA. ANOVA indicated insignificant results for all variables except organizational justice; this means that there is no difference among these three sectors under consideration Table 1. Thus it is concluded that these three sectors differ from each others with respect to organizational justice. For further investigation of organizational justice we conducted Post-hoc comparisons using the Tukey HSD test and found that sales and marketing sectors have no difference with each other but differs from manufacturing sector. So it is argued that employees working in sales and marketing sectors are more curious about procedural, interactional and distributive justice, they are eager to receive all forms of justice from organization. It can be further verified from F ratio, because higher F ratio indicates greater variability among groups caused by independent variable (Pallant, 2010).

Table 1. Univariate Analysis

	Sum of Squares	df	Mean Square	F	Sig.
OJ	4.464	2	2.232	8.149	.000
TE_Intrnsc	.857	2	.429	2.315	.103
TE_Extrnsc	.052	2	.026	.147	.863
LP_Shrd	.681	2	.340	1.554	.216
LP_Vert	.664	2	.332	1.028	.361
OC_Collec	.606	2	.303	1.137	.324
OC_Ind	1.715	2	.858	1.427	.244

Homoscedasticity

Levene’s test was conducted to determine homoskedasticity in data and we found insignificant results, Table 1. This shows the absence of heteroskedasticity in data. White test check the residual variance of a variable in regression model for homoscedasticity. The findings of white test also show insignificant results and indicate the absence of heteroskedasticity in data. Kolmogorov-Smirnov tests was performed for checking the normality of data and found insignificant results indicating normality in data.

Table 2. Levene’s Test of Homogeneity of Variance

	Levene’s Statistic	df1	df2	Sig.
OJ	1.267	2	123	.285
TE_Intrnsc	2.371	2	123	.098
TE_Extrnsc	1.930	2	123	.150

LP_Shrd	.879	2	123	.418
LP_Vert	2.265	2	123	.108
OC_Collec	8.721	2	123	.000
OC_Ind	.712	2	123	.492

Multicollinearity

Multicollinearity was checked through variance inflation factors (VIF) and tolerance statistics, Table 2. Tolerance is the measure of Multicollinearity in a statistics, calculated by $1-R^2$. The results indicate all values of tolerance are greater than .10, so we haven't violated the assumptions of Multicollinearity. This was also supported through VIF values; VIF has no value greater than 10 so again we haven't violated the assumptions. This seems not surprising due to the reason of support in correlation matrix.

Table 3. Multicollinearity

	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta				Tolerance	VIF
(Constant)	4.420	.538			8.218	.000		
OJ	-.232	.090	-.254		-2.571	.011	.595	1.680
TE_Intrnsc	.011	.107	.009		.099	.921	.677	1.476
TE_Extrnsc	-.034	.104	-.028		-.325	.746	.783	1.277
LP_Shrd	-.354	.084	-.331		-4.241	.000	.958	1.044
LP_Vert	-.226	.069	-.256		-3.265	.001	.950	1.052
OC_Collec	.155	.076	.158		2.023	.045	.949	1.054
OC_Ind	-.060	.052	-.092		-1.163	.247	.920	1.086

a. Dependent Variable: SL

Hypotheses

The fundamental premise of this study is to find different strategies and their intensity in combating social loafing. These strategies are organizational justice, task enjoyment, leadership and organizational culture. All variables and constructs under consideration fulfill the assumptions of all used tests including Pearson correlation etc and are linear and normally distributed. Data support all hypotheses except H4, H5 and H7.

Discussion and Conclusion

Organizational justice was measured through three constructs of distributive, procedural and interactional justice. The data authenticate that if individuals receive distributive justice, procedural justice and interactional justice in task and rewards allocation then there will be low tendency towards loafing at work place. Thus we might argue that organization may allocate task and rewards in unbiased and fair way and treat employees with behavior of decorum, politeness and reverence for increasing satisfaction and reduction of social loafing dilemma. Employees will utilize full efforts to achieve organizational goals and objectives if they receive justice of all types. These results are consistent with (Malik & Naeem, 2011; Ponnu & Chuah, 2010; Tallman et al., 2009), they were also of opinion that organizational justice enhances the legitimacy and satisfaction of employees to organizational decisions and thus reduces tendency towards loafing (Murphy et al., 2003; Schneider & Bowen, 1995).

Our study signifies that social loafing is a response of individuals to organizational injustice. They want to hide in crowd due to biased and unjustified behavior of organization. In this study sales and marketing sector employees have no disparity upon these results while manufacturing sector employees have different perception towards organizational justice in the form of procedural, distributive and interactional justice. Manufacturing sector employees are more curious towards organizational justice. This may be due to the reason of work inside organization instead of field work and they are more probing about individual effort and task identification due to complex tasks. So if organization delivers justice of all types then there will be high satisfaction, commitment and motivation in group members especially in productions. They will utilize full efforts and abilities and will show organizational citizenship behavior (OCB) and thus they will perform above the standards.

Traditionally, it has been found that working collectively increase communication, interdependency and interaction among group members; this increase satisfaction, enjoyment, and enthusiasm. Due to this rationale previous authors argue minimum likelihood of social loafing in collectivist cultures. Our results confirms positive relationship of individualism and collectivism with satisfaction as initiated by (Hunjra et al., 2010; Jaramillo et al., 2005; Kirkman & Shapiro, 2001), but the enormity of satisfaction among collectivist cultures is less than individualistic culture. This may be due to the reason that Pakistani people like field independence and prefer individual work over collective work. Further exploration indicates positive relationship of collectivism

with social loafing while negative relationship with individualism. Thus we may argue greater probability of social loafing among individuals working in collective setting than individual work setting. These results are inconsistent with the findings of previous researchers (Gibson et al., 2000; Kim et al., 2013; Klehe & Anderson, 2007). Earley (1993) argue that loafing in collectivist culture is due to lack of familiarity among group members and if group members identify and recognize each other than there will be low chances of loafing.

Analysis confirms significant positive relationship of task enjoyment with satisfaction and negative relationship with social loafing. These results are consistent with (Brickner et al., 1986a; M. A. Brickner, S. G. Harkins, & T. M. Ostrom, 1986b; Elliot & Harackiewicz, 1994; Rothwell, 1999; Strong & Anderson, 1990) while inconsistent with (T. L. Robbins, 1995; Worchel et al., 1998). It may be due to the reason that they have focused on other important factors contributing towards loafing and haven't valued task enjoyment as an important mediator of satisfaction. Further it was found that intrinsic motivation creates more enjoyment than extrinsic motivation. This was also supported by (Thompson, 2004) as well as in interviews with senior professional experts and industrialists. Through responsibility, achievement, high involvement, open communication and competence employees feel more enjoyed. It may be argued that employees feel more satisfied if they enjoy work and enjoyment can be made either through extrinsic or intrinsic motivation. More committed employees perform above expectations (Mathieu & Zajac, 1990).

Leadership style plays key role in regulating subordinate behavior and satisfaction but our study disapproves the hypothesis of shared leadership faces less loafing than vertical leadership. And social loafing was found in both conditions of shared and vertical leadership. It was surprisingly different from previous studies of (Carson et al., 2007; Day et al., 2004; Frost et al., 1974; Zaccaro et al., 2002) that collective or shared leadership face more challenges of loafing than individual leadership. It may be due to the fact that most Pharma industries in Pakistan use vertical leadership and don't practice shared leadership as identified in interviews with senior professionals of these industries. So individuals may be reluctant towards shared leadership and thus they will show more loafing in shared leadership.

On the basis of above discussion we may argue that for enhancing employees performance organizations may focus procedural, interaction and distributive justice in task and outcomes allocation, encouraging individual work rather than collective work, intrinsic motivators rather than extrinsic motivators and shared leadership.

Standard Multiple Regression

Standard multiple regressions allows the prediction of one independent variable from group of independent variables. It shows us the projecting power of each individual variable (Pallant, 2010). It allows a more sophisticated investigation of interrelationship among set of variables. This helps in investigation of more complicated and multifaceted association. The data met all the assumptions of multiple regressions. According to (Tabachnick & Fidell, 2001) for regressions in social sciences sample, size should be calculated on formula of $N > 50 + 8m$ (where m is the number of independent variables), in this study there are 8 independent variables so sample size should be at least 114. No outliers were found as described by (Tabachnick & Fidell, 2001) of standardized residual values greater than 3.3 or less than -3.3.

Standardized coefficients (Beta) shows individual prediction of each variable in collective prediction, the analysis (Table 2) of beta shows us that organizational justice and leadership account more prediction of loafing among individuals as compared to other variables in our model. The two constructs of task enjoyment have very low role in eradication of loafing at organizations. Thus it can be interpreted that for reduction of social loafing managers and practitioners have to make policies regarding organizational justice and leadership styles, while task enjoyment doesn't create a major portion in reduction of loafing. Further it was also verified from significance values, which show the contribution of each individual variable. Task enjoyment shows insignificant results, this mean insignificant contribution in reduction of loafing.

Practical Implications

The study concludes that employee's productivity can be enhanced by organizational justice in the form of organizational procedures, distribution and interaction with employees. Thus for improving organizational performance, managers have to practice justice in organization. Fair distribution of tasks, rewards, courteous behavior and deferential communication increase employees satisfaction, morale and organizational citizenship behavior. Due to organizational justice employees prefer organizational objectives and goals upon personal goals. Consequently it increases individual productivity as well as collective productivity and boost up individual life standard, local economy as well as global economy and can play the role of social compensation in organizations.

Wrapping up above arguments in discussion authors arrive at the decision that employees in Pakistan feel more satisfied in individualistic society than collectivistic culture. It may be the cause that in collective work people feel hide in crowd and have maximum likelihood towards loafing than individual work, because individual work contain more responsibility and accountability than collective work. Like Swiss, Germans, and North Americans Pakistani individuals prefer field independence. Consequently individuals belong to individualistic culture have low tendency towards loafing than collectivist cultures. It may be argued that loafing in collective work can be reduced if organization provide high friendly and delightful environment to employees. So in order to increase organizational productivity, managers have to make most of work in individualistic form rather than collectivist form.

It is suggested that organizations may focus on intrinsic motivation than extrinsic because intrinsic motivation create more enjoyment. Managers have to create strategies for improving and enhancing intrinsic motivation. It may be the creation of high involvement and engagement in play, open communication environment, high responsibility and desire of achievement. Leaders more often complete task accomplishment by reinforcement, thus due to this reason we may argue that both shared and vertical leadership face loafing dilemma. Therefore some other style of leadership should be searched for determining maximum efficiency at work place. Employees feel more satisfied in vertical leadership than shared leadership. Vertical leadership may be researched further to determine its impact on loafing in some other organizations in order to ensure the generalizability of our results.

Future Directions

Organizational justice have been examined from three perspectives of distributive, procedural and interactional justice. Future researchers may investigate some other constructs of organizational justice and the impact of individualism and collectivism in other industries and organizations due to inconsistency with previous findings and leadership styles. To ensure greater generalizability to the findings, the study needs further exploration and investigation in other areas.

References

- Adler, N. J. (1986). International dimensions of organizational behavior. *The International Executive*, 28(1), 31-32.
- Aydin, B., & Ceylan, A. (2009). The effect of spiritual leadership on organizational learning capacity. *African Journal of Business Management*, 3(5), 184-190.

- Bartunek, J. M., Walsh, K., & Lacey, C. A. (2000). Dynamics and dilemmas of women leading women. *Organization Science*, 11(6), 589-610.
- Bass, B. M., & Yammarino, F. J. (1988). Long term forecasting of transformational leadership and its effects among naval officers: Some preliminary findings: DTIC Document.
- Begley, T. M., & Czajka, J. M. (1993). Panel analysis of the moderating effects of commitment on job satisfaction, intent to quit, and health following organizational change. *Journal of Applied Psychology*, 78(4), 552.
- Bies, R. J., & Moag, J. S. (1986). Interactional justice: Communication criteria of fairness. *Research on negotiation in organizations*, 1(1), 43-55.
- Blake, R. R., Mouton, J. S., & Bidwell, A. C. (1962). Managerial grid. *Advanced Management-Office Executive*.
- Bontempo, R., Lobel, S., & Triandis, H. (1990). Compliance and Value Internalization in Brazil and the US Effects of Allocentrism and Anonymity. *Journal of Cross-Cultural Psychology*, 21(2), 200-213.
- Brechner, K. C. (1977). An experimental analysis of social traps. *Journal of Experimental Social Psychology*, 13(6), 552-564.
- Brickner, M. A., Harkins, S. G., & Ostrom, T. (1986a). The effects of personal involvement: Thought provoking implications for social loafing. *Journal of Personality and Social Psychology*, 51.
- Brickner, M. A., Harkins, S. G., & Ostrom, T. M. (1986b). Effects of personal involvement: Thought-provoking implications for social loafing. *Journal of Personality and Social Psychology*, 51(4), 763.
- Brownell, P. (1995). *Research methods in management accounting: Coopers and Lybrand and Accounting Association of Australia and New Zealand*.
- Burke, C. S., Stagl, K. C., Klein, C., Goodwin, G. F., Salas, E., & Halpin, S. M. (2006). What type of leadership behaviors are functional in teams? A meta-analysis. *The Leadership Quarterly*, 17(3), 288-307.
- Carson, J. B., Tesluk, P. E., & Marrone, J. A. (2007). Shared leadership in teams: An investigation of antecedent conditions and performance. *Academy of Management Journal*, 50(5), 1217-1234.
- Carte, T. A., Chidambaram, L., & Becker, A. (2006). Emergent leadership in self-managed virtual teams. *Group Decision and Negotiation*, 15(4), 323-343.
- Cohen-Charash, Y., & Spector, P. E. (2001). The role of justice in organizations: A meta-analysis. *Organizational behavior and human decision processes*, 86(2), 278-321.

- Cohen, S. G., & Bailey, D. E. (1997). What makes teams work: Group effectiveness research from the shop floor to the executive suite. *Journal of Management*, 23(3), 239-290.
- Comer, D. R. (1995). A model of social loafing in real work groups. *Human Relations*, 48(6), 647-667.
- Cooper, D. R., & Schindler, P. S. (2003). Business research methods.
- Cox, T. H., Lobel, S. A., & McLeod, P. L. (1991). Effects of ethnic group cultural differences on cooperative and competitive behavior on a group task. *Academy of Management Journal*, 34(4), 827-847.
- Cropanzano, R., & Greenberg, J. (1997). Progress in organizational justice: Tunneling through the maze. *International review of industrial and organizational psychology*, 12, 317-372.
- Csikszentmihalyi, M. (2000). *Beyond boredom and anxiety*: Jossey-Bass.
- Davies, W. M. (2009). Groupwork as a form of assessment: common problems and recommended solutions. *Higher Education*, 58(4), 563-584.
- Dawes, R. M., McTavish, J., & Shaklee, H. (1977). Behavior, communication, and assumptions about other people's behavior in a commons dilemma situation. *Journal of Personality and Social Psychology*, 35(1), 1.
- Day, D. V., Gronn, P., & Salas, E. (2004). Leadership capacity in teams. *The Leadership Quarterly*, 15(6), 857-880.
- Deci, E. L., & Ryan, R. M. (1991). *A motivational approach to self: Integration in personality*. Paper presented at the Nebraska symposium on motivation.
- DeNisi, A. S., Hitt, M. A., & Jackson, S. E. (2003). The knowledge-based approach to sustainable competitive advantage. *Managing knowledge for sustained competitive advantage: Designing strategies for effective human resource management*, 3-33.
- Dorfman, P. W., & Howell, J. P. (1988). Dimensions of national culture and effective leadership patterns: Hofstede revisited. *Advances in international comparative management*, 3(127-150).
- Drath, W. H. (1998). Approaching the future of leadership development. *The center for creative leadership handbook of leadership development*, 403-432.
- Earley, P. C. (1993). East meets West meets Mideast: Further explorations of collectivistic and individualistic work groups. *Academy of Management Journal*, 36(2), 319-348.
- Elliot, A. J., & Harackiewicz, J. M. (1994). Goal setting, achievement orientation, and intrinsic motivation: A mediational analysis. *Journal of Personality and Social Psychology*, 66(5), 968.
- Erez, M., & Earley, P. C. (1993). *Culture, self-identity, and work*: Oxford University Press New York.

- Fatt, C. K., Khin, E. W., & Heng, T. N. (2010). The impact of organizational justice on employee's job satisfaction: the Malaysian companies perspectives. *American Journal of Economics and Business Administration*, 2(1), 56.
- Fiske, S. T., Gilbert, D. T., & Lindzey, G. (2010). *Handbook of social psychology* (Vol. 2): Wiley. com.
- Frost, C. F., Wakeley, J. H., & Ruh, R. A. (1974). *The Scanlon Plan for organization development: Identity, participation, and equity*: Michigan State U Press.
- Gibson, C. B., Randel, A. E., & Earley, P. C. (2000). Understanding Group Efficacy an empirical test of multiple assessment methods. *Group & Organization Management*, 25(1), 67-97.
- Gladstein, D. L. (1984). Groups in context: A model of task group effectiveness. *Administrative Science Quarterly*, 499-517.
- Gudykunst, W. B., Ting-Toomey, S., & Chua, E. (1988). *Culture and interpersonal communication*: Sage Publications, Inc.
- Hackman, J. R. (1987). The design of work teams. *Ariel*, 129, 32.197.
- Harkins, S. G., & Petty, R. E. (1982). Effects of task difficulty and task uniqueness on social loafing. *Journal of Personality and Social Psychology*, 43(6), 1214.
- Hawkins, K., & Tolzin, A. (2002). Examining the Team/Leader Interface Baseball Teams as Exemplars of Postmodern Organizations. *Group & Organization Management*, 27(1), 97-112.
- Hersey, P., & Blanchard, K. H. (1969). *Management of organizational behavior*: Prentice-Hall Englewood Cliffs, NJ.
- Heuzé, J. P., & Brunel, P. C. (2003). Social loafing in a competitive context. *International Journal of Sport and Exercise Psychology*, 1(3), 246-263.
- Hofstede, G. (1984). *Culture's consequences: International differences in work-related values* (Vol. 5): sage.
- Hsu, F. L. (1981). *Americans and Chinese: Passages to differences*: University of Hawaii Press.
- Hunjra, A. I., Chani, M. I., Aslam, S., Azam, M., & Rehman, K.-U. (2010). Factors effecting job satisfaction of employees in Pakistani banking sector. *African Journal of Business Management*, 4(10), 2157-2163.
- Ingham, A. G., Levinger, G., Graves, J., & Peckham, V. (1974). The Ringelmann effect: Studies of group size and group performance. *Journal of Experimental Social Psychology*, 10(4), 371-384.
- Inkeles, A. (1983). The American character. *The Center Magazine*, 16, 25-39.
- Jaramillo, F., Mulki, J. P., & Marshall, G. W. (2005). A meta-analysis of the relationship between organizational commitment and

- salesperson job performance: 25 years of research. *Journal of Business Research*, 58(6), 705-714.
- Karau, S. J., & Williams, K. D. (1993). Social loafing: A meta-analytic review and theoretical integration. *Journal of Personality and Social Psychology*, 65(4), 681.
- Kashima, Y., Yamaguchi, S., Kim, U., Choi, S.-C., Gelfand, M. J., & Yuki, M. (1995). Culture, gender, and self: a perspective from individualism-collectivism research. *Journal of Personality and Social Psychology*, 69(5), 925.
- Katz, D., & Kahn, R. L. (1978). The social psychology of organizations.
- Kerr, N. L., & Bruun, S. E. (1983). Dispensability of member effort and group motivation losses: Free-rider effects. *Journal of Personality and Social Psychology*, 44(1), 78.
- Kim, H., Sutton, K. L., & Gong, Y. (2013). Group-based pay-for-performance plans and firm performance: The moderating role of empowerment practices. *Asia Pacific Journal of Management*, 30(1), 31-52.
- Kirkman, B. L., & Shapiro, D. L. (2001). The impact of cultural values on job satisfaction and organizational commitment in self-managing work teams: The mediating role of employee resistance. *Academy of Management Journal*, 44(3), 557-569.
- Klehe, U. C., & Anderson, N. (2007). The moderating influence of personality and culture on social loafing in typical versus maximum performance situations. *International Journal of Selection and Assessment*, 15(2), 250-262.
- Kouzes, J. M., & Posner, B. Z. (2006). *The leadership challenge* (Vol. 3): Jossey-Bass.
- Kozlowski, S. W., Gully, S. M., Salas, E., & Cannon-Bowers, J. A. (1996). Team leadership and development: Theory, principles, and guidelines for training leaders and teams.
- Kugihara, N. (1999). Gender and social loafing in Japan. *The Journal of social psychology*, 139(4), 516-526.
- Langfred, C. W. (2004). Too much of a good thing? Negative effects of high trust and individual autonomy in self-managing teams. *Academy of Management Journal*, 47(3), 385-399.
- Leung, K. (1988). Some determinants of conflict avoidance. *Journal of Cross-Cultural Psychology*, 19(1), 125-136.
- Lind, E. A., & Tyler, T. R. (1988). *The social psychology of procedural justice*: Plenum Publishing Corporation.
- Loch, C. H., Huberman, B. A., & Stout, S. (2000). Status competition and performance in work groups. *Journal of Economic Behavior & Organization*, 43(1), 35-55.
- Lord, R. G., & Brown, D. J. (2004). *Leadership processes and follower self-identity*: Lawrence Erlbaum Associates Publishers.

- Malik, E., & Naeem, B. (2011). Impact of perceived organizational justice on organizational commitment of faculty: Empirical evidence from Pakistan. *Interdiscip J Res Bus, 1*, 92-98.
- Manz, C. C., & Sims Jr, H. P. (1987). Leading workers to lead themselves: The external leadership of self-managing work teams. *Administrative Science Quarterly*, 106-129.
- Martin, C. L., & Bennett, N. (1996). The role of justice judgments in explaining the relationship between job satisfaction and organizational commitment. *Group & Organization Management, 21*(1), 84-104.
- Mathieu, J. E., & Zajac, D. M. (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. *Psychological bulletin, 108*(2), 171.
- Miller, K. I., & Monge, P. R. (1986). Participation, satisfaction, and productivity: A meta-analytic review. *Academy of Management Journal, 29*(4), 727-753.
- Murphy, S. M., Wayne, S. J., Liden, R. C., & Erdogan, B. (2003). Understanding social loafing: The role of justice perceptions and exchange relationships. *Human Relations, 56*(1), 61-84.
- Niehoff, B. P., & Moorman, R. H. (1993). Justice as a mediator of the relationship between methods of monitoring and organizational citizenship behavior. *Academy of Management Journal, 36*(3), 527-556.
- Pallant, J. (2010). *SPSS survival manual: A step by step guide to data analysis using SPSS*: McGraw-Hill International.
- Pearce, C., & Sims, H. (2002). The relative influence of vertical vs. shared leadership on the longitudinal effectiveness of change management teams. *Group Dynamics: Theory, Research, and Practice, 6*(2), 172-197.
- Petty, R. E., Harkins, S. G., Williams, K. D., & Latane, B. (1977). The effects of group size on cognitive effort and evaluation. *Personality and Social Psychology Bulletin, 3*(4), 579-582.
- Pintrich, P. R. (2000). An achievement goal theory perspective on issues in motivation terminology, theory, and research. *Contemporary educational psychology, 25*(1), 92-104.
- Ponnu, C., & Chuah, C. (2010). Organizational commitment, organizational justice and employee turnover in Malaysia. *Afr. J. Bus. Manage, 4*(13), 2676-2692.
- Price, K. H., Harrison, D. A., & Gavin, J. H. (2006). Withholding inputs in team contexts: member composition, interaction processes, evaluation structure, and social loafing. *Journal of Applied Psychology, 91*(6), 1375.
- Puca, R. M., & Schmalt, H.-D. (1999). Task enjoyment: A mediator between achievement motives and performance. *Motivation and Emotion, 23*(1), 15-29.

- Robbins, S. P., & De Cenzo, D. A. (2007). *Fundamentals of management: essential concepts and applications*: Pearson Education India.
- Robbins, T. L. (1995). Social loafing on cognitive tasks: An examination of the "sucker effect". *Journal of Business and Psychology*, 9(3), 337-342.
- Rothwell, J. D. (1999). *In the company of others: An introduction to communication*: Mayfield Pub.
- Rubin, A., & Babbie, E. (2013). *Brooks/Cole Empowerment Series: Research Methods for Social Work*: Cengage Learning.
- Ryan, R. M., & Deci, E. L. (2000a). Intrinsic and extrinsic motivations: Classic definitions and new directions. *Contemporary educational psychology*, 25(1), 54-67.
- Ryan, R. M., & Deci, E. L. (2000b). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American Psychologist*, 55(1), 68.
- Schnake, M. E. (1991). Equity in effort: The "sucker effect" in co-acting groups. *Journal of Management*, 17(1), 41-55.
- Schneider, B., & Bowen, D. E. (1995). *Winning the Service Game* (Boston, MA, Harvard Business School Press).
- Shaw, J. B. (1990). A cognitive categorization model for the study of intercultural management. *Academy of Management Review*, 15(4), 626-645.
- Strong, J. T., & Anderson, R. E. (1990). Free-riding in group projects: Control mechanisms and preliminary data. *Journal of Marketing Education*, 12(2), 61-67.
- Tabachnick, B. G., & Fidell, L. S. (2001). *Using multivariate statistics*.
- Tallman, R., Phipps, K., & Matheson, D. (2009). JUSTICE PERCEPTION IN MEDICAL ADMINISTRATIVE GOVERNANCE. *International Journal of Business Research*, 9(7).
- Tepper, B. J. (2000). Consequences of abusive supervision. *Academy of Management Journal*, 43(2), 178-190.
- Thompson, L. L. (2004). *Making the team: A guide for managers*: Pearson Education India.
- Triandis, H. C. (1989). The self and social behavior in differing cultural contexts. *Psychological review*, 96(3), 506.
- Triandis, H. C., Bontempo, R., Villareal, M. J., Asai, M., & Lucca, N. (1988). Individualism and collectivism: Cross-cultural perspectives on self-ingroup relationships. *Journal of Personality and Social Psychology*, 54(2), 323.
- Tyler, T. R., & Bies, R. J. (1990). Beyond formal procedures: The interpersonal context of procedural justice. *Applied social psychology and organizational settings*, 77, 98.

- Wageman, R. (2001). How leaders foster self-managing team effectiveness: Design choices versus hands-on coaching. *Organization Science*, 12(5), 559-577.
- Wagner, J. A. (1995). Studies of individualism-collectivism: Effects on cooperation in groups. *Academy of Management Journal*, 38(1), 152-173.
- Watson, W. E., Kumar, K., & Michaelsen, L. K. (1993). Cultural diversity's impact on interaction process and performance: Comparing homogeneous and diverse task groups. *Academy of Management Journal*, 36(3), 590-602.
- Williams, K., Harkins, S. G., & Latané, B. (1981). Identifiability as a deterrent to social loafing: Two cheering experiments. *Journal of Personality and Social Psychology*, 40(2), 303.
- Wiredu, K. (1980). *Philosophy and an African culture* (Vol. 33): Cambridge University Press Cambridge.
- Witkin, H. A., & Berry, J. W. (1975). Psychological differentiation in cross-cultural perspective. *Journal of Cross-Cultural Psychology*.
- Witkin, H. A., Goodenough, D. R., & Oltman, P. K. (1979). Psychological differentiation: Current status. *Journal of Personality and Social Psychology*, 37(7), 1127.
- Worchel, S., Rothgerber, H., Day, E. A., Hart, D., & Butemeyer, J. (1998). Social identity and individual productivity within groups. *British Journal of Social Psychology*, 37(4), 389-413.
- Zaccaro, S. J., Rittman, A. L., & Marks, M. A. (2002). Team leadership. *The Leadership Quarterly*, 12(4), 451-483.