

Article

# The Influences of Procedural Justice on Turnover Intention and Social Loafing Behavior among Hotel Employees

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**Abstract:** This study examines the influences of procedural justice on the turnover intention and social loafing behavior among employees in the hotel industry. Despite a growing body of literature regarding the relationship between organizational justice, turnover intention and social loafing, there is limited published research on the influence of procedural justice on social loafing behavior among hotel employees with the mediating effect of turnover intention. For this purpose, a questionnaire was self-administered to employees working at different hotels in Saudi Arabia. AMOS software was employed for structural equation modeling (SEM) data analysis. The results show that procedural justice significantly and negatively influences social loafing behavior. Furthermore, procedural justice significantly and negatively influences turnover intention, whereas the turnover intention significantly and positively influences social loafing behavior. Turnover intention partially mediates the link between procedural justice and social loafing. The study outcomes confirm that procedural justice is important for any organization; nevertheless, it is not enough to decrease social loafing behavior among hotel employees, especially when turnover intention exists. The results have implications for hotel practitioners and scholars in relation to reducing turnover intentions and social loafing behavior among employees.

**Keywords:** social loafing; social exchange theory; procedural justice; hotel industry; turnover intention



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## 1. Introduction

There is a growing body of academic published research that attempts to discuss the phenomenon of social loafing among employees to understand and manage this behavior appropriately (see, for instance, [George 1992](#); [Karau and Williams 1993](#); [Alyahya et al. 2021](#)). However, the available literature does not thoroughly investigate the role of procedural justice and turnover intention as antecedents of social loafing behavior among employees, especially in the hotel industry. Therefore, the current study is an attempt to bridge the gap in the knowledge in relation to the procedural justice and turnover intention as antecedents of social loafing behavior among hotel employees. Social loafing is a common phenomenon that may be encountered in any organizational context, regardless of gender or age, and in a wide range of occupations and cultures ([Karau and Williams 1993](#)). Certainly, teamwork is highly required and valued because work in teams is a crucial for the success of the hotel industry ([Butt et al. 2013](#); [Warrick 2014](#)). However, some employees made limited efforts when performing co-tasks compared to their individual's tasks ([Varshney 2019](#)). The phenomenon of exerting less effort when participating in collective activities is known as social loafing. Social loafing originally goes back to [Ringelmann \(1913\)](#), who described it as a person's tendency to decrease his/her productivity when engaging in group work.

The inability of an employee to recognize his/her contribution to the end performance has been linked to the prevalence of social loafing (Price et al. 2006). Social loafing may emerge when task visibility is weak, but when personal motivation is high, employees may place more effort into their work (George 1992). Luo et al. (2013) emphasized that both turnover intention and justice perceptions significantly affect social loafing behavior among hotel employees (Greenberg 1990). Earlier studies on social loafing were generally conducted based on students or in a laboratory setting (Earley 1989; Murphy et al. 2003; Price et al. 2006). Therefore, the results were seldom tested for application or external validity (George 1992; Mulvey and Klein 1998; Price et al. 2006), and important determinants of social loafing in the workplace could have been left out (Comer 1995). As result, it is important to investigate the causes of social loafing in real-world organizations, such as hotels (Murphy et al. 2003; Alyahya et al. 2021).

Social loafing behavior is a common phenomenon in the hotel industry (Luo et al. 2013) because of the intangibility of services and limited task visibility (George 1992). The hotel industry is a labor-intensive business, which is dependent for its success on the quality of service provided by employees. There is no doubt that organizational success has been linked to the absence of social loafing behavior. This is because the spread of social loafing behavior could have many negative consequences. These include the level of work efficiency (Karau and Williams 1995), team success (Mulvey and Klein 1998), performance of teamwork (Peratanasumran 2017), the quality of service (Lin and Ling 2018), the level of job stress (Tourigny et al. 2010), productivity because of high turnover rates (Mulvey and Klein 1998) and performance of the organization in the long run (Akgunduz and Eryilmaz 2018). The current study makes an attempt to understand this behavior by examining the effect of both procedural justice and turnover intention. Understanding the effect of these variables enables better management of this behavior.

This study draws on the social exchange theory (Blau 1964) and referent cognitions theory of relative deprivation for Folger (1986), which assumes that the better procedures are evaluated as fair, the lesser as turnover intention. Social exchange theory assumes that there is an exchange between an employee and his/her organization. This means that if the employee perceives that the rules and regulations treat him/her unfairly, s/he will not intend to turnover or likely become a social loafer. Folger's theory focuses on the equal implementation of decisions, procedures and processes, which, made by the management, affect employees' attitudes and behaviors. If employees perceive unequal procedures, they could respond with a negative attitude, such as exhibiting turnover intention and social loafing behavior. In that sense, previous studies (e.g., Aliedan et al. 2022; Alyahya et al. 2021; Sobaih et al. 2019) argued that an intention to leave is usually associated with negative outcomes, such as low job-performance levels, unethical behavior and social loafing, while pervious research results (e.g., Griffeth et al. 2000; Chong et al. 2021; Gharbi et al. 2022) confirmed that procedural justice is a key driver for employee turnover. Additionally, it was argued that procedural justice is more important than distributive justice in determining employees' evaluations of the parties or the institution that enacted the decision (Brockner and Siegel 1996).

The effect of procedural justice on social loafing behavior through turnover has not yet been examined. The present research makes the first attempt to examine this indirect relationship. This study builds on the social exchange theory and Referent cognition theory of relative deprivation discussed above. The direct effect of procedural justice on turnover intention is confirmed (Gharbi et al. 2022). Furthermore, the direct effect of turnover intention on social loafing is also confirmed as a predictor of social loafing behavior (Akgunduz and Eryilmaz 2018; Alyahya et al. 2021). Additionally, other studies (Alyahya et al. 2021) determined the mediating role of turnover intention in the relationship between distributive injustice and social loafing behavior. Based on this, the current study attempts to examine the indirect effect of procedural justice on social loafing behavior through turnover intention.

This research aims to test the direct impact of procedural injustice on turnover intention and ultimately on social loafing. Furthermore, it examines the mediating role of

turnover intention in the association between procedural justice and social loafing behavior among hotel employees. For this purpose, the Section 2 defines the research variables (procedural justice, turnover intention and social loafing behavior). A literature review and hypothesized study are presented in Section 3. Section 3 reviews the relationship between research variables among employees in general and whenever possible among hotel employees. This is because there is a limited amount of published research on these relationships in the hotel context. Section 4 presents the research design and methods used for the data collection and analysis. Section 5 shows the results of the research. Section 6 discusses the results and links them to previous studies to provide implications for scholars and industry professionals. Finally, Section 7 concludes the research and presents the limitations and future study directions.

## 2. Definitions of Constructs

Blau (1964) described social loafing as the tendency by a worker to make limited efforts when performing teamwork or co-tasks in comparison with efforts made individually. In the same context, Latané et al. (1979) defined social loafing as an individual's propensity to exert less effort or motivation while working in a group than when working individually. Social loafing has two drivers, whether extrinsic or intrinsic (Baumeister et al. 2016). Previous studies (e.g., Karau and Williams 1995; Williams et al. 1981) emphasized that the extrinsic form of social loafing arises when an employee believes that his or her efforts will be ignored by others who are his/her team members and/or leaders. Furthermore, if an employee is not punished for their lack of effort, he/she is less likely to work effectively when performing collective tasks. Employees are more likely to work in an effective way on co-tasks if they believe that their efforts are appreciated by their coworkers or supervisor (Baumeister et al. 2016; Piezon and Ferree 2008). The intrinsic form of social loafing includes feelings of employees that their practices are useful and important to the team (Karau and Williams 1995). The driver of intrinsic social loafing includes justice perceptions, commitment and turnover intention (Greenberg 1990; Luo et al. 2013). Wilhau (2021) indicated that social loafing is more likely to occur among some employees rather than others. This refers to multiple attributes, whether related to an individual and/or organization level (Liden et al. 2004; Schippers 2014).

Turnover refers to the purposeful and conscious intention to leave an organization. A high level of turnover is acknowledged as one of the characteristics of the hotel industry, which has negative impacts on the industry's employment image (Hom and Griffeth 1995; Hinkin and Tracey 2000; Pizam and Thornburg 2000). Previous studies indicated several factors that create turnover intention, e.g., organizational support (Hui et al. 2007), organizational justice (Griffeth et al. 2000; Osman and Noordin 2015; Hom et al. 2017), organizational commitment and emotional exhaustion (Boyas et al. 2012), work environment and job satisfaction (Amponsah-Tawiah et al. 2016), employee–manager relationship (Hirst et al. 2009), job insecurity and injustice (Alyahya et al. 2021) and leadership style (Sobaih et al. 2022). Referring to the literature review (e.g., Matthews and Ritter 2019; Aryani et al. 2021; Saleh et al. 2022), turnover intention is difficult to identify. This is because employees who are planning to depart from their organization may not explicitly state their intentions; instead, they may exhibit a variety of practices to indicate this intention. Among these practices is the reduction in their level of performance and the overall performance of the organization (Lin and Huang 2020). Furthermore, the employees with an intention to leave their organization usually engage in unethical and/or social loafing behaviors (Alyahya et al. 2021; Elshaer and Azazz 2021). Fishbein and Ajzen (1977) stated: “the best predictor of an individual's behavior will be a measure of his intention to adopt this behavior” (p. 369).

Organizational justice relates to how workers feel about equality in workplaces (Cropanzano and Greenberg 1997). Researchers (e.g., Colquitt et al. 2001; Erdogan et al. 2006; Lin and Huang 2009; Nadiri and Tanova 2010) have thoroughly examined organizational justice and its three major components: procedural, distributive and interactional. Distributive justice concentrates on whether the results are compatible with standards for

the outcomes, whereas procedural justice relates to the fairness of decisions concerning outcome distribution (Lord and Brown 2004). West et al. (2005) stated that a team should have equal procedures and distributions of outcomes when they produce equitable efforts. Hence, Saad and Elshaer (2017) stated that the reward should be fair and consistent with employees' actions. George (1992) argued that social loafing was least likely to occur when contingent rewards were present, which is in agreement with the organizational justice theory. Kidwell and Bennett's (1993) also observed that perceived equity has a negative correlation with social loafing, given the theoretical relationship between equity theory and organizational justice (Folger 1977; Tyler 1994). The level of respect shown to individuals by those conducting procedures or making decisions is measured by interactional justice (Bies 1986; Colquitt et al. 2001). According to Johnson et al. (2006), perceptions of justice are linked to organizational outcomes and are important to the individual, and the justice outcomes have been identified as, but are not limited to, leader–member relationships, job satisfaction, satisfaction with justice, turnover intention and commitment to the organization (Schneider and Bowen 1995; Lord and Brown 2004). While most of the previous studies focus on the positive attributes of employees' behaviors and attitudes, the present study concentrates on some of the effects of procedural justice on social loafing behavior through employee turnover intention.

### 3. Formulation of Research Hypotheses

#### 3.1. Procedural Justice and Turnover Intention

Drawing on the social exchange theory (Gouldner 1960; Blau 1964), an employee who experiences any kind of justice in his/her organization is more likely to continue to work for his/her organization. Organizational justice is determined by how fairly an employee perceives his/her organization to have treated him/her in terms of decision making, distribution and even equality of results (Schultz and Schultz 2020; Asadullah et al. 2017). Procedural justice is more significant than any other form of organizational justice in shaping how an employee judges his/her organization (Brockner and Siegel 1996). Thus, De Cremer and Stouten (2005) indicated that employees with a high level of procedural justice presented stronger feelings of wellbeing than those who experienced a low level of procedural justice. Employees who experience procedural fairness feel more in control of their surroundings. As a result, their absence rates decrease; hence, they have little or no incentive to quit their jobs. Furthermore, they perform better at work and become more committed to the business (Masterson et al. 2000; Rahim et al. 2001). Previous studies (Cohen-Charash and Spector 2001; Colquitt et al. 2001; Gharbi et al. 2022) emphasized a negative relationship between procedural justice and turnover intention. Employee engagement in turnover intention was observed to be less when procedural justice was viewed as being fair (Gim and Desa 2014; Chong et al. 2021). Hence, we suggest the following:

**Hypothesis 1 (H1).** *Procedural justice has a significant negative influence of on turnover intention.*

#### 3.2. Turnover Intention and Social Loafing

The antecedents of turnover intention were primarily investigated (Bridges et al. 2007; Curri van 1999; Gaertner 1999); however, the impact of turnover intention was examined less compared to its antecedents, except the cost of turnover (Kankaanranta et al. 2007; Morrow et al. 1999; Sexton et al. 2005). According to the study by Brickner et al. (1986), which was conducted in a lab environment, social loafing occurs when an employee is unmotivated to engage in tasks. In the same manner, Erkasap (2014) suggested that turnover intention drives social loafing and it has a positive relationship with social loafing. Social exchange theory suggests that there must be a mutually beneficial connection between the two parties, i.e., employee and his/her organization (Emerson 1976). Hence, rewarding employees for their performance might enhance motivation and cause them to become more active in the workplace; otherwise, the level of motivation will decline and the employees will be more inclined to avoid performing tasks (Hafiza et al. 2011). Employees

with strong motivation are less likely to quit their jobs, whereas those with a low drive will have a higher turnover intention (Elshaer and Saad 2017) and exhibit social loafing behavior (Brickner et al. 1986). Employees with a stronger commitment toward their organization do not engage in social loafing, yet employees with increased turnover intentions are supposed to be social loafers (Luo et al. 2013). A recent study conducted by Alyahya et al. (2021) showed a positive influence of turnover intention on social loafing behavior among hotel workers. Thus, we suggest the following:

**Hypothesis 2 (H2).** *Turnover intention has a significant and positive influence on social loafing behavior.*

### 3.3. Procedural Justice and Social Loafing

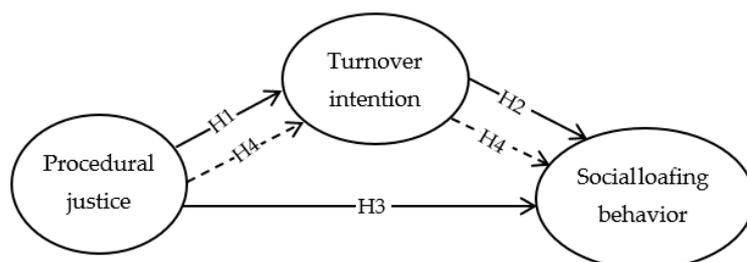
Procedural justice is the perception of equality in relation to policies or procedures, which are followed when making personal decisions, such as choosing the method for award distribution (Thibaut and Walker 1975; Liden et al. 2004). Employees' feelings regarding the fairness of policies and systems may have an impact on performance-to-results expectations, which in turn may have an impact on how much effort is put into performing tasks (Karau and Williams 1993). In that sense, George (1995) revealed that social loafing was positively correlated with non-contingent punishment from a leader or manager, albeit negatively correlated with contingent rewards. These results suggest that procedural justice is important when making individual decisions about how much effort one should put into tasks (Liden et al. 2004). This is due to the fact that punishment that is not based on work behavior is viewed as procedurally unfair, while rewards that are based on contributions to the organization are more likely to be perceived as procedurally fair (Liden et al. 2004). The results of a meta-analysis showing a positive relationship between procedural justice and job performance may provide additional suggestive evidence of the significance effect of procedural justice on social loafing (Colquitt et al. 2001). The study results of Price et al. (2006) indicate that procedural justice is negatively correlated with social loafing. Yet, Luo et al. (2013) observed no significant association between perceptions of organizational justice and social loafing. A recent study showed the significant impact of distributive injustice and social loafing behavior among hotel workers (Alyahya et al. 2021). Based on these discussions, we propose the following:

**Hypothesis 3 (H3).** *Procedural justice has a significant negative influence on social loafing behavior.*

### 3.4. Turnover Intention as a Mediator between Procedural Justice and Social Loafing

Previous research confirmed that employees' turnover intentions are related to procedural justice (Luo et al. 2013). Additionally, turnover intention is also related to social loafing behavior (Erkasap 2014; Luo et al. 2013). To the best of the researchers' knowledge, there is no published research examining the mediating role of turnover intention in the relationship between procedural justice and social loafing behavior. This study makes the first attempt to examine this mediating effect. We drew on the social exchange theory that implies that turnover intentions are expected to shape employees' social loafing behaviors resulting from employees' perceptions of procedural injustice. It is also probable that employees who feel that there is an unfair procedure are more likely to have turnover intentions; thus, they place minimal effort in performing collective work and exhibit social loafing behavior. This assumption is supported by a recent study (Alyahya et al. 2021) that observed a mediating effect of turnover intention in the relationship between distributive injustice, job insecurity and social loafing behavior among hotel employees. In the present study, we adopted a new approach to assume that turnover could play a mediating role in the relationship between procedural justice and social loafing behavior (See Figure 1). Thus, we suggest the following:

**Hypothesis 4 (H4).** *Turnover intention has a mediating effect on the link between procedural justice and social loafing behavior.*



**Figure 1.** The theoretical model.

## 4. Methodology

### 4.1. Population and Sample

The population used for this study consisted of hotel workers from Saudi Arabia. The research questionnaire was directed to a random sample of hotels workers in different regions of Saudi Arabia. This random sample was taken with the support of a data collection company. According to Statista, the number of hotels in Saudi Arabia was 5600 (<https://www.statista.com/statistics/1019449/saudi-arabia-number-tourism-establishments>; accessed on 1 December 2022). A random sample of hotels was selected from each region: Eastern, Central, Northern, Northwest, Midwest and Southwest. We contacted the management of the selected hotels to approach their employees for the study, after we explained the purpose of our study. The questionnaires were self-administered to hotel employees. Before the distribution of the forms, we explained the purpose of the study and confirmed that employee responses were confidential and only for research purposes. We adopted the framework of [Krejcie and Morgan \(1970\)](#) to decide upon the sample size. We intended to have a sample of 384 valid responses or more. Hence, we self-distributed 800 forms and were able to collect 507 complete forms for analysis. Our response rate was 63.4%. There were slightly more male respondents (57%) than females (43%). The vast majority of respondents held a Bachelor's degree or equivalent (79%), followed by those holding secondary-school certificates or the equivalent (12%) and finally those with a postgraduate degree (9%). Respondents were from food service (36%), food production (22%), front office (18%), housekeeping (14%) and maintenance (10%) sectors.

### 4.2. The Measures

We adopted a pre-tested questionnaire based on a critical review of the related literature (see Appendix A). We adopted the justice procedures from [Colquitt et al. \(2006\)](#) that included seven items. An example of these items is the following: "the procedures used in my organization have been applied consistently". We adopted the turnover intention scale of [Elshaer and Saad \(2017\)](#), which included three items. An example of these items is the following: "It would not take much to make me leave this job". Additionally, we used the social loafing scale of [Price et al. \(2006\)](#), which included four items. An example of these items is the following: "I loafed on my share of tasks". We asked the participants to tick their responses on a Likert scale of five points, ranging from completely agree to completely disagree. The range of responses was between one and five. The mean ranged between 3.15 and 4.21, whereas the standard deviation ranged between 0.817 to 1.071 (see Table 1). This shows that the data are more scattered ([Bryman and Cramer 2012](#)).

The skewness coefficient "shows whether the observations are distributed equitably around the mean (the coefficient is then zero) or if they are rather concentrated towards the lowest values (positive coefficient) or if they are rather concentrated towards the highest values. High (negative coefficient)" ([Hair et al. 2014](#)). The kurtosis coefficient compares "the shape of the observation distribution curve to that of the normal law: a positive coefficient indicates a higher concentration of observations while a negative coefficient indicates a flatter curve" ([Hair et al. 2014](#)). Concerning our case, the coefficients of symmetry (skewness) and kurtosis (surtosis) do not violate the assumption of normality ([Kline 2015](#)).

and reveal admissible values. We can conclude that, in this respect, all the distributions are fairly dispersed and all the variables follow the normal law (Table 1).

**Table 1.** Descriptive statistics (developed by the authors based on previous literature).

Factors	Minimum	Maximum	Mean	Standard Deviation	Skewness	Kurtosis
Procedural justice						
PJ1	1	5	3.65	0.985	−0.543	−0.046
PJ2	1	5	3.88	0.917	−1.009	1.196
PJ3	1	5	3.68	0.950	−0.513	−0.171
PJ4	1	5	3.66	0.887	−0.601	0.311
PJ5	1	5	3.61	0.936	−0.621	0.245
PJ6	1	5	3.96	0.925	−0.801	0.257
Turnover intention						
INT8	1	5	3.15	1.071	−0.185	−0.639
INT9	1	5	3.18	1.059	−0.051	−0.674
INT10	1	5	3.65	0.901	−0.571	0.187
3-social loafing						
SL11	1	5	3.81	0.901	−0.813	0.792
SL12	1	5	4.09	0.849	−1.103	1.750
SL13	1	5	4.04	0.900	−1.019	1.167
SL14	1	5	4.21	0.817	−1.201	2.041

Because the present research used a self-reporting measure, there could be an opportunity for the common method variance (CMV). However, the current research applied the guidelines of Podsakoff et al. (2012) to ascertain that the CMV was not a concern. The following steps were undertaken. Firstly, all respondents were assured that their responses were for only study purposes and would remain anonymous. Secondly, the questionnaire was designed where the variables' order was considered (DV before IV). Thirdly, the questionnaire was piloted using 17 professors and 20 employees for confirming face and content validity. Fourthly, Harman's single-factor test was used, and we undertook an exploratory factor analysis (EFA); the results were fixed to the value of 1 with no rotation option. Successively, a variable explained 34% of the variance, which was below 50%, as explained by Podsakoff et al. (2012). The results confirm that the CMV is not a concern in this research.

We were also able to confirm the unidimensionality of the "procedural justice, turnover intention and social loafing" variables with the identification of a single component representing 52.20%, 50.18% and 54.09% individually of the total explained variance. The Kaiser–Meyer–Olkin (KMO) values were all 0.8. These results confirm that our items are acceptable for factorial analysis. We conducted Cronbach's alpha to examine the reliability of our scale. The alpha values were 0.85 for procedural justice, 0.87 for turnover intention and 0.93 for social loafing behavior. These values were excellent according to Nunnally (1978) since they all were above 0.7.

## 5. Results

### 5.1. The Results of the Factorial Analysis

We conducted a confirmatory factor analysis (CFA) to prove the fitness of our scale and to start examining the theoretically developed model (Figure 1). We adopted the recommendations of Hair et al. (2014) to interpret the results of the CFA. The values of  $\chi^2$  and SRMR had to be less than 5. The RMSEA value had to be less than 0.08, preferably less than 0.05 (Roussel 2005). With regard to the other values, such as NFI, TLI and CFI, they should be higher than 0.90 (Bentler and Bonett 1980). The results of the CFA first-order integrating all variables are presented in Table 2. The value of  $\chi^2$  was 3.5 and SRMR was 0.05. The RMSEA value was 0.051. NFI = 0.950, TLI = 0.961 and CFI = 0.932. These results indicate that the model has a good fitness.

**Table 2.** Convergent and discriminant validities (developed by the authors).

Factors	Standardized Loading	CR	AVE	MSV	1	2	3
Procedural justice		0.970	0.823	0.170	<b>0.907</b>		
PJ1	0.742						
PJ2	0.918						
PJ3	0.989						
PJ4	0.854						
PJ5	0.981						
PJ6	0.962						
Turnover intention		0.910	0.773	0.106	0.268 **	<b>0.879</b>	
INT8	0.926						
INT9	0.710						
INT10	0.979						
3-social loafing		0.936	0.786	0.170	0.412 **	0.326 **	<b>0.886</b>
SL11	0.921						
SL12	0.863						
SL13	0.930						
SL14	0.829						

Model fit: “( $\chi^2$  (20, N = 507) = 70  $p < 0.001$ , normed  $\chi^2 = 3.5$ , RMSEA = 0.051, SRMR = 0.0532, CFI = 0.932, TLI = 0.961, NFI = 0.950, PCFI = 0.684 and PNFI = 0.681)”.

We also ensured the convergent and discriminant validities. According to [Joreskog \(1988\)](#), the composite reliability must be greater than 0.7 and the average variance extracted must be greater than 0.5. The results presented in [Table 2](#) confirm that CR is approved for all items. We were able to confirm the discriminant validity by checking the “square root of the AVE” (in bold) that must be greater than the correlations it shares with the other variables ([Fornell and Larcker 1981](#)).

The AVE value for procedural justice is 0.823, turnover intention is 0.773 and social loafing is 0.786; they all considerably outpace MSV with values of 0.170; 0.106 and 0.170, respectively. Concerning the following variables that are directly below the values in bold (0.268 \*\*, 0.412 \*\* and 0.326 \*\*, [Table 2](#)), we first proceeded to their transformations and secondly calculated their bivariate correlations ([Table 3](#)). The results presented in [Table 2](#) confirm the discriminant validity suggested by [Hair et al. \(2014\)](#).

**Table 3.** Bivariate correlations (developed by the authors).

		PROJUS	TURNINT	SOCIALOAF
PROJUS	Pearson’s correlation	1		
	Sig. (2-tailed)			
	N	507		
INTENTUR	Pearson’s correlation	0.268 **	1	
	Sig. (2-tailed)	0.000		
	N	507	507	
SOCIALOAF	Pearson’s correlation	0.412 **	0.326 **	1
	Sig. (2-tailed)	0.000	0.000	
	N	507	507	507

\*\* Correlation is significant at the 0.01 level (2-tailed).

### 5.2. The Results of SEM

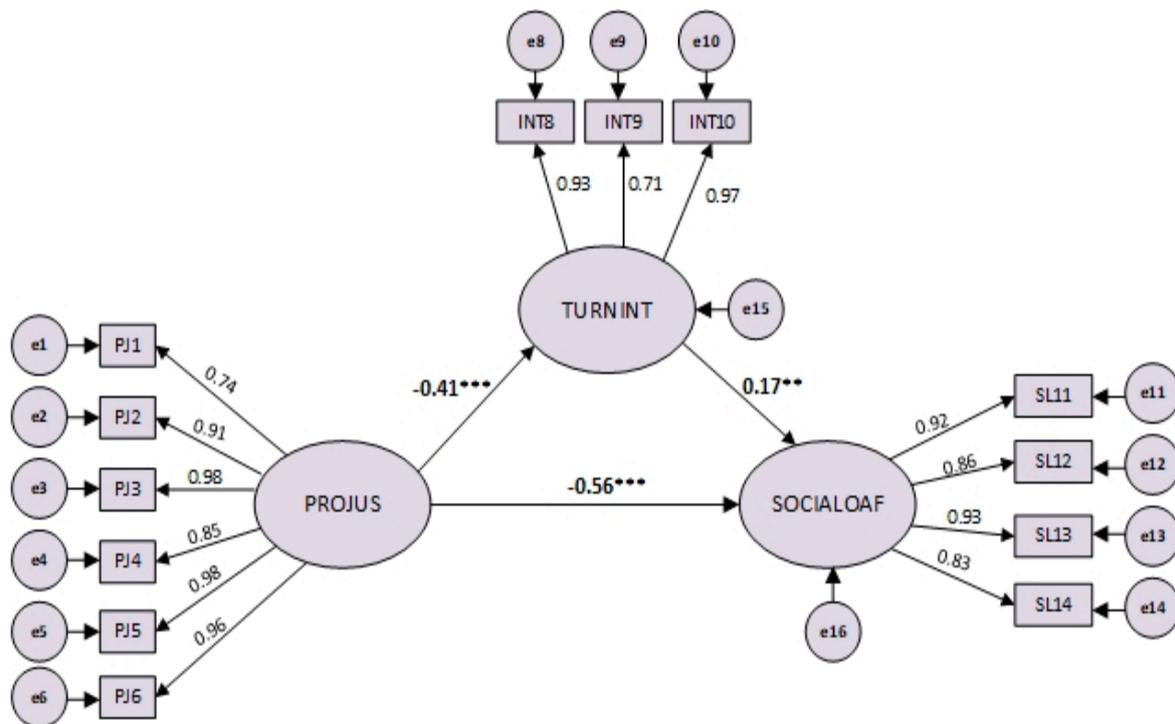
We conducted SEM (structural equation modeling) to examine the influence of procedural justice (PROJUS) on social loafing (SOCIALOAF) through turnover intention (TURNINT). The results of the structural model ([Table 4](#) and [Figure 2](#)) confirm that the model has a good fitness “( $\chi^2 = 2.227$ , RMSEA = 0.049, SRMR = 0.0274, GFI = 0.961, CFI = 0.937, TLI = 0.909, NFI = 0.994, PCFI = 0.749 and PNFI = 0.719)”. The results show that PROJUS significantly and negatively influences TURNINT ( $\beta = -0.409$ ,  $p < 0.001$ ) and significantly and negatively influences SOCIALOAF ( $\beta = -0.568$ ,  $p < 0.001$ ). On the

other hand, TURNINT significantly and positively influences SOCIALOAF ( $\beta = 0.169$ ,  $p < 0.05$ ). As Table 4 shows, by adopting PROJUS and TURNINT, 22% of the variance of SOCIALOAF could be predicted.

**Table 4.** Testing research hypothesis (developed by the authors).

Hypotheses	$\beta$	C-R T-Value	R <sup>2</sup>	Results
H1—PROJUS → TURNINT	−0.409 ***	4.775		Supported
H2—TURNINT → SOCIALOAF	0.169 **	2.426		Supported
H3—PROJUS → SOCIALOAF	−0.568 ***	5.066		Supported
PROJUS → SOCIALOAF Through TURNINT			0.219	

Model fit: “( $\chi^2$  (63, N = 507) = 140,331  $p < 0.001$ , normed  $\chi^2 = 2.227$ , RMSEA = 0.049, SRMR = 0.0274, GFI = 0.961, CFI = 0.937, TLI = 0.909, NFI = 0.994, PCFI = 0.749 and PNFI = 0.719), \*\*  $p < 0.01$ ; \*\*\*  $p < 0.001$ ”.



**Figure 2.** The structural model (\*\*  $p < 0.01$ ; \*\*\*  $p < 0.001$ ).

We adopted the approach of Baron and Kenny (1986) to examine the mediation effect of TURNINT on the link between PROJUS and SOCIALOAF. We started by checking the relationship between PROJUS and TURNINT, which made it significant to assume that there was a possibility of the mediation effect. The results show PROJUS significantly and negatively influences SOCIALOAF. We then checked the effect of PROJUS on the mediating variable, which was TURNINT. The PROJUS results significantly and negatively influence TURNINT. We then checked the effect of the mediating variable on the dependent variable, i.e., the influence of TURNINT on SOCIALOAF, which was significant. We ended by confirming a partial mediation effect. We used the bootstrapping technique to check the mediation type (see Table 5). There was a significant influence of PROJUS on SOCIALOAF, even with the mediation effect of INTENTUR ( $\beta = +0.063$ ,  $p = 0.044 < 0.05$ ). Hence, the partial mediation of TURNINT between PROJUS and SOCIALOAF was confirmed.

**Table 5.** Mediation type (developed by the authors).

Parameter	Estimate	Lower	Upper	P	Mediation
H6—PROJUS → TURNINT → SOCIALOAF	0.063	0.10	0.242	0.044	0.044 < 0.05 Partial Mediation

### 6. Discussion and Implications

This study aimed to investigate the direct impact of procedural justice on turnover intention and social loafing behavior among hotel workers in Saudi Arabian hotels. Additionally, the study tested the mediating effect of turnover intention on the link between procedure justice and social loafing. Referring to the study results, all the study hypotheses are accepted and supported. The results support the first research hypothesis that procedural justice significantly and negatively influences the turnover intention of hotel employees. This result is in agreement with previous study results that procedural justice significantly and negatively influences employee turnover intention (e.g., [Cohen-Charash and Spector 2001](#); [Colquitt et al. 2001](#)). This means that if workers agree with procedural justice, they are more strongly attached to their jobs and, consequently, their turnover intentions will be reduced. Based on the social exchange theory, employees who are unmotivated and/or feel that procedural injustice exists, they will be more likely to think about leaving the job and make less of an effort ([Hafiza et al. 2011](#)).

The results support the second research hypothesis that turnover intention significantly affects social loafing behavior, which is in consistent with the study by [Alyahya et al. \(2021\)](#). The most significant relationship in this study was related to the third research hypothesis that confirmed a direct, negative, significant impact of procedural justice on social loafing behavior. This significant, negative relationship between procedural justice and social loafing emphasized that employee social loafing behavior could be better managed when workers perceived procedural justice. This result supports the social exchange theory that indicates that employees respond to their perceived procedural injustice by engaging in social loafing behavior as an exchange with their organizations. Furthermore, this result supports the work of [Price et al. \(2006\)](#). The results support the fourth hypothesis that turnover mediates the relationship between procedural justice and social loafing behavior among hotel employees. Turnover intention has a partial mediation effect between procedural justice and social loafing behavior.

The current research has some implications for tourism scholars and professionals. The results present noteworthy insights into the body of social loafing literature for two reasons. First, most previous studies conducted in the context of social loafing behavior were processed in a laboratory setting (e.g., [Earley 1989](#); [Murphy et al. 2003](#); [Price et al. 2006](#)), whereas the current study responds to the request of [Murphy et al. \(2003\)](#) to conduct social loafing in a real-organization context, which is the hotel industry in the current study. Second, previous studies, in relation to social loafing, were conducted in either China or Western countries, whereas culture could play a significant role regarding this behavior ([Hofstede 1980](#); [Luo et al. 2013](#); [Khan et al. 2022](#)). Hence, there was a need to understand this phenomenon further in different cultures, such as Saudi Arabia ([Hofstede and Hofstede 2001](#)). Hence, [Alyahya et al. \(2021\)](#) highlighted the limitation of studies on social loafing behavior among hotel employees in some countries, such as Saudi Arabia, which was the scope of the current study. The study confirmed the direct effect of procedural justice on social loafing behavior and the indirect effect through turnover intention.

The study outcomes indicate that social loafing behavior is unethical, and that have some drivers cause it to occur. The present study highlights the role of procedural justice and turnover intention as drivers for social loafing behavior among hotel employees. Thus, to gain an appropriate understanding and control of this unethical behavior, these antecedents should be properly managed to avoid the occurrence of social loafing behavior. The culture of teamwork is necessary in the hotel industry since it is a labor-intensive industry dependent on its employees for its success. Hence, hotel managers should elim-

inate all incentives of social loafing behavior to engender appropriate teamwork in the workplace. Hotel managers should ensure that procedural justice exists among all workers to decrease their turnover intention. Furthermore, hotel managers should recognize that hotel employees are their most important asset. Thus, they should invest in them and treat them equally. Turnover intention could be decreased through numerous motivational tools. Motivation could be managerial/organizational (e.g., working environments and job security), economic or social (e.g., salaries and financial benefits) and psychosocial (e.g., appreciation). Finally, hotel managers can add another measure to minimize social loafing, such as rewarding employees based on their individual contribution, making tasks more interesting for them and justly treating all employees, including both rewarding and punishing them.

## 7. Conclusions

The current study drew on the social exchange theory (Blau 1964) and referent cognitions theory of relative deprivation for Folger (1986). The theory of social exchange implies that if employees perceive that they are not supported by other team members or managers, this could make them respond with negative behavior as a sort of exchange. Folger's theory implies that the unequal implementation of decisions, procedures and processes, which could be performed by the management, causes employees to perceive that they are not as favored by the organization as their colleagues are. This psychological unease is then translated into unfavorable behavior, such as turnover intention, and ultimately social loafing, which is confirmed by the results of the current study. The current study confirms the significant negative impact of procedural justice on both turnover intention and social loafing behavior among hotel employees. It also confirms the mediating effect of turnover intention on this relationship. The results highlight the importance of procedural injustice and turnover intention in driving social loafing behavior among hotel workers. This confirms that hotel managers need to ensure the implementation of procedural justice in order to ensure the inexistence of social loafing behavior among their workers. They should also eliminate the antecedents of turnover intention to control social loafing behavior.

This study was conducted on a sample of employees in the hotel industry in Saudi Arabia using a self-reporting measure. Therefore, the research results may be generalized to other industries or countries without further testing. The respondents' characteristics, e.g., gender, education level and age, can be investigated in additional studies as moderators or by conducting multigroup analysis to detect any differences in the investigated relationships due to age, education level or gender. However, it is a very good idea for future research opportunities to perform a multigroup analysis and compare, for example, the investigated relationship differences between males and females. Additionally, the impact of other factors on social loafing could be examined, such as job satisfaction, engagement and organizational commitment. The consequences of social loafing on team performance and organizational performance behavior could also be a future research opportunity.

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## Appendix A. The Measurement Scales

Abbr	Research Items	Authors
Procedural justice		
PJ1	I am able to express my views and feelings about my organization's procedures.	
PJ2	I have influence over the assessments made as a result of my organization's procedures.	
PJ3	The procedures used in my organization have been applied consistently.	
PJ4	The procedures used in my organization are free of bias.	(Colquitt et al. 2006)
PJ5	The procedures used in my organization are based on accurate information.	
PJ6	I am able to appeal the assessments made by procedures used in my organization.	
PJ7	The procedures used in my organization uphold ethical and moral standards.	
Turnover intention		
INT8	I often think about leaving that job.	
INT9	It would not take much to make me leave this job.	(Elshaer and Saad 2017)
INT10	I will probably be looking for another job soon.	
Social loafing		
SL11	I left my work to others to do.	
SL12	I claimed there were other things to do when others needed help.	
SL13	I avoided work and responsibility.	(Price et al. 2006)
SL14	I loafed on my share of tasks.	

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