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STRATEGIES FOR LEADERS TO COUNTER SOCIAL LOAFING THROUGH THE USE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR: A LITERATURE REVIEW

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ABSTRACT

Social loafing (SL) is a counterintuitive phenomenon that describes a decrease of efficiency observed in both small groups and large organizations. Research over the past century has increased our understanding of SL and identified antecedent factors that appear to reduce or exacerbate its effect. Subsequent organizational models have been conceived and evolved, starting with organizational citizenship behavior (OCB), which led toward contextual performance (CP), and recently to contextual and citizenship performance (CCP). Each type of model can provide valuable insight explaining employee behavior and under which contexts SL occurs. Research shows that OCB has improves organizational productivity and competitiveness, due to organizational management fostering an environment where employees can exceed workplace expectations by volunteering and improving worker cooperation. Similarly, research on CP models focus on the voluntary aspects of employee's prosocial behaviors that improve the organization's social and psychological core. CCP, the most recent model, combines both OCB and CP to form a more comprehensive and flexible model that can be leveraged by those in leadership positions who epitomize specific characteristics to be exemplified by employees for optimal job performance.

There are several confounding factors involved in attempting to reduce SL: the bystander effect; deindividuation; and ineffective performance appraisals. Organizational leaders interested in optimizing job performance must be aware of these factors as well as the use of citizenship models, being willing to modify their communication styles, and investigating the use of a modified motivational reward system. The idea of replacing monetary goals with psychological ones have been shown to be effective countermeasures that can be implemented in larger organizations to enhance effectiveness. Last, the United States Air Force is explored as a case study that has implemented many of these concepts, exemplifying methods leaders can apply to influence worker efficiency and job satisfaction.

BACKGROUND ON SOCIAL LOAFING

Beginning with a rope-pulling experiment, Ringlemann identified that individuals would exert less effort to pull a rope when placed in larger groups.¹ An individual pulling alone would pull harder compared to when the same individual was placed in a group of five pulling together. This was calculated by looking at the total force observed divided by the amount of individual's force.² Ingham, Levinger, Graves, and Peckham, conducted the same experiment in 1974, suspecting a confounding factor of coordination loss that each person could have been pulling at sub-optimal points of time differing from other participants. Each individual was blind-folded and simply told how many people were pulling alongside them, regardless of if there were additional participants, or not. Ringlemann's results were replicated, reemphasizing that there was the same loss of effort as before.³ Latané et al, in 1979 conducted an experiment with participants shouting as loudly as they could while blindfolded and wearing noise-cancelling headphones to prevent them from knowing that they were alone, rather than in a group

¹ Ringelmann, Max. "Recherches sur les moteurs animés." *Travail de l'homme, Annales de l'Institut National Agronomique* 12 (1913): 1-40.

² Steiner, Ivan. D. *Group process and productivity*. San Diego: Academic Press. 1972

³ Ingham, Alan G., Levinger, George, Graves, James, and Peckham, Vaughn. "The Ringelmann effect: Studies of group size and group performance." *Journal of Experimental Social Psychology*, 10 (1974): 371-384. doi:10.1016/0022-1031(74)90033-X

as they were told. Importantly, in these pseudo-groups of various sizes, the level of effort exerted decreased as the size of the perceived groups increased, documenting Social Loafing (SL) as a natural behavioral occurrence.⁴

In an attempt to explain SL more holistically, Latané developed the Social Impact Theory in 1981 that attempted to explain with three rules how people became targets of social impact. Social impact was defined as the pressure to act in a social context. First, the overall perceived need to act in a given situation depended on social pressure, its immediacy, and the number of sources involved. Second, the strength of the impact on the individual grows as the amount of sources increase. Third, the more targets of a desired social action affected each individual disproportionately due to diffusion of responsibility. In other words the bystander effect, where fewer actions are taken, despite the availability of individuals as each member assumes another would act.⁵

Research continued in 1983 when Kerr expanded on the idea that groups of an increasing amount of people would work less efficiently. Kerr examined the dispensability of effort within groups and determined that there were “free-rider” and “sucker” effects. Using shared tasks that were graded for each group as a whole instead of the individual, Kerr identified that some participants had a significant tendency to allow other members in the group to conduct the majority of the work, acting as “free-riders.” He also noticed some participants would perceive that others did not appear to work as hard and, not wanting to be “suckers”, they reduced their effort as well, avoiding the feeling of doing more work than average.⁶ In another study, Bond observed that social facilitation, a similar phenomenon, increased the level of effort during simple tasks, such as when there was an audience watching the participant. Conversely, the level of effort significantly decreased when the task was complex with an audience present. These effects may have been due to evaluator apprehension and anxiety.⁷

Research throughout the 1980s attempted to further identify variables related to SL. These studies identified that the complexity of the task was relevant to the “free-riding” effect,⁸ that the mere perception of SL in others was enough to increase SL in participants,⁹ that feeling like a contributing member of a group reduced SL,¹⁰ and that increased accountability in being attributed to a final product reduced SL.¹¹ Attempting to reconcile the multitude of studies researching the topic of SL, the Collective Effort Model was later developed and reached a conclusion that there was a tendency to expend less effort when working collectively. Further, this model highlighted that SL occurred in physical, cognitive, evaluative, and perceptual tasks. The main components involved in this model were: Expectancy, which is the performance expected by effort; instrumentality, which is the degree of performance perceived as directly instrumental to the outcome; and valence, which is the degree to which the outcome of performance was perceived as desirable. All of these variables combine to determine the effort an individual exerts

⁴ Latané, Bibb., Williams, Kipling., and Harkins, Steven. “Many Hands Make Light Work: The Causes and Consequences of Social Loafing.” *Journal of Personality and Social Psychology*, 37 (1979): 822-832.

⁵ Latané, Bibb. “The Psychology of Social Impact.” *American Psychologist*, 36 (1981): 343-356.

⁶ Kerr, Norbert. “Motivation Losses in Small Groups: A Social Dilemma Analysis.” *Journal of Personality and Social Psychology*, 45(4) (1983): 819-828. doi: 10.1037/0022-3514.45.4.819.

⁷ Bond, Charles F., and Titus, Linda J. “Social facilitation: A meta-analysis of 241 studies.” *Psychological Bulletin*, 94(2) (1983): 265-292. doi:10.1037/0033-2909.94.2.265.

⁸ Jackson, Jeffrey, and Williams, Kipling. “Social Loafing on Difficult Tasks: Working Collectively Can Improve Performance.” *Journal of Personality and Social Psychology*, 49 (1985): 937-942.

⁹ Jackson, Jeffrey M. and Harkins, Steven G. “Equity in effort: An explanation of the social loafing effect.” *Journal of Personality and Social Psychology*, 49, (1985): 1199-1206.

¹⁰ Levine, John, and Moreland, Richard. *Social Comparison and Outcome Evaluation in Group Contexts. Social Comparison, Social Justice, and Relative Deprivation: Theoretical, Empirical, and Policy Perspectives*. Hillsdale: Erlbaum, 105-127. 1987.

¹¹ Harkins, Stephen, and Szymanski, Kate. “Social Loafing and Group Evaluation.” *Journal of Personality and Social Psychology*, 56 (1989):934-941.

for a given task. The perception of the individual on how their performance impacts the end product significantly influences their motivation and even how outcomes for either the individual or group are determined.¹²

In 1996, Latané returned to his Social Impact Theory and changed it to the Dynamic Social Impact Theory, which observes that situations are not static but, rather, dynamic. The model was updated to comprise four aspects of task performance: *consolidation*, which states that time was as equally relevant as uniform actions, attitudes, and opinions; *clustering*, which indicates that clusters of people will interact more frequently and improve cooperation; *correlation*, which indicates that the opinions of group members will eventually converge and correlate with each other over time even without discussion; and *continuing diversity*, which highlights that diversity in a group can exist if minorities form and if the majority does not overwhelm them. This model was adapted to be less specific to small, temporary groups but to reflect on the factors involved in SL in larger, long-standing organizations, such as those in the public and private sector.¹³

ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Whereas the models and theories mentioned above were involved directly with SL observed in smaller groups, Organizational Citizenship Behavior (OCB) focuses on those behaviors desired for employees in larger organizations so that they go above the minimum job requirements. The desirable behaviors in this model are essential for the understanding of SL in the larger context, one that focuses on organizational efficiency. OCB, as it was originally defined by Organ in 1988, is the voluntary helping and assisting in the workplace that promotes its excellence with little or no expected compensation for its employees. OCB comprises five dimensions: *Altruism*, which is applied in this context as voluntary behavior for the cooperation of workers for tasks and problems; *conscientiousness*, which is the significant exceeding of job requirements; *sportsmanship*, which is the concept of not complaining on perceived trivial matters; *courtesy*, which is the undertaking of the obligation to cooperate with others and of being aware of others in the organization; and *civic virtue*, which is being aware of events and changes in the organization. These components are desired in model employees in any organization and has been shown to improve job satisfaction^{14 15}. Of note is that OCB has been identified to be stronger in public sector rather than in private sector organizations, likely due to the difference of an organization's mission of serving the public or earning revenue. Strong OCB not only correlates well with job satisfaction but also contributes to overall productivity and competitiveness¹⁶. From the new perspective of the OCB model, there are several antecedents that are related to SL, such as: a lack of identification in an organization; a lack of challenge; a perceived low contribution to overall outcomes; having lower intrinsic motivational to be involved; low group cohesiveness; and a lack of peer appraisals for accountability¹⁷. These confounding factors are at times visible to organizational leadership as significant challenges to overcome.

With regards to personality, the Five-Factor Theory focuses on personality traits that slowly change over time, and are composed of openness, conscientiousness, extraversion, agreeableness, and neuroticism. These traits

¹² Karau, Steven, and Williams, Kipling. "Social Loafing: A Meta-Analytic Review and Theoretical Integration." *Journal of Personality and Social Psychology*, 65 (1993): 4,681-706.

¹³ Latané, Bibb. "Dynamic social impact: The creation of culture by communication." *Journal of Communication*, 46(4) (1996): 13-25.

¹⁴ Noruzy, Ali, Shatery, Karim, Rezazadeh, Aliasghar, and Hatami-Shirkouhi, Loghman. "Investigation the Relationship between Organizational Justice, and Organizational Citizenship Behavior: the Mediating Role of Perceived Organizational Support." *Indian Journal of Science and Technology*. (2011).

¹⁵ Organ, Dennis W. *Organizational Citizenship behavior: The Good Soldier Syndrome*. Lexington: Lexington Books. 1988.

¹⁶ Sharma, Jai, Bajpai, Naval, and Holani, Umesh. "Organizational Citizenship Behavior in Public and Private Sector and Its Impact on Job Satisfaction: A Comparative Study in Indian Perspective." *International Journal of Business and Management*, 6 (2011): 1.

¹⁷ Karadal, Himmet, and Saygin, Muhammet. "Investigation of the Relationship between Social Loafing and Organizational Citizenship Behavior." *Procedia - Social and Behavioral Sciences*, 99 (2013): 206-214.

were studied by Tan and Tan in 2008 as it relates to both OCB and SL, and it was discovered that conscientiousness, desiring to do a task well, was negatively correlated with SL but positively correlated with OCB, although conscientiousness is one of the identified components of OCB^{18 19}. They also discovered that perceived responsibility in an employee was related to SL and that there was an even closer relationship between OCB and SL. On top of this, counterproductive work behavior, which is employee behavior that is intentionally contrary to the requirements of the organization, is negatively correlated with OCB²⁰. Counterproductive behavior includes the production, property, political deviance, and personal aggression that are toxic and wasteful in organizations²¹. Even though OCB is related to both counterproductive work and with SL, counterproductive work differs from SL as it is intentional disruption, whereas SL is merely a reduction of effort. Finally, confounding factors of OCB as it relates to SL include variables such as mandatory OCB, work process problems, rater perceptions and attributions, and aggravated job stress processes²².

CONTEXTUAL AND CITIZENSHIP PERFORMANCE

Similar to OCB, Contextual Performance (CP) asserts that job performance is not the same as task performance, but rather includes behaviors that go beyond the minimum for the social and psychological foundation of an organization. CP focuses more on prosocial behaviors such as helping, organizational endorsing, and dedication to the job²³. Working on this model, Goffin in 2013 combined the prosocial aspects of CP with the organizationally-related behavior of OCB to determine nine dimensions of a proposed model called Contextual and Citizenship Performance (CCP). These empirically sound nine dimensions are: *endorsing*, which is the demonstrating of organizational loyalty by endorsing, supporting, and defending organizational objectives; *following*, which is following organizational rules, procedures and leadership decisions, regardless of circumstances; *persisting*, which is persisting in successful task completion with above average enthusiasm or effort despite negative circumstances (e.g. grit); *volunteering*, which is voluntarily engaging in task activities that go beyond what is formally expected; *altruism and helping*, which are positive behaviors aimed at directly and intentionally helping and cooperating with others; *courtesy*, which includes behaviors aimed toward aiding others for the prevention of workplace problems; *sportsmanship*, the tolerating of inconveniences at work without complaint; *civic virtue*, acting as a citizen of an organization by actively participating in its governance; and *conscientiousness*, displaying a pattern of behavior related to exceeding minimal requirements at work. This comprehensive model captures both the prosocial behavior and voluntary work necessary to create a healthy and competitive organization. Its implementation, when successful, can reduce accounts of SL, albeit not entirely²⁴.

CONFOUNDING FACTORS AND MOTIVATION

As have been mentioned above, many confounding variables complicate a complete comprehension and mitigation

¹⁸ Tan, Hwee Hoon, and Tan, Min Li. "Organizational citizenship behaviors and social loafing: Personality, motives and contextual factors." *Journal of Psychology*, 142(1) (2008): 89-108.

¹⁹ Srivastava, Sanjay, John, Oliver, Gosling, Samuel, and Potter, Jeff. "Development of personality in early and middle adulthood: Set like plaster or persistent change?" *Journal of Personality and Social Psychology* 84(5) (2003): 1041-1053. doi:10.1037/0022-3514.84.5.1041.

²⁰ Fox, Suzy, Spector, Paul E., Goh, Angeline, Bruursema, Kari, and Kessler, Stacy R. "The deviant citizen: Measuring potential positive relations between counterproductive work behaviour and organizational citizenship behaviour." *Journal of Occupational and Organizational Psychology*, 85(1) (2012): 199-220. doi:10.1111/j.2044-8325.2011.02032.x.

²¹ Robinson, Sandra L.; Bennett, Rebecca J. "A typology of deviant workplace behaviors: A multidimensional scaling study." *Academy of Management Journal*, 38 (2) (1995): 555-572. doi:10.2307/256693.

²² Fox et al., "The deviant citizen".

²³ Borman, Walter, and Motowild, Stephan. "Task performance and contextual performance: The meaning for personnel selection research." *Human Performance*, 10(2) (1997): 99-109.

²⁴ Goffin, Richard D., Woycheshin, David E., Hoffman, Brian J., and George, Kerrin. "The dimensionality of contextual and citizenship performance in military recruits: Support for nine dimensions using self-, peer, and supervisor ratings." *Military Psychology*, 25(5) (2013): 478-488. doi:10.1037/mil0000012.

of SL. Initially, the size of the group was determined to be the principal factor involved. This was then hampered by perceptions of unequal accountability in peers, facilitating individuals to further perceive that their work may go unnoticed or that they may be working harder than those who are not. Fortunately, job satisfaction was identified to be potentially improved with greater OCB but, just as easily, negative job satisfaction could influence SL. Problems with work processes, rater perceptions and attributions as well as workplace aggression further complicate the topic of SL.

Organizational justice, the perception of an organization's behavior through superiors onto subordinates, is another confound that may positively impact worker performance if perceived as equal and fair, or negatively if perceived as unequal²⁵. Perceived organizational support, where the employees believe the organization values the worker's contributions and cares for their well-being, becomes relevant to the topic of SL by also improving job satisfaction²⁶. In 2011, a study was conducted looking into both organizational justice and perceived organizational support with regards to their effects on OCB, finding that they correlate significantly with SL. Noruzy et al., observed that organizational justice significantly influenced both perceived organizational support and OCB. They also noticed that perceived organizational support directly correlated with OCB. When an organization is perceived as fair, supports its members, and fosters a citizenship culture through OCB is one that will likely reduce a significant amount of SL, as well as counterproductive work behavior, which is just a hypothesis until shown differently²⁷.

The bystander effect is a social phenomenon that has been identified as when individuals in a group observe a critical emergency or non-emergency situation and are less likely to act. In a recent meta-analytic study, similar to SL research, positive correlations were identified showing that the greater the amount of people present, the less likely an individual would take action in a given, unexpected critical situation²⁸. This was identified as partly due to diffusion of responsibility, as had been identified in the social impact theory with regards to SL. Deindividuation theory, when individuals feel extricated from responsibility of their actions, can occur when they have no awareness of their identities and their environment is able to provide the proper context, such that the focus is on the organization, rather than the individual. This deindividuation reduces accountability and loosens constraints on behavior^{29 30}, potentially leading toward additional SL. Groupthink, ineffective decision making brought on by loyalty to a real or perceived group that takes precedence over the individual, as well as critical judgment can prevent the efficiency of programs intended to counter SL and improve OCB/CCP and job satisfaction³¹. Excessive groupthink has the potential to erode positive efforts made by organizational leadership by removing critical thought and analysis to ensure programs and tasks are being conducted as expected.

ORGANIZATIONAL MOTIVATION

The direct actions of leaders have been shown to improve employee self-efficacy, motivation, and CCP while addressing various aspects on the employer/employee relationship. These actions include expressing confidence

²⁵ Greenberg, Jerald. "A taxonomy of organizational justice theories." *Academy of Management Review*, 12 (1987): 9–22.

²⁶ Eisenberger, Robert, Huntington, Robin, Hutchison, Steven, and Sowa, Deborah. "Perceived organizational support." *Journal of Applied Psychology*, 71 (1986) 500–507. 10.1037/0021-9010.71.3.500

²⁷ Noruzy et al., "Investigation the Relationship."

²⁸ Fischer, Peter, Krueger, Joachim. I., Greitemeyer, Tobias, Vogrincic, Claudia, Kastenmuller, Andreas, Frey, Dieter, and Heene, Moritz, Wicher Magdalena, Kainbacher, Martina. "The Bystander-Effect: A Meta-Analytic Review on Bystander Intervention in Dangerous and Non-Dangerous Emergencies." *Psychological Bulletin*, 137(4) (2011): 517–537. 10.1037/a0023304

²⁹ Mullen, Brian. "Atrocity as a Function for of Lynch Mob Composition: A Self-Attention Perspective." *Personality and Social Psychology Bulletin*, 12 (1986): 187–197.

³⁰ Hinduja, Sameer. "Deindividuation and Internet software piracy." *Cyberpsychology and Behavior: The Impact Of The Internet, Multimedia And Virtual Reality On Behavior And Society*, 11(4) (2008): 391–398. doi:10.1089/cpb.2007.0048.

³¹ Redd, Steven, and Mintz, Alex. "Policy Perspectives on National Security and Foreign Policy Decision Making." *Policy Studies Journal*, 41 (2013): S1.

in the organization and its personnel³². At the same time, having a properly configured appraisal and evaluation system has been shown to increase accountability in task performance, facilitate communications, promote setting goals, and identify training needs³⁴. Conscientiousness, and its three facets of order, industriousness, and self-control, have been shown to be positively correlated with performance criteria, including overall job performance, task performance, and orderliness³⁴. These have been shown to improve organizational involvement, group cohesiveness, and the prosocial behavior that enhances work satisfaction for members throughout the organization. More specifically, reward systems, such as with direct compensation, promotions or through award recognition, can supplement an evaluation system to properly incentivize a workforce. Conversely, research has indicated that direct compensation for task performance, the classic economic model of the carrot and stick, can be entirely and severely ineffective when done ineffectively. With regards to general pay, once an individual receives sufficient income to meet the needs and to live comfortably, additional income is no longer tied as strongly to performance³⁵. Similar to the previously mentioned studies involving evaluator apprehension, task performance on simple challenges were improved as previously expected with financial incentives, but when tasks became complicated, the amount of compensation negatively correlated with performance. In other words, incentives such as bonuses work well for less cognitively taxing tasks where the goal is speed, and those same incentives work poorly for cognitively complex skills requiring creativity³⁶. Instead, Pink provided a model of psychological, rather than financial, incentives that begins with the establishing of a satisfactory amount of base pay so that personal financial necessities are adequately covered. Then, the focus becomes on fostering a healthy environment that allows for the flourishing of intrinsic motivators, such as task enjoyment and satisfaction, which can occur with the idea of choice task persistence, the ability or perception of choosing which tasks to accomplish³⁷. Job enjoyment and employee engagement have also been shown to be significant predictors in improving job performance³⁸. These intrinsic motivators can be fostered by an organization that allows the employee to become more: autonomous, that is to be self-directed yet engaged; mastered, that is the motivation to become better at their job skills; and purposeful, that is the ability to feel as though their work truly contributes to both the goals of the organization and to their fellow citizen, writ large³⁹. Individuals who derive personal satisfaction and enjoyment from a particular task rarely perform poorly⁴⁰ and providing for these externally-controlled factors are expected to improve both job enjoyment as well as task performance.

EFFECTIVE ORGANIZATION EXAMPLE

As an example of what an effective organization can look like, the United States Air Force has implemented many of these countermeasures. The final product of an organization, or in this case the providing for the common defense of a nation, can influence job performance and satisfaction by providing purpose, so long as the individual perceives their effort is going toward that end⁴¹. In the Air Force, there are two sets of describable requirements;

³² Organ et al., *Organizational Citizenship Behavior*, 360.

³³ Schraeder, Mike. Becton, J. Bret, and Portis, Ron. "A critical examination of performance appraisals." *The Journal for Quality and Participation*, (2007): 20-25.

³⁴ Salgado, Jesus F., Moscoso, Silvia, and Berges, Alfredo. "Conscientiousness, Its Facets, and the Prediction of Job Performance Ratings: Evidence against the narrow measures." *International Journal Of Selection and Assessment*, 21(1) (2013): 74-84. doi:10.1111/ijsa.12018.

³⁵ Pink, Dan. *Drive: The Surprising Truth about What Motivates Us*. Penguin Group. 2009.

³⁶ Pink, Dan. *Dan Pink: The Puzzle of Motivation*. 2009, TED.com.

³⁷ Deci, Edward. "The Effects of Contingent and Noncontingent Rewards and Controls on Intrinsic Motivation." *Organizational Behavior and Human Performance*, 4 (1972): 61-72. doi:10.1016/0030-5073(72)90047-5.

³⁸ Cerasoli, Christopher P., Nicklin, Jessica M., and Ford, Michael T. "Intrinsic Motivation and Extrinsic Incentives Jointly Predict Performance: A 40-Year Meta-Analysis." *Psychological Bulletin* (2014). doi:10.1037/a0035661.

³⁹ Pink. *Dan Pink*.

⁴⁰ Cerasoli et al., "Intrinsic Motivation and Extrinsic Incentives"

⁴¹ Sharma et al., "Organizational Citizenship Behavior in Public"

Duty performance requirements as well as organizational performance and leadership. The Air Force's annual enlisted and officer performance reports (EPR/OPR) are the appraisal system used to identify performance for the purposes of promotion and job placement consideration. Generally, the lower ranking members of the military will have their appraisals focus on their demonstrable job performance as well as their CCP. To emphasize CCP, sections of the lower enlisted EPR include: standards, conduct, character and military bearing, which are equivalent to CCP's volunteering, altruism and helping, or civic virtue. It also includes training requirements, which allows for CCP's civic virtue and conscientiousness. Last, it includes teamwork and followership, or CCP's following, altruism and helping, and courtesy. At the same time, these annual reports provide the source for the awards process, which ranges from smaller tokens of recognition to medals, rewarding hard work and consistent positive behavior^{43 44}. As rank increases, emphasis is placed more on leadership, resource management, and mentorship duties. Additionally, feedback sessions are emplaced reflecting the EPR/OPR requirement, by emphasizing to a subordinate what is expected of them to perform their duties as well as grow as individuals. After all, a psychologically healthy individual engaging in prosocial behavior is expected to become a greater employee. These feedback sessions and performance reports provide a reliable, long-term, cumulative record of performance and expectations to ensure promotions are rightfully awarded and to highlight those of higher caliber for unique special duties⁴⁵.

Although these annual appraisals include aspects of the CCP, the *Whole Airman concept* or the *Wingman* is the model citizen of the Air Force, which serves as an easy to express profile that aims to improve the wellbeing of the individual, encourage them to become a better citizen, as well as to ensure the Air Force organization runs well. The Whole Airman Concept does this by using the same concepts established by OCB as well as CCP; endorsing, following, persisting, altruism, courtesy, sportsmanship, civic virtue, and conscientiousness^{46 47}. These concepts are desired and emphasized throughout the organization to ensure not only the efficient completion of the mission, but to increase job satisfaction as well as establish and retain the enigmatic idea of the military culture. This is accomplished by ensuring each Airman engages in prosocial behaviors that support other Airmen, ranging from training each other at work, ensuring they have a safe ride home after a night of drinking, and that they set each other up for success in and out of the workplace. At the same time, the model of organizational justice is exemplified by the application of the Uniform Code of Military Justice, to which all members of the military, regardless of rank are subjected. Perceived organizational support exists in the plethora of military-related institutions, support agencies, and military support commands on each military base, all of which supporting soldiers, marines, sailors, airmen, and coast guardsmen in personal and professional settings. Several examples of which are the commissaries, housing facilities, and recreational facilities. Simultaneously, many non-profit organizations seek to improve the quality of life for members of the military as well as their families by providing tax services, legal representation, or a place to stay while travelling around the world. Last, with regards to Pink's motivational theories, pay is taken care of by a clear and organized method designated by time and rank with additional financial incentives based off less popular careers or more dangerous jobs⁴⁸. The amount of pay offered is calculated to be sufficient in order to remove the problems of having insufficient finances at different stages of a service member's life. Providing an adequate amount of pay promotes the opportunity for intrinsic motivators to flourish, especially when combined with the performance appraisals, which allow the individual to focus on self-improvement in the workplace and also allow for inner growth. The Air Force has been able to establish many tools, methods,

⁴² United States. "Officer and Enlisted Evaluation Systems." *Air Force Instruction*, 26-2406 (2013).

⁴³ Goffin et al., "The dimensionality of contextual and citizenship performance in military recruits".

⁴⁴ United States. "Officer and Enlisted Evaluation Systems."

⁴⁵ Ibid.

⁴⁶ Goffin et al., "The dimensionality of contextual and citizenship performance in military recruits".

⁴⁷ United States. "The Enlisted Force Structure." *Air Force Instruction*, 36-2618 (2009).

⁴⁸ United States. *Military Pay Table 2014*. Defense Finance and Accounting Services.
<http://www.dfas.mil/dms/dfas/militarymembers/pdf/MilPayTable2014.pdf> 2014

and concepts to foster the right environment for the flourishing of its members not only in the workplace, but for their personal lives as well. While paramount in creating a healthy population of citizens by providing these resources, the Air Force and the rest of the U.S. military ensure that their members are able to focus as much as possible on their task at hand with as few preventable, negative aspects of their personal lives impacting the mission.

DISCUSSION

The concept of social loafing has grown from an observation of behavior in small groups and influenced the research of multiple models of how organizational behavior can be optimized. Leaders of organizations big or small can employ various methods to address the issue of social loafing. Although a full understanding of the models discussed in this paper, including dynamic social impact theory, organizational citizenship behavior, contextual performance, and contextual citizenship performance, would certainly improve the performance of any organization, utilizing specific portions of these should generate positive results as well. Due to the panoply of confounding and mitigating factors, additional research remains necessary; however, enough research has been conducted to highlight methods that leaders of organizations can use to improve worker efficiency as well as improve their job satisfaction. These models can help identify and exemplify those behaviors that are vital toward the overall success of an organization. These models can be thoughtfully implemented, aiming to create model employees who aide in the facilitation of the organization and who may be more willing to work harder.

There are at least three ways that this research can be used to implement organizational change; focusing on worker perspectives; looking at leadership behavior; and codifying it with organizational policy. The foundation of fostering work performance must include a continuous dialogue between a supervisor and their subordinates on their perceptions, motivation, and performance. These worker perspectives ought to address issues related to how members of the organization assess how strongly, or not, they feel that they are members of the group, if they feel that they are “suckers” or “free-riders,” or if they perceive SL in their peers’ actions. At the same time, it would be necessary to identify if any deindividuation has taken place and if the individual perceives a lack of focus or accountability of their actions within the organization. Addressing these directly may be sufficient in resolving SL, depending on its source and if these perceptions can be properly addressed^{49 50 51 52 53}. Apart from looking at a member’s perceptions of their peers, the perceptions towards the organization and leadership may identify other SL antecedents. Such antecedents include if there have been instances of groupthink where the individual feels their voice has not been heard, if they have received ineffective performance appraisals in the past, or even if they perceive that there is sufficient organizational support with regards to the organization caring and supporting workers or fostering a sense of organizational citizenship^{54 55 56}. Such a continuous dialogue could also address intrinsic motivation within members, such as identifying if an individual has a sense of choice task performance, of having a sense of mastery of their work, if they have a perception of being autonomous enough to make their own decisions, if they feel any personal satisfaction in their work, or even if they feel that their work makes any contribution to an organization’s mission or product. Finding out the motivations of an individual and in a sense getting out of their way while giving them direction, accountability, and the proper tools and

⁴⁹ Hinduja. “*Deindividuation and Internet software piracy.*”

⁵⁰ Jackson and Harkins, “*Equity in effort*”

⁵¹ Jackson and Williams, “*Social Loafing on Difficult Tasks*”

⁵² Levine and Moreland, *Social Comparison and Outcome Evaluation*.

⁵³ Mullen. “*Atrocity as a Function*”.

⁵⁴ Eisenberger et al., “*Perceived organizational support.*”

⁵⁵ Noruzy et al., “*Investigation the Relationship*”

⁵⁶ Redd and Mintz. “*Policy Perspectives on National Security*”.

training needed in the position may be sufficient to reduce SL while improving performance in complex and creative tasks. By understanding their motivations and channeling them, their performance may increase more significantly than by addressing other issues, such as coworker perceptions^{57 58 59}. Finally, a continuous dialogue must also address negative and counterproductive behaviors that affect an organization's performance, production and property. By still maintaining a level of accountability a leader ought to be able to identify issues creating interpersonal conflict, personal aggression, political deviances, and an individual's general psychological health, all of which can contribute to behavior that can be toxic and wasteful in organizations^{60 61}.

Conversely, leadership at all levels must ensure that their own behavior is healthy and contributes positively to the health of an organization, its performance, and its members. To facilitate perceptions of employees, a leader must have a sufficient level of accountability and provide that an organization has enough transparency to help attribute each worker to the final products of the organization. By looking at the collective effort model, a leader should convey expected outcomes to subordinates, as well as a member's instrumentality or how they are tied to overall outcomes as well as specify which roles and tasks are desirable^{62 63}. By looking at the organizational citizenship behavior model, a leader can emphasize those prosocial behaviors that work to support the organization's overall psychological core, creating an atmosphere of a caring and supporting organization with regards to the needs of the employees. The identified values of altruism, conscientiousness, sportsmanship, courtesy, and civic virtue all can improve job satisfaction and performance when employers emphasize them regularly and recognize those who do. This can be accomplished by creating and marketing an organizational identity and can help mitigate perceptions of having a low contribution, involvement, and cohesion within teams^{64 65}. Looking at the contextual and citizenship performance model leadership has the option of focusing on similar but different virtues in an organization, to include encouraging that members are willing to endorse the organization to others by demonstrating loyalty, by following procedures, by showing persistence and grit, by exceeding the minimum requirements through volunteering, by cooperating with others through altruism and helping, by showing courtesy, by embracing sportsmanship behavior, by having civic virtue and by being consciousness enough to exceed their minimum requirements⁶⁶.

Finally, leadership should also be concerned with how organizational policy is laid out and enforced. Task performance is affected by multiple variables demonstrated above as well as by organizational policy which reflects and supports the ideals of the organization and its leadership. Written policy helps ensure continuity of best practices that have demonstrated success within the organization. These policies range widely from expectation management of an individual's duties and responsibilities, on having a strong appraisal system, and on how there should be fair and equitable organizational justice. Ensuring that an organization is fair, transparent and equitable can help prevent an individual to assume SL as well as help prevent counterproductive work behavior identified earlier⁶⁷. Looking at the dynamic social impact theory, task performance is affected by the consolidation of actions and attitudes, by the physical clustering of individuals for optimal interaction, by having a natural correlation of opinions which

⁵⁷ Cerasoli et al., "*Intrinsic Motivation and Extrinsic Incentives*".

⁵⁸ Deci. "*The Effects of Contingent and Noncontingent Rewards*".

⁵⁹ Pink. *Dan Pink*.

⁶⁰ Fox et al., "*The deviant citizen*"

⁶¹ Robinson and Bennett, "*A typology of deviant workplace behaviors*"

⁶² Harkins et al., "*Social Loafing and Group Evaluation*."

⁶³ Karau and Williams, "*Social Loafing*"

⁶⁴ Karadal and Saygin. "*Investigation of the Relationship*"

⁶⁵ Noruzy et al., "*Investigation the Relationship*"

⁶⁶ Goffin et al., "*The dimensionality of contextual and citizenship performance*"

⁶⁷ Greenberg. "*A taxonomy of organizational justice theories*".

permits multiple points of view, and by supporting diversity of individuals within groups⁶⁸. As such, organizations should be concerned with group makeup and should be attuned to the interpersonal relationship dynamics present in them. Overall, policy should be written, maintained, and updated to codify the results of the continual dialogue between an organization's workforce and its leadership. Written policy reflects an organization's view toward managing itself and facilitates transparency among those who read them.

SL is a phenomenon that can occur unintentionally or through negligence on the part of the individual and their supervisors. Through critical analysis and the isolation of the many variables involved, leadership at any level should be able to determine ways to mitigate its natural occurrence while also determining methods to increase a worker's task and job performance. By channeling the motivations that already exist in employees, leadership can improve work performance simply by redirection rather than significant changes within an entire system. Additional industrial and organizational psychological research will further hone the efficacy of these models while almost certainly developing novel ones. Follow-up research will help determine which aspects of these models and values are most effective in increasing performance while also determining which are most frequently neglected in the private and public sectors, highlighting where others should focus their attention in reducing SL. Comparisons between the private and public sectors have already shown differences of individual perceptions and being more aware of these and other differences grant those in leadership positions additional tools to reframe, if necessary, an organization's mission, vision, and priorities that reflect its end product while also focusing on the workforce itself. An organization is only as effective as its workforce and investing in it will result in significant returns of investment in organizational of different types and sizes.

⁶⁸ Latané. "Dynamic social impact."

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