The Impact of Organizational Justice on

Employees social Loafing Behavior

"An Applied study on Tanta University Faculties"

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Abstract

This research is seeking to explore the impact of organizational justice components on employees social loafing on Tanta University faculties, This research has started with a literature review, followed by conducting an applied study including a sample of 262 employees in some faculties of Tanta University who involved in collective work groups in the form of committees.

By using Pearson Correlation and Regression, the research findings indicated a significant negative impact of the components of organizational justice on the occurrence of social loafing.

1–1. Introduction

One of the biggest developments in the business sector has been the shift to group-based work. Work groups have evolved into essential components of how firms conduct business nowadays (Ülke, 2006). some examples of organizations that collect individuals' efforts to generate a good or service include government task forces, sports teams, organizational committees, symphony, and quality control teams. The main motivations for migrating to teams and groups in the workplace are to promote products and services and enhance productivity. Groups have become a primary method for firms to solve problems that are too big or difficult for persons to handle alone (Heneman and Courtney, 1995)

Despite the expectation that groups will do better than individuals, However, group work has a lot of disadvantages. Compared to individual effort, the collective project requires more time and resources. Additionally, collective performance can occasionally be slower than individual performance of group members. Given the prevalence and necessity of group work situations, it is crucial for businesses to determine when people tend to slack off when working in groups, or when they are most likely to lessen their effort (Karau and Williams, 1993). Ringelmann (1913) coined the term "social loafing" to describe the attitude for people to be less effective when working with others than when working alone.

In a simple rope pulling experiment, Ringelmann found that individual performance tended to decrease as the number of individuals participating increased. He noticed that group performance was ultimately lower than would be expected from the sum of individual performances. Assuming that an individual performs at 100% of his or her ability, Ringelmann found that groups of two

members performed at 93% of their probable ability, groups of three members performed at 85% of their potential ability, and groups of eight members performed at only 49% of their possible ability .

According to Latane, Williams, and Harkins (1979), social loafing refers to the phenomena wherein people work less hard or put in less effort when working in groups than when working alone. Research has shown that many hands make agile work when group members collaborate without regard to individual accountability (Myers, 2000).,

Social laziness can lead to a number of negative effects, including: disgruntled team members, fewer effective members, a loss of the chance for unique abilities to shine, employee fatigue, and low engagement and/or effort. Additionally, according to Latane et al (1979), the social loafing phenomenon is a societal ailment that has caused numerous organizations to fall short of their objectives. Social loafing is the primary issue that threatens group work, and because it has grown so common in modern organizations, it is selected for analysis as a dependent variable in this research.

.The trait of the task (e.g. task visibility, task interdependence, task meaningfulness, simple or tedious tasks, dispensability of effort or task), (see El-said,2005,Tezi,2011,,Soylu, 2019), individual differences (e.g. big five personality traits, self-monitoring, need for cognition, free-riders, age, gender (see, Tan & Tan, 2008, Debora, 2010, Pieson,2011,Sherie (e.g. group size, group cohesiveness, group norms , group development, intra-group conflict ,beliefs about groups(BAG), group- performance,(seeAl-Said,2005,   Pieson,2011,   Tezi,2011 Zhu,2013) and other antecedents such as beliefs about organization, organizational citizenship behaviors and leadership style have drawn interest. (see,Tan&Tan,2008,Soylu,2019).

For example, the social effect theory, expectation impact theory, collective value approach, arousal reduction, assessment potential, dispensability effort, and self attention are some of the ideas, and methodologies have been used to explain social loafing. Although literature is enriched on social loafing, there appears to be a dearth of quantitative studies looking at how organizational justice components relate to social loafing. In addition, research on the connection between social laziness and justice has largely been theoretical in character. For instance, Liden et al. (2004) found a negative correlation between social loafing and perceptions of justice, indicating that if an employee believes there is distributive justice in his group , social loafing will not exist. (see Karau &Williams 1993, Tyler,1994)

In this regard Soylu,(2019) when he talked theoretically about social loafing antecedents , he indicated that social loafing can be influenced by organizational justice components and be decreased in work groups; however, no empirical study conducted to prove this relationship.

so, the cardinal objective of this research is to investigate the impact of organizational justice on people tendency to social loafing.

1–2. Research Problem

The study of Organizational Justice has received more attention from the researchers and it has become frequently topic in the field of industrial-organizational psychology. But, little research has tested the fundamental assumption that organizational justice improves the effectiveness of doing work in organizations.

Justice is one of the most crucial tasks that every manager must perform when monitoring and making judgments in management. When justice exists, all tasks are completed successfully. According to

Cropanzano et al. (2007), employees who feel treated fairly are more likely to have a positive attitude toward the company. Additionally, the employees' performance on a task will be impacted by how justly the procedure is perceived by them (Valentine, et al., 2011).

An organization operates according to a predetermined structure that is applicable to every employee and is in line with the degree of alignment between the employee's perception of his or her own value and the value of the company.

The employee's perception on the company and expectations for it will be impacted by this alignment (Jameel, et al,2020). this viewpoint will have an impact on workers. performance, which in turn influences how likely they are to display social loafing at work.

The researcher conducted pilot study through a number of personal interviews with a sample of 22 employees worked collectively with others in different committees in some faculties at Tanta university, the results of pilot study revealed that about seventy percent of employees who participated in interviews confirmed the social loafing phenomena after the researcher explained its meaning to the participants and they added that many of employees when working in work related committees, they tend to show less effort assuming that the all tasks can be achieved by other members of the committee, They also said that the social loafing phenomena is common and pervasive when working in committees or groups and this situation in turn affects negatively the whole performance of group. In addition many employees in these committees asserted the assumption that, if they were treated unfairly they do less work or put in less effort or tended to be less productive.

Based on what has been mentioned above, research problem can be formulated as follows:

- **What is the impact of organizational justice components on employees social loafing behavior in Tanta University faculties ?**
- **Do the three components of organizational justice play a role in reducing employees tendency for social loafing ?**

1–3. Research Objectives

This research aims at:

1 – Identifying the components of organizational justice .

2- Testing the relationship between organizational justice and social loafing phenomena .

3 – Investigating the impact of organizational justice components on social loafing .

4 – Coming up with results and recommendations that enable top management of Tanta university faculties to alleviate the negative outcomes of social loafing in workplace through considering the impact of organizational justice on followers social loafing .

1–4. Research Importance

This research gets its importance from the additions expected to be provided at both scientific level and practical level:-

1 – This research helps to bridge the gap in current literature through studying the impact of organizational justice on social loafing- to my best- no previous studies examined the impact of organizational justice on social loafing .so this study can be considered as a pioneer in this field and can add cardinal contribution to the literature.

2 – This research is dealing with two important topics which are organizational justice and social loafing; this study will contribute to fine – tuning these two topics.

3 – This research tried to show the most important components of organizational justice that affect employees tendency for involving in social loafing.

4 – Preventing and reducing social loafing when working collectively represent the main interest on any organization .so managers should grasp the importance of applying the effective principles of justice in work group, so it is crucial for managers to assess which components or types of organizational justice can lessen the occurrence of social loafing.

5 - This study is highly needed in the recent time due to the increase in social loafing phenomena in work group .so all faculties in Tanta university are in dire need for effective leaders who are able to contain the negative consequences of social loafing.

1–5. Literature Review

- **Organizational Justice**

The perception of organizational justice studies began with Adams' theory of equality that explained how employee performance can be affected by the perceived equality in the work setting ,two conditions about justice should be paid more attention. First, individuals should be given identical rights, and Second, they must have equal chance .

Employees' sense of how fair management choices and actions are is referred to as organizational justice. In turn, this perception may affect how employees feel about their jobs. When an employee receives instructions from management and responds to such decisions on a daily basis, his or her perception of those decisions as fair or unfair is

crucial because it can have a significant impact on the employee's subsequent behavior and the success of completing the tasks assigned to them.

- **Definition of Organizational Justice:**

Only when a breach of justice happens the idea of organizational justice will be important. Organizational justice is concerned with how workers decide whether they have been treated fairly at work and how those decisions affect other factors relating to the workplace. Greenberg (1990) also refers to organizational justice as perceptions of fairness dependent on organizational outcomes, Procedures, outcome distribution, and supervisor interaction with impacting employee treatment.

The idea of justice is extensively understood and defined in a lot of literature; it generally refers to specific activities that are made while taking into account a number of individual and societal elements, including law, religion, ethics, and being fair and equitable. People pay significant attention to justice in many situations in their daily activities; this is a natural reality (Halil & Cem, 2010). People often analyze the decisions made by various businesses, relate to them, and respond to them in the appropriate manner.

- **Importance of Organizational Justice**

Organizational Justice is important for the following consideration:

A) – Economic consideration

In order to improve their quality of life, employees require money. As a result, individuals' propensity to exert extra effort at work is frequently influenced by the remuneration they receive from their company. Employee engagement to the company will suffer if they believe they are receiving unjust compensation, which will raise their propensity for social loafing.

B) – Social consideration

Employees in an organization want to feel valued by their supervisors; simply treating them well shows that they are not being taken advantage of. This indicates that the management team values and respects them. Fairness is crucial to fostering a culture of trust among staff members toward the company.

C) – Ethical consideration

Employers are obligated by moral principles to pay workers fairly. Employees are inclined to feel oppressed and act in revenge when they see an incident they regard to be immoral since it is not in line with their job requirements.

Components of organizational Justice

Distributive justice, procedural justice, and interactional justice have typically been characterized by scholars as the three components of organizational justice (Sia&Tan,2016).

1 – Distributive justice

The concept of distributive justice is significant in the workplace and is seen as the first form of justice to receive more attention from managers and behavioral scientists (Greenberg, 1987). The perception of an organization's decisions on the allocation of operational resources and whether the results are just to the workforce is known as

distributive justice. Distributive justice presupposes that organizational resources are distributed fairly. It determines how employees feel about salary, promotions, and other outcomes .In other words, it can be claimed that the cardinal perception is the comparison of wages obtained by the distribution of justice perceived by staff.

2 – Procedural justice

The concept of procedural justice is also referred to as "justice for implementation", "operational justice" and "process justice". Basically, procedural justice means that organizational processes are equally, honestly and fairly implemented among employees .

Leventhal et al., 1980) suggested that six requirements must be met for a fair procedural justice system. Procedures should: (a) Be followed consistently by everyone and at all times. (a) Be completely impartial. (c) Ensure that the appropriate data is gathered and used when making choices. (d) Have systems in place to reverse bad choices. (e) Adhere to moral and ethical principles; (f) Assure that the opinions of all relevant organizations and individuals who will be impacted by the decision are heard.

3 – Interactional justice

Employee impressions of the quality of interpersonal treatment they receive while choices are being taken and both policies and procedures are being executed are called "interactional justice" (Bies 2005). Regardless of the results or methods employed in the process, the focus of this aspect of justice is on how authorities or those with

decision-making power connect with those who are affected by the decision.

Communication between employees and supervisors who are in charge of enforcing justice procedures is referred to as interaction justice. It is clear that how manager behaves toward their staff members affects their perception. If the manager doesn't treat the employee with respect or withholds information about the activities, the employee won't believe that the management's decisions or the methods he follows are fair.

Social loafing

- **Defining Social Loafing**

As mentioned before , Ringelmann first used the phrase "social loafing" in 1913. He defined social loafing as the propensity of people to be less effective when working with others than when working individually. Without concentrating on the performance discrepancy between the two, he asserted that the individual performance was higher than the group performance. (Kravitz and Martin, 1986).

The notion of social loafing in terms of both individual and group labor was altered by Karau and Williams in 1993. They defined social loafing as the decrease in effort that occurs when people work in groups as opposed to when they work alone. According to Mulvey and Klein (1998), social loafing occurs when people believe that they are not visible in a group and as a result, they tend to put forth less effort.

Social inactivity. When individual efforts are combined to produce a complicated result, social loafing is observed. It is a very complicated

social psychology phenomenon that limits the group's capacity to outperform individuals at difficult tasks and reduces the group's capacity for synergy (Hutto et al., 2011). When compared to the contributions produced when working alone, loafing is acknowledged as a clear reduction in individual effort. It was determined from numerous studies that social loafing is prevalent in many occupations and social groupings. In this situation, it has been determined that each individual's contribution to a group is important, taking into account the significance and pressing necessity for collaborative effort. Consequently, it became crucial to identify the elements that encourage and discourage group members.

- **Social loafing theories**

There are many theories that offer explanations , shed light and make predictions about social loafing occurrence in work groups, these theories are:

A) – Social Impact Theory:

The most widely accepted explanation to explain social loafing is the Social Impact theory. Latane initially established the concept of social impact theory in 1981, and it is described as the emergence of significant changes in an individual's motivations and behavior as a result of another person's existence or activities.

Individuals can be employed inside a group as sources or targets, according to this idea. the social influence on each person will be diminished by increasing the target group's size because the impact will be shared among more people. Targets are those who are impacted by social forces, whereas sources are those who have an impact on others. (Williams et al., 1981).

The ability of social impact theory to evaluate the effects of group size is what gives it its power (Karau and Williams, 1993). According to the hypothesis, in work groups where people collaborate, members' individual efforts decrease (Williams et al., 1981). The distribution of responsibility among group members is another name for this theory. (Postmes and Spears, 1998)

B) – Expectancy-Value Approach

Expectancy-value approach is a significant idea that helps to understand social loafing. According to expectation-value model, a person will only be motivated to exert effort on a task if he is rewarded with worthwhile results. According to research by Karau and William (1993), employees' social loafing behavior is caused by a weaker value perception between each person's labor in a group job and its product.

C) – Evaluation Potential

There have been numerous research on social loafing (Kerr Bruns&1983, Harkins & Szymanski, 1987,1989) According to these studies, social loafing behavior is caused by a person's assumption that his contribution to the group effort will not be valued appropriately. However, according to Karau and Williams (1993), people may engage in social loafing because they believe their contributions to the group project are not being fairly appraised, and as a result, they won't receive compensation for their efforts .According to this theory, scholars argue that that social loafing can be diminished or eliminated when individual inputs to the collective task can be evaluated by others or by oneself . This suggests that individuals do not loaf when their contribution to the group outcome is apparent. It also suggests that individuals do not loaf when they are held accountable for their level of contribution to the group.

D) – Arousal reduction

In the context of perceived coworker social loafing, this hypothesis aims to explain social loafing. If people believe their fellow participants are slacking off in a group setting, they are more likely to exert less effort (Kerr and Bruun,1983). Harkins and Jackson (1985) hypothesized that people typically compare their efforts to those of their coworkers when working jointly.

Therefore, social loafing exists because people reduce their own efforts to uphold equity because they anticipate others to do so in groups (Harkins and Jackson, 1985).so the presence of other peers in group is a drive reducing that lessens individual s motivation to make an effort because the others serve as co-targets.

E) – Dispensability of Effort

According to Kerr and Bruun's 1983 idea, people may exert less effort when working on group projects if they believe their contributions are insignificant or have little bearing on the final product. In the literature on social loafing, the hypothesis is often referred to as free-rider behavior. A free rider is a person who reaps the rewards of a collaborative achievement without making any contributions to it (Hogg and Vaughan, 2005).

However, Hogg and Vaughan pointed out a distinction between social loafing and free-rider conduct. They contend that a person engaging in social loafing makes a contribution to the group effort, although one that is extremely minor; in contrast, a free rider makes no contribution to the effort.

F) – Self-Efficacy

According to the self efficacy theory individuals show lower levels of effort (social loafing) when they perceive low levels of self

efficacy at the task and especially if they expect their contribution not to be evaluated. The previous statement is quite interesting because it suggests that wrong appraisal may sap performance in some situations (Szymanski & Harkins, 1992).

G) – Self-Attention

This hypothesis contends that group effort causes a loss of self-awareness (Mullen ,1983) According to earlier studies, working alone is more productive for an individual than working in a group. According to this hypothesis, individuals pay more attention to their duties and performance criteria when working cooperatively than when working collectively, which causes self attention to decrease.

There is no proof that social loafing is caused by lower self-attention, despite Mullen's findings in several meta-analyses that self-attention may influence social behavior. Only one Stevenson (1990) study revealed that self-attention might vary in common activities (El-said2005). Therefore, the self-attention theory and its effect on social loafing require additional empirical support..(Soylu,2019).

1–6. Methodology

- **Research Hypotheses**

To achieve the previous goals of this research, the hypotheses will be formulated as follows:

The first main hypothesis

H$_1$: There is a significant negative impact for the three components of organizational justice on employees social loafing behavior in Tanta University Faculties.

The hypothesis can be divided into 3 sub-hypotheses as follows:

**H$_{1-1}$:** **Distributive justice has a significant negative impact on employees social loafing behavior**

H$_{1-2}$: **Procedural justice has a significant negative impact on employees social loafing behavior .**

H$_{1-3}$: **Interactional justice has a significant negative impact on employees social loafing behavior**

The following Figure (1) explains the research hypotheses and variables:

Figure (1)

Research Variables and proposed relationships
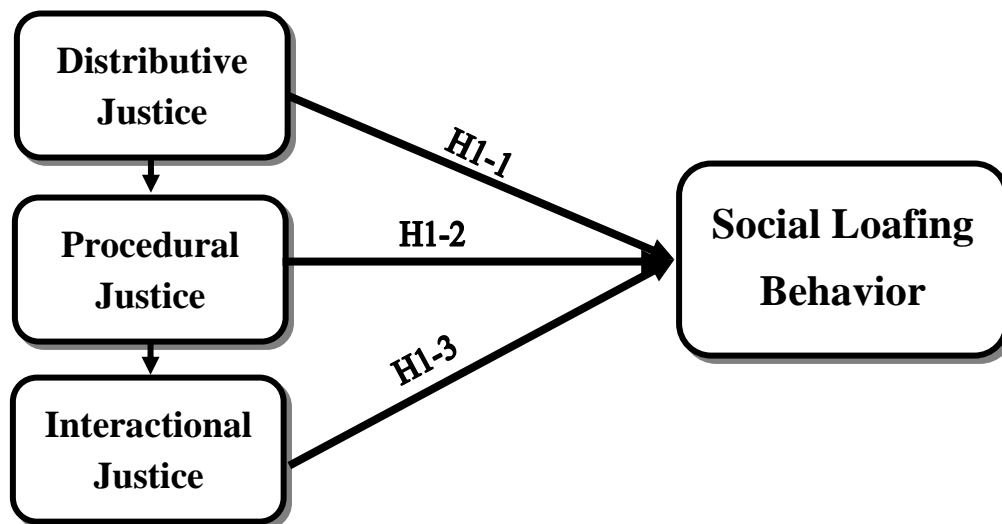
The second main hypothesis

H2-Employees perceptions about Social loafing differs by the scientific degree and faculty type

- **Measurements**
  - **Organizational justice (X),This construct was measured by 19 items developed by Niehoff and Moorman (1993). The first 5-items scale measures the distributive justice(X1), Perceptions**

of procedural justice (X2) were measured with a the second 5-items Interactional justice (X3) was measured with 9 items.

▪ **Social Loafing (Y) as a dependent variable was measured with 12 items adopted from (George,1992,Mulvey &Klein,1998 ,Zhu , 2013, Solyu,2019).**

– **Research population and sample selection**

After the goal of the research was defined the sample had to be determined, the field work will be limited to cover the employees in Tanta University Faculties (Professors, Associate Professors ,Lecturers who are in their jobs and under sixty year)

Ten faculties out of 14 were selected ,the researcher excluded the Faculty of Medicine and Faculty of Dentistry because the majority of staff in these two faculties are involved in their special hospitals and this situation affects their level of social loafing inside the faculty. Also faculty of Law and Faculty of Computing & Information not included due to the small number of selected employees in these two faculties.

According to the formal data obtained from Tanta University Information & Documentation Center the total number of selected employees is 1179, the following table shows this number distributed on 10 faculties included in the current study.

Table (1)

Numerical Statistics for total number

of employees selected for this study

The faculty	prof	Assoc. prof	lecturer	Total
Faculty of Sciences	56	54	86	196
Faculty of Pharmacy	10	10	28	48
Faculty of Nursing	16	25	51	92
Faculty of Engineering	26	52	67	145

Faculty of Commerce	16	20	44	80
Faculty of Education	18	21	90	129
Faculty of Physical education	39	51	59	149
Faculty of Agriculture	20	18	30	68
Faculty of Quality education	26	30	71	127
Faculty of Arts	29	30	86	145
Total	256	311	612	1179

The following Simple random sample equation (Mann, 1995) has been used to determine the overall sample size of employees in 10 faculties in Tanta University:

$$n^* = \frac{(Z_{a/2})^2 \, P \, (1-P) \, N}{E^2 \, (N-1) + (Z_{a/2})^2 \, P \, (1-P)}$$

Where:

n^* : overall sample size.

$Z_{a/2}$: Critical value of the normal probability distribution at the confidence level 95% - which equals 1.96.

P : Availability percentage of the characteristics of the phenomenon under study in the population.

N : Population Size.

E : allowed estimation error.

So by applying the previous equation on the total size of research population, the total size of sample (N^*) is 305 employees.

$$n^* = \frac{(1.96)^2 \, (0.5) \, (1179)}{(0.05)^2 \, (1179) + (1.96)^2 \, (0.5) \, (0.5)} = 290 \text{ employee}$$

In addition to, the sample was distributed by using class random method proportionately in the seven medical centers covering the three categories of employees included in this study.

As mentioned above 290 questionnaires were directed to the respondents, the researcher collected 272 questionnaire with a response rate of 93.8%, ten invalid cases were excluded, the total

number of 262 questionnaire (with a usable rate of 90.3%) were utilized for analysis purposes as the following table shows .

Table (2)

Sample Size of each faculty according the employees Jobs

The faculty	Prof	Assoc Prof	Lecturer	Total
Faculty of Sciences	12	12	19	44
Faculty of Pharmacy	2	2	6	11
Faculty of Nursing	4	6	11	20
Faculty of Engineering	6	11	15	32
Faculty of Commerce	4	4	10	18
Faculty of Education	4	5	20	28
Faculty of Physical Education	9	11	13	33
Faculty of Agriculture	4	4	7	16
Faculty of Quality Education	6	7	16	28
Faculty of Arts	6	7	19	32
Total	57	69	136	262

Techniques of Data Collection

- **Office Technique:**

This technique aims at collecting secondary data from sources such as books, references, reports, periodicals and previous studies that related to research variables (Organizational justice and social loafing) for shaping the theoretical framework of research.

- **Field Technique:**

This technique aims at collecting primary data by using questionnaire prepared for the purposes of the current study. This questionnaire will be directed to the sample selected randomly from professors ,associate professors and lecturers who are under sixty years working now in selected faculties at Tanta University.

Tools of Statistical Analysis

The following technique which is the researcher used for analysing research data as a statistical techniques:

A)   **Alpha Cronbach Test.**

Cronbach's alpha is a measure of internal consistency, that is, how closely related a set of items are as a group. It is considered to be a measure of scale reliability. Technically speaking, . It is one of the most commonly used tests in the field of management research to verify the reliability of the measures related to research variables.

B)   **Descriptive Analysis for the study.**

The researcher used descriptive statistics for the purposes of descriptive analysis of the field study data, as the study relied on the mean and the standard deviation of each of the components of Organizational and social loafing.

C)   **Regression Analysis.**

This analysis was used in the statistical analysis to estimate simple regression and multiple regression in order to measure the impact of independent variables (organizational justice components) on dependent variable (employees social loafing). Besides Coefficient of determination (R^2) was estimated because of its importance, since it measures the proportion of the total variation in the dependent variable caused by the impact of independent variable. Stepwise pattern was used in statistical analysis of the present study because it arranges the independent variables according to their influential strength on dependent variable.

- Results of Reliability Analysis

Reliability of the scales was evaluated using Cronbach's Alpha Test that measures the internal consistency between the scale items, Results of reliability analysis shown in table (3) indicate that all alpha

coefficients (a) exceed the acceptable level which is 0.7 as recommended by Nunnaly (1978).

Table (3)

Reliability Analysis: Cronbach's Alpha Coefficients

Study Variables	No. of Items	Alpha Coefficient
Organizational Justice components (X)	**19**	**.908**
Distributive Justice (X1)	**5**	**.744**
Procedural Justice (X2)	**5**	**.761**
Interactional Justice (X3)	**9**	**.827**
Social Loafing (Y)	**12**	**.916**

– Descriptive analysis

The descriptive analysis of the field study data will be made by calculating the mean and standard deviation, of study variables, the arithmetic and standard deviation determine degree of the existence of the three components of organizational justice and social loafing and this shown by the table (4).

Table (4)

Descriptive Statistics

Study Variables	Mean	Standard Deviation
Organizational Justice (X)	**3.811**	**.682**
Distributive Justice (X1)	**3.827**	**.777**
Procedural Justice (X2)	**3.911**	**.677**
Interactional Justice (X3)	**3.697**	**.729**
Social Loafing (Y)	**3.427**	**.547**

The previous table indicates that the mean values for organizational justice (x) is 3.811 with stand deviation (.682) Also the mean values for components of organizational ranged between 3.697 to 3.911 while the mean value of social loafing is 3.427 with standard

deviation (.547). This results assert the negative relationship between organizational justice and social loafing, So the more the organizational justice practiced, the less likely the behavior of loafing behavior to occur among the members of the workgroup.

1-7 .Testing Study Hypotheses

The First main hypotheses (H)

The Three components of organizational have a significant negative impact on employees social behavior.

This hypothesis is divided into three sub-hypotheses:

The first Sub-hypothesis (H11) investigates the impact of distributive justice on employees social loafing behavior, A simple regression analysis was used to test this hypothesis which states:

"Distributive Justice has a significant negative impact on employees social loafing behavior", Table (5) shows the results of this hypothesis as follows:

Table (5)
The Impact of distributive Justice on Social loafing

Distributive Justice	B	T	Sig. T	R	S.e	R^2	F	Sig.F
X1 → Y	− 515	− 16.291	.000	−.711	3.8566	.505	265.407	.000

The previous table indicates that:

– The determination coefficient (R^2) is (.505) which means that 50,5% of the change in employees social loafing behavior (Y) in Tanta University faculties was due to distributive justice, while the remaining 49.5% is due to other factors than distributive justice.

– The table also indicates that the results supports the first sub-hypothesis (H1) where correlation coefficient is negative between distributive justice and social loafing (r = - ,711) and the sign of regression coefficient of the independent variable is negative (B = -.515).

– The previous table shows the significance of the regression model through the F value 265.407 with significance level of (.001), the significance of the model is also shown through the value of (t) with a significant level of (.001).

The Second Sub-hypothesis (H12) investigates the impact of procedural justice on employees social loafing, A simple regression analysis was used to test this hypothesis which states:

"Procedural Justice has a significant negative impact on employees social loafing behavior", Table (6) shows the results of this hypothesis as follows:

Table (6)
The Impact of Procedural Justice on Social loafing

Procedural Justice	B	T	Sig. T	R	S.e	R^2	F	Sig.F
X2 → Y	– .673	– 24.341	.000	–.834	30276	.695	592.505	.000

The previous table indicates that:

– The determination coefficient (R^2) has reached .695, which means that 69.5% of the change on employees social loafing was due to the procedural justice while the 30.5% is due to other factors than the procedural justice.

– The table also revealed that the results supported the second hypothesis (H2) where correlation coefficient is negative between

procedural justice and social loafing (r = - .834), and the sign of regression coefficient of (X2) is negative (B = - .673).

– The results can also be supported by the significance of the regression model through F value (592.505) with significance level of (.001), The significance of the model is shown also by the value of (T) with level of significance (.001).

The Third Sub-hypothesis (H13) examines the impact of interactional justice on employees social loafing behavior, which states that:

"Interactional Justice has a significant negative impact on employees social loafing behavior", by using simple regression on the collected data, the results of the third hypothesis shown in table (7).

Table (7)
The Impact of Interactional Justice on Social loafing

Interactional Justice	B	T	Sig. T	R	S.e	R²	F	Sig.F
X3 → Y	– .411	– 15.757	.000	–.699	.39210	0.488	248.284	.000

The previous table indicates the coefficient of determination (R2) is .488 which means that 48.8% of the change on social loafing behavior was due to interactional justice and the remaining 51.2% is due to other factors than interactional justice, there is also negative correlation r = -.699 between interactional justice and social loafing Table (6) shows the significance of the

regression model as proven by the (F) value → 248 .284 with a significant level (.001) also the significance of regression coefficient is also shown by the value of (T) with a significant level of (.001) So, the results support the validity of the third hypotheses.

The researches used the multiple regression analysis to investigate the impact of the three components of organizational justice (H)

(distributive, procedural interactional) on employees social loafing behavior, the results are shown in table (8) as follows:

Table (8)

The Impact of Organizational Justice

Components on Social Loafing

Organizational Justice Components	OLS				R^2	F	Sig F	
	B	T.value	Sig.T	R	.763	276.478	.000	
Distributive Justice	- .207	- 7.150	.000	-.711				2
Procedural Justice	- .453	-11.945	.000	-.834				1
Interactional Justice	- .078	- 2.963	.000	-.699				3

Table (8) reveals that R^2 is .763, this means that 76.3% of the change on employees social loafing is due to the three components of organizational justice, while the remaining 37.7% was due to other factors than the components of organizational justice. The results also supports the negative impact of the three components of organizational justice on social loafing, the table also shows that procedural justice comes in the first place in its negative impact on social loafing followed by distributive justice in the second place and interactional justice

comes in the third place. This because procedural justice is cardinal component of organizational justice that is highly needed for effective implementation of the two others components of organizational justice.

The Second main hypothesis

This hypothesis tries to examine how the employees perceptions about social loafing in Tanta University Faculties differ or vary by their scientific degree (professor, associate professor, lecturer) and by the faculty type (Theoretical & practical). The researcher used analysis

of variance to test this hypothesis, the results were shown is table (9) and (10) as follows:-

Table (9)

The analysis variance of employees perceptions about social according to scientific degree

Variable	Scientific degree	N	Mean	Std. Deviation	F	Sign
Social	Prof	57	3.4973	.62218	1.228	.295
Loafing	Assoc. Prof	69	3.4686	.53530		
(Y)	Lecturer	136	3.3775	.51814		

The above table indicates no significant differences in employees perceptions about social according to their scientific degree, this because social loafing behavior occurs due to other factors such as work group traits and the type of tasks that must be performed by the members of the group.

Table (10)

The analysis variance of employees about Social loafing according to faculty type

Variable	Faculty type	N	Mean	Std. Deviation	F	Sign
Social Loafing	Practical	123	3.2563	.57464	24.795	.000
(Y)	Theoretical	139	3.5791	.47439		

Table (10) shows a significant differences in employees perceptions about social loafing due to the type of the faculty (Practical & Theoretical), it has been found that social loafing behavior increases among the employees on theoretical faculties comparing with practical, this result is logical because the nature of tasks that can be more visible and complex in practical colleges, So employees in

these faculties will be highly involved in their tasks, this in turn reduces the level of social loafing, This results are consistent with the

previous studies that assert the impact of nature of task on lessening social loafing behavior (El-Said 2005, Tezi 2011, Soylu 2019).

1-8. Research Results

Research fundings revealed that the first sub-hytpothesis (H11) which examines the effect of distributive justice on employees social loafing behavior was supported, it has been found that distributive Justice has statistically significant negative direct impact on social loafing behavior. This suggests that the beliefs of distributive fairness decreases the accurance of social loafing, employees are in fact more likely to be driven by the fair payment and rewards, the fair workload, the fair responsibility provided by the faculties management can assist in motivating employees to put more effort in their work and therefore lessening social loafing.

– Regarding the second sub-hyptohesis (H12) that investigates the impact of procedural justice on social loafing behavior, the results strongly supported the hypothesis, this means that justice is not just about the fair distribution of outcomes, but it is also about the process justice through which faculties management make decisions that must be equally and fairly implmented among the staff and absolutely free from bias, comply with ethics, considerring staff concerns and practiced consistently across employees, this result asserts that procedural justice is critical component of organizational justice that has negative impact on social loafing behavior.

– With respect to the third sub-hypothesis (H13) which assumes that interactional justice has a significant negative impact on social loafing behavior, the results indicated this hypothesis was supported, which means that any increase in practicing interactional justice will decrease the behavior of social loafing

among faculties staff in Tanta University, this is likely because this component of justice pays more attention to the quality of interpersonal treatment received by the employees while decisions are made and implemented.

So the fair treatment for the faculties staff who are working in collective tasks results in decreasing social loafing behavior and employee will be more likely to put more efforts in their work.

– Regarding the first main hypothesis (H1) which investiges the impact of three components of organizational justice (distributive, procedural interactional) on social loafing behavior, the results revealed that procedural justice ranked first in its negative impact on social loafing followed by distributive justice and finally the interactional justice comes in the third place, this because procedural justice is highly needed for making effective practices of the two other components of organizational justice. The results also show that the three components of justice explain 76.3% of change on employee social loafing behavior (R^2 .763)

– Finally,the results indicated that no significant diffrences among the university staff in social loafing according to their scientific degree ,but results revealed significat in loafing behavior due to the faculty type.

1-9. Theoretical and Practical Implications

Theortical implications

The research aims to advance understanding of the literature already written about organisational justice and social laziness. It is the first study in the Egyptian context to examine how organisational fairness affects employees' social laziness. This study fills several

research gaps in organisational justice and social loafing phenomena, among other theoretical and academic contributions, by incorporating new research streams that haven't been looked at before.

First, this study added to justice and equity theory by proposing that organizational justice component could directly contribute to decrease the employees social loafing behavior, it has a significant negative impact on social loafing behavior, this impact has not been tested in previous studies, so this study provides a start that contributes to the literature by highlighting the components of organizational justice that predict social loafing when working in groups.

Second, this study contributes to the social impact theory by explaining how working with others in group can decrease individual efforts, it has been found that employees put less efforts in work when working collectively.

Third, this study additionally indicated that procedural justice ranks first in its negative impact on social loafing, this also contributes to social loafing literature because no previous studies ranked the influence of justice components on the social loafing.

Fourth, this study contributes to social loafing literature by examing how social loafing behavior can differ by the nature of the task and its visibility, it has been found that the social loafing behavior was lower in practical colleges comparing with theoretical colleges, this result is consistent with the existing literature in social loafing that highlights the impact of task significance and its visibility on allievating social loafing behavior, this results is also added to the theory of dispensability of efforts which claimed that people may exert less effort if they feel that their efforts are less important or have a little impact

on the work outcomes. So working in challenging and meaningful tasks can reduce social loafing.

* Practical implications

Based on the findings of the field study, a series of practical recommendations have been made to assist Tanta University's faculty management and staff (professors, associate professors, and lecturers) who work in groups in benefiting from this research.

– Because this study solidified organizational justice as an important predictor of lessening social loafing, Top management at Tanta University faculties should pay more attention to the three components of organizational justice these components should be implemented fairly.

– Top management at Tanta university faculties must develop accountability systems that appraise the employees performance when working in groups to prevent the tendency for loafing among the members of the group.

– Encougring employees to follow ethical behavior by not involving in social loafing behavior through granting them more inducements and incentives if they act in accordance with faculty ethics and values.

– Due to the importance of the work group makeup, top management at faculties should improve the selection process of the group members by choosing individuals with positive beliefs about groups, are committed and ready to work harder to lessen the indicience of social loafing.

– Top management at faculties of Tanta University should give more attention to task charactertics that can be performed by group

members such as task variety, task identity, task significance, task enrichment ,task feedback, because considering these traits in task design will reduce the occurance of social loafing among the group members.

– Top management at Tanta University colleges should understand that there is link between the work group efficiency and the role of leaders. So, the group leader should be authentic leader who has the traits to prevent employees social loafing, it has been found that he acts as a role model for his followers.

1–10. Recommendation for Future Research

The following recommendations are made for further research based on the study's findings:-

– Studying the impact of leadership styles on followers' social loafing in particular attuned and paternalistic leadership.

– Investigating impact of organizational citizenship behavior on employees social loafing behavior.

– Studying the impact of group cohesion on employees social loafing behavior.

– Investigating the impact of personality traits (Big Five Model) on social loafing behavior.

– Studying the impact of task charactertices on social loafing behavior of the group members.

– Replicating the current study in other organizations such as manufacturing organizations.

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