

# Servant leadership and its impact on social loafing: organizational happiness as moderating

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## **Abstract:**

*The study aims to explore the impact of servant leadership on social loafing, with existence of organizational happiness as a moderator variable. The field of this study was private hospitals in the city of Amman. The population (4,727). The sample of this study was selected using the Systematic Random Method, the total sample size is (357) field nurses. A questionnaire was used as tool for collecting data, and out of the total (360) distributed questionnaires, (289) were accepted, which represent (%81) of the total distributed questionnaires. The collected Data was analyzed by a set of statistical methods, (Means, Standard Deviations, Cronbach's Alpha, T-test, Confirmatory Factor Analysis (CFA), Exploratory Factor Analysis (EFA), Pearson Correlation Coefficient, Skewness and Kurtosis Coefficients, Kolmogorov-Smirnov, VIF, Tolerance, Structured Equation Model (SEM) using SMART-PLS 3 software, and Hierarchical Integration Regression). Result shows servant leadership has negative impact on social loafing, furthermore it was found that the organizational happiness as a moderator increases the negativity of the impact of servant leadership on social loafing. The study concluded increasing the practices of servant leadership has an influential contribution to reducing social loafing behaviors, and entering organizational happiness, will increase the negativity influences, which decreases the behaviors of social loafing.*

**Keywords:** servant leadership, social loafing, organizational happiness, privet hospitals in the city of Amman.

## **I. INTRODUCTION**

Each organization tends to achieve its goals of growth and continuity, but a phenomenon has been emerging in recent years that has important influence on productivity, and negatively affects motivation, loyalty and dependency on other peoples' efforts to reach achievements. Moreover, on an internal level between groups, it affects interpersonal interactions and trust, thus, the efficiency and efficacy of work, this phenomenon is referred to as social loafing.

Social loafing is a common phenomenon that influences collaborative work, as well as on team performance. [1]. Another definition of social loafing places less effort within group than working alone especially with collective

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work within organizations. [2] Social loafing leads to reducing individual performance. [3], reducing satisfaction [4], decreasing personal performance. [5], the impact on personal and group work effectiveness, as a result, leads to the reduction in the effectiveness of the organizations. Which in turn leads to preventing the organization to complete their project on time. Ahmad et al. (2018).

Some researches point out that social loafing is kind of hidden and unobservable behavior. [1], something that you can find in every work place.

However this phenomenon spread specifically among nursing community, therefore hospitals should be conscious of this problem and try to prevent the negative impact of social loafing among nurses [6]. As Etemadi pointed out that there is a negative interaction relationship between justice and social loafing in nursing within hospitals [6]. This is because they lack of interest in work, they hide behind other's efforts, and also they know that all of them will receive the same incentives and compensations according to [2]. Nurses must see that their roles are important and significant as it influence on patients' care. [6]

A review of relevant literature indicates that most loafing happens within groups and make them do less effort which puts them in none working environment, and notably their own personal phone to give them emotional support through connection with family and friends, which effect on their performance and educational learning process. [7].

As a leaders' vision to try to find solutions, organizations have to find ways to decrease this phenomenon through servant leadership which is considered one of the important approaches to decrease social loafing. The difference manifests itself in the care taken by the servant first to make sure that other peoples' highest-priority needs are being served. Servant leadership facilitates the development and well-being of followers to achieve long term organizational commitment [8]. It is widely reported that this has been in practice for centuries, and that as a basic concept of leadership of the servant is to give priority to the well-being of those who lead; the assessment and development of people; the building of society, the practice of originality. It also promotes power-sharing among leaders and followers as a means of benefiting everyone, the whole organization, and the wider community. [9]. According to Lee [10], a practical implication study found that there is a relationship between leadership behavior and social loafing in improving the organization performance. The leaders in the organizations have to use methods to address social loafing reasons and improve workers efficiency. [11]. Moreover, it promotes innovation behavior, empowerment role and creative role among employees. [12] In return to all of these, a decrease will occurs in the social loafing behaviors

To increase the effectiveness of the servant leadership and reduce the impact of social loafing, organizational happiness is considered a modern, contemporary methodology in management to use with servant leadership, as happiness satisfies the basic needs which effects intrinsic motivation and leads to increasing engagement innovation and satisfaction. [13] Happiness at work indicates that employees are satisfied in the workplace, in return to the increase of organizational productivity and well- being. [14]. Similarly, [15] Salas-Vallinaa pointed out that the inspirational leadership characteristic influence on followers leads to increase their happiness at work and improving work efficacy leads to improving job satisfaction [11].

In view of what has been discussed above, servant leadership decreases the social loafing in Jordan in particular in private hospitals, incorporating organizational happiness as a moderator factor to decrease the phenomenon of social loafing. The literature shows that these variables are related but not in Jordan environment, and discussed with other dimensions, so there is a need to do further investigation and research to take this into consideration, and to enhance our and others' understating of this phenomenon, to improve best care practices especially in the context of private hospitals in Amman city, the capital of Jordan.

## II. LITERATURE REVIEW

The literatures review showed that researchers have been defining social loafing as a modern term. Indeed, Zhang, Jiang & Cheng (2017) aims to show the negative effect of social loafing on collaborative work and the negative effect on team performance, the researchers stated the social loafing is a hidden and unobservable behaviors.[1] This study suggested the social loafing dimensions which are two dimensions: group-level Factors (constitution, dispersion and justice) and task characteristics (task visibility, task complexity) and the next level will focus on identification performance of learning and unobserved social loafing, and centrality as an influence students' knowledge sharing behavior with different social loafing. There are even researches found a relationship between social loafing and performance Ahmad, Jamshid & Rehman (2018). The study applies a research tool that have been divided into three parts; the demographics of respondents; social loafing and third section represents employee performance. [2] While the results showed significant relationship between social loafing and its impact on performance of the employee in the Telecom sector, they have to implement a comprehensive mechanism for identify the loafers, social loafing lead to project failure, loss of loyal and productive performance of the organization. Thanh & Toan in 2018 wrote a paper shows relationship between Organizational Justice and Social Loafing in Ho Chi Minh City,[4] the paper found that The result shows that Distributive justice and Procedural justice have the opposite effect on social loafing, which means when the tasks clearly divide within groups they will receive valuable outcomes and decreasing in social loafing. Moreover the employees were concerns about the fairness of policies and procedures of the organizations when demonstrates the Procedural justice on collective redundancy have an opposite effect. Other study for Etemadi, Darab, Khorasani, Moradi, Vazirinasab in 2019 social loafing and organizational justice between nursing who working at the Tohid Educational and Health Center in Sanandaj City, used a questionnaire to collect the data and analyze it using SPSS, and used descriptive statistic tools (frequency, mean, standard deviation, and inferential . [6] The results indicate that there is an inverse correlation relationship between Justice Dimension (Distributive, Interactional, systemic and procedural) and social loafing .Moreover, variable of years of experience is effective on the mean scores of individuals' social loafing. In conclusion the hospital must try to reduce social loafing effects, and address the importance of job to make the individuals feel that their tasks and objectives are significant. Moreover this study suggest to address and investigate the social loafing reasons and issues to improve organizational justice, and pay attentions to the reverse correlation of social loafing and organizational justice dimension (Distributive, Interactional, systemic and procedural).In another research Uysal in 2019 in his study entitled The Effect of Social Loafing Perception to Workers' Feelings of Burnout in Organizations. The aim of this study is to determine the social involvement perceptions of workers in the organizational environment related to colleagues, and to determine the effects on the feeling of burnout. [17] Burnout one of the most subject in psychology field, in this study, the concept

of burnout is means extreme tiredness, loss of idealism and hatred towards the job, Moreover feel that emotional resources have depleted and no energy. The survey were made on 108 employees who work in institution in Zonguldak Province, The results show a positive relationship between burnout and social loafing perception and increasing the social loafing behavior that employees perceived by 0.379-unit increasing in burn out feeling. The study suggest that the managers who have social loafing behavior within organizations should apply clear tasks, distributes the responsibilities, measure performance and exchange the loafer employees. A researchers Akgunduz & Eryilmaz in 2018 pointed out individuals tend to feel that they are supported by managers to affect positively in their behaviors. Moreover, previous studies showed that social loafing increased when group size increased which leads to decrease group cohesion, as well as the job insecurity means that employees fear losing job and employing them, and study confirmed that the employees who feel job insecurity they will have less desire and low energy or negative attitudes and behaviors which lead to disengagement or turnover.[18] this study results were co-workers who don't feel that they are supported the which increase the intention of turnover, and affective job insecurity lead also to increase turnover intentions and leaving the job in return increase social loafing, poor performance and commitment. However the previous studies describe the servant leadership characteristics along previous decade as study for McCann& Sparks in 2018 study found Relationship of Servant Leadership in the Classroom and Student Perceptions of University Quality of Instruction [19] This study was concerned with the investigation of the relationships between servant leadership and the perception of the students, this study suggest five dimensions which is (altruistic calling, emotional healing, wisdom, persuasive mapping, and organizational stewardship), moreover. Describe the characteristic of servant leadership. The result shows the student's perception of servant leadership was positively related to student perception of quality instruction, and servant leadership attributes were (emotional healing, wisdom, and persuasive mapping), there is still a need for improvement for all items. Finally, this study propose to improve training and awareness of the servant-leadership attributes. Moreover Erkutlua & Chafrab in 2015 mentioned a relationship between servant leadership and innovation in private hospitals in Turkey [12] while the results show that servant leadership has positive and significant correlated with innovation behavior, and was fully supported for both of moderator effects of empowerment role identity and creative role identify on the relationship between servant leadership and innovation behavior. Moreover Lee, Chen & Liou in 2015 pointed out that the most leadership theories confirmed the manager is the main source of both directive leadership and support leadership which is important in employees' behaviors.[10]The literature review showed that researchers have been defined organizational happiness effectivity at work as Salas-Vallina & Alegre in 2018 mentioned Happiness is a universal concept that has attracted researchers globally, it was focused on happiness due to continuity of searching on happiness in people lives [15].other researcher Salas-Vallinaa, Simoneb & Fernández-Guerreroa test the effect of followers' characteristics on the relationship between inspirational leaders and their happiness at work.[16] results showed that inspiring leaderships have more positive effects on the happiness on followers. Other studies discussed burn out with social loafing Uysal in 2019 mentioned that social loafing increased between people who feel burnout at work. [17].other study Sun in 2016 find relationship between servant leadership and innovation [20] the results showed that servant leadership has an important positive impact on the performance of employee innovation. Sepahvand, Pirzad, and Rastipour in 2015 discussed in their study that servant leadership effect on employee's satisfaction,[21] as well as The results confirmed the presence of positive effects on servant leadership on job satisfaction, as the researcher suggested the managers to

gain sufficient leadership in awareness, and for future research to explore the servant leadership regarding organizational commitment and employee provocation.

The results confirmed the presence of positive effects on servant leadership on job satisfaction, as the researcher suggested to managers and authors to gain sufficient leadership in awareness, and for future research to study and explore servant leadership regarding organizational commitment and employee provocation.

This study will focus on variables extracted from mentioned studies to examine its effect, and to study the impact of servant leadership on social loafing, using organizational happiness as moderate variable. This study will highlight the areas which is not studied before in previous studies which hope the findings will enrich the knowledge for future studies. Moreover, this study will be applied on Jordanian environment, where variables have not been studied. Beside the current study will be focus on a very important sector which is private hospitals which have not considered yet in previous studies.

### **III. DATA COLLECTION**

The study aims to recognize the impact of servant leadership on social loafing, with existence of organizational happiness as a moderator variable. The field of this study was private hospitals in the city of Amman.

This study was applied on private hospitals in the city of Amman, and the population of study community who consists of workers in the profession of nursing in the mentioned hospitals and their number is (4,727). The sample of this study was selected using the Systematic Random Method and the total sample size of this study was (357) field nurses. A questionnaire was used as the main research tool for collecting data, and out of the total (360) distributed questionnaires, (289) were accepted, which represent (% 81) of the total distributed questionnaires. In order to measure this research, the questionnaire was submitted to (11) expert arbitrators from the Department of Business Administration, to precise their thoughts on the validity of the questionnaire content within the clarity of the questions, affiliation of the questions also suitability of the phrases to the scale. According to expert opinions, (34) questions were rejected due to lack of clarity, difficulty in measuring, and meaning, as well as amendment due to similarity of meaning with other questions, the researcher considered the expert's opinions and its amendments to point out the validity of the questionnaire content and therefore the relationship of questions And variety, after making modifications, the number of paragraphs of the questionnaire are (58).

The questionnaires distributes to state nursing opinions, and has been distributed at first of September 2019, then collected in two months from four departments (ER, Medical, surgical, operation). The questionnaire has included basic information about the expert such as age, education, Division, and years of experience. After the questionnaires has collected, and transferred to an excel spreadsheet, then coding questions on excel spreadsheet by grouped the similar opinions in table to present the percentages.

#### IV. DATA ANALYSIS

The first part of this study is a basic information about the nurses in private sectors. the responding ages are as follows 18 – Less 25 (29.1%), 25 – Less 32 is (35.6%), 32 –Less 39 is (26%), finally 39 and above is (9.3%), and the greatest percentage coming with “25–32” (35.6%) followed by “18-25” is (30.7%) means that the hospitals of the take into consideration the existence of youth age to provide better services. Educational level of people who had filled the questionnaire is consistent with the current level of the study results, as the table above, (5.2%) of the respondents have High School, (17%) have Diploma degree, and (72.7%) have Bachelor degree, (15%) have Master degree. This indicates that the Hospitals cares about educational level which contribute in development the provided services. Furthermore, according to the Division the respondents were (24.2%), for the ER department, (32.9%) is in Medical department, Surgical is (25.3%), operational is (17.6%). It appeared that percentages are closed this means that hospitals distribute the number of staff according to medical needs. Moreover, the years of experiences were (43.6%) less than 5, (30.8%) 5 -10, (15.2%) 11-15, 16 and above is (10.4%) the highest percentage is for staff who works less than 5 years which indicates most of the responds from staff who have the least years of experience and youths

Table 1 below summarizes the percentages distribution of the nurses’ responses to the questions about Servant leadership, social loafing, and organizational happiness in the private hospitals at the city of Amman.

## V. Respondents' of nursing in the city of Amman

Paragraphs		Strongly Agree	Agree	Agreed to some extent	Disagree	Strongly Disagree
1	The hospital adopts a fair salary system.	1	2	3	4	5
2	The doctor listens effectively to others.	5	4	3	2	1
3	The doctor involves excellent individuals in decisions that affect their work directly.	5	4	3	2	1
4	The hospital is committed to establishing serious rules	1	2	3	4	5
5	The hospital prepares flexible work schedule taking into account nurses conditions.	1	2	3	4	5
6	The environment of hospital is encouraging.	5	4	3	2	1
7	The hospital is concerned with the individual abilities to put the right person in the right place.	5	4	3	2	1

8	The doctor gives time to help me and colleagues around me.	5	4	3	2	1
9	The doctor knows how to deal with difficult situations.	5	4	3	2	1
10	The hospital clarify the expected performance according to job descriptions.	1	2	3	4	5
11	The hospital take in to consideration the uniqueness of individual contributions.	1	2	3	4	5
12	The hospital appreciates the invisible work of nurses' efforts.	1	2	3	4	5
13	The hospital gives nurses a feeling of self-belonging.	5	4	3	2	1
14	The doctor spends time developing my abilities.	5	4	3	2	1
15	The doctor expresses satisfaction when I meet expectations.	5	4	3	2	1

16	<b>The doctor promotes values that transcend self-interest.</b>	5	4	3	2	1
17	<b>The hospital distributes the workload fairly on nurses.</b>	1	2	3	4	5
18	<b>The hospital directs the cooperation between departments to increase productivity.</b>	5	4	3	2	1
19	<b>The doctor gets me to look at problems from many different angles.</b>	5	4	3	2	1
20	<b>The hospital gives reward based on performance evaluation.</b>	1	2	3	4	5
21	<b>The doctor provides me with assistance in exchange for my efforts.</b>	5	4	3	2	1
22	<b>The hospital facilitates the workflow between groups with departments.</b>	1	2	3	4	5
23		5	4	3	2	1

	<b>The hospital discusses issues relating to nurses complaints.</b>					
	<b>The hospital takes in to consideration nurses who prefer work alone or within group.</b>	1	2	3	4	5
25	<b>The doctor directs my attention toward failures to meet standards.</b>	5	4	3	2	1
26	<b>The hospital measures the nurses' satisfaction continuously.</b>	5	4	3	2	1
27	<b>The hospital determines coordination mechanisms between different units to achieve the highest degree of cooperation.</b>	1	2	3	4	5
28	<b>The doctor seeks different perspectives when solving Problems.</b>	1	2	3	4	5
29	<b>The hospital reduces turnover to retain its committed nurses.</b>	5	4	3	2	1
30	<b>The hospital cares about nurses who have passion</b>	5	4	3	2	1
31	<b>The doctor takes responsibly of his/her decisions.</b>	5	4	3	2	1

32	<b>The doctor Considers the ethical consequences of decisions.</b>	5	4	3	2	1
33	<b>The hospital increases nurses' sense of belonging when they achieve goals</b>	5	4	3	2	1
34	<b>The hospital allows the nurse to express their opinion freely</b>	5	4	3	2	1
35	<b>The doctor serves people without distinction (for their nationality, race or race)</b>	5	4	3	2	1
36	<b>The doctor focuses on effectiveness and efficiency in accomplishing tasks.</b>	1	2	3	4	5
37	<b>The hospital develops my skills and experiences.</b>	1	2	3	4	5
38	<b>The doctor helps me to improve my way thinking.</b>	5	4	3	2	1
39	<b>The hospital creates a positive learning environment.</b>	5	4	3	2	1
40	<b>The doctor encourages to look at things in rationality.</b>	5	4	3	2	1

41	The salary compensation of hospital is fair comparing to workload.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
42	The hospital sets realistic tasks within available resources.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
43	The hospital develops social personality for nurses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
44	The doctor goes beyond self-interest for the good of the group.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
45	The hospital rewards the nurses who have a commitment to work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
46	The hospital provides the nurses with clear rules for commitment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
47	The tasks of hospital are clear and simple.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
48	The doctor uses trust rather than fear (or insecurity)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
49	The doctor uses persuasion rather than power.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
50	The hospital invests in it nurses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
51	The hospital supports enthusiastic nurses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

52	The hospital rewards nurses who always persevere, in difficult situations.	5	4	3	2	1
53	The hospital provides equal opportunities	5	4	3	2	1
54	The doctor gives fair to all nurses.	5	4	3	2	1
55	The hospital provides resilience at work.	5	4	3	2	1
56	The hospital considers the effort of extra work.	1	2	3	4	5
57	The hospital allocate the tasks according to position.	1	2	3	4	5
58	The hospital motivates the nurse based on performance relative-to-outcome.	1	2	3	4	5

Table 1 It has been taken into consideration in this study that the scale for Likert to be leveling:

A. regarding Servant leadership and Organizational happiness as below:

5	4	3	2	1
Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

B. Social loafing as below:

The movement of the scale became inverse due to the nature of the subject.

1	2	3	4	5
Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

In order to understand the importance of the variable from the respondent's point of view, equation of class length was used to determine the importance level a statistical standard.

It was used to divide the importance into three levels (high. Middle Low) based on below equations:

**Class length = (highest rate-minimum rate)/ number of levels.**

**Class length = (5-1)/3= 1.33** and this is will be for the levels which concern of Servant leadership and Organizational happiness.

1- Low 1- 2.33 (low positive)

2- Middle 2.34-3.67 (middle positive)

3- High 3.68-5 (high positive)

While for Social loafing the scale has been reverse as below:

1- High 1- 2.33 (high negative)

2- Middle 2.34-3.67 (middle negative)

3- Low 3.68-5. (Low negative)

## **VI. STUDY RESULTS, CONTRIBUTION AND RECOMENDATION**

The study results that servant leadership has negative impact on social loafing. Also, the organizational happiness as a moderator increase the negativity of impact of servant leadership on social loafing in privet hospitals in the city of Amman. This means that increasing the practices of servant leadership has an influential contribution to reducing social loafing behaviors, and by entering organizational happiness, will increase the negativity influences, which decrease the behaviors of social loafing when having servant leadership and organizational happiness both is better than presence of servant leadership only, because organizational happiness increases the strength of the negative relationship. Data that has been collected was analyzed by a set of statistical methods, (Means, Standard Deviations, Cronbach's Alpha, T-test, Confirmatory factor analysis, Exploratory factor analysis, Pearson correlation coefficient, Skewness and kurtosis coefficients, Kolmogorov-Smirnov, VIF, tolerance, Structured Equation Model (SEM) using SMART-PLS 3 software, and Hierarchical integration regression). The study result revealed that the level of servant leadership which dimensions are (Altruistic calling, emotional healing, wisdom, persuasive mapping, organizational stewardship) in privet hospitals was moderate, this indicate that there is a lack in the doctors behaviors, knowledge, and skills toward the nurses in private hospitals, which is something need to improve it as well as the importance of increasing doctors' awareness of servant leadership due to its impact on nursing staff in particular and the hospital in general. Moreover the level of social loafing which dimensions are (Constitution, justice, Dispersion, tasks visibility, tasks complexity) in privet hospitals was moderate, this indicates that there is a lack in considering social loafing, as nurses relying on others, and not doing their tasks has increased and impacted the health care services, also the result revealed that the level of Organizational happiness which dimensions are (engagement, Job satisfaction, Affective organizational commitment) in privet hospitals was moderate, this indicate that there is lack in considering

Organizational happiness and low of awareness in decreasing social loafing. However this study Recommends to Work on notice hidden and unobservable behavior (social loafing) between nurses as lack of interest in work, hiding behind other's efforts, because Nurses roles are important and significant as it influence on patients' care. Through establishing serious rules, clarify the expected performance according to job descriptions, adopt a fair salary system and determines coordination mechanisms between different units. Moreover Increase focusing on the servant leadership since it's reflect on nursing behavior, to increase team work, creativity, innovation, and satisfaction. Through determine a time between doctors and nursing to develop their capabilities, doctor goes beyond self-interest for the good of the group, gives time to help to colleagues , Considers the ethical consequences of decisions. Also Increase Attention to complaints and their solution helps nursing to feel a sense of belonging, which facilitates work flow and productivity. Through reduces turnover to retain its committed nurses, creates a positive learning environment, develops social personality, discuss issues relating to nurses complaints, hospital invests in it nurses.

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