The Role of Perceived Coworker Loafing and Gender on Job Satisfaction and Burnout.

Omreore Obaro EFFICIENCY
Department Of Psychology
Delta State University, Abraka
Delta State

ABSTRACT

Perceived coworker loafing can adversely influence organization strategy of using formal groups to achieve effective functioning. Consequently, this study examined the role of perceived coworker loafing and gender on job satisfaction and burnout. Design of this study was cross-sectional, and data were collected with structured self-report measure. One hundred and forty-three participants were sampled from various work background in Nigeria. The respondent sample comprises 55% males and 45% females. Simple regression analysis showed that perceived coworker loafing negatively predicts satisfaction with coworkers and the work itself, and positively predict burnout. Multiple regression analysis showed that perceived coworker loafing significantly predict satisfaction with coworker, work itself, and burnout while gender do not moderate the relationship between perceived coworker loafing and burnout. Based on these findings, management was advised to design job characteristics and group process in such a way that social loafing is minimized and also pay equal attention to the feelings of burnout of both genders as both is prone to such feelings.

Key words: Burnout, Coworker loafing, Gender, Job satisfaction,

ABSTRAIT

Le flânement perçu d'un collègue peut avoir une influence négative sur la stratégie de l'organisation consistant à utiliser des groupes formels pour parvenir à un fonctionnement efficace. Par conséquent, cette étude a examiné le rôle du flâneur et du sexe perçus des collègues sur la satisfaction au travail et l'épuisement professionnel. La conception de cette étude était transversale et les données ont été collectées avec une mesure d'auto-évaluation structurée. Cent quarante-trois participants ont été échantillonnés à partir de divers antécédents professionnels au Nigéria. L'échantillon de répondants comprend 55% d'hommes et 45% de femmes. Une simple analyse de régression a montré que le flânement perçu d'un collègue prédit négativement la satisfaction à l'égard des collègues et du travail lui-même, et prédit positivement l'épuisement professionnel. Une analyse de régression multiple a montré que le flânement perçu d'un collègue prédisait de manière significative la satisfaction à l'égard du collègue, le travail lui-même et l'épuisement professionnel, tandis que le sexe ne modifiait pas la relation entre le flânement perçu d'un collègue et l'épuisement professionnel. Sur la base de ces résultats, il a été conseillé à la direction de concevoir les caractéristiques du poste et le processus de groupe de manière à minimiser le relâchement social et d'accorder

une attention égale aux sentiments d'épuisement professionnel des deux sexes, car les deux sont sujets à de tels sentiments.

Mots clés: épuisement professionnel, flânerie des collègues, genre, satisfaction au travail,

INTRODUCTION

It is often believed that "two heads are better than one" but an often-perplexing factor in social psychology is in its ability to go against widespread beliefs or common sense. A concept that has turned the above saying on its head is social loafing. Social loafing refers to a phenomenon where individuals expend less effort when working in a group than they do individually (Liden, Wayne, Jaworski, & Bennett, 2004). As work procedures become more complex and production process in organizations are now being carried out by groups, researchers have shifted their focus to understanding what makes a group productive or unproductive (Ilgen, 2009). It has become increasingly important and pressing to understand organizational behaviour in groups due to the prevalence of formal work groups in organizations and, much more important to understand how these behaviours influences organizational performance and effectiveness (Mulvey, Sperry, Klein, 1998).

Loss of productivity in performance groups have occupied the interest of behavioural scientist (Shepperd, 1993) hence, Vveinhardt and Banikonytė (2017, p. 77) remarked that "social loafing is a multifaceted problem, which attracts interest of both social psychologists and organizational management professionals, who are looking for ways to increase the efficiency of group activity". Social loafing is the "reduction in motivation and effort when individual work collectively compared with when they work individually or coactively" (Karau & Williams 1993, p.681).

Since the inception of the concept of coworker loafing into social psychology and management literature, lots of studies have been done to fully comprehend and to refine the concept both in theory and in practical implications. Studies are targeted at identifying its antecedents, and what factors strengthens it and/or what deters it. Debate has continued on its usefulness or lack of it. When a group member perceived that a coworker is halfheartedly involved in group task or withholding effort, there is a tendency that he or she can also display similar attitude by reducing own effort towards achieving the task in time (Roddick, 2017). Perceived loafing refers to the belief that group member(s) are exerting less effort in group task (Comer, 1995). It is different from social loafing in that in social loafing, individuals actually lower their input to group task, but in perceived coworker loafing, it is merely a perception that may be true or untrue. Perceived coworker loafing not only leads to loafing but has also be found to be associated with other counterproductive work behaviours (Hung, Chi & Lu, 2009).

The concept of loafing therefore calls into question the principle of using groups to achieve organizational effectiveness as the group's synergy can be adversely affected. While consensus has not been reached on the impact of perceived loafing on job performance, there are other organizational constructs which perceived loafing has been linked to in recent years and fast gaining attention in the scientific literature. Two of these are job satisfaction and burnout. Both of these variables have been empirically linked to job performance and turnover intentions and their relationship with perceived loafing is implicating. While

existing research has confirmed the relationship between perceived loafing, job satisfaction and burnout, there are paucity of research replicating these findings and none in the Nigerian context. The role of gender in this relationship has also not been fully examined by previous research. While some of the studies find gender as a predictor of the three variables – perceived coworker loafing, job satisfaction, and burnout – some others don't, and some others control it. This study thus aims to control gender by introducing it as a moderator. A distinctive part of this study is that it investigates the employees' perception of loafing by group members which managers and supervisors are often oblivious to. Job satisfaction was measured as a multidimensional construct and burnout was conceptually measured as a unidimensional work-related variable which are perceived issues in the extant literature that previous study failed to account for. Thus, the aim of this study is to investigate perceived coworker loafing in the workplace and how it affects workers satisfaction with their coworker and the job, feelings of burnout amongst workers, and the role of gender in this relationship.

CONCEPTS AND LITERATURE
Perceived Coworker Loafing
Perceived coworker loafing is simply the perception that one or more group member(s) are social loafing. According to Mulvey, Sperry, & Klein (1998), there exists a correlation between perceived coworker loafing and social loafing but there also exist a possibility for social loafing to occur independent of perceived loafing. A possible explanation for this is that there exist other antecedents for social loafing aside perceived loafing such as; task interdependence (Weldon & Gargano 1988), task visibility (George 1992), work-group size (Liden et. al., 2004), and group cohesiveness (Karau & Hart, 1998). Perceived coworker loafing is derived from the sucker effect – people engaging in social loafing because they observe or feel others will loaf in their group (Kerr, 1983). For perceived loafing to lead to loafing, the individual must believe that the coworker reduction of effort is a deliberate act and not due to deficiency in proficiency or incapability in carrying out the said task (Schnake, 1991). Thus, perceived coworker loafing is a phenomenon that proves that mere observation of a coworker can affects one's own performance.

Major studies examining perceived coworker loafing do so as an antecedent to social loafing but Liden et. al., (2004) found that perceived coworker loafing does not always lead to social loafing which can have negative implications for the workplace. They found out that perceived coworker loafing could actually lead to increased effort by other group members; they reasoned that this could be explained by the social compensation theory by Williams and Karau (1991). The theory posits that group members may increase their effort to compensate for the reduced performance of other group member(s) when they perceive motivation loss. Fang and Chang (2014) found similar results – relationship between perceived loafing and social loafing is moderated by group members familiarity and perceived loafing does not always lead to lower team performance.

Job Satisfaction
Individual's feelings about their job and the meaning attached to same is a vital aspect of the employment experience. The wealth of published studies in journals examining job satisfaction – often as a dependent variable – is a testament to its relevance in the

organizational life. Much of the interest surrounding job satisfaction can be sourced from its relationship with other job outcomes such as performance, intention to quit and turnover (Brown & Peterson in Bateman, 2009). Job satisfaction has also been found to mediate the relationships between working conditions and organizational and individual outcomes (Dormann & Zapf in Rafferty & Griffin, 2011). Thus, relationships between job satisfaction and individual job performance has garnered the attention of researchers for decades. Society's urgent need for effective organizations (Nwanzu & Babalola, 2019) has made understanding the nexus between satisfaction and performance more pressing now than ever. Even though meta-analyses have shown that the positive relationship between job satisfaction and job performance is weak to moderate, analysis at the organizational level has also shown that organization with higher levels of job satisfaction outperform those with lower levels of satisfaction (Fields, 2002).

Job satisfaction is a complex construct that is difficult to define due to its subjective nature and variance amongst individual, circumstance, with same individual across time and it is influenced by internal and external characteristics of work environment (Leite, Rodrigues, & de Albuquerque, 2014). However, some authors have made attempt to give a definition according to their perspective and theoretical understanding. Locke (1969, p. 316) defined job satisfaction as "the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values". Spector in Leite, Rodrigues, and de Albuquerque (2014 p. 480) defined job satisfaction as "how much people like their jobs". It refers to individual's subjective feelings about their job or aspects of their job (e.g. pay, promotion, supervisors, coworker). It is simply the extent to which employees are satisfied with/at their jobs. A common feature of all attempted definition of job satisfaction is its affective component; it represents all of the emotional feeling individuals have about their job. It is duly influenced by expectations of the job and the nature of the job. It has thus been found to enhance the health and general life satisfaction of workers (Kašpárková, Vaculík, Procházka, & Schaufeli, 2018), and consequently satisfied employees have better relationship with coworkers (Swider, Boswell, & Zimmerman in Kašpárková,Vaculík, Procházka, & Schaufeli, 2018).

Another issue with job satisfaction is how it is or how it should be measured. While some studies measure job satisfaction as a single overall construct, others measure it as a multidimensional construct – this study adopts the later. Two of these dimensions of particular interest in this study are satisfaction with coworkers and satisfaction with the work itself. Satisfaction with coworkers has to do with how satisfied an employee is with the people he works with while work satisfaction refers to the extent to which an individual is satisfied with the type of work, he or she does. Even though there exists abundant of literature examining the concepts of job satisfactions, there are still ongoing empirical effort to determine its antecedents due to the intricacies of today's work place. Consequently, perceived coworker loafing effect on job satisfaction is investigated in this study.

Perceived Coworker Loafing and Job Satisfaction
Perceived worker loafing is a relatively new phenomenon as major studies which have investigated the construct have done so in an experimental setting rather than real life setting or actual work setting. There are scarcity of studies examining the effect of perceived

coworker loafing on other work variables as existing studies have focused on explaining the concept and empirically proving it as an antecedent of social loafing (Fang & Chang, 2014). As at the time of writing, only a handful of studies was found investigating the relationship between perceived coworker loafing and job satisfaction in actual work setting. Thus, the choice of perceived coworker loafing as the effect variable was informed by these few existing researches. Mulvey, Sperry, and Klein (1998) found a negative relationship between perceived coworker loafing and satisfaction with team members. In a related study, Bateman (2009) found a significant positive relationship between perceived coworker support and job satisfaction just as Roddick (2017) found a significant negative relationship between perceived coworker loafing and job satisfaction. Also, Mulvey, Sperry, and Klein (1998) noted that perceived loafing can lead to decreased satisfaction and performance whether there was an actual loafing or not.

However, while Roddick (2017) conceptualized job satisfaction as an overall construct, this study looks at specific facets of job satisfaction – satisfaction with coworkers and the work itself – and its relationship with perceived coworker loafing. It is important to examine this relationship as perceived coworker loafing has been associated with counterproductive behaviours directed at individuals rather than the organizations (Hung, Chi & Lu, 2009) and job satisfaction has been found to be negatively correlated with counterproductive work behaviours (Czarnota-Bojarska, 2015). Also, it has been found that employees' perceptions about several aspect of their work environment and work situation influences job satisfaction (Zeitz, 1990; Arvey, Carter & Buerkley, 1991). Thus, it is expected that perceived coworker loafing will have an influence on specific facets of job satisfaction. Perceived coworker loafing has been found to lead to social loafing which is basically reduction in motivation. Thus, it is important to examine the relationship between perceived coworker loafing and job satisfaction as the availability of highly motivated employees with high job satisfaction leads to increased productivity and performance. Given these realizations, the work hypothesized as follows:

Hypothesis 1a: There will be a negative predictive relationship between perceived coworker loafing and individual's satisfaction with coworkers.

Hypothesis 1b: There will be a negative predictive relationship between perceived coworker loafing and individual's satisfaction with the work itself.

Perceived coworker loafing is not the only construct that has been shown to have a relationship with job satisfaction. As researchers expanded their effort into understanding job satisfaction, gender was introduced in order to test for differences among sexes. Several studies in the West have shown that women experience higher self-reported feelings of job satisfaction than men (e.g Klecker, 1997; Koustelious, 2001). Some studies in the East have also found similar results (e.g Singha & Raychaudiri, 2016; Marasinghe & Wijayaratne, 2018) although the latter was not statistically significant. In Nigeria, Tinu and Adenike (2015) reported that female College of Education lecturers have higher levels of job satisfaction than their male counterpart. These findings are perplexing considering the fact that women have glaringly unfavorable work situations in terms of working conditions, pay,

promotion and career prospects in some countries compared to men (Mabekoje, 2009; Zou, 2015). Hakim (1991) in Zou (2015) termed this the "grateful slaves' paradox".

Not all studies have favoured female having higher job satisfaction than men do. Men have been found to have higher job satisfaction in some studies (e.g Crossman & Harris, 2006) while other studies have found no gender effect on job satisfaction (Ma & MacMillan, 1999; Newby, 1999). Majority of the studies above measured job satisfaction as an overall construct. However, studies such as Metle and Alali (2018) found no significant difference between men and women in overall job satisfaction and facets of job satisfaction (satisfaction with coworkers and work itself included). Also, Mabekoje (2009) found no significant gender difference on satisfaction with coworker and work itself as well as the global satisfaction of secondary school teachers. Consistent with the above, it is hypothesized that perceived coworker loafing and gender will have no relationship with satisfaction with workers and the work itself. Thus, this work hypothesized that:

Hypothesis 2a: Perceived coworker loafing and gender will have no relationship with individual's satisfaction with coworkers.

Hypothesis 2b: Perceived coworker loafing and gender will have no relationship with individual's satisfaction with work itself.

BURNOUT
Physical and psychological stress that comes with most jobs can lead to burnout. As society progresses and work becomes more complex, so do the pressure and stress worker have to face at work increases. Burnout is a specific type of exhaustion that is believed to stem from overly demanding work conditions (Lewig, Xanthopoulou, Bakker, Dollard, & Metzer, 2007). Stress due to factors in the individual working condition is a major factor in burnout but it is not immediate rather long-term; burnout do not immediately occur after an individual experiences physical and mental pressures at work. It is a phenomenon that builds over time as an extreme response to stress in the workplace. Research has shown a relationship between burnout and factors such as "anxiety, depression, lowered self-esteem and substance abuse" for the individual, and "lowered productivity, absenteeism and turnover for the workplace" (Lewig, et. al., 2007 p.431). Burnout is often referred to as a "syndrome" (Maslach & Jackson, 1981) – some kind of disease – which makes it distinct from the "normal every day" tiredness most workers face. It can lead to deteriorating physical and mental health and it is also implicated in some of the antecedents of job performance such as job satisfaction and occupational self-efficacy (Gorji, 2011). The middle ground for many of the theoretical models attempting an explanation of the origin of burnout is the severe mismatch between the expectations of a "fired-up" employee, his actual adverse work conditions and his futile attempt in reconciling both (Ahola, 2007). A meta-analysis of previous studies showed that factors such as high job demands, low job resources, and high job strain predispose one to developing burnout (Lu, Zhang, Gao, Yan, Zhang, & Liu, 2020).

Maslach and Jackson (1986, p. 1). defined burnout as ''a syndrome of emotional exhaustion, depersonalization, and reduced personal accomplishment that can occur among individuals who do 'people work' of some kind''. Originally, it was thought that burnout only

occurs among people who are engaged in human service delivery but as research into the concept grew, burnout became noticeable in other professions. Maslach & Jackson (1981) conceptualized burnout as having three distinct and different dimensions and proceeded to design a scale measuring same – the Maslach Burnout Inventory or MBI – which is responsible for over 90percent of empirical studies on burnout (Schaufeli and Enzmann in Kristensen, Borritz, Villadsen, & Christensen, 2005). The three burnout dimensions are independent of each other. Emotional exhaustion refers to the diminution of individual's emotional resources and it is evident in fatigue and tiredness. It is often referred to as the starting phase of burnout. Maslach & Jackson (1981) noted that it is somewhat related to depersonalization. The feelings of tiredness and fatigues which characterizes the emotional exhaustion stage may lead to the individual being disengaged psychologically from his work; lack of empathy and personal involvement in terms of emotion and development of negative and cynical attitudes towards clients and work. This is what is referred to as depersonalization. Reduced personal accomplishment refers to reduction in self-evaluation of competence or accomplishments. The individual begins to experience diminished occupational self-efficacy and dissatisfactions with his achievements on the job.

Wilczek-Rużyczka & Iskra-Golec (2016, p.32) categorized factors that leads to burnout into three: "individual (low self-esteem, uncertainty, defensiveness, dependence, passivity); interpersonal (relations with a care-giver, relations with co-workers, and supervisors); and environmental (the environment and the working methods, responsibility, professional development)". Symptoms of burnout is usually in two groupings: physical and behavioural. Physical symptoms of burnout are "exhaustion, fatigue, frequent headaches and gastrointestinal disorders, sleeplessness, and shortness of breath" while behavioural signs include "frustration, anger, a suspicious attitude, a feeling of omnipotence or overconfidence, excessive use of tranquilizers and barbiturates, cynicism, and signs of depression" (Heinemann & Heinemann 2017 p.2)

Perceived Coworker Loafing and Burnout

At the heart of occupational health psychology is the burnout syndrome which stands as possibly the field's most prominent research topic (Bakker & Costa, 2014). Since the entry of the concept into scientific literature in 1974, it has been studied extensively in order to understand its causes and implications for worker. Uysal (2019) reported a significant positive relationship between perceived coworker loafing and feelings of burnout. This has remained the only available study in scientific literature as at the time of writing. Thus, this leaves room for further investigation. As a novel relationship, more research is needed in order to established and clarify the said relationship hence this study also sets out to investigate the relationship between perceived coworker loafing and feelings of work-related burnout. Kristensen et al., (2005 p.197) defined work-related burnout as ''the degree of physical and psychological fatigue and exhaustion that is perceived by the person as related to his/her work''. Thus, work-related burnout is the extent to which a worker regards experienced burnout as being caused by the work. It is important to state that this attribution may or may not be scientifically or empirically true; it is merely a perception. Taking precedence from the Uysal (2019) study, it is expected that there will be a positive

relationship between perceived coworker loafing and feelings of work-related burnout. The third set of hypotheses therefore follows:

Hypothesis 3: workers who perceived loafing amongst their coworkers are more likely to have feelings of burnout than workers who don't.

The Moderating Effect of Gender in the Hypothesized Relationship

Extant studies show that gender has been implicated amongst host of other factors that influences burnout. It is currently debatable if gender differences exist in the experience of burnout as empirical evidences in the literature has yielded mixed results. In the scientific literature but without sufficient empirical backing, suggestions that burnout is more common amongst the female gender is rife (Maslach et al., 2001). Research has shown the existence of stereotype among individuals concerning burnout; women are more prone to feelings of burnout than men (Purvanova & Muros, 2010) this can be due to the instrument used in measuring burnout. Majority of the studies examining gender and its effect on burnout used the Maslach Burnout Inventory (MBI or MBI-GS) in measuring burnout. The MBI conceptualized burnout has having three distinct but related dimensions – exhaustion, depersonalization, and reduced personal accomplishment. In many studies, women score higher on emotional exhaustion and men on depersonalization (e.g. Maslach et al., 2001; Purvanova & Muros, 2010; te Brake et al. in Adebayo and Osagu, 2013; Weckwerth & Flynn 2006;) while others saw no difference (e.g Adekola, 2010). However, Maccacaro, Di Tommaso, Ferrai, Bonatti, Bombana, & Merseburger (2011) reported than men had higher overall burnout score than women using the MBI. Purvanova & Muros (2010, p.169) posited that the tendency for women to score relatively high on exhaustion and men on depersonalization is consistent with gender role theory which postulates that women are more likely to "express feelings of emotional and physical fatigue (e.g., emotional exhaustion) because they learn to display their emotions, whereas men should be more likely to shut off and withdraw under stress (i.e., depersonalization) because they learn to conceal their emotions". In other studies where other measuring instrument was used in assessing burnout (Copenhagen Burnout Inventory, CBI), the result was still tilted towards female having a relatively higher feelings of burnout than men. For instance, burnout related studies in Taiwan showed female experiencing higher burnout than men (Huang, Li, Fang, & Tang, 2019). The CBI measures burnout in three distinct dimensions – personal burnout, work-related burnout, and client related burnout – and women tend to score higher on personal burnout and work-related burnout.

The occupational role women occupy (women are more represented in human-relation type of work), work-family conflict, and inequality at work could be a possible explanation for their higher level of burnout (Maslach et al., 2001; Adekola, 2010). The added strain work-family conflict brings is also a moderating factor. Marchand, Blanc, and Beauregard (2018) reported that age is a moderator of the relationship between gender and burnout. They explained that as women get married and start a family when they age, burnout increases due to the onset of work-family conflict. There is still a lot of exploring to do concerning the relationship between gender and burnout. This study will use the work-related dimension of the CBI in its attempt to further clarify the said relationship as past researches that helped established burnout as a syndrome showed that it is a work-specific problem (Adebayo &

Osagu, 2013). Due to the inconclusive nature of the role of gender in the burnout syndrome, the following research hypothesis is thus proposed:

Hypothesis 4a: Gender and perceived coworker loafing will jointly predict burnout

Hypothesis 4b: Perceived coworker loafing will interact with gender to predict burnout.

METHODS
Participants
One hundred and forty-three workers provided the data used for analysis in this study. The sample consists of healthcare workers, hotel workers, workers in civil engineering and construction firms, and beauty salons. The choice of the sample was informed by the need of the researcher to have participants who are involved in some form of group work. The participants were recruited using advertising on social media and word of mouth. Also, personal visits were made to health care facilities in Plateau State, Nigeria for the administration of the questionnaire. Ages ranged from 16-70 years with majority of the participants being in the 21-30 years category. 79 (55.3%) of the participants were male while 64 (44.7%) of the participants were female and 86.7 % of the participants holds bachelor's degree or a post-graduate degree. About 80% of the sampled organizations were private-owned while the other 20% were government establishments. The participants were nonmanagerial staff members of the various sampled organizations.

The survey was administered online using Google Forms. The link to the questionnaire was sent to the participants either by management of their respective workplace or co-staff members. The questionnaire began with a section on participants demography, and then questions on perceived coworker loafing, satisfaction with coworker and work, and burnout followed in that exact order. Participation was voluntary and no incentive was used.

MEASURES
Mulvey and Klein's (1998) four item scale was used in measuring perceived coworker loafing. Participants reported their feelings about their coworkers using a four-point Likert scale (from strongly agree to disagree). Sample item from the school includes "My co-workers were 'free-loaders'", and "My co-workers were contributing less than I anticipated". They reported coefficient alpha was 0.89 which suggested satisfactory reliability.

Facets of job satisfaction (satisfaction with coworkers and satisfaction with work) was measured using Spector (1985) Job Satisfaction Survey in Fields (2002). The original scale was a 36-item scale measuring 9 facets of job satisfaction; 4-items per facet. For the purpose of this study, an 8-item scale was adapted from the original 36-item – that is, 4-items measuring satisfaction with coworkers and 4-items measuring satisfaction with work itself. Sample items from the satisfaction with coworker scale are "I like the people I work with", and "I enjoy my coworkers". Sample items from the satisfaction with work itself scale are "I like doing the things I do at work", and "I feel a sense of pride in my job". A 4-point Likert scale was used with responses ranging from "strongly agree" to "strongly disagree" and Blau in Fields (2002) reported a coefficient alpha of .89.

Instrument measuring burnout was adopted from Kristensen et al., (2005) Copenhagen Burnout Inventory. The scale is tri-dimensional measuring three aspects of burnout: personal burnout, work-related burnout and client-related burnout. For the purpose of this study, only the 7-items measuring work-related burnout was used. Responses ranged from "always" to "never" and from "to a very high degree" to "to a very low degree" using a 5-point Likert scale. Sample items from the scale are "Do you feel worn out at the end of the working day?", and "Is your work emotionally exhausting?". The authors reported a coefficient alpha of .85 - .87.

RESULTS

The descriptive statistic and correlation for all variables understudy are presented in Table 1. The first hypothesis predicted that perceived coworker loafing will have a negatively predictive relationship with satisfaction with coworkers and the work itself. Pearson's Correlation and Simple Linear Regression was used to test both hypothesis with $\alpha \leq .05$ set as criterion for significance. Table 2 shows the result of the data analysis and evidently, both of the hypotheses were supported. There was a significant negative relationship between perceived coworker loafing and satisfaction with coworker (r= -.589), and also a significant negative relationship between perceived co-worker loafing and satisfaction with work itself (r= -.28). In order to predict satisfaction with coworker and satisfaction with work itself based on perceived coworker loafing, preliminary analyses were carried out on the data to ensure that the assumptions of linearity and normality was met. Results from the simple regression analysis shows perceived coworker loafing as a predictor of satisfaction with coworkers, *B*= -.655, t (141) = -8.652, *p*< .001. The analysis of variance (ANOVA) test shows that the regression is statistically significant (F (1,141) = 74.86, *p<.001*) with an R^2 of .347. Thus, 34.7% of variance in satisfaction with coworkers can be explained by perceived coworker loafing and for every unit increase in perceive coworker loafing, a -.655 decrease in coworker satisfaction is expected. Also, perceived coworker loafing reliably predict satisfaction with work itself, *B*= -.357, t (141) = -3.46, *p=.001*. The regression equation was found to be statistically significant, (F (1,141) = 12.002, *p=.001*) with an R^2 of .078. Hence, 7.8% of variance in satisfaction with work can be explained by perceived coworker loafing and for every unit increase in perceive coworker loafing, a -.357 decrease in work satisfaction should follow.

To test if perceived coworker loafing and gender has a relationship with satisfaction with coworkers, a standard multiple regression was performed. A significant regression was found (F (2,140) = 39.02, *p<.001*) with an adjusted R^2 of .349. While perceived coworker loafing contributed significantly to the model (*B*=-.651, SE=.075, *p<.000*). gender did not (*B*=.098, SE=.042, *p=.121*). The model shows that perceived coworker loafing (β= -.585) has a better predictive relationship with satisfaction with coworker than gender (β= .106). Also, 34.9% of variance in satisfaction with coworkers can be explained by perceived coworker loafing and gender. Thus, the predicted value for satisfaction with coworker conditional on perceived coworker loafing when the participants is male is 2.304 and 2.402 when the participant is female. Same multiple regression was run to find the relationship between satisfaction with work itself and participants' gender and perceived loafing. A significant regression was found (F (2,140) = 6.001, *p<.001*) with an adjusted R^2 of .066. While

perceived coworker loafing contributed significantly to the model (B=-.358, SE=.103, p=.001). gender did not (B=-.024, SE=.086, p=.780). The model shows that perceived coworker loafing (β= -.281) has a better predictive relationship with satisfaction with coworker than gender (β= -.023). Also, 6.6% of variance in satisfaction with coworkers can be explained by perceived coworker loafing and gender. Thus, the predicted value for satisfaction with coworker conditional on perceived coworker loafing when the participants is male is 2.805 and 2.781 when the participant is female.

The third hypothesis for this study predicted that burnout will be more likely to occur amongst workers who perceived their coworkers are loafing than workers who do not. As with all other preceding hypotheses, simple linear regression was used to analyzed data obtained from the participants. Results favoured perceived coworker loafing as a significant predictor of burnout, B= .359, t (141) = 2.402, p=.018. A significant regression was also found (F (1,141) = 5.77, p=.018) with an R^2 of .039. Thus, 3.9% of variance in feelings of burnout can be accounted for by perceived coworker loafing and for every unit increase in perceive coworker loafing, a .359 increase in burnout is expected.

Before investigating gender as a potential moderator, a standard multiple regression analysis was conducted to predict participants feelings of burnout based on their gender and perceived coworker loafing. As always, the assumptions of linearity, normality, and multicollinearity was tested and satisfied. A significant regression was found (F (2,140) = 7.798, p=.001) with an adjusted R^2 of .087. Both gender (B=-.371, SE=.121) and perceived coworker loafing (B=.343, SE=.145) contributed significantly to the model, p<.01, and p=.019 respectively. Thus, the predicted value for feelings of burnout conditional on perceived coworker loafing when the participants is male is 3.367 and 2.996 when the participant is female. The adjusted R^2 of .087 shows that only 8.7% of variance in burnout can be explained by gender and perceived coworker loafing. The model also shows gender has a better predictive relationship with burnout (β= -.247) compared to perceived coworker loafing (β= .19).

To investigate gender as a moderator of the relationship between perceived coworker loafing and burnout, a simple moderator analysis was performed using PROCESS. The interaction between perceived coworker loafing and gender was found to be statistically not significant as it did not account for a significant amount of variance in burnout, ΔR^2 = .0062, ΔF (1,139) = .9687, p = .3267, B = -.2893, t (139) = -.9842, p=.3267, ns. The change in R^2 indicates that only .62% of variance between perceived coworker loafing and burnout can be explained by gender and a p statistic of .3267 tells us that this is not statistically significant. A closer look at the interaction plot paints a clearer effect; the effect of perceived coworker loafing on burnout neither become stronger nor weaker when a participant is either male or female.

DISCUSSIONS
In this study, the relationship between perceived coworker loafing, facets of job satisfaction, and feelings of burnout was examined. It was hypothesized that perceived coworker loafing will inversely affects satisfaction with coworkers and the job itself, and also directly affect burnout. Results indicate that perceived coworker loafing has a negative effect on both satisfaction with coworkers and the job itself. That is, individuals are less likely to be

satisfied with their coworker and their work if they think a coworker is reducing his/her effort. This finding agrees with previous studies by Mulvey, Sperry, & Klein (1988) which found that individual who perceived loafing are less satisfied with their team members, and Roddick (2017) who found a negative relationship between perceived coworker loafing and job satisfaction. Even though these findings coincide with that of extant research outcomes, it is still intriguing to speculate as to why it is so. A probable explanation is that perceived loafing often leads to perception of unfairness (decreased feelings of distributive justice) and this has been known to negatively influence job satisfaction. The more people feel being cheated or being treated unfairly at work, the more they resent their work and aspects of their work.

Perceived coworker loafing and gender significantly predicts satisfaction with coworker and the work itself although supplementary analysis showed that gender had no significant predictive relationship with satisfaction with coworkers and work itself. This lack of gender difference in the facets of job satisfaction examined can be due to the fact that there is really no wage discrimination contingent on gender in Nigeria (Mabekoje, 2009). Results also indicate that perceived coworker loafing was a positive predictor of burnout. On average, workers who perceived loafing were more inclined to experience feelings of burnout that workers who did not. The foregoing is in consonance with Uysal (2019) findings that perceived coworker loafing positively affects burnout. There are plausible explanations for this effect: firstly, an individual may have to put in extra effort into a job to compensate for the reduced or inadequate performance by his group member(s) thereby leading to higher job demand and higher job strain for him. This is referred to as social compensation. Secondly, the psychological stress of having to social compensate and the feelings of injustices that accompanies perceived loafing may lead to the emotional exhaustion component that characterizes burnout.

Gender and perceived loafing were also found to influence burnout. Independently, both gender and perceived loafing were good predictor of burnout, with gender being the better predictor. Results obtained also showed that men had relatively higher feelings of burnout than women, and gender was no moderator of the relationship between perceived coworker loafing and burnout. While gender not being a moderator of burnout has no precedence to draw from, gender having an effect on burnout tallies with findings from previous study. However, men have higher feelings of burnout than women is a deviation from extant studies such as Purvanova and Muros (2010) and Huang, Li, Fang, & Tang (2019) which showed women experiencing higher burnout than men, but agrees with Maccacaro et al., (2011) finding which showed men having higher levels of burnout. Age as a moderator might be an explanation for this. Marchand, Blanc, and Beauregard (2018) reported that the work-family conflict women experience as they age, get married, and start raising a family influence burnout. Since a majority of the female workers sampled in this study are below 30, it is fair to speculate that they are not weighed down by the aforementioned scenario.

THEORETICAL AND PRACTICAL IMPLICATIONS
Job satisfaction and burnout are two organizational variables that are widely studied yet miles away from being fully understood. This research having passed both under the spotlight as

influenced by perceived loafing has revealed findings with few practical implications. Perceived coworker loafing has been shown to influence facets of job satisfaction and burnout – two organizational constructs known to influence job performance and turnover intention. Thus, managers and employers should design workplace characteristics and group process in such a way that social loafing or its tendency is curtailed. This can be achieved through forming group with few members, peer evaluations, building teams or groups that are familiar with each other, etc. Also, the finding that men experience higher burnout than women is a direct challenge to the existing stereotypes that women are more prone to burnout. This misconception has often made people see women as a "weaker vessels" in the workplace and managers often overlook them for challenging but prospective tasks and men often fail to get the needed attention they so deserve (Purvanova & Muros, 2010). This finding balances the narrative showing that both genders are deserving of attention as touching burnout in the workplace since both experience same at a level above the norm.

LIMITATIONS AND SUGGESTION FOR FURTHER STUDIES

A cross-sectional method was adopted in this study so causal relationship cannot be inferred between the variables studied. Secondly, the validity of the findings in other cultural context is not known since the samples were only Nigerian workers. Generalizability to other cultural settings is made difficult by this feature. Also, self-report measures were used in measuring all phenomena so bias in reporting might confound and influence the data. Age was not controlled for in the studies involving job satisfaction as job satisfaction has been found to increase with age. Since majority of our sample were below 30 years of age, results obtained might just be confounded by age. Also, the marital status and number of children of participants were not accounted for in this study hence the researcher was left to speculate the reasons why men had higher burnout than women using the work-family conflict nexus. Future studies should address these limitations.

Tables and Figures

Table 1. Means, standard deviations, and correlation coefficient of research variables.

	M	SD	1	2	3
Perceived loafing	2.0979	.41425	1		
Satisfaction with coworker	2.9983	.46107	-.589**	1	
Satisfaction with work	3.1521	.52745	-.28**	.372**	1
Burnout	2.8579	.74964	.198**	-.348**	-.403**

*p < 0.05 level (two-tailed).
**p < 0.01 level (two-tailed).

Table 2. Simple regression analysis summary predicting satisfaction with coworker, work itself, and burnout from perceived coworker loafing

Variable	*B*	95%CI	β	*T*	*P*
Satisfaction with coworker	-.655	[-.805, -.506]	-.589	-8.652	.000
Satisfaction with work	-.357	[-.560, -1.53]	-.280	-3.464	.001
Burnout	.359	[.063, .654]	.198	2.402	.018

Table 3. Multiple regression analysis summary predicting satisfaction with coworker from gender and perceived coworker loafing

Variable	*B*	95%CI	β	*t*	*P*
(Constant)	2.96	[2.87, 3.04]		70.56	.000

Variable	*B*	95%CI	β	*t*	*P*
Gender	.09	[-.03, -221]	.11	1.56	.121
Perceived coworker loafing	-.65	[-.80, -.50]	-.59	-8.64	.000

Table 4. Multiple regression analysis summary predicting satisfaction with work itself from gender and perceived coworker loafing

Variable	*B*	95%CI	β	*t*	*P*
(Constant)	3.16	[3.05, 3.28]		55.13	.000
Gender	-.024	[-.19, -.15]	-.023	-.28	.780
Perceived coworker loafing	-.36	[-.56, -.15]	-.281	-3.46	.001

Table 5. Multiple regression analysis summary predicting burnout from gender and perceived coworker loafing

Variable	*B*	95%CI	β	*t*	*P*
(Constant)	3.02	[2.87, 3.18]		37.52	.000
Gender	-.37	[-.61, -.13]	-.25	-.3.08	.003
Perceived coworker loafing	.343	[-.06, .63]	.19	2.37	.019

Figure 1. Graph showing gender moderating the relationship between perceived coworker loafing and burnout

REFERENCES

Adebayo & Osagu (2013). Gender differences in burnout among health workers in the Ekiti State University Teaching Hospital Ado-Ekiti. *International Journal of Social and Behavioural Sciences,1,* (6), 112-121.

Adekola, B. (2012). Work burnout experience among university non-teaching staff: A gender approach. *International Journal of Research in Business and Social Science, (1),* 128-135.

Ahola, K (2007). Occupational burnout and health. Finland: Finnish Institute of Occupational Health, Helsinki.

Arvey, R.D., Carter, G.W., & Buerkley, D.K. (1991). Job satisfaction: Dispositional and situational influences. In C.L Cooper & I.T. Robertson (Eds.), *International Review of Industrial and Organizational Psychology* (Vol. 6). New York: Wiley

Bakker, A.B. & Costa, P.L (2014). Chronic job burnout and daily functioning: A theoretical analysis. *Burnout Research, 1*, 112–119.

Bateman, G. (2009). Employee perceptions of co-worker support and its effect on job satisfaction, work stress and intention to quit. Unpublished master's dissertation: University of Canterbury.

Comer, D. R. (1995). A model of social loafing in real work groups. *Human Relations,* 48, 647–667.

Crossman, A. & Harris, P. (2006). Job satisfaction of secondary school teachers. *Educational Management Administration & Leadership, 34,* 29 – 46.

Czarnota-Bojarska, J. (2015). Counterproductive work behaviour and job satisfaction: a surprisingly rocky relationship. *Journal of Management & Organization, 21*(4), 460-470. DOI: 10.1017/jmo.2015.15

Fang, H., & Chang, W. (2014). The effects of member familiarity, task results visibility and perceived co-worker loafing on technology-supported team performance: Social loafing effect perspective. *Asia Pacific Management Review, 19*(4), 361.

Fields, D. L. (2002). *Taking the measure of work: A guide to validated scales for organizational research and diagnosis* (1st ed.). Thousand Oaks, Calif: Sage.

George, J.M. (1992). Extrinsic and intrinsic origins of perceived social loafing in organizations. *The Academy of Management Journal*, March, 35(1), 191-202.

Gorji, M. (2011). The effect of job burnout dimension on employees' performance. *International Journal of Social Science and Humanity, 1*(4), 243-246.

Heinemann, V.L. & Heinemann, T. (2017). Burnout research: Emergence and scientific investigation of a contested diagnosis. DOI: 10.1177/2158244017697154

Huang, S.L., Li, R.H., Fang, S.Y., & Tang, F.C. (2019). Well-being: Its relationship with work-to-family conflict and burnout among males and females. *International Journal of Environmental Research and Public Health,16*, (2291), 1-10. doi:10.3390/ijerph16132291

Hung, T.K., Chi, N.W., & Lu, W.L. (2009). Exploring the relationships between perceived coworker loafing and counterproductive work behaviours: The mediating role of a revenge motive. *Journal of Business and Psychology, 24*(3), 257-270. doi:10.1007/s10869-009-9104-6

Ilgen, D. R. 1999. Teams embedded in organizations: Some implications. *American Psychologist*, 54: 129–139.

Karau, S. J. & Williams, K. D. (1993). Social loafing: A meta-analytic review and theoretical integration. *Journal of Personality and Social Psychology, 65*(4). doi: 0022-3514/93/$3.00

Karau, S. J., & Hart, J. W. (1998). Group cohesiveness and social loafing: Effects of a social interaction manipulation on individual motivation within groups. *Group Dynamics: Theory, Research, and Practice, 2*(3), 185–191. https://doi.org/10.1037/1089-2699.2.3.185

Kašpárková, L., Vaculík, M., Procházka, J., & Schaufeli, W.B. (2018). Why resilient workers perform better: The roles of job satisfaction and work engagement. *Journal of Workplace Behavioural Health,33*(1), 43–62

Kerr, N. L. (1983). Motivation losses in small groups: A social dilemma analysis. *Journal of Personality and Social Psychology, 45*(4), 819-828. doi:10.1037/0022-3514.45.4.819

Klecker, B. (1997). *Male elementary school teachers' ratings of job satisfaction by years of teaching experience.* Paper presented at the annual meeting of the Mid-South Educational Research Association, Memphis, November, 12.

Koustelios, A.D. (2001). Personal characteristics and job satisfaction of Greek teachers. The *International Journal of Educational Management, 15* (7), 354 – 538.

Kristensen, T. S., Borritz, M., Villadsen, E., & Christensen, K. B. (2005). The Copenhagen Burnout Inventory: A new tool for the assessment of burnout. *Work & Stress, 19*, 192-207.

Leite, N.R.P., Rodrigues, A.C. de A., & L.G. de Albuquerque (2014). Organizational commitment and job satisfaction: what are the potential relationships? *Brazilian Administration Review,11,* (4), 476-495

Lewig, K.A., Xanthopoulou, B., Bakker, A.B., Dollard, M.F. & Metzer, J.C. (2007). Burnout and connectedness among Australian volunteers: A test of the job demands–resources model. *Journal of Vocational Behaviour 71,* 429–445

Liden, R.C., Wayne, S.J., Jaworski, R.A. & Bennett, N., (2004). Social Loafing: A Field Investigation, *Journal of Management*, (30) 2,191-202

Locke, E.A. (1969) 'What is job satisfaction?' *Organizational Behaviour and Human Performance*,4(4), 309–336.

Lu, Y., Zhang, Z., Gao, S., Yan, H., Zhang, L., & Liu J. (2020). The status of occupational burnout and its influence on the psychological health of factory workers and miners in Wulumuqi, China. *BioMed Research International*,*2020*, 1-12. https://doi.org/10.1155/2020/6890186.

Ma, X. & Macmillan, R.B. (1999). Influence of workplace conditions on teachers' job satisfaction. *The Journal of Educational Research, 93* (1), 39 – 47.

Mabekoje, S. O (2009). Gender differences in job satisfaction among secondary school teachers. *African Journal of Research in Personnel and Counselling Psychology,1* (1), 99-108.

Maccacaro, G., Di Tommaso, F., Ferrai, P., Bonatti, D., Bombana, S., & Merseburger, A. (2011). La fatica di essere maschio: un'indagine su genere e burnout [The effort of

being male: a survey on gender and burnout]. *La Medicina del lavoro*, *102*(3), 286–296.

Marasinghe, M.P.L.R., & Wijayaratne, A. (2018). The impact of gender differences on job satisfaction of university library professionals. *Journal of the University Librarians Association of Sri Lanka,21*(2), 1-20. DOI: https://doi.org/10.4038/jula.v21i2.7905

Marchand, A., Blanc, M.E., & Beauregard, N. (2018). Do age and gender contribute to workers' burnout symptoms? *Occupational Medicine,68*(6): 405–411. *doi: 10.1093/occmed/kqy088*

Maslach, C, & Jackson, S.E (1981). The Measurement of Experienced Burnout. *Journal of Occupational Behaviour 2,* 99-113.

Maslach, C. (1976). Burned-out. *Human Behaviour 52*, 16-22.

Maslach, C., Schaufeli, W.B., & Leiter. M.P. (2001). Job Burnout. *Annual Review of Psychology,52*, 397-422.

Metle, M.Kh., & Alali, A.A. (2018). Gender disparity and its impact on job satisfaction: A comparative field study. *Business Studies Journal,10* (1), 1-13.

Mulvey, P. W., & Klein, H. J. 1998. The impact of perceived loafing and collective efficacy on group goal processes and group performance. *Organizational Behaviour and Human Decision Processes,* 74: 62–87.

Mulvey, P. W., Bowes-Sperry, L., & Klein, H. J. 1998. The effects of perceived loafing and defensive impression management on group effectiveness. *Small Group Research,* 29: 394–415.

Newby, J.E. (1999). *Job satisfaction of middle school principals in Virginia.* Unpublished doctoral dissertation, Virginia Tech University, Blackburg.

Nwanzu, C.L. & Babalola, S.S. (2019). Examining psychological capital of optimism, self - efficacy and self-monitoring as predictors of attitude towards organizational change. *International Journal of Engineering Business Management, 11,* 1–12. DOI: 10.1177/1847979019827149

Purvanova, R. K., & Muros, J. P. (2010). Gender differences in burnout: A meta-analysis. *Journal of Vocational Behaviour, 77*(2), 168-185. https://doi.org/10.1016/j.jvb.2010.04.006

Rafferty, A.E. & Griffin, M. (2011). Job satisfaction in organizational research. In D.A. Buchanan, & A. Bryman (Eds.), *The sage handbook of organizational research methods.* California: SAGE.

Roddick, D. (2017) The relationship between perceived co-worker loafing and elements of work plus the role of protestant work ethic. Unpublished Thesis: University of Canterbury.

Schaufeli, W. B., & Greenglass, E.R. (2001). Introduction to Special Issue on Burnout and Health. *Psychology and Health* 16, 501-506.

Schnake, M. E. (1991). Equity in effort: The "sucker effect" in co-acting groups. *Journal of Management, 17*(1), 41-55. doi:10.1177/014920639101700104

Shepperd, J. A. (1993). Productivity loss in performance groups: a motivation analysis. *Psychological Bulletin by the American Psychological Association.* doi: 0033-2909/93/$3.00

Singha, P., & Raychaudhuri, S. (2016), Gender difference in job satisfaction and its relation to subjective sense of well-being and level of happiness in medical doctors of West Bengal. *International Journal of Indian Psychology,3* (4), 176-182.

Tinu, O.C., & Adenike, A.A. (2015). Gender influence on job satisfaction and job commitment among colleges of education lecturers. *Journal of Education and Practice,6*(13), 159-161.

Uysal, H.T. (2019). The effect of social loafing perception to workers' feelings of burnout in organizations. *NMIMS Management Review, 36*(4), 69-84

Vveinhardt, J. & Banikonytė, J. (2017). Managerial solutions to reduce social loafing in group activities of companies. *Professional Studies: Theory and Practice 3* (18)

Weckwerth, A. C., & Flyn, D. M. (2006). Effect of sex on perceived support and burnout in university students. *College Student Journal, 40*(2), 237-249.

Weldon, E., & Gargano, G. M. (1988). Cognitive loafing: The effects of accountability and shared responsibility on cognitive effort. *Personality and Social Psychology Bulletin, 14,*159-171.

Wilczek-Rużyczka, E. & Iskra-Golec, I. (2016). Occupational burnout and stress in the context of the attitude towards shiftwork and work satisfaction amongst nurses. *Zdrowie Publiczne i Zarządzanie,14*(1), 32–37. doi:10.4467/20842627OZ.16.005.5567

Williams, K. D., & Karau, S. J. (1991). Social loafing and social compensation: The effects of expectations of co-worker performance. *Journal of Personality and Social Psychology, 61*(4), 570–581. https://doi.org/10.1037/0022-3514.61.4.570

Zeitz, G. (1990). Age and work satisfaction in a government agency: a situational perspective. *Human Relations,43*, 419-438.

Zou, M. (2015) Gender, work orientations and job satisfaction. *Work, Employment and Society, 29* (1), 3-22. doi: https://doi.org/10.1177/0950017014559267