

- RESEARCH ARTICLE -

## THE RELATIONSHIP BETWEEN SOCIAL LOAFING AND WORK ALIENATION: AN EMPIRICAL ANALYSIS<sup>1</sup>

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### **Abstract**

*Social loafing behavior refers to the situation in organizations where organizations collectively produce products or services, hiding from the duties and responsibilities of employees and hiding within the group. Social loafing behavior exhibited by employees may have negative consequences for organizations. The phenomenon of work alienation is also a negative situation experienced by employees due to many different reasons. As in social loafing behavior, work alienation behavior can have negative consequences for organizations. In this study, the relationship between work alienation and social loafing behaviors of the employees of an institutional enterprise in Ankara was investigated. Because the employees are employed in teams in a collective manner, it is convenient for examining the behavior of social loafing. In the study, the sub-dimensions of the variables as a result of factor analysis emerged. The relationship between the variables and the sub-dimensions of the variables formed as a result of the analysis were investigated. The data were collected by using survey method. The collected data were analyzed by SPSS 21 package program. First of all, descriptive statistics, frequency and normality were obtained and correlation analysis were performed. Then, t-Test and One-Way Variance (ANOVA) were performed. As a result of the analysis, it was found that there was a positive and significant relationship between work alienation and social loafing behavior. In addition, it was found that there was no significant difference social loafing in terms of age, working time and gender arising from the demographic characteristics of the participants.*

**Keywords:** Alienation, Work Alienation, Social Loafing.

**JEL Codes:** M10, M12.

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## SOSYAL KAYTARMA DAVRANIŞI İLE İŞE YABANCILAŞMA ARASINDAKİ İLİŞKİ: GÖRGÜL İNCELEME<sup>4</sup>

### Öz

*Sosyal kaytarma davranışı, organizasyonların kolektif biçimde ürün ya da hizmet ürettiği bir çalışma ortamında, işgörenlerin görev ve sorumluluklarından kaçındığı ve bu davranışlarının da grup içerisinde saklayarak farkedilmemesini sağladığı durumu ifade eder. İşgörenler tarafından sergilenen ve literatürde sosyal kaytarma davranışı olarak bilinen bu davranış türü örgütler açısından olumsuz sonuçlara sebep olabilir. Benzer şekilde işgörenlerin işe yabancılaşma yaşamaları durumunda da örgütler açısından olumsuz sonuçlar meydana gelebilmektedir. Bu bağlamda çalışmada Ankara ilinde faaliyet göstermekte olan kurumsal bir organizasyonda çalışan işgörenlerin işe yabancılaşma ve sosyal kaytarma davranışları arasındaki ilişki araştırılmıştır. Çünkü işletmede işgörenlerin kolektif bir şekilde takımlar halinde çalıştırılıyor olması sosyal kaytarma davranışının incelenmesi açısından uygun olduğu düşünülmektedir. Araştırmada yapılan faktör analizi sonucunda değişkenlere ait alt faktörler tespit edilmiştir. Analiz sonucunda meydana gelen değişkenler ile değişkenlerin alt boyutları arasındaki ilişki de araştırmaya dahil edilmiştir. Bu çalışmada veri toplama yöntemi olarak anket tekniği tercih edilmiştir. Toplanan veriler SPSS 21 paket programı aracılığıyla analiz edilmiştir. İlk olarak tanımlayıcı istatistikler; frekans ve normallik elde edilmiş ve korelasyon analizi yapılmıştır. Daha sonra ise t-Testi ve Tek Yönlü Varyans Analizi (ANOVA) yapılmıştır. Analiz sonucunda elde edilen bulgularda işe yabancılaşma ile sosyal kaytarma davranışı arasında pozitif ve anlamlı bir ilişki tespit edilmiştir. Ayrıca araştırmada katılımcıların demografik özelliklerinden kaynaklanan yaş, çalışma süresi ve cinsiyet bakımından sosyal kaytarma üzerinde anlamlı bir fark bulunmadığı da tespit edilmiştir.*

**Anahtar Kelimeler:** *Yabancılaşma, İşe Yabancılaşma, Sosyal Kaytarma.*

**JEL Kodları:** *M10, M12.*

*“This study has been prepared in accordance with Research and Publication Ethics.”*

## 1. INTRODUCTION

Nowadays, organizations are attaching importance on the performance of the employees and the factors that may affect this performance in order to adapt to the rapidly changing technology and customer demands. In this context, organizations are looking for a variety of methods that can prevent performance degradation or even improve performance itself (Conger and Kanungo: 1988: 471). Moreover, both measures and a number of studies are carried out

<sup>4</sup> Genişletilmiş Türkçe Özet, İngilizce makalenin aşağısında yer almaktadır.

in order to increase organizational efficiency and effectiveness. These works can ensure that the employee is motivated, performance and working as a team.

Organizations in collective workplaces need to be more rigorous and more careful. Because a collective work of a collective hand, that is to do the collective benefits, as well as many problems can bring along. In cases where a job is done collectively, it is of great importance to provide team spirit and to instill the perception that the work will be done together and with the same care. Because it is difficult to measure the individual efforts of the employees in the works carried out by team work (Harkins, 1987: 6). Therefore, employees may intentionally tend to make less effort in the team. This behavior, deliberately carried out in the literature, is described as “social loafing”. The term called as “social loafing” is when individuals’ efforts in group work decrease according to their efforts in individual studies (Hardy and Latane, 1988: 109).

When the studies in the literature are examined, it is stated that there are many factors affecting social loafing behavior. These factors are examined under two main topics as individual (Brickner et. al., 1986; Shea and Guzzo, 1987; Liden et. al., 2004; Deka and Kashyap, 2014) and organizational (Kerr, 1983; Comer, 1995; Carney et. al., 2011) reasons. Individuals may exhibit social loafing behavior for many reasons such as the size of the working group, finding the job insignificant, and thinking that their efforts will not be noticed (Deka ve Kashyap, 2014: 89). In this context, it has created a curiosity for the research whether a phenomenon of alienation that may occur in the employee affects the social loafing behavior of the individual. Because the concept of work alienation is defined as being a sub-dimension of the phenomenon of alienation, as well as finding the job meaningless, not making the job willing, and not having hopes and expectations for the future (Comminel, 2019: 14). Work alienation by its nature has negative effects and may also have negative consequences. Therefore, in this study, the relationship between the work alienation phenomenon and social loafing behavior was investigated and whether the work alienation was a factor triggering social loafing. More specifically, the main problem of the research is ‘Does work alienation of individuals affect social loafing behavior?’ creates the question. It is thought that the answer to the basic question of the research will provide benefits in the literature such as detecting and preventing social loafing behavior. Because knowing the reason of a problem will give information for the solution of the problem.

## 1.1. Literature Review

In this section, the definition and explanation of these two terms will be explained before explaining the relationship between social loafing and work alienation.

### 1.1.1. Work Alienation

In English, the term ‘alienation’ has its roots in Latin as ‘alienatio’ and it means ‘another place, person’. In the field of economics and law, this term is expressed as transferring ownership. It is stated that the alienation of the goods takes place through different parties in cases such as buying, selling, gifting, theft (Lukacs, 1975: 538). The concept of alienation is expressed as theological being surrendering to an upper being by stripping from the self and moving away from the self (Demirer and Özbudun, 1999: 10). The concept of alienation in medicine (‘aliene’ in French and ‘alienado’ in Spanish) is used to describe mental distress and depressions, distancing from normality (Fromm, 1955: 117). In the sociology literature, alienation concept is defined as mechanization of social relations, uncontrollable social processes, rationalization, etc. (Yılmaz, 2008: 1315). In this context, when the concepts of alienation in different disciplines are examined, it is seen that alienation is referred to as the state of separation between the two elements (Kanungo, 1982: 9). More specifically, alienation involves our relationship with ourselves, our work, objects and all other individuals (Lorenzen, 2019: 2). The fact that it can be defined according to these different ‘things’ caused the formation of dimensions in the theory of alienation.

The concept of alienation has been interpreted in various forms by different theorists and researchers as well as in different disciplines. Hegel, one of the names of the idealist school, defines the concept of alienation as positive, abstract, focused on consciousness (Rae, 2012: 31), whereas Marx, the materialist philosophy theorist, makes a definition that negative, concrete and alienated from the labor of the individual (Marx, 2015: 217). Weber, one of the important figures of political economy, adopts a view similar to Marx’s understanding of alienation. Both argue that the individuality or personal values of workers are determined by their labor, and that alienation results from working conditions that violate the limits of individuality (Kanungo, 1990: 797). The concept of alienation was mostly associated with the exhaustion of workers after industrialization (Iliffe and Manthorpe, 2019: 372). Fromm, on the other hand, defines the alienation, which he examines in psychoanalytic form, as the alienation of the person to himself and his self-esteem as the result of his labor and actions (Fromm, 1955: 120-112).

This concept, falling within the fields of business administration, management science and organization management as ‘work alienation’, takes place in the literature as the employee loses control over his / her work (Clark, 1959: 851; Blauner, 1964; Fischer, 1973: 311; Hirschfeld and Feild, 2000: 790) distances from his / her job and feels powerlessness against his / her work (Seeman, 1959: 784; Dean, 1961: 754). Seeman stated that there are different approaches in the literature and in fact the concept of alienation has five dimensions in this context. These are; powerlessness, meaninglessness, normlessness, isolation and self-estrangement (Seeman, 1959: 784-789).

The concept of alienation has had the opportunity to be examined in many different disciplines. The concept of alienation in the fields of business and management sciences as 'work alienation' begins to be examined by Marx first (Kanungo, 1990: 796). In most of the ongoing studies, factors that may cause work alienation have been emphasized. Some studies have been conducted in order to reveal the alienation of work and its reasons (Marx, 1844; Seeman, 1959; Blauner, 1964; Mottaz, 1981).

### 1.1.2. Social Loafing

Group work is frequently encountered in many areas of business life. Almost all of these jobs are collective jobs that employees can come together to do (Høigaard, 2010: 408). Administrative government tasks, sports teams, organizational committees, symphony orchestras, juries, quality control teams are exemplary for groups whose individual efforts are combined to form a single product (Karau and Williams, 1993: 681). As these collective work environments are so widespread and indispensable, the factors that motivate or ineffect the individuals within this collectivism need to be identified. Because, in order for a group doing collective work to reach its target, all team members must contribute effectively and efficiently (Abraham and Trimutiasari, 2015: 1501). However, the most difficult part of a team work is the inability to measure the individual's share of the overall contribution of the team. As a result of this, a situation arises where the individual avoids work and trusts his / her colleagues to work (Deka and Kashyap, 2014: 89). When this situation is taken into consideration, the decrease in the individual efforts caused by the loss of motivation while doing work in a group is defined as social loafing (Latane, Williams and Harkins, 1979: 823; Mihelic and Culiberg, 2019: 723).

Individual motivation efforts in groups have been the subject of many studies (Hardy ve Crace, 1991; Karau ve Hart, 1998: 186) in the literature. Studies on how someone else's presence affects one's motivation and performance begin with Max Ringelman's work (Karau and Wilhau, 2020: 4). The most striking result of these studies is the recognition of social loafing behavior. The impact of social loafing was investigated in the late 19<sup>th</sup> century by a French agricultural engineer Max Ringelman during the rope pulling competitions. In these events, Ringelmann found that three competitors could not use more than three times the strength of an individual. Ringelmann's work revealed a striking situation. Collective group performance increases significantly with group size, but is significantly lower than individual performance. The social loafing may occur regardless of the gender, culture or duties of individuals (Czyz, et al., 2016: 756). Latane et al. (1979: 831) have suggested that social loafing is a type of 'social illness' that has negative consequences for individuals, social institutions and society. Theoretically, it is important to determine which variables lead to social deprivation in order to better determine the dynamics underlying the performance and motivation of both individuals and groups (Karau and Williams, 1993: 681). Because the social loafing

behavior that occurs in the form of an abuse in the working environment both impairs the work efficiency and destroys the willingness of other employees to work.

If social loafing behavior, also known as the Ringelmann Effect, represents a general phenomenon, it is necessary to determine when and for what reason collective efforts are less effective individually (Latane, Williams and Harkins, 1979: 823). For this reason, Latane, Williams and Harkins (1979: 829) determined the possible causes of social loafing as a result of a series of experiments (a) decreased individual motivation or (b) loss of coordination. In different studies conducted later, different reasons such as group size, decreased enthusiasm and unnecessary effort were also identified (Ingham et. al. 1974; Jackson and Williams, 1985; Harkins, 1987; Mullen, 1983).

## 2. RESEARCH METHODOLOGY

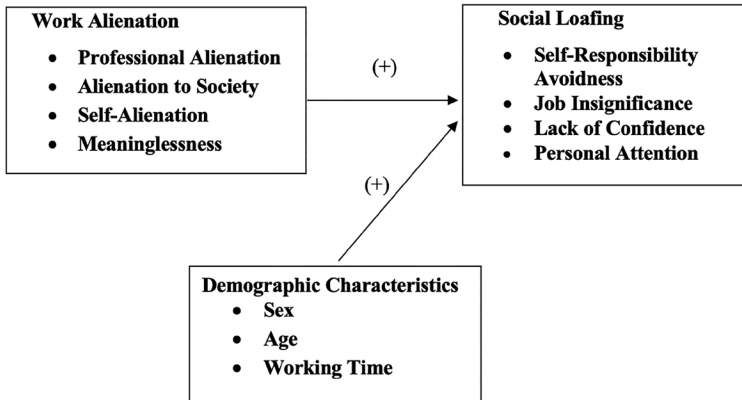
The main purpose of the study is to investigate whether there is a relationship between job alienation and social loafing behavior. In other words, whether one of the factors causing social loafing behavior is the concept of work alienation is the main purpose of the research.

Within the scope of the study, a literature review has been made, but as a result of the literature review, there is no study examining the relationship between work alienation and social loafing behavior. In this sense, when the aim of the research is evaluated, this shows that the subject of the research is original. Thus, the research constitutes a precedent for future academic studies.

The research model was designed on the relationship between work alienation and social loafing. The model of the research is shown in Figure 1. As can be seen in the figure, the research model includes the variables “Work Alienation” and “Social Loafing”. In addition, the relationship between demographic characteristics and social loafing is investigated in the model.

When the expectation-value model used to explain the causes of social loafing in the literature is examined; has been determined that there is a relationship between the expectation of the person and the effort (Williams and Karau, 1991: 571). According to the relationship in the model, if the person does not have any expectation or regards his work as worthless, he is more prone to show social loafing behavior (Heckhausen, 1977: 300). In addition, decreased effort and enthusiasm are other possible causes of social loafing (Williams, Harkins and Latane, 1981: 303, Kerr and Bruun, 1983: 78). In this context, a common denominator draws attention between the expectation-value model, which is accepted as the cause of social loafing, and work alienation. Because, people who experience work alienation also have effects such as seeing the job as worthless or insignificant and decreasing enthusiasm. For this reason, the problematic of whether there is a relationship between social loafing and

Figure 1. Research Model



work alienation creates a scientific basis for the establishment of the following hypotheses. In addition, it is stated in the studies in the literature that there is a relationship between gender and social loafing and men are more inclined to social loafing behavior (Karau and Williams, 1993: 694; Öge and Kurnaz, 2017: 123). On the contrary, there are also studies indicating that there is no gender relationship (Charbonnier et. al., 1998: 335). In this context, it was investigated whether there is a gender-related relationship due to lack of clarity in the literature. In addition, the age and working time of the employees were associated with issues such as motivation and desire (Erkol Bayram, 2017: 263; Yeşilyurt, 2019: 920), and it was found worthy of research in terms of their relationship with social loafing behavior.

Five hypotheses were formulated by considering the model established for research. Detailed information and approaches used in the formation of hypotheses are given below.

H<sub>1</sub>: There is a positive relationship between social loafing and work alienation.

H<sub>2</sub>: There is a significant difference in social loafing behaviors of the participants in terms of gender.

H<sub>3</sub>: There is a significant difference in terms of working time in social loafing behaviors of participants.

H<sub>4</sub>: There is a significant difference in terms of age in social loafing behaviors of participants.

The research was carried out with human resources department in a corporate enterprise. It is a corporate enterprise operating in the field of logistics. In the research, the survey method, one of the most preferred quantitative data collection methods in academic literature, was preferred. In addition, easy sampling method was used to determine the sample. The reason for choosing the survey method is to reach more participants. While selecting the sample, departments carrying out collective study were preferred in terms of suitability for researching social loafing behavior. 250 questionnaires were distributed to the enterprise. 209 of the questionnaires were returned. When the returned surveys were examined, it was found that 37 questionnaires were filled in randomly without the necessary care. They were therefore eliminated. As a result of all these procedures, analysis was made on 172 questionnaires.

In this study, a scale contained 13 different items and developed by Liden, Wayne, Jaworski and Bennett (2004) were used in order to measure social loafing behavior. The Turkish version of the scale was obtained from the doctoral thesis prepared by Ilgin (2010) on the 'Role of Emotional Intelligence and Leader Member Interaction in the Formation of Organizational Citizenship Behaviors and its Relationship with Social Discrimination'. As a result of the reliability test for the scale, Cronbach's Alpha value was found to be 0.96 (Liden et al., 2004).

In order to measure the alienation phenomenon that constitutes the second variable in this study, 14 items obtained from the self-alienation scale developed by Korman, Wittig-Berman and Lang (1981) and from the alienation scale developed by Hirschfeld and Field (2000) were used. The Turkish version of the scale was obtained from the master thesis prepared by Anaş (2016) on the 'The Effect of Organizational Cynicism on The Work Alienation of Foundation University Personnel'. The reliability coefficient of the scale adapted to Turkish was found to be 0.896.

## **2.1. Data Analysis**

Data were coded into the SPSS package program with the answers of the scales included in the model of the study to be 5 Likert scale, Always = 5, Mostly = 4, Occasional = 3, Rarely = 2 and Never = 1. The same method was applied for the demographic information part. Male = 1 and Female = 2 coded data entry was completed. 29 and under age = 1, 30-39 between age = 2, 40-49 between age = 3 and 50+ age = 4 coded data entry was completed. Working time of participants 5 and under = 1, 6-10 years = 2, 11-15 years = 3 and 16 years+ = 4 coded data entry was completed.

In order to check the completed data, an outlier search was conducted. 3 outlier values were determined in the data set within the scope of the analysis. In order to understand the reasons of this outlier; data entry control and whether there was an inverse question, coding error was checked. As it is determined that there is no problem caused by data entry, outliers should



be deleted. While the data set consisted of a total of 172 participants; 60<sup>th</sup>, 68<sup>th</sup> and 104<sup>th</sup> participant were excluded from the data set. The analysis was continued with 169 sample size.

Descriptive statistics were examined to obtain an overview of the data. The descriptive statistics including the mean, median, variance, standard deviation, skewness and kurtosis values give the opportunity to recognize the sample more clearly and to make proper comments about the data.

One of the important points during the preliminary analysis is to check the normality test of the data set and to check whether the data is distributed normally. The normality test consists of two components: kurtosis and skewness.

As a result of the normality test, firstly Kolmogorov- Smirnov value was examined. Since the sig value is zero, it is not suitable. Therefore, in the social sciences for normality testing, the distortion and kurtosis values of the distribution, which should be examined, have been investigated. In the case of normal distribution, the coefficient of kurtosis and skewness is zero (Tabachnick and Fidell, 2013: 79). According to the same study, skewness and kurtosis values between -1.00 and +1.00 indicate that the data is normally distributed. The skewness and kurtosis coefficients of the social loafing variable is 0.521 and 0.199 respectively. On the other hand the skewness and kurtosis coefficients of work alienation variable is 0.480, and 0.854 respectively. In this context, it can be seen that the main variables of the research have these values between -1.00 and +1.00. Therefore, the ranges of values are considered to have a normal distribution.

The reliability of the scales in the questionnaire was measured. Cronbach's Alpha coefficient was used for reliability analysis. When the findings of the reliability analysis were examined, the Cronbach's Alpha coefficient of the Social Loafing scale was found as 0.719 and the Cronbach's Alpha coefficient of the Work Alienation Scale was found as 0.617. Hair et al. (1995) stated that this coefficient should be above 0.60. In this context, the coefficients of Social Loafing Scale and Work Alienation Scale do not constitute a problem in terms of reliability.

Factor analysis, especially in the field of social sciences, has an important place in determining the validity and quality of the measurements of the research (Yaşlıoğlu, 2017: 75). In this perspective confirmatory factor analysis was performed because the scales we used were developed and used previously.

Kaiser-Meyer-Olkin test was used to determine whether the scales were suitable for factor analysis. In the literature, the lower limit accepted for KMO value is 0.50 (Field, 2009: 651). Since the KMO value of the Social Loafing scale shown in the table is  $0.680 > 0.50$ , it is suitable for factor analysis. KMO value of the Work Alienation scale was .605. Since this value is  $0.50 >$ , it is acceptable. These results can be stated that the scales are also compatible with the results of the original scales.

As a result of the factor analysis applied to social loafing scale, it was seen that the items were grouped under five factors. However, since the items 7 and 10 in the scale had overlapping values, factor analysis was performed again after extracting from the scale. As a result of factor analysis of Social Loafing scale, 11 items analyzed were gathered under four factors. These four factors formed in the Social Loafing scale were titled based on the literature review. In this context, the items 2, 6 and 8 were called ‘Self- Responsibility Avoidness’, the items 3, 5 and 12 were named as ‘Insignificance of Job’ 1, 9 and 11 were called as ‘Lack of Confidence’ and the last 4 and 13 were called ‘Personal Attention’. Factor loads are between .522 and .762 values.

**Table 1: Factor loads of social loafing behavior**

Substances	FACTOR			
	1	2	3	4
S.L.2. It is the primary goal of my colleagues to do the desired quality and time without leaving the work given to them to someone else.	-,718			
S.L.6. My colleagues are putting their responsibilities on other employees.	,751			
S.L.8. My colleagues are not doing their own job in collective work.	,688			
S.L.3. If there are others to do the job, my co-workers do whatever they want, not the task assigned to them.		,522		
S.L.5. My colleagues usually spend time on non-business activities during working hours.		,724		
S.L.12. Some of my colleagues refrain from doing their job if someone else does their job.		,706		
S.L.1. My colleagues refrain from taking responsibility for collective assignments.			,570	
S.L.9. Some of my colleagues work less than other employees in the team.			,716	
S.L.11. Some of my colleagues spend less time helping other departments if other group members are able to help.			,634	
S.L.4. My colleagues keep their individual goals ahead of group goals.				,598
S.L.13. My colleagues do their best to do a job within the team.				,762

As a result of the factor analysis applied to the Work Alienation scale, items 4, 7, 10 and 14 were excluded from the scale as they had overlapping values. As a result of repeated factor analysis with the remaining items, it was observed that a total of 10 items were collected under four factors. Therefore, each factor has been renamed considering the meanings of these items. In this context, 1, 2, 3 and 8 are collected in terms of ‘Professional Alienation’ as the 9, 11 and 13 as ‘Alienation to Society’ in the form of 12, 13 ‘Self-Alienation’ and 6 and 5 ‘Meaninglessness’ is named. Factor loads are between .505 and .791 values.

**Table 2: Factor loads of work alienation**

Substances	FACTOR			
	1	2	3	4
W.A.1. I am amazed why I work.	,791			
W.A.3. No matter how hard I work, I can never achieve my goal.	,638			
W.A.2. The majority of my business life is wasted with meaningless activities.	,572			
W.A.8. I don't like my job, I spend my time for salary.	,505			
W.A.9. I find it difficult to understand people who feel that their work is in the public interest.		,761		
W.A.11. I don't think my daily activities reflect real interests and values.		,628		
W.A.12. I prefer to live a different life than I currently live.			,779	
W.A.13. While working, I think my daily tasks are boring.			,720	
W.A.6. Ordinary work is boring enough not to work.				,772
W.A.5. It doesn't matter that people work hard, only a few can really get what they want.				,659

As a result of factor analysis, sub-factors of the variables were determined and new hypotheses were included in the research.

$H_{1a}$ : There is a positive relationship between social loafing behavior and professional alienation dimension of work alienation.

$H_{1b}$ : There is positive relationship between social loafing and alienation to society dimension of work alienation.

$H_{1c}$ : There is a positive relationship between social loafing behavior and self-alienation dimension of work alienation.

$H_{1d}$ : There is a positive relationship between the meaningfulness dimension of work alienation and social loafing behavior.

$H_{1e}$ : There is a positive relationship between self-responsibility avoidance dimension of social loafing and work alienation.

$H_{1f}$ : There is a positive relationship between insignificance of job deminsion of social loafing and work alienation.

$H_{1g}$ : There is a positive relationship between work alienation and the lack of confidence dimension of social loafing behavior.

$H_{1h}$ : There is a positive relationship between work alienation and personal attention dimension of social loafing behavior.

### 3. RESULTS

Correlation analysis was performed to determine the level and direction of the relationship between the variables in the study model. When interpreting the coefficients of correlation, it is generally expressed as weak if it is below 0.30, moderate if it is between 0.30 and 0.70 and strong if it has a value above 0.70 (Demir, 2012: 72). In this context, the correlation analysis of the ‘Social Loafing’ and ‘Work Alienation’ variables included in the model with sub-dimensions of each variable as seen in the table below.

**Table 3: Correlation Analysis Results**

	1	2	3	4	5	6	7	8	9	10
Social Loafing <sup>1</sup>	1									
Self-Responsibility Avoidance <sup>2</sup>	,654**	1								
Insignificance of Job <sup>3</sup>	,692**	,318**	1							
Lack of Confidence <sup>4</sup>	,700**	,190*	,348**	1						
Personal Attention <sup>5</sup>	,553**	,249**	,099	,184*	1					
WorkAlienation <sup>6</sup>	,278**	,132	,171*	,222**	,196*	1				
Meaninglessness <sup>7</sup>	,053	,061	,-006	,030	,061	,420**	1			
Self-Alienation <sup>8</sup>	,214**	,112	,038	,262**	,133	,602**	,012**	1		
Alienation to Society <sup>9</sup>	,301**	,088	,263**	,250**	,169*	,589**	,002	,477**	1	
Professional Alienation <sup>10</sup>	,170*	,062	,117	,128	,134	,771**	,095	,274**	,182*	1

\* p < 0,05 ve \*\* p < 0,01

When the table of the correlation analysis was examined, a positive and weak relationship ( $r=0.278$ ;  $p<0.01$ ) was found between social loafing behavior and work alienation from the main variables of the model. In other words, as the ‘Social Loafing Behavior’ of the employees increases, so does ‘Work Alienation’. According to the results obtained, the existence of the relationship between the two concepts has been determined in terms of the application organization. While the relationship between the main variables is weak and positive, the

relationships of the variables with the sub-variables take medium-strong and positive values. It is known in the literature that similar results occur in different studies on social loafing. In the study conducted by Kanten, (2014: 18) a low and positive relationship was found between social loafing behavior and emotional exhaustion. Another study in the literature is the study that examines the relationship between social loafing behavior by Doğan, Bozkurt and Demir (2012) perceived task visibility. As a result of the research, unlike the literature, no relation was found between social loafing and perception of task visibility (Doğan, Bozkurt and Demir, 2012: 72). In this context, the low and absence of the relationship can be explained due to reasons such as the fact that my system to measure social loafing behavior is not sufficient, the impact of country and organizational culture and the employees' failure to perceive the loafing behavior adequately (Doğan, Bozkurt and Demir, 2012: 73).

When the correlation coefficients are considered, the sub-factor of 'Professional Alienation' has the strongest relationship with work alienation. The relationship between work alienation and professional alienation is positive and strong ( $r = 0.771$ ;  $p < 0.01$ ). A strong and positive ( $r = 0,700$ ;  $p < 0,01$ ) relationship was found between social loafing behavior and 'Lack Confidence' dimension. In this context, the alienation of the employees professionally affects their work alienation positively.

When the table is examined, it is seen that there are variables with medium level relationship. There is a relationship a positive and moderately strong correlation between social loafing behavior and 'Insignificance of Job' ( $r = 0.692$ ;  $p < 0.01$ ) and 'Self-Responsibility Avoidance' ( $r = 0.654$ ;  $p < 0.01$ ). There is a positive and moderate relationship between the 'Self-Alienation' ( $r = 0,602$ ;  $p < 0,01$ ), 'Alienation to Society' ( $r = 0,589$ ;  $p < 0,01$ ) and 'Meaninglessness' ( $r = 0,420$ ;  $p < 0,01$ ) sub-dimensions of the phenomenon of work alienation. In other words, as the level of alienation, alienation from society and meaninglessness of the employees increases, their work alienation levels will increase positively. It is seen that there is a positive and medium level ( $r = 0,477$ ;  $p < 0,01$ ) relationship between alienation to society and self-alienation which is one of the sub-factors of the work alienation variable. There is a positive and medium-strong ( $r = 0,318$ ;  $p < 0,01$ ) relationship between 'Insignificance of Job' and 'Self-responsibility Avoidance'. There is a positive and moderate ( $r = 0,348$ ;  $p < 0,01$ ) relationship between 'Job Insignificance' and 'Lack of Confidence'.

There is a positive and moderate ( $r = 0,301$ ;  $p < 0,01$ ) relationship between social loafing, which is the main variable of the study, and 'Alienation to Society', which is the sub-dimension of work alienation. There is a positive and low level ( $r = 0,214$ ;  $p < 0,01$ ) relationship between social loafing and 'Alienation to Society'.

When the table is examined, a mutual relationship is observed between the sub-dimensions of the main variables. There is a positive and low level ( $r = 0,262$ ;  $p < 0,01$ ) relationship between 'Self-Alienation', which constitutes the sub-dimension of the alienation variable, and 'Lack of Confidence', which constitutes the sub-dimension of social dissociation behavior.

There is a positive and low-level ( $r= 0,250$ ;  $p< 0,01$ ) relationship between the ‘Alienation to Society’, another sub-dimension of the work alienation phenomenon, and the ‘Lack of Confidence’, the sub-factor of social loafing behavior.

It is observed that the sub-factors of the main variables also have an effect on the other main variables. When the table is examined, there is a positive and low-level and significant relationship between work alienation and insignificance of job, lack of confidence and personal attention dimensions. However, there was no significant relationship between work alienation and self-responsibility avoidance. There is a low level of positive relationship between social loafing and professional alienation, alienation to society and self-alienation. However, there is no significant relationship between social loafing and dimension of meaningfulness. As a result, the absence hypotheses ( $H_{1a}$ ,  $H_{1b}$ ,  $H_{1c}$ ,  $H_{1f}$ ,  $H_{1g}$ ,  $H_{1h}$ ) of all sub-hypotheses except  $H_{1d}$  and  $H_{1e}$  were rejected.

T-Test or ANOVA was applied according to the characteristics of the participants such as demographic and working time. In order to measure the gender variable in the study, t-test was applied. ANOVA test was used for age and working time variables with more than two groups.

**Table 4: Meaningless of Age Intervals, Working Time (ANOVA) and Gender Distribution (t-Test) on Work Alienation and Social Loafing Behavior**

<b>Age (Work Alienation)</b>	Sum of Squares	Mean Squares	F	Sig.
Between Groups	,556	,185	,770	,513
Within Groups	39,749	,241		
Total	40,305			

<b>Age (Social Loafing)</b>	Sum of Squares	Mean Squares	F	Sig.
Between Groups	,324	,441	,867	,137
Within Groups	38,982	,236		
Total	40,305			

<b>Working Time (Work Alienation)</b>	Sum of Squares	Mean Squares	F	Sig.
Between Groups	1,589	,530	1,962	,122
Within Groups	44,527	,270		
Total	46,115			

<b>Working Time (Social Loafing)</b>	Sum of Squares	Mean Squares	F	Sig.
Between Groups	,272	,091	,392	,759
Within Groups	38,216	,232		
Total	38,489			

Gender	N	F	Sig.	t	df.	Sig.(2- tailed)
Female	88	,006	,936	,781	167	,436
Male	80			,779	163,231	,437
(Work Alienation)						
Female	88	,789	,097	,421	167	,674
Male	80			,425	165,708	,671
(Social Loafing)						

According to the table, there was no statistically significant difference in the gender of the participants' work alienation. In other words, since  $\text{sig} = 0.436 > 0.05$ , there is no significant difference between the genders of the participants in terms of work alienation. Similarly, since  $\text{sig} = 0.674 > 0.05$ , there is no significant difference between the genders in terms of social loafing behaviors.

As the results of the analysis are shown in the table,  $\text{sig} = 0.513 > 0.05$  for work alienation variable, there is no statistically significant difference. In other words, there is no significant difference between age groups in terms of the participants' work alienation levels. Similarly, since  $\text{sig} = 0.137 > 0.05$  of the same variable, there is no statistically significant difference in terms of social loafing level.

When we look at the results of the analysis of work alienation variable  $\text{sig} = 0.122 > 0.05$ , there is no statistically significant difference. In other words, there is no significant difference between the working time of the participants in terms of their work alienation. Similarly, since the  $\text{sig} = 0.759 > 0.05$  of the social loafing variable in the table is not statistically significant. In this context, there is no significant difference between participants' working time in terms of social loafing behavior. As a result, the null hypotheses of the differences between the main hypotheses about the groups could not be rejected.

#### 4. DISCUSSION AND CONCLUSION

Social loafing behavior, especially in organizations with group work, is an important issue that needs to be identified, researched and take precautions. In theory, determining which variables are driven by social loafing is important in terms of better determining the dynamics underlying the performance and motivation of both individuals and groups (Karau and Williams, 1993: 681). In the literature research conducted in line with the purpose of the study, it was noted that the literature on social loafing and its causes is limited. In this context, the study is thought to contributes to the literature in terms of identifying an alternative reason related to social loafing. Within the scope of the research, the relationship between work alienation and

social loafing was investigated. In addition, the effect of factors such as gender, working time and age on social distinction was investigated. Although there are studies in the literature where there is a relationship between social loafing and gender (Kerr, 1983; Karau and William 1993; Cyz et. al., 2016; Ofole, 2020), as a result of this study, no significant relationship was found between gender, working time and age factors and social loafing. Since there is no clarity in the literature, especially in the context of gender, the result found is a contribution to the literature.

As a result of the analysis, a significant positive relationship was found between social loafing behavior and work alienation from the main variables of the model. To put it more clearly, the 'Work Alienation' phenomenon will increase as the 'Social Loafing Behavior' of the employees increases. A similar study in the literature is the study of the relationship between burnout and social loafing behavior performed by Uysal (2016: 738). The results that we found with the study that determined that the individual will exhibit social loafing behavior in a situation where burnout is experienced are similar. Because, in case of work alienation, individuals will be reluctant and seeing the job insignificant, it is a meaningful result that it exhibits social loafing behavior. When the relationship between work alienation and its dimensions was examined, it was found that it was in a moderate and strong relationship. Similarly, social loafing behavior has a moderate and strong relationship with its own dimensions. A low, positive and significant relationship was found among the sub-dimensions of social loafing behavior of the work alienation variable, job insignificant, lack of confidence and personal attention. A low level positive and significant relationship was found between the dimensions of social loafing behavior and work alienation, professional alienation, alienation from society and self-alienation. When evaluated in this context, it can be said that the sub-variables belonging to the main variables have a significant relationship with each other and are similar to the factors that cause the social loafing behavior. Because features such as Expectancy-Value theory (Karau and Williams, 1995), Social Impact theory (Latane, 1981), Social Change theory (Murphy et. al., 2003), desire reduction (Jackson and Williams, 1985), unnecessary effort (Kerr and Bruun, 1983), which are used in the literature to explain social loafing behavior; it has similarities with the sub-variables of this study.

Similarly, in a study in which the factors affecting social loafing behavior were investigated in the literature, it was determined that the factors of expectancy-value (Williams and Karau, 1991: 571), decreased motivation (Chang et. al., 2020) and decreased enthusiasm (Williams, Harkins & Latane, 1981: 303) related social loafing. In this context, besides the factors that decrease the enthusiasm and find work worthless, which related to social loafing, it is also determined that work alienation related social loafing behavior. Because, people who are work alienated are also known to tend to find the job insignificant, to work reluctantly, and to show poor performance. According to the study of Karau and Williams (1991), when individuals perceive that their task is meaningful, important and valuable, they are less likely to exhibit social loafing behavior. In this context, according to the results obtained from this study, it can be said that work alienation is a factor that related social loafing.



The results obtained from the analyzes of the research show that work alienation is also related in the formation of social loafing behavior. In this context, the management of work alienation also gains importance in order to prevent social loafing behavior. Organizations should take responsibility in the solution of situations such as social loafing or work alienation. Organizations can take responsibility for many issues such as improving the working environment, improving human resources management, being more meticulous in the selection of personnel, ensuring organizational commitment and preventing negative behaviors of employees. Collective working awareness should be created in employees. Employees need to see themselves as part of the working group. For this reason, it is also important to establish loyalty a commitment to work and workplace. In addition, it should be ensured that both managers and employees are informed by receiving ethical training.

In this study, the relationship between social loafing and work alienation has been investigated and can be considered as a different contribution to the literature. Since it would be wrong to generalize the results of the research for the whole sector, the literature can be diversified by doing similar studies in different sectors. The continuity of the relationship detected in researches in different sectors or departments is important in terms of contributing to the literature in order to achieve different results. In addition, since it is stated in the comments on the low relationship strength that the organization and country culture may have a share, mixed studies involving different cultures will contribute to the enrichment of the literature.

## **SOSYAL KAYTARMA DAVRANIŞI İLE İŞE YABANCILAŞMA ARASINDAKİ İLİŞKİ: BİR VAKA İNCELEMESİ**

### **1. GİRİŞ**

Organizasyonlar artan rekabet ortamına adapte olabilmek için verimliliğe, işgören performansına ve bu performansı etkileyebilecek etkenlere önem vermektedirler. Kolektif çalışma biçimini kullanan örgütlerde ekip ruhunun sağlanması da örgütsel verimliliği ve etkililiği sağlayabilmek açısından önemlidir. Bireylerin ekip çalışması içerisinde sarfettiği çabalarının bireysel çalışmalarda gösterdiği çabaya göre azalış göstermesi literatürde sosyal kaytarma olarak ifade edilmektedir.

Literatürde yer alan çalışmalarda sosyal kaytarmayla ilişkili pek çok faktör olduğu bilinmektedir. Bu faktörlerin neler olduğunun tespit edilmesi sosyal kaytarma davranışı açısından önem arz etmektedir. Bu bağlamda işgörende meydana gelebilecek yabancılaşma olgusunun (örgütsel ya da bireysel anlamda) bireyin sosyal kaytarma davranışı ile ilişkisi merak konusu olmuştur. İşe yabancılaşma kavramı, yabancılaşma olgusunun alt boyutlarından biri olmakla birlikte, işgörenin işini anlamsız bulması, işini severek yapmaması ve geleceğe dair beklentisinin olmadığı olumsuz bir durumu ifade etmektedir. Bu sebeple çalışmada işe yabancılaşma olgusunun sosyal kaytarma davranışı ile ilişkisi araştırılmıştır.

## 2. ARAŞTIRMA YÖNTEMİ VE BULGULAR

Araştırmanın modeli işe yabancılaşma ve sosyal kaytarma değişkenleri arasındaki ilişki üzerine tasarlanmıştır. Araştırmanın modeline göre değişkenleri 'İşe Yabancılaşma' değişkeni, 'Sosyal Kaytarma' değişkeni temsil etmektedir. Araştırma kurumsal bir işletmede çalışmakta olan işgörenler ile gerçekleştirilmiştir. Araştırmada nicel araştırma yöntemlerinden biri olan anket tekniği kullanılmıştır. Araştırmada daha fazla katılımcıya ulaşabilmek için anket tekniği tercih edilmiştir. Çalışma kapsamında işgörelere dağıtılan 250 adet anket formundan 209 tanesi için geri dönüş sağlanabilmiştir. Geri dönüş sağlanan anketlerden 37 tanesi rastgele doldurulduğu tespit edilerek elenmiştir. En son kalan 172 anket üzerinden analiz gerçekleştirilmiştir. Analiz için SPSS 21 paket programı kullanılmıştır.

Normallik testi için çarpıklık ve basıklık değerlerine bakılmıştır. Normal dağılım durumunda basıklık ve çarpıklık değerleri -1.00 ile +1.00 arasında olmalıdır (Tabachnick ve Fidell, 2013: 79). Sosyal kaytarma değişkeninin çarpıklık katsayıları 0,521 ile 0,187 arasında, basıklık katsayıları ise 0.199 ile 0.371 arasındadır. İşe yabancılaşma değişkeninin çarpıklık katsayıları 0,480 ile 0,187 arasında; basıklık katsayıları 0,854 ile 0,371 arasındadır. Bakıldığında değişkenlere ait çarpıklık ve basıklık katsayıları -1.00 ile +1.00 aralığı içerisinde değer aldığı için normal dağılıma sahip olduğu söylenebilmektedir.

Güvenirliği test eden Cronbach's Alpha katsayılarına bakıldığında Sosyal Kaytarma ölçeğinin katsayısı 0,719 ve İşe yabancılaşma ölçeğinin katsayısı ise 0,617'dir. Bu sebeple Sosyal Kaytarma ve İşe Yabancılaşma ölçeğine ait katsayılar güvenilirlik açısından sorun teşkil etmemektedir.

Araştırmada kullanılan ölçekler önceden geliştirilmiş olması sebebiyle her ikisi için de doğrulayıcı faktör analizi yapılmıştır. Kaiser-Meyer-Olkin testi sonucunda KMO değeri 0,680 > 0,50 olduğu için faktör analizi için elverişlidir. Sosyal Kaytarma ölçeğine uygulanan faktör analizi neticesinde ifadelerin dört faktör altında toplandığı görülmüş ve bu faktörler literatür araştırması yapılarak 'Öz Sorumluluktan Kaçınma', 'İşi Önemsiz Bulma', 'Güven Eksikliği' ve 'Bireysel Özen' olarak isimlendirilmiştir.

İşe Yabancılaşma ölçeğine ait KMO değeri ,605 olarak bulunduğu için faktör analizi için uygun bulunmuştur. İşe Yabancılaşma ölçeğine uygulanan faktör analizi sonucunda ifadelerin dört faktör altından toplanmış olduğu gözlemlenmiştir. Literatür incelenerek ifadeler 'Mesleki Yabancılaşma', 'Topluma Yabancılaşma', 'Kendine Yabancılaşma' ve 'Anlamsızlık' olarak isimlendirilmiştir.

Çalışmanın değişkenleri arasındaki ilişkinin düzeyini ve yönünü belirlemek için korelasyon analizi yapılmıştır. Korelasyon analizine ana değişkenlere ait alt faktörler de dahil edilmiştir. Korelasyon analizine ait sonuçlara göre modelin ana değişkenlerinden sosyal kaytarma davranışı ve işe yabancılaşma arasında pozitif yönde ilişki ( $r=0,278$  ve  $p=0,00 < 0,01$ ) tespit edilmiştir. Farklı bir ifadeyle çalışanların 'Sosyal Kaytarma Davranışı' arttıkça 'İşe Yabancılaşma' da artacaktır.

Korelasyon katsayılarına bakıldığında işe yabancılaşma değişkeni ile en güçlü ve pozitif ilişkiye sahip olan faktör ‘Mesleki Yabancılaşma’ ( $r= 0,771$  ve  $p= 0,00 < 0,01$ ) alt faktördür. Sosyal kaytarma davranışının ise alt faktörü olan ‘Güven Eksikliği’ boyutuyla güçlü ve pozitif ( $r= 0,700$  ve  $p= 0,00 < 0,01$ ) ilişki tespit edilmiştir.

Korelasyon katsayıları incelendiğinde orta düzeyde ilişkiye sahip değişkenler olduğu görülmektedir. Sosyal kaytarma davranışı ile ‘İşi Önemsiz Bulma’ ve ‘Öz Sorumluluktan Kaçma’ alt faktörleri arasında pozitif ve orta düzeyde kuvvetli ilişki bulunmaktadır. İşe yabancılaşmanın ‘Kendine Yabancılaşma’, ‘Topluma Yabancılaşma’ ve ‘Anlamsızlık’ alt boyutlarıyla arasında da pozitif ve orta düzeyde ilişki görülmektedir. İşe yabancılaşmanın alt faktörlerinden ‘Topluma Yabancılaşma’ ve ‘Kendine Yabancılaşma’ arasında da pozitif yönlü ve orta seviyede ilişki olduğu görülmektedir. Alt faktörlerden ‘İşi Önemsiz Bulma’ ve ‘Öz Sorumluluktan Kaçınma’ arasında pozitif yönde anlamlı ve orta kuvvette bir ilişki söz konusudur. Benzer şekilde alt faktörlerden ‘İşi Önemsiz Bulma’ ile ‘Güven Eksikliği’ arasında da pozitif ve orta derecede bir ilişki vardır.

Çalışmanın ana değişkenlerinden olan Sosyal Kaytarma ile diğer değişken İşe Yabancılaşmanın alt boyutunu oluşturan ‘Topluma Yabancılaşma’ arasında pozitif yönlü ve orta düzeyde bir ilişki bulunmaktadır.

Araştırmaya katılan kişilerin cinsiyet, demografik ve çalışma süreleri gibi özelliklerine göre t- Test ya da ANOVA testi uygulanmıştır. İşe yabancılaşma ve sosyal kaytarma sig. değerine göre katılımcıların cinsiyetleri ile işe yabancılaşmaları ve sosyal kaytarma davranışları arasında istatistiksel olarak anlamlı bir fark bulunamamıştır. Katılımcılara ait yaş grupları incelendiğinde işe yabancılaşma ve sosyal kaytarma sig. değerlerine bakılarak yaş aralıkları ile işe yabancılaşma ve sosyal kaytarma davranışı arasında anlamlı bir fark bulunmamaktadır. Son olarak katılımcıların çalışma süreleri incelenmiş olup işe yabancılaşma ve sosyal kaytarma sig. değerlerine bakılarak çalışma süreleri ile işe yabancılaşma ve sosyal kaytarma arasında anlamlı bir fark tespit edilememiştir.

### 3. SONUÇ

Araştırmada işe yabancılaşmanın sosyal kaytarma ile arasındaki ilişki araştırılmıştır. Ayrıca cinsiyet, çalışma süresi ve yaş gibi faktörlerin de sosyal kaytarma ile ilişkisi araştırılmıştır.

Yapılan analiz sonucunda modelin ana değişkenlerinden sosyal kaytarma davranışı ve işe yabancılaşma arasında pozitif yönde anlamlı bir ilişki tespit edilmiştir. Daha açık bir ifadeyle çalışanların ‘Sosyal Kaytarma Davranışı’ arttıkça ‘İşe Yabancılaşma’ olgusu da artacaktır. İşe yabancılaşmanın kendi boyutları ile ilişkisine bakıldığında orta ve kuvvetli düzeyde ilişki tespit edilmiştir. Benzer şekilde sosyal kaytarma davranışı da kendi boyutları ile orta ve kuvvetli düzeyde ilişkisi bulunmaktadır. İşe yabancılaşma değişkeninin sosyal kaytarma

davranışının alt boyutlarından işi önemsiz bulma, güven eksikliği ve bireysel özen boyutuyla düşük düzeyde, pozitif ve anlamlı bir ilişki tespit edilmiştir.

Araştırmanın analizleri neticesinde elde edilen sonuçlar, sosyal kaytarma davranışı ile işe yabancılaşmanın ilişkili olduğunu göstermektedir. Bu sebeple sosyal kaytarma davranışı ya da işe yabancılaşma gibi olumsuz davranış biçimlerinin çözümünde öncelikli olarak organizasyonlar sorumluluk almalıdır. Çalışma ortamının iyileştirilmesi, insan kaynakları yönetiminin geliştirilmesi, personel seçiminde daha titiz davranılması, örgütsel bağlılığın sağlanabilmesi gibi pek çok konuda organizasyonlar sorumluluk alarak işgörenlerin olumsuz davranışlar göstermesini engelleyebilirler.

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<b>KATKI ORANI / CONTRIBUTION RATE</b>	<b>AÇIKLAMA / EXPLANATION</b>	<b>KATKIDA BULUNANLAR / CONTRIBUTORS</b>
Fikir veya Kavram / <i>Idea or Notion</i>	Araştırma hipotezini veya fikrini oluşturmak / <i>Form the research hypothesis or idea</i>	Gülşen Yurdakul Melahat Öneren
Tasarım / <i>Design</i>	Yöntemi, ölçeği ve deseni tasarlamak / <i>Designing method, scale and pattern</i>	Gülşen Yurdakul Melahat Öneren
Veri Toplama ve İşleme / <i>Data Collecting and Processing</i>	Verileri toplamak, düzenlenmek ve raporlamak / <i>Collecting, organizing and reporting data</i>	Gülşen Yurdakul
Tartışma ve Yorum / <i>Discussion and Interpretation</i>	Bulguların değerlendirilmesinde ve sonuçlandırılmasında sorumluluk almak / <i>Taking responsibility in evaluating and finalizing the findings</i>	Gülşen Yurdakul Melahat Öneren
Literatür Taraması / <i>Literature Review</i>	Çalışma için gerekli literatürü taramak / <i>Review the literature required for the study</i>	Gülşen Yurdakul