

Impact of Social Influence on Social Loafing in the Tunisian Hotel Sector: Role of Turnover Intention as a Mediator

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Abstract

This study examines the impact of turnover intention on the association between social influence and social loafing among hotel employees in Tunisia. Despite the growing body of literature surrounding the three constructs, which are frequently examined in a cyclical manner, To date, no studies have been conducted that have successfully integrated these variables concurrently. Consequently, a self-administered questionnaire was distributed to employees of various hotels in Tunisia, encompassing all job positions and genders. The survey specifically targeted the three most prominent tourist destinations in the country, namely Hammamet, Sousse, and Djerba. The AMOS software package was employed for the analysis of data using structural equation modelling techniques. The findings indicate a statistically significant and positive correlation between social influence and the occurrence of social loafing behaviour. Furthermore, there exists a strong and positive correlation between it and the intention to leave one's job. The phenomenon of social loafing is being greatly and favourably impacted by this. The results of this study indicate that turnover intention serves as a complete mediator in the relationship between social influence and social loafing. The findings indicate that social influence is a significant factor contributing to the manifestation of "lazy" behaviours among specific employees. It is imperative for hotel managers to comprehend this phenomenon in order to effectively manage and mitigate its impact. However, this measure alone will prove insufficient in mitigating the phenomenon of social loafing among hotel employees, particularly in cases where there is a growing inclination among employees to depart from their current employment. In addition to making a theoretical contribution, this study will provide managerial and methodological recommendations for hotel professionals and academics. These recommendations will focus on strategies to reduce employee "intentions to leave" and mitigate "lazy" behaviour.

Keywords: Social influence, Turnover intention, social loafing, Total mediation.

Introduction

The hotel industry is presently encountering significant human resources (HR) challenges, positioning it as a rapidly expanding sector. The demanding nature of the work and adherence to strict ethical standards have an impact on employee retention, which is a crucial factor for hotels (Fournier & Chakor, 2023). In the context of a labour shortage, turnover intention, as discussed by Gharbi, Aliane, and Sobaih (2022b), poses a persistent challenge for top management in hotels, resulting in additional costs. The concept of turnover intention pertains to the extent of an employee's disloyalty towards their organisation and their heightened inclination to explore alternative opportunities. The act of intending to depart from one's organisation is a behavioural response exhibited by an employee who possesses a comprehensive understanding of their abilities and contributions. This response is triggered by a sense of discontentment, disregard, or inequity, leading the employee to actively explore alternative employment opportunities or make the decision to disassociate themselves from the organisation (Gharbi et al., 2022a). The presence of talent and market volatility has emerged as an undeniable phenomenon (Esteves & Lopes, 2017), prompting organisations to recognise the imperative of identifying alternative incentives beyond financial considerations for employee retention (Hiltrop, 1999).

There has been a growing body of scholarly research dedicated to investigating the phenomenon of loafing (Alyahya, Elshaer, & Sobaih, 2021; Edrees et al., 2023; Gharbi et al., 2022b; Sobaih, Ibrahim, & Gabry, 2019). The concept being discussed pertains to the deliberate reduction of an employee's productivity by exerting less effort during collective endeavours (Latané, Williams, & Harkins, 1979; Ringelmann, 1913). Furthermore, Luo et al. (2013) posit that social loafing is a prevalent phenomenon observed within the hotel industry. In contrast, Jackson and Harkins (1985) posit, based on their effort assortment theory, that the phenomenon of social loafing exhibits a positive correlation with the size of a group. The present investigation has led us to the notion of social influence and its potential significance as a precursor to the relaxation behaviours demonstrated by employees within the hospitality sector. Undoubtedly, this authority, frequently wielded by either an individual or a collective, possesses the capability to introduce or even enforce norms

pertaining to attitudes and conduct. Social influence refers to the process by which an individual's attitudes, beliefs, and opinions are altered as a result of interacting with another individual or group. The manner in which individuals react to objective situations is frequently shaped by a multitude of subjective comparisons with others.

Based on the previously mentioned data, the present study will address the research problem in the following manner: The hotel industry demonstrates a strong commitment to adhering to the provisions outlined in legal contracts regarding human resources management practises. However, it appears to lack awareness of certain phenomena within the informal sector that have the potential to negatively impact its performance and reputation. The significance of talent in the hotel industry as a key driver of competitiveness is evident. However, the impact of social influence is particularly concerning as it is difficult to detect, yet it has the ability to shape individuals' perceptions and lead them to adopt lazy behaviours, ultimately undermining their personal performance. This phenomenon can arise due to either a voluntary decision to depart or as a result of manipulation. In both scenarios, the outcome remains consistent, as the organisation will experience a decline in productivity. The research question can be formulated as follows: To what extent does turnover intention act as a partial or total mediator in the association between social influence and social loafing? The primary aim of this study is to examine the mediating effect of turnover intention, utilising the methodology proposed by [Baron and Kenny \(1986\)](#). The process under consideration is characterised by a sequence of four consecutive examinations.

Literature Review

Employee turnover is a significant concern for organisations, particularly for human resource managers, as it serves as a key indicator for evaluating their performance. While it is true that not all instances of turnover intentions among employees result in actual turnover, it is important to note that the intention to leave a job can still have a detrimental impact on their performance. The aforementioned observations made by previous researchers and human resource managers have compelled them to implement corrective measures aimed at mitigating employee

turnover intentions. [Matthews and Ritter \(2019\)](#) proposed that it is advantageous for organisations to cultivate trust and justice within the workplace in order to mitigate undesirable consequences, such as employees' intention to leave the organisation ([Namin, Øgaard, & Røislien, 2021](#); [Saleh et al., 2022](#)). Turnover is a phenomenon characterised by a deliberate intention to disengage from one's organisation, leading to supplementary expenses ([Jacobs & Roodt, 2007](#)), particularly in terms of recruitment costs ([Sanja & Eftimov, 2016](#)), knowledge depletion, and detrimental effects on the brand's reputation ([Pizam & Thornburg, 2000](#)) etc.

Therefore, within an organisational context, the departure of a skilled individual is regarded as, at the very least, a reduction in revenue and, at the most extreme, a tangible financial detriment. Moreover, this phenomenon has the potential to result in adverse consequences, such as the manifestation of unethical conduct, the occurrence of social loafing, and a decline in job performance ([Gharbi et al., 2022b](#)). Human beings are inherently social creatures who derive fulfilment from interpersonal connections and the impact of external influences. Furthermore, the achievement of success in the hospitality industry necessitates a strong emphasis on collaborative efforts and effective teamwork ([Warrick, 2016](#)). Consequently, it can be inferred that collaboration within a team will lead to enhanced individual performance. However, paradoxically, the inverse occurs. In a collaborative setting, it is observed that individual employees often experience a decline in their performance and motivation levels. Therefore, the presence of individuals other than oneself has a moderating effect on performance. The phenomenon in question is commonly referred to as the Ringelmann effect, which was named after its originator, [Ringelmann \(1913\)](#). Within the field of social psychology, it is recognised as social loafing.

The inclination towards sociability and the desire for affiliation ([Maslow, 1943](#)) render the employee susceptible to the impact of the organisational climate. This influence has the ability to shape the beliefs of an individual, thereby serving as a tool for the intentions of others. Consequently, the influence of society, propelled by commonly held values and representations, serves as a guiding force for both individual and collective actions. The statement elucidates the significance of

corporate culture, which is inherently influenced by the broader national culture. In relation to the concept of social influence, according to a recent study conducted by [Gharbi et al. \(2022b\)](#), it was determined that social influence exerts a positive and statistically significant impact on turnover intention. That is, when social influence increases by 1, turnover intention will increase by 0.91. It can be observed that a unit increase in social influence leads to a corresponding increase of 0.91 in turnover intention. The manifestation of turnover intention will be accelerated and intensified in proportion to the level of social influence exerted.

In the wake of recent studies conducted by [Sobaih et al. \(2019\)](#) and [Edrees et al. \(2023\)](#), there is evidence to suggest a correlation between turnover intention and negative behaviours, specifically unethical behaviour and social loafing. [Luo, Qu, and Marnburg \(2013\)](#) have previously highlighted the significant impact of turnover intention on social loafing behaviour within the context of hotel employees. According to [Erkasap \(2014\)](#), there is a suggestion that turnover intention has a positive influence on social loafing. A study conducted by [Alyahya et al. \(2021\)](#) demonstrated a positive correlation between turnover intention and social loafing behaviour among employees in the hotel industry.

Existing literature has established a correlation between social influence and turnover intention, as well as a correlation between turnover intention and social loafing. However, there is a dearth of research that specifically examines the impact of social influence on employee loafing. Moreover, there is a scarcity of research that comprehensively examines the three dimensions, while simultaneously incorporating turnover intention as a mediating factor within the aforementioned relationship.

The act of influencing involves exerting an action upon others. In relation to prevailing influences, [Maisonneuve \(1950\)](#) discusses the concept of manipulative techniques that are based upon “an action carried out without the knowledge of the people concerned without them feeling it and consenting to it, at least in that exact moment. Depending on the case, such manipulations can take the form of complex strategies with a view to achieving certain self-interested objectives; or they can take the form of seduction of others in an atmosphere of complicity and seduction”. Undoubtedly, social influence is not exclusively governed by benevolent motives;

rather, it can be susceptible to manipulation, executed through cynical methods, thereby rendering a social individual compliant and subservient, akin to a manipulated entity.

Similarly, [Moscovici \(1998\)](#) posits that individuals possess the capacity to modify their opinions and behaviours in subtle manners that elude rational comprehension. In contrast to persuasion, the power of influence focuses on the inherent spontaneity of the individuals involved in a relational dynamic. According to [Cialdini \(1984\)](#), the ability to influence others is rooted in the capacity to elicit affirmative responses from individuals without engaging in critical thinking. Moreover, [Tarde \(1903\)](#) expounds on the voluntary nature of human submission to social influence as a means to evade social disapproval. In this context, it is probable that social influence has the capacity to modify the convictions of hotel personnel who exhibit disengagement through the adoption of social loafing behaviours ([Latané et al., 1979](#)).

Furthermore, the behaviour of specific employees who link their performance to the attention received from group members is elucidated by [Jackson and Harkins \(1985\)](#) using the theory of assortment of effort. Social loafing occurs when individuals in a team adjust their level of effort based on the perceived effort of their colleagues, with the aim of maintaining a sense of fairness.

Based on the above discussion, following hypothesis have been formulated:

Hypothesis 1: *Social influence would be positively linked to turnover intention.*

Hypothesis 2: *The turnover intention positively influences employees' subscription to social loafing behaviours.*

Hypothesis 3: *Social influence would be positively related to social loafing.*

Methodology

Sample

The exploratory study utilised a sample comprising 300 respondents of diverse positions and genders, who are characterised by their relatively youthful age. They are employed in a total of ten hotels located in Tunisia, specifically distributed among

the cities of Hammamet, Sousse, and Djerba. The sample we have collected exhibits a notable level of uniformity, as it comprises individuals with different levels of seniority in their respective positions. The participants in this study encompass a range of professional roles, including hotel managers, assistant managers, HR directors, financial directors, accommodation managers, restaurant managers, resort directors, general managers, head chefs, pastry chefs, laundry supervisors, front desk managers, reservation managers, entertainment managers, security managers, night auditors, and housekeepers. The primary attributes of our sample are as follows:

Table 1: The characteristics of the exploratory analysis sample

	Sex in %		AGE in %				Nature of the contract in		Seniority in the company			
	M	F	25/40	41/45	46/49	+50	Fixed-term (CDD)	Permanent (CDI)	1 ¹	2 ²	3 ³	4 ⁴
300	66.3	33.7	75.12	10.67	7.38	6.83	61.9	38.1	3	6,8	32	58,2

Research tool

In the context of a questionnaire survey, it is imperative to adhere to a rigorous scientific methodology in order to ascertain the validity and pertinence of the variables being measured. Hence, the primary function of a questionnaire is to replicate the most precise assessment of the phenomenon under investigation (Igalens & Roussel, 1998).

Choice of measurement scales

The process of selecting measurement scales is a critical and essential step in research. Indeed, it is essential for facilitating the efficient operation of the research process. The greater the validity and reliability of measurement scales, the more they facilitate the acquisition of meaningful information. In the subsequent section, we will provide an outline of the measurement scales pertaining to the variables under consideration, as depicted in Table 5. It is imperative to acknowledge that all items

¹ 1=Less than two years.

² 2=Between two and five years.

³ 3=Between five and ten years.

⁴ 4=More than ten years.

have undergone reformulation in order to more effectively correspond with the requirements of our research.

Social influence

The measurement scale that appeared most appropriate for our study is the one formulated by [Ajzen \(1991\)](#), which comprises six items. Therefore, the structure of our questionnaire will be as follows: Kindly indicate your level of agreement or disagreement with the following statements by selecting the appropriate checkbox.

Table 2: The social influence measurement scale

- At the hotel where I work:

IS8, I tend to take into account the opinions of my acquaintances.

IS9, I tend to take into account the opinions of my friends.

IS10, I tend to take into account the opinions of my family.

IS11, I tend to take into account the opinions of my supervisor(s).

IS12, I tend to take into account the opinions of my colleague(s)

IS13 I tend to take into account the opinions of union members.

Turnover intention

As for the turnover intention scale, it seemed appropriate to use the measurement scale developed by [Liden, Sparrowe, and Wayne \(1997\)](#), containing three items. We will incorporate it into our questionnaire in the following form:

Table 3: The turnover intention measurement scale

- Regarding my Professional future:

IT14 I often think about leaving this hotel.

IT15 It wouldn't take much for me to leave this hotel.

IT16 I will probably look for another hotel soon.

Social loafing

Regarding the “social loafing” variable, we opted for the scale of [Price, Harrison, and Gavin \(2006\)](#), containing four items. It will be presented as follows:

Table 4: The social loafing measurement scale

I have sometimes...

PS17 Gave my work to other colleagues.

PS18 Said I had something to do when other colleagues needed my help.

PS19 Avoided work and responsibilities.

PS20 Wandered around when I had tasks to do.

All items in the research questionnaire were scaled using the five-point Likert scale. Respondents indicate their preferences by checking the box that most closely corresponds to their degree of agreement or disagreement, ranging from “strongly disagree,” “disagree,” “indifferent,” “agree,” to “completely agree”.

Table 5: Summary table of measurement scales adopted

Measured variables	Number of items	Corresponding sources
Social influence	6	Ajzen (1991)
Turnover intention	3	Karatepe (2009)
Social loafing	4	Price et al. (2006)

Measurement results

After the data collection process, a double analysis was performed. The initial analysis conducted is of an exploratory nature, aimed at evaluating the reliability and validity of the measurement scales employed in order to refine the research questionnaire. In this study, a Principal Component Analysis (PCA) was employed in conjunction with an analysis of internal consistency. The subsequent analysis employs a confirmatory approach to assess the validity of the dimensions identified in the exploratory analysis. Moreover, this study will examine the causal relationships that exist between the variables through the utilisation of structural equation models. Hence, statistical software was employed (Amos, version 23).

Results of confirmatory factor analysis

After conducting a thorough examination of the existing scholarly works, appropriate measurement scales were chosen to develop the questionnaire (refer to

Table 5). This enabled the execution of the empirical research. Afterwards, the survey was disseminated to a total of 315 employees working in the hotel industry. However, a total of 300 valid responses were successfully gathered, indicating a return rate of 95.23%. The questionnaire items were assigned values ranging from 1 to 5, with a minimum value of 1 and a maximum value of 5. The means of all responses ranged from 2.79 to 3.54, with standard deviation values ranging from 1.055 to 1.353 (see Table 6, column SD). These findings suggest that our data exhibit greater dispersion and less concentration around the mean value (Bryman & Cramer, 2012).

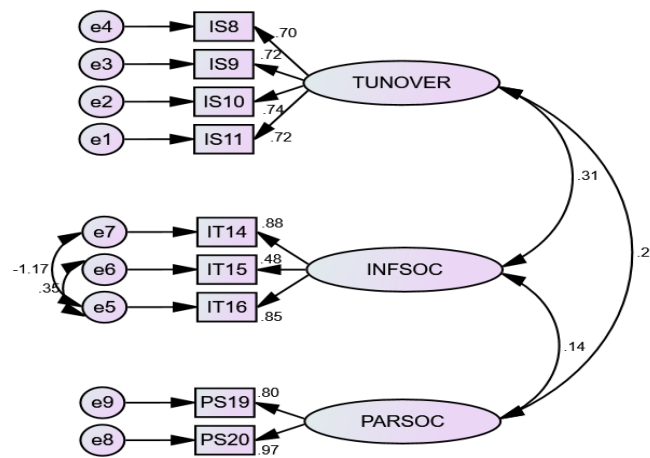


Figure 1: The first order model

Table 6: Descriptive statistics

Abbr	Item	Min ⁵	Max	M	SD	Skewness	Kurtosis
The social influence							
	I tend to take into account						
IS8	the opinions of my acquaintances.	1	5	3.52	1.055	-.758	.118
	I tend to take into account						
IS9	the opinions of my friends.	1	5	3.54	1.149	-.640	-.300
	I tend to take into account						
IS10	the opinions of my family.	1	5	3.53	1.325	-.566	-.949
	I tend to take into account						
IS11	the opinions of my supervisor(s).	1	5	3.09	1.353	-.036	-1.230

⁵ Min=minimum, Max=maximum, M = mean, SD = standard deviation.

The turnover intention							
IT14	I often think about leaving this hotel.	1	5	3.44	1.267	-.612	-.641
IT15	It wouldn't take much for me to leave this hotel.	1	5	2.79	1.269	.203	-1.119
IT16	I will probably look for another hotel soon.	1	5	3.15	1.238	-.139	-1.087
The social loafing							
PS19	I have sometimes avoided work and responsibilities.	1	5	3.01	1.266	-.109	-1.002
PS20	I have sometimes wandered around when I had tasks to do.	1	5	3.06	1.243	-.140	-.932

Model fit: (χ^2 (22, N = 300) = 51.605 $p < 0.001$, normed $\chi^2 = 2.345$, RMSEA = 0.067, SRMR = 0.0412, CFI = 0.967, TLI = 0.946, NFI = 0.944, IFI = 0.967, *** $p < 0.001$).

Here we notice that the ratio χ^2/df equals "2.345" is much less than 3. The SRMR shows a value of 0.0412, while the RMSEA reveals a value of 0.067 based on the residuals, which are close to zero. The CFI, TLI, NFI, and IFI respectively display 0.967 - 0.946 - 0.944 - 0.967, which are close to 1. We can conclude that the quality of the model remains quite good. To ensure correct presentation of the principal component analysis (PCA) of the data, a varimax rotation was performed. The total explained variance (TEV) for the variables Social Influence, Turnover Intention and Social Loafing indicate the following values 63.69%, 65.132%, 88.564%. The KMO indices exhibited values greater than 0.5, indicating good sampling adequacy, and Bartlett's tests yielded statistically significant results. This indicates that the items were deemed suitable for the confirmatory analysis.

Moreover, the literature suggests utilising two indicators, specifically the Skewness and Kurtosis coefficients, to assess the similarity between the observed distribution and the normal distribution, also known as the Gaussian curve.

The Skewness coefficient "shows whether the observations are fairly distributed 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)" (Evrard, Pras, & Roux, 2000). As for the

Kurtosis coefficient, it compares "the shape of the distribution curve of observations to that of the normal distribution: a positive coefficient indicates a greater concentration of observations, while a negative coefficient indicates a flatter curve" (Evrard et al., 2000). In this particular study, the coefficients of symmetry (skewness) and kurtosis (kurtosis) do not deviate from the assumption of normality (Kline, 2015) and exhibit acceptable values. It can be inferred from the aforementioned observations that the distributions are uniformly distributed and all variables adhere to the normal distribution (Table 6).

Convergent validity and discriminant validity of measures

Convergent validity was employed to assess the correlation between the items of the variables, which were assumed to measure the same phenomenon. Further, it is imperative that the CR value exceed 0.7 and the AVE value exceed 0.5. The findings from Table 7 provide evidence that convergent validity was established for all variables (Jöreskog, 1988). In order to ascertain the practical distinction between two theoretically distinct variables, we conducted a test of discriminant validity. In order to accomplish this, it was imperative to assess whether the square root of the average variance extracted (AVE) for each variable exceeds the correlations it exhibits with the other variables. The findings presented in Table 7 provide evidence that discriminant validity has been established for the three variables.

In order to assess the discriminant validity, it is necessary to utilise the correlation matrix, the square roots of the average variance extracted (AVEs), and the Cronbach's alpha coefficient that is specific to each variable, as presented in Table 7. The square roots of the average variance extracted (AVE) values exhibit greater significance compared to the off-diagonal values, which indicate the correlations between these constructs. This finding supports the discriminant validity of the factors, as established by Fornell and Larcker (1981). Moreover, the AVE scores for social influence (0.519), turnover intention (0.576), and social loafing (0.790) exhibit superior performance compared to the MSV and ASV of each variable, thereby offering additional support for the discriminant validity of these constructs (Hair et al., 2010). According to Hair et al. (2014), discriminant validity is ensured. Furthermore, it is imperative that the intercorrelation scores for each variable do not

exceed the values on the diagonal, which represent the square roots of the average variance extracted (AVE) specific to each factor (Table 7, in bold).

Table 7: Convergent and discriminant validity

Factors and items	S.L	CR ⁶	AVE ⁷	MSV ⁸	ASV ⁹	1	2	3
1- The social influence (α =0.806)		0.812	0.519	0.06	0.15	0.720		
I tend to take into account the opinions of my acquaintances.	.70							
I tend to take into account the opinions of my friends.	.72							
I tend to take into account the opinions of my family.	.74							
I tend to take into account the opinions of my supervisor(s).	.72							
2- The turnover intention (α =0.731)		0.793	0.576	0.06	0.15	.245**	0.758	
I often think about leaving this hotel.	.88							
It wouldn't take much for me to leave this hotel.	.48							
I will probably look for another hotel soon.	.85							
3- The social loafing (α =0.871)		0.882	0.790	0.03	0.10	.180**	.160 **	0.888
I have sometimes avoided work and responsibilities.	.80							
I have sometimes wandered around when I had tasks to do.	.97							

Results of structural equation analysis

After ensuring the validity and reliability of the measures, the process of structural equation modelling is initiated in order to examine the influence of social influence on social loafing through turnover intention. The findings derived from the investigation align with the data presented in Table 8. They display a Chi² compared

⁶ CR = Composite Reliability

⁷ AVE = Average Variance Extracted

⁸ MSV = Maximum Shared Value

⁹ ASV = Average Shared Value

to its degree of freedom χ^2/ddl (1.823). A very excellent index. As recommended by [Jöreskog and Sorbom \(1994\)](#), the ratio is considered satisfactory when the χ^2/ddl ratio is less than 3. In addition, the RMSEA index is equal to 0.052, thus approaching zero, it shows us that the adjustment is satisfactory ([Didellon & Valette-Florence, 1996](#)). The indices IFI = 0.979, NFI = 0.955, TLI = 0.967 and CFI = 0.979 also authenticate the values accepted by the literature to offer a very good fit. The standardized RMR, SRMR=0.0461 turns out to be excellent since it is very close to zero.

All the aforementioned hypotheses were verified and show significant and positive relationships ([Table 8, Figure 2](#)). More precisely, social influence has a significant and positive effect on social loafing ($\beta = 0.189$, $p < 0.05$) and a significant and positive effect on turnover intention ($\beta = 0.276$, $p < 0.001$), which has a significant and positive effect on social loafing ($\beta = 0.146$, $p < 0.05$).

The significant coefficient of the value ($R^2=0.74$) ([Table 8](#)) which, in our study, denotes the extent to which social influence and turnover intention in the regression model are elucidating social loafing, is additionally supportive of the structural model's strength. Indeed, by considering the factors of initial intention and social influence, it is possible to account for approximately 74% of the variability observed in social loafing.

We used the [Baron and Kenny \(1986\)](#) methodology to examine the mediating role of turnover intention in the relationship between social influence and social loafing. The process under consideration is characterised by a sequence of four consecutive examinations.

In order to establish the presence of a mediating impact, it is imperative to establish the significance of the association between social influence and social loafing. In fact, social influence has a significant and positive effect on social loafing ($\beta = 0.189$, $p < 0.05$). In the regression of social loafing on social influence, the coefficient is significant (with a student test equal to $3.118 \geq 1.96$; $p = 0.05$).

Furthermore, it is imperative to provide a rationale for the substantial influence of social influence on the mediating variable, specifically turnover intention, by regarding it as an exogenous variable in a regression analysis that examines the relationship between turnover intention and social influence. In fact, the latter has a significant and positive effect on turnover intention ($\beta = 0.76$, $p < 0.001$).

Table 8: Results of the structural model

Result of the Structural Model	β	Tvalue	P ¹⁰	Label	R ²	Hyp. Results
H1- INFSOC → TURNOVER	0.276	3.484	***	A		Supported
H2- TURNOVER → PARSOC	0.146	2.620	.009**	B		Supported
H3- INFSOC → PARSOC	0.189	1.978	0.048	C		Supported
Social Loafing					0.74	

Model fit: (χ^2 (46, N = 300) = 41.920 p < 0.001, normed χ^2 = 1,823, RMSEA = 0.052, SRMR = 0.0461, CFI = 0.979, TLI = 0.967, NFI = 0.955, IFI= 0.979, *** p < 0.001.

Table 9: The type of mediation

User-defined estimands: (Group number 1 - Default model)					Mediation
	Parameter	Estimate	Lower	Upper	P
After the introduction of the VM	INFSOC → TURNOVER	0.059	-0.018	0.160	0.115
	→ PARSOC				
0.115 > 0.05					Total mediation
Before the introduction of the MV¹¹	INFSOC →	0.189			0.048
	PARSOC				

Additionally, it is imperative to validate the significance of the association between the mediating variable and social loafing. Indeed, turnover intention has a significant and positive effect on social loafing ($\beta = 0.146$, p < 0.05). In this context, the matter at hand pertains to conducting a regression analysis to examine the relationship between social loafing and both initial intention and social influence. In order to maintain the significance of the coefficient between innovation and performance, it is imperative to exercise control over the latter.

Finally, we need to verify the partial or complete nature of the initial intention by examining the significance of the direct and indirect links between social influence and social loafing. As mentioned in Table 9, social influence always impacts social loafing through turnover intention ($\beta = 0.059$, with p = 0.115 > 0.05). Nevertheless, the significance has changed. Before introducing turnover intention as a mediating

¹⁰ -*** : paramètre significatif à 1%

-** : paramètre significatif à 5%

¹¹ VM = Variable médiatrice

variable, the link uniting social influence to social loafing was significant ($p=0.048 < 0.05$). Once the mediating variable is introduced, the significance is no longer ($p=0.115 > 0.05$), (see [Table 9](#), shaded area). Thus, we can conclude that the turnover intention has a total mediation in the relationship that links social influence to social loafing (see [Tables 8-9](#)).

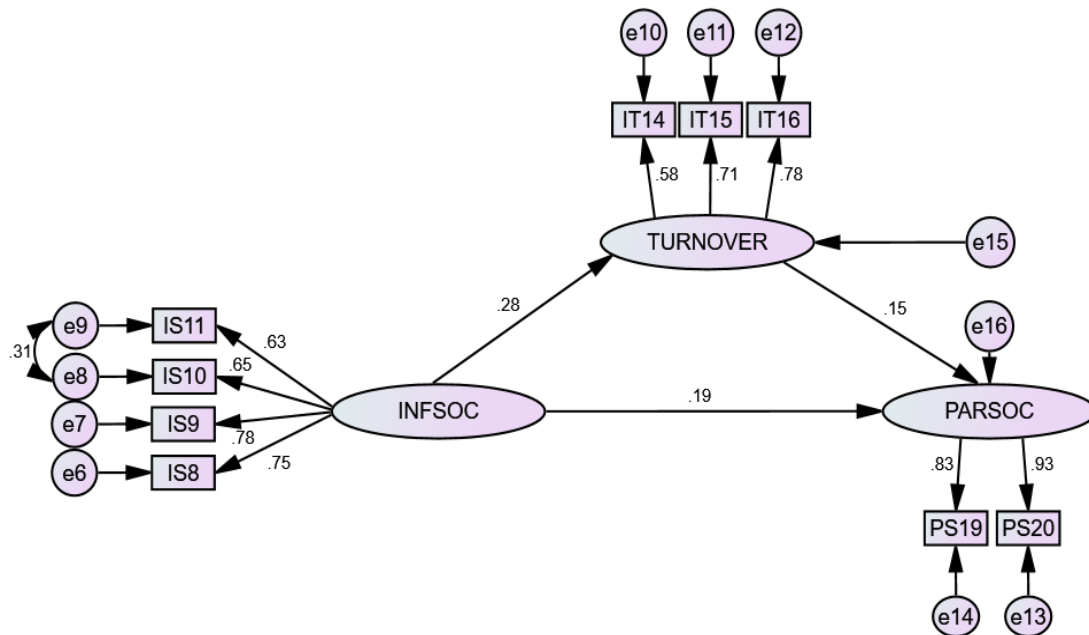


Figure 2: The structural model

Discussion and Implications

The findings from the direct effects analysis indicate a statistically significant and positive correlation among the three variables included in the model. Based on the confirmation of hypotheses H1 and H3, it can be concluded that an increase of "1" in social influence leads to a corresponding increase of "0.276" in turnover intention. As the level of social influence increases by one unit, there is a corresponding increase in social loafing by 0.189 units. The findings presented in this study provide additional support for the research conducted by [Gharbi et al. \(2022b\)](#) and [Edrees et al. \(2023\)](#), respectively. The magnitude and pervasive nature of this phenomenon are undeniable, posing an even greater threat due to its imperceptibility. The concept denotes a dominant and influential organisational environment that has the ability to shape the behaviours of employees operating within a collective setting through subjective norms.

Further, the historical archives contain a plethora of experiments conducted by researchers whose objective is to elucidate the notion of social influence and its ramifications on individual perceptions. For example, notable experiments include Asch's study conducted in 1951, Moscovici, Lage, and Naffrechoux's experiment conducted in 1967, and Milgram's study conducted in 1974. In this regard, Paicheler (1985) argues that "the individual is bound hand and foot to the judgments of his peers. On two counts: he fears negative judgment and seeks to generate positive opinions; he relies on others to establish his point of view, in concert with them". Milgram (1974) provides an analysis of social influence by examining the concept of "obedience."

This concept involves a change in behaviour in which individuals adhere to instructions given by an authority figure who is acknowledged or perceived as legitimate. Theoretical frameworks have been employed to elucidate the empirical findings that indicate a correlation between social influence and the turnover intention and laziness behaviours of employees within the hotel industry. The question of whether this influence is contingent upon a deliberate provocation by the "influencer" or a mere presence that triggers an impromptu collective emotional contagion has yet to be substantiated.

It is imperative for professionals within the hotel industry to exercise vigilance in response to this enigmatic phenomenon. The previously mentioned type of authority, characterised by its enigmatic and harmful nature, can solely be alleviated through the removal of bureaucratic limitations that impede impromptu actions and the unrestricted articulation of one's thoughts. The organisational perspective that emphasises technical and Tayloristic principles allows for the development of social influence, leading some individuals to experience turnover intentions while others may exhibit behaviours of social laziness. Professionals within the hotel industry should prioritise the cultivation of a work environment that is both amicable and stimulating. This entails fostering an atmosphere of open and effective information sharing and communication wherein employees feel comfortable expressing their recommendations without apprehension of negative consequences from higher-ranking individuals.

The second hypothesis, which has been confirmed, demonstrates that there is a positive relationship between turnover intention and social loafing. Specifically, for every unit increase in turnover intention, there is a corresponding increase of 0.146 units in social loafing. Jackson and Harkins (1985) elucidate the behaviour of specific employees in adapting their performance based on the level of attention they receive from group members, as expounded in their theory of effort assortment. Social loafing occurs when individuals in a team adjust their level of effort based on their perception of their colleagues' efforts, with the aim of maintaining a sense of fairness. One of the findings of our statistical analysis is that there is a significant correlation between an employee's turnover intention and their tendency to exhibit lazy behaviour. This particular relationship has not been previously documented in the existing body of literature. Consequently, it can be affirmed that turnover intention is among the factors that contribute to the occurrence of social loafing. The findings indicate that there is a notable and favourable impact on social loafing ($\beta = 0.146$, $p < 0.05$). Therefore, it can be observed that a unit increase in turnover intention leads to a corresponding increase of 0.146 in social loafing.

The primary significance of this study is its statistical confirmation of turnover intention as a complete mediator in the association between social influence and social loafing (see Table 9). This finding demonstrates that the intention to leave a job has the ability to influence the relationship mentioned earlier. The influence of social factors on the phenomenon of social loafing is contingent upon the presence of an underlying intention to leave one's employment. It is imperative for professionals within the hotel industry to prioritise the mitigation of turnover intentions. Therefore, it is imperative to consider various potential solutions. There is a need for increased emphasis on the intentional inclination of senior executives to enhance the equilibrium between their professional and personal lives. In order to underscore this point, it is imperative for professionals within the hospitality industry to actively embrace and adopt more adaptable approaches to their work.

Furthermore, it is imperative for human resource managers to prioritise the recognition of psychological exhaustion and its detrimental impact on the well-being of employees within the hotel industry. Given that the latter is characterised by a

frenetic tempo of diligent effort, it would be advantageous to emphasise expeditious remedies for its mitigation. One potential approach to achieving this objective is by implementing novel recruitment strategies, such as augmenting the workforce, with the aim of alleviating the burden and enhancing task allocation efficiency.

Limitations and Future Research Directions

Undoubtedly, this study enabled us to achieve the objective that we had established. Nevertheless, like any other research endeavour, this is not without its constraints. One example that readily comes to mind is associated with the examination of a particular demographic group. The findings we have obtained pertain specifically to the hotel industry. Therefore, the findings we have derived lack generalizability to other industries in any capacity. It would be of scholarly interest to conduct future studies that seek to replicate this research model in diverse countries characterised by distinct cultural influences. Furthermore, it is worth considering the potential impact of social influence as a mediator between the three constructs of organisational justice and the initial intention. By means of these research avenues, it is anticipated that the initial findings obtained from this humble study will serve as a catalyst for future investigations. These potential avenues of research may inspire researchers to extend their investigations beyond the traditional confines of management sciences and delve into other disciplines, with the ultimate goal of improving working conditions. This would entail acknowledging social influence as a concept deserving significant consideration within the realm of human resource management.

Conclusion

This study, characterised by an exploratory approach, has determined that turnover intention serves as a complete mediator in the relationship between social influence and social loafing. The findings indicate that social influence is indeed a precursor to the manifestation of laziness among select employees within the hotel industry. It is imperative for hotel managers to comprehend this phenomenon in order to effectively manage and mitigate its impact. However, this measure alone will not

suffice in mitigating the phenomenon of social loafing among hotel employees, particularly when they are driven by a strong desire to "set sail." In addition to the theoretical contributions made, a set of managerial recommendations has been provided for professionals in the hotel industry. These recommendations aim to enhance their understanding of how to effectively address informal yet hazardous phenomena. In addition, we provide methodological support for scholars who have identified a new association within the existing body of research: the relationship between social influence and social loafing behaviours. This can potentially serve as a fundamental basis for future scholarly investigations.

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