

UNIBEN JOURNAL OF HUMAN RESOURCE MANAGEMENT (UJHRM)
Volume 1, No. 1, January-June, 2022

Department of Industrial Relations & Personnel Management
Faculty of Management Sciences
University of Benin
Benin City, Nigeria



Duplication, reprinting, reproduction of any part of this Journal without the written consent of the publisher is prohibited.

UNIBEN JOURNAL OF HUMAN RESOURCE MANAGEMENT

Volume 1, Number 1 (January-June) 2022

ISSN: 2814-2497 (Print) & 2814-2500 (online)

Department of Industrial Relations & Personnel Management
Faculty of Management Sciences
University of Benin
Benin City
Nigeria

UNIBEN JOURNAL OF HUMAN RESOURCE MANAGEMENT (UJHRM)
Volume 1, No. 1, January-June, 2022

© Department of Industrial Relations & Personnel Management
Faculty of Management Sciences
University of Benin
Benin City, Nigeria.

Duplication, reprinting, republication or reproduction of any portion of this Journal without the written consent of the publishers is prohibited.

All rights Reserved.

ISSN: 2814-2497 (Print) & 2814-2500 (online)

Volume 1, No. 1, January-June, 2022

Published by:

Department of Industrial Relations & Personnel Management
Faculty of Management Sciences
University of Benin
Benin City
Nigeria.

UNIBEN JOURNAL OF HUMAN RESOURCE MANAGEMENT (UJHRM)

ABOUT THE JOURNAL

The UNIBEN Journal of Human Resource Management (UJHRM) is the official Journal of the Department of Industrial Relations and Personnel Management, University of Benin, Nigeria. UJHRM aims to become the foremost Journal of scholarly knowledge about human resource management and practice, as well as other related disciplines. The UJHRM publishes scholarly articles that are original in nature, makes significant contribution to knowledge and have not been published elsewhere. The Journal is peer reviewed and published bi-annually (June and December).

EDITORIAL BOARD

Professor E.L. Dabor
(Editor-in-Chief)

Dr. (Mrs.) O.R. Dania
(Editor & Ag. Head of Department)

Mrs. A. E. Akenzua
(Business Editor)

Members

O.V. Igusi (PhD)
E. I. Umemezia (PhD)
E.E. Idubor (PhD)
N. Okhawere (PhD)
E. D. Ekanem (PhD)
J. Erimife (PhD)

UNIBEN JOURNAL OF HUMAN RESOURCE MANAGEMENT (UJHRM)

EDITORIAL ADVISORY BOARD

Emeritus Prof Bob E. Osaze

Department of Banking & Finance, Faculty of Management Sciences,
University of Benin, Benin City.

Ven. Prof I. O. Osamwonyi

Department of Banking & Finance, Faculty of Management Sciences,
University of Benin, Benin City.

Prof (Mrs.) C. E. Ofovwe

Department of Mental Health, College of Basic Medical Sciences,
University of Benin, Benin City.

Prof A. O. Dokpesi

Department of Sociology, Faculty of Social Sciences,
University of Benin, Benin City.

Prof A. E. Tafamel

Department of Business Administration, Faculty of Management Sciences,
University of Benin, Benin City.

Dr Osaro R. Igbinomwanhia

Professor, School of Business, Conestoga College Institute of Technology and
Advanced Learning, Kitchener, Ontario, Canada.

UNIBEN JOURNAL OF HUMAN RESOURCE MANAGEMENT (UJHRM)

Guidelines for Paper Submission

High quality papers for review and possible publication are hereby invited for submission. These papers must be written in English; of academic nature; may be either conceptual/theoretical or empirical; and must be human resource management related. Those who wish to have their manuscript published in the UJHRM should note the following:

- Papers are considered for publication with the understanding that they are not simultaneously under consideration elsewhere for publication. Papers are also considered on the understanding that they are original works of the author(s). Upon acceptance, authors are expected to submit letters attesting to originality of the work. Furthermore, the Turnitin software will be used to check for the level of plagiarism for articles to be published in the UJHRM which must not exceed 20%.
- Standard length of papers should be between 3000 and 6000 words, double-line spacing including abstract and references.
- Every submission must include Title, Author(s) Name, Institutional Address, E-mail, and Phone Number(s) as they are to appear in the publication on the first/cover page. Other pages must not contain information relating to the identity of the author(s).
- Article must be structured to clearly show Abstract, Keywords, Introduction, Review of Literature, Methodology, Discussion of Findings, Policy/Managerial Implication(s) and Recommendation, Conclusion and References.
- Text should be double spaced throughout and with a minimum of 1 inch for left and right hand margins and 1 inch also for head and foot. Text should be standard 12-point, Times New Roman, MS word format. References and citations must conform to APA (7th edition) style.

For more information, contact:

Department of Industrial Relations & Personnel Management
Faculty of Management Sciences, University of Benin,
Benin City, Nigeria.

Email: irpm@facultyofmanagementscience-uniben.org

LIST OF CONTRIBUTORS

- ABDULMALEEK Abdulazeez Olawale**, Department of Human Resource Development, Faculty of Management Sciences, Osun State University, Osogbo, Osun State, Nigeria.
- AGUEBOR Anofi Efosa**, Department of Public Administration, University of Benin, Nigeria.
- AJAKAYE Theresa Abosede**, Department of Human Resource Development, Faculty of Management Sciences, Osun State University, Osogbo, Osun State, Nigeria.
- AJIBOLA Kolawole Sunday**, Department of Human Resource Development, Faculty of Management Sciences, Osun State University, Osogbo, Osun State, Nigeria.
- AKENZUA Amenze Erica**, Department of Industrial Relations and Personnel Management, Faculty of Management Science, University of Benin, Benin City, Nigeria
- AKINBODE James**, Department of Industrial Relations and Personnel Management, Bowen University, Iwo, Osun State, Nigeria.
- AZEEZ Rasheed Olawale, PhD**, Department of Industrial Relations and Human Resource Management, Faculty of Management Sciences, Lagos State University, Ojo, Lagos.
- BALOGUN E. O.**, Department of Business Administration, Faculty of Management Sciences, University of Ilorin, Nigeria.
- EDO-OSAGIE Victoria Osasogie**, Department of Banking & Finance, Faculty of Management Sciences, University of Benin, Nigeria
- EKANEM Daniel Ekanem, PhD**, Department of Industrial Relations and Personnel Management, Faculty of Management Sciences, University of Benin, Benin City, Nigeria
- ESEFERUO Motunrayo Ogunkanmi**, Distance Learning Centre, Ahmadu Bello University, Zaria – Nigeria.
- GENTY Kabiru Ishola, PhD**, Department of Industrial Relations & Human Resource Management, Lagos State University, Ojo- Lagos Nigeria.
- IGBINOMWANHIA Osaro Rawlings, PhD**, School of Business, Conestoga College Institute of Technology and Advanced Learning, Kitchener, Ontario, Canada.
- IYAMU Gloria Osasere**, Department of Marketing, Faculty of Management Sciences, University of Benin, Nigeria
- JIMOH Nurudeen**, Department of Business Administration, Kaduna State University, Kaduna – Nigeria.
- KUBEYINJE Gabriel Tuoyo, PhD**, Department of Marketing, Faculty of Management Sciences, University of Benin, Benin City, Edo State, Nigeria

- NWACHUKWU Chijioke, PhD**, Horizons University Paris France, Centre for Multidisciplinary Research and Innovation Abuja Nigeria.
- OBAFEMI Adedotun**, Department of Business Administration, Faculty of Management Sciences, University of Ilorin, Nigeria.
- OGINNI Babalola Oluwayemi**, Department of Human Resource Development, Faculty of Management Sciences, Osun State University, Osogbo, Osun State, Nigeria.
- OGUNLEYE Oluwale**, Department of Social Development, Rufus Giwa Polytechnic, Owo.
- OKERE Chimaobi David**, Distance Learning Centre, Ahmadu Bello University Zaria, Nigeria.
- OLANIYAN Toyin Solomon**, Department of Human Resource Development, Faculty of Management Sciences, Osun State University, Osogbo, Osun State, Nigeria.
- OLAWALE Y. A., PhD**, Department of Business Administration, Faculty of Management Sciences, University of Ilorin, Nigeria.
- OLU-OGUNLEYE Itunu**, Department of Industrial Relations and Personnel Management, Bowen University, Iwo, Osun State, Nigeria.
- OMIGIE Samuel Obehi, PhD**, Department of Business Administration, Faculty of Management Sciences, University of Benin, Benin City, Edo State, Nigeria.
- OMOFOWA Mary Shadrach**, Department of Industrial Relations & Personnel Management, Faculty of Management Science, University of Benin, Benin City, Nigeria.
- OMOLE Osahon Godfrey, ACIPM, ACIS**, Auchi Polytechnic, Auchi, Edo State.
- OSAWA Cyril, PhD**, Department of Public Administration, Faculty of Management Sciences, Lagos State University, Ojo, Lagos.
- OYELUDE Opeyemi**, Department of Industrial Relations and Personnel Management, Bowen University, Iwo, Osun State, Nigeria.
- SALMAN, A., PhD**, Department of Business Administration, Faculty of Management Sciences, University of Ilorin, Nigeria.
- SHUAIBU Halima**, Distance Learning Centre, Ahmadu Bello University, Zaria, Nigeria.
- UMEMEZIA Evelyn I., PhD**, Department of Industrial Relations & Personnel Management, Faculty of Management Sciences, University of Benin, Nigeria.

TABLE OF CONTENTS

Volume 1, Number 1, January-June, 2022

Perception of Organisational Justice and Dysfunctional Workplace Behaviour Amongst Employees in Benin City, Edo State <i>Akenzua, A.E., & Igbinomwanhia, O.R.</i>	1-12
Human Resource Management and Nigeria's National Development in Post Covid-19 <i>Azeez, R.O., & Osawe, C.</i>	13-27
Work-Life Balance and Employee Performance in Edo State Internal Revenue Service <i>Omole, O.G.</i>	28-43
Talent Management and Organizational Performance in Nigeria Public Service <i>Eseferuo, M.O., Jimoh, N., & Shuaibu, H.</i>	44-58
Employee Efficiency through Employee Skill Management in Nigeria Drug Law Enforcement Agency <i>Olawale Y. A., Salman, A., & Balogun E. O.</i>	59-77
COVID-19 Protocols and Human Resource Management Practices in Nigerian Organizations <i>Genty, K.I., & Ekanem, D.E.</i>	78-99
Human Capital Management and Employees Performance in Nigerian Local Governments <i>Olu-Ogunleye, I., Akinbode, J., Oyelude, O., & Ogunleye, O.</i>	100-113
Human Resource Planning: The Basis for Organizational and National Development <i>Aguebor, A.E.</i>	114-124
Contract Staff Commitment, Work Initiative, Job Satisfaction and Performance of Sterling Bank Plc <i>Okeke, C.D., Jimoh, N., & Shuaibu, H.</i>	125-139
Industrial Relations: Evolution and Scope <i>Oginni, B.A., Olaniyan, T.S., Ajibola, K.S., Ajakaye, T. A., & Abdulmaleek, A.O.</i>	140-155
Organizational Learning and Competitiveness of Small and Medium Scale Businesses in Edo State <i>Iyamu, G.O., Umemezia, E.I., & Edo-Osagie, V.O.</i>	156-175

- Green Human Resources Management: Concept and Practices
Omigie, S.O., & Kubeyinje, G.T. 176-189
- Social Loafing and Employee Performance in the Pharmaceutical Industry in Nigeria
Salman, A., Olawale Y. A., Obafemi Adedotun & Balogun E. O. 190-206
- Antecedents and Consequences of Entrepreneurial Ecosystem: Lessons for Nigerian Entrepreneurs
Nwachukwu, C., & Omofowa, M.S. 207-218
- Agitations for Resource Control and True Federalism: A Case of Niger – Delta Region of Nigeria
Aguebor, A. E. 219-227

ABSTRACT

When it comes to performing internal environmental analysis and discussing employee performance reduction, managers frequently underestimate the negative impact of social loafing. As a result, the focus has been focusing more on group for solving this issue. The study mainly focused on social loafing and employees' performance in Pharmaceutical Industry in Nigeria. Employees' performance was negatively affected by social loafing. The research studied the how nature of task influences employee commitment in manufacturing industry and the extent to which group size affects employee efficiency in manufacturing industries. Specifically, the study used a survey research design. Taysil Pharmaceutical industry was the target population and 1000s to analyze the results. To test the study hypotheses, multiple regression analysis was used. The Taysil Pharmaceutical company completed and answered 176 questionnaires for the study. Researchers used a multi-stage sampling approach for their investigation. The first hypothesis was that the nature of the task and employee commitment had a positive link with a R^2 value of 0.783 and a p-value of 0.05, as shown by the results of regression analysis. The R^2 value of 0.788 and the p-value of 0.05 in the second hypothesis both suggest that the size of the group has a substantial impact on employee efficiency. The study then concluded that social loafing has a negative impact on employee performance.

Keywords: Employee commitment, Employee efficiency, Employee performance, Group size, Nature of task, Social loafing

INTRODUCTION

Rather than a hierarchical structure, today's organizations are made up of individuals who work together to achieve common goals. Organizational structures are interconnected and interrelated, especially in manufacturing industries, which require a coordination of tasks to deliver the production of the required quality and quantity of items. Consequently, from product design to

SOCIAL LOAFING AND EMPLOYEE PERFORMANCE IN THE PHARMACEUTICAL INDUSTRY IN NIGERIA

¹Salman, A., ²Olawale Y. A., ³Obafemi Adedotun & Balogun E. O.^{4*}

¹⁻⁴Department of Business Administration
Faculty of Management Sciences
University of Ilorin, Nigeria

*Corresponding Author's Email: balobendar@gmail.com

ABSTRACT

When it comes to performing internal environmental analyses and discussing employee performance evaluations, managers frequently underestimate the negative impact of social loafing. As a result, the issue has been looming over many firms for a long time now. The study mainly examined social loafing and employees' performance in Pharmaceutical Industry in Nigeria, employees' performance was negatively affected by social loafing. The research studied (i) how nature of task influences employee commitment in manufacturing sectors; and (ii) the extent to which group size affects employee efficiency in manufacturing industries. Specifically, the study used a survey research design, Tuiyil Pharmaceutical industry was the target population and SPSS to analyze the results. To test the study hypotheses, multiple regression analysis was used. The Tuiyil Pharmaceutical personnel completed and assessed 178 questionnaires for the study. Researchers used a multi-stage sampling approach for their investigation. The first hypothesis was that the nature of the task and employee commitment had a significant link with a R^2 value of 0.783 and a p-value of 0.05, as shown by the results of regression analysis. The R^2 value of 0.798 and the p-value of 0.05 in the second hypothesis both suggest that the size of the group has a substantial impact on employee efficiency. The study thus concluded that social loafing has a major impact on employee performance.

Keywords: Employee commitment, Employee efficiency, Employee performance, Group size, Nature of task, Social loafing.

INTRODUCTION

Rather than a hierarchical structure, today's organizations are made up of individuals who work together to achieve common goals. Organizational operations are interconnected and interlaced, especially in manufacturing industries, which perform a succession of tasks to assure the production of the requisite quality and quantity of items. Consequently, from product design to

service development, companies increasingly rely on teams and groups to get the job done. Teams and organizations pervade every area of our everyday lives and affect nearly every decision we make (Marks, 2006).

The purposeful refusal of some members of a group or team to engage in and put full effort toward the attainment of group goals or tasks is known as "social loafing." Non-deliberate group participation can also be understood as a group member's non-deliberate response to the group's collective efforts. The term "social loafing" refers to employees who put in less effort because of the nature of the activity, the size of the group, and the group's sense of camaraderie.

As a result of social loafing, group performance may be negatively impacted, with tasks being performed late, unfinished, or of lower quality. This has a negative impact on the overall performance of the organization because most of the actions that contribute to the overall performance of the group are not adequately carried out.

Human resources managers in Nigerian pharmaceutical industries and employees, in general, have been tormented by the phenomena of social loafing for a long time. In dealing with it, human resources managers in Nigeria have found no sustainable solution because little research has been carried out to assess its causes, signs and potential solutions in the Nigerian context, particularly in pharmaceutical industries where employees' high performance through group task accomplishment and group cohesiveness is needed for employees to be more productive in delivering the required performance level. Social loafing is a phenomenon that has been discussed and researched since 1913. Though it has been long examined, recent technological developments offer ample opportunity for further study (Scott, & Duffy, 2015; Erkuth, & Chafra, 2016).

However, social loafing is not detachable from organizations with a large number of employees working together as a team in terms of group cohesiveness because the absence of an employee on a team would always negatively influence the performance of others and the extent of this influence vary and depends largely on the level of absence of cohesion displayed by all group members.

Social loafing exerts a detrimental effect on the work rate of groups and consequently reduces the production of the overall firm. Poor team morale is one of the most serious consequences of social loafing in the workplace. When a few members of a group become sluggish and resentful, the rest of the team suffers as a result. Loafing about in public also conveys an idea of malice. The social loafers' negative behaviour diffused throughout the team due to their retreating mentality. As a result, output and team performance suffer. In companies, social laziness is a hindrance to progress. If social loafing persists for a lengthy period, the firm's advancement and growth slow down. It is a waste of time and money. As a result of the employees' social loafing, the organization's human capital is essentially worthless. Many

studies have examined different factors of social loafing which include but are not limited to perceived social loafing, anticipated lower effort, sucker effect, group cohesiveness etc., and factors of organizational loafing which include environment, human, technology, aims and structural factors (Abesi & Samani 2017; Rosalia, Abdy, & Pasifikus 2021). This study examined social loafing using different factors such as the nature of task and group size in the pharmaceutical context as little or no study on social loafing has been conducted in this context before. As a result, the purpose of this research is to determine the impact of social loafing on employee performance in Tuyl Pharmaceutical industry limited. The following specific objectives will be examined:

- i. Examine how the nature of a task influences employee commitment, and
- ii. evaluate the extent to which group size affects the efficiency of workers.

REVIEW OF LITERATURE

Social Loafing

Singer, (2019) characterizes social loafing as "a decrease in workers' morale as well as effort when workers operate collectively as against when they work alone or cooperatively". Just as this definition has grown from the initial concept of social loafing is an equal decrease in workers' individual exertion of effort when working together, the term social loafing is also evolving. While one student may neglect to provide their fair portion of the work, social loafing may be more complex than that (Jassawalla, Sashittal, & Sashittal 2009).

In academic circles, the words "social loafing," "free-riding," and "slacking" are sometimes used interchangeably. One aspect of the phenomena of effort reduction is highlighted by free-riding and another by slacking off (also known as shirking) (Zhu & Wang, 2018). Non-contribution and avoidance behavior is the focus of slacking off (Aggarwal & O'Brien, 2008). Anyone who reaps benefits from their participation in a group that is greater than the contributions they make to that group is said to be "free-riding" (Singer, 2019). Because awards are dispersed equally to all members regardless of input, they benefit from the efforts of other members while failing to meet their commitments.

Social loafing is a synonym for free-riding in the free-riding literature (Maiden & Perry, 2011; Swaray, 2012). Free-riding is a group dynamic that may lead to social loafing, according to the research on social loafing. Effort was referred to as "dispensable" before the phrase free-riding was coined (Swaray, 2012).

The criterion variable in this study is social loafing, which is measured at the interval level. When people labor in groups, they are said to be "social loafing" if they put in less effort and don't have any personal reason to do so. When working for a common goal, people put in less

effort. Working as part of a group requires less effort than working alone, regardless of skill level.

Measures of Social Loafing

The nature of task done by employees in an organization and the group size formed for certain task to be achieved in the organization are the two measures of social loafing considered in this study. This is discussed below.

Nature of Task

To get better at the work they do, managers help their workers grow and uncover their learning potential. Employees who are given more tough and challenging tasks have a better chance of exceeding their expectations (Lamanepa, Keraf, & Wijaya 2021). Members of a group are more motivated to work together when they are given challenging goals or tasks to accomplish. In addition, encouraging workers to improve their current abilities by challenging them to learn new ones is a great way to lessen the risk of social loafing.

Employees are more likely to self-evaluate their performance if they are given a target that is sufficiently fine-grained to assist them in evaluating their output. Additionally, Lamanepa, Keraf, and Wijaya (2021) claim that genuinely motivated individuals who believe their work is significant are more likely to work harder when they perceive one or more of their peers to be loafing. Social compensation is used to counteract the loafing of their coworkers rather than merely responding to the coworker's loafing. The components of the nature of the task are:

- i. Simple tasks: These are tasks that are easy for employees to do within a short period. Doing this task takes little effort from the employees.
- ii. Double tasks: This happens when employees are assigned two tasks to perform at a time. This type of task is usually not mutually exclusive from each other.
- iii. Single tasks: This occurs when employees in an organization are assigned just one task to perform at a time after which another may be assigned later.
- iv. Ambiguous tasks: These are tasks that are tedious with no clear-cut direction. These tasks are not usually easy for employees to accomplish and maybe one or more tasks at a time.

Group Size

Studies have demonstrated that the number of people in a group has a significant impact on whether or not social loafing occurs. Larger workforces resulted in lower production per worker (Liden, Wayne, Liao, & Meuser, 2014). Loafing became increasingly common as the group became larger. According to the notion of social influence, when the size of a group grows, the collective pressure on individuals reduces, causing them to exert less effort.

Organizational field research has found a link between group size and social loafing (Liden *et al.*, 2014).

There is a growing trend of a wider span of control with organizations becoming increasingly 'flatter', which can lead to an increase in social loafing because of the increased group size. Another factor contributing to the growth in group size is the trend of corporations moving away from hierarchical structures and toward more team-based ones. As an added benefit, various members of the team participate in numerous projects created by organizations (Hu & Liden 2011). The components of group size are:

- i. Small size: This is a group size formed to achieve specific tasks that need no more than 3-10 people to accomplish the specific task. The task is usually less tedious and takes little time and effort to complete.
- ii. Size increment: This is a situation where there is a need to add more employees to the already number of employees that forms a group to accomplish a certain task. This happens when the task requires more hands and effort for fast completion. Thus, more employees are added up to the group.
- iii. Size decrease: This takes place when managers or supervisors of a group task realize the need to reduce the number of employees that forms a group to achieve the group task. This may be due to too having too many hands on a task that requires less hand and effort or due to managers realizing that employees needed are few compares to those on the task.
- iv. Large size: This type of group usually contains typically more than 10 employees and is always needed when the type of task to be done requires a lot of workforce, will take a long time to complete and the task involves a series of activities.

Employee Performance

People perform well when they are enthusiastic about their work and satisfied with their results, according to Maharjan (2012). Everyone is likely to encounter a variety of unexpected situations while they labor and gain experience to meet their life's goals. When it comes to employee performance, you get what you pay for. An organization's success relies on the ability of its employees to constantly improve their performance and to develop and preserve their human potential. 'Performance' refers to how well an employee is doing. Kerning and Jaeger, (1990). A company's ability to execute well is a key determinant of its future success and growth. Modern best practices measure the financial success of an organization's employees in terms of financial results, new product development, customer loyalty, and the quality of its employees' work (Armstrong 2011). The measures of employee performance considered in this study are employee commitment and employee efficiency.

Measures of Employee Performance

Employee Commitment

Employee commitment has been defined in a variety of ways. Meyer, Stanley, and Parfyonova (2012) offer a multidimensional definition of employee commitment that takes into account its affective, continuation, and normative aspects. The affective dimension of employee commitment refers to an emotional attachment and involvement with an organization; the continuation commitment denotes the perceived costs of leaving an organization, and normative commitment refers to the felt responsibility to support and remain a member of an organization. Definitions like the one above show that employees are committed to their organizations because they want to serve them and help them achieve their goals; thus, employee commitment may be defined as a bond between an employee and their employer.

Employee Efficiency

Efficiency is measured by output, which is the quantity produced over a given time (Everard & Burrow, 2001). Employee efficiency is an employee characteristic, which relates to the speed and accuracy of an employee at the job task. The concept relates to employee productivity, which provides that the more efficient an employee is, the more productive they will be if well-managed (Fandom, 2017). Invariably, employee efficiency is a complex measurable parameter that characterizes an output produced by the efforts and by achievements of an employee (TaskManagementGuide, 2018).

Social Loafing and Employee Performance

The tendency to put in less effort when working with others in a group than when working alone or independently when surrounded by others is known

as "social loafing" (Singer 2019). This definition, however, contains two conceptual flaws. Because the definition doesn't distinguish between the loss of one's motivation owing to the intentional reduction in effort for coordination and collaboration with other group members and social loafing, this is the first reason why the definition is flawed. In order to keep up with their less-than-stellar coworkers, this person may decide to put in a lower level of effort than they otherwise would. It could be a reflection of one's ability and skillfulness in working with the rest of the group to reduce effort (Lamanepa, Keraf, & Pasifikus 2021). Employee performance has a direct impact on the success of an organization. In order to be effective, an organization's human capital must be continuously developed and maintained by the organization's members themselves. In addition to Kerning and Jaeger (1990), the effectiveness of a company is measured by its "organizational performance." All organizations can be judged on their ability to perform at a high level. As a result of current best practices, organizations may now measure

their success in terms of their financial performance, product innovation, customer loyalty, and employee productivity (Armstrong 2011).

Research Hypotheses

This study thus seeks to examine the effect and relationship of the following conjectures:

H01: Employee commitment is unaffected by the nature of the task.

H02: Employee efficiency is unaffected by the size of the group they are working in

Theoretical Review

Socio-Economic Theory

The Social Impact Theory (SIT) aims to explain how people's interactions with others impact their behavior, attitudes, and beliefs (Cialdini and Goldstein, 2004; Cialdini and Trost, 1998). When discussing social influence, talks about processes that function at the interpersonal, group, or socio-cultural level and have an effect on people's beliefs, judgments, and observable behaviors in both a subconscious and conscious way (Turner, 1991). "Norms," "compliance," and "conformity" are all subtypes of social influence (Cialdini and Goldstein, 2004). Employee or group member behavior can be affected by social influence in one of two ways: either they *laze* around or they become engaged. In consequence, this has an impact on both the individual and collective performance of employees.

Empirical Review

Abesi and Samani (2017) studied factors affecting the phenomenon of organizational loafing. First, the elites' opinion through Delphi technique about the indicators influencing the organizational loafing including environment, human, technology, aims and structure was collected. After designing the model, the fitting, as well as editing questionnaire, were measured. This research which is both quantitative and qualitative designed the final model. 180 employees of the Ministry of Communications and Information Technology were randomly selected as the sample of the study. Statistical analysis of research data was performed with the help of a structural equation. In so doing, the questionnaire, whose validity and reliability with Cronbach's alpha equal to 834% was confirmed, was utilized to collect data. And after confirmation of normal distribution of data with the help of Smart PLS software and confirmatory factor analysis, eventually proposed model with 5 criteria and 25 indicators was approved. The findings of the results showed that the most influential factor affecting organization loafing is organization environment, followed by other indexes including aims, structure, and human factors and technology. So, the study concluded that the managers were to turn to the most important indicators affecting organizational loafing such as satisfaction, commitment and organizational culture to achieve efficient organizational loafing management.

Social Loafing & Employee Performance in the Pharmaceutical Industry in Nigeria

Robert (2020) examined Behavior-Output Control Theory, Trust and Social Loafing in Virtual Teams in the USA. The goal of this study was to examine the impact of control and trust on social loafing in virtual teams. To accomplish this, it proposed and empirically tested a multi-level research model that explains the relationships among team controls, trust, social loafing, and team performance. It tested the model with 272 information technology employees in 39 virtual teams. Findings indicate that control and trust reduce social loafing separately and also jointly. It was therefore concluded that control and trust significantly affect social loafing separately and also jointly.

Zhang, Li, Han, Zhang, and Hou (2021) looked at how to alleviate social loafing in online brand communities: The roles of community support and commitment. To examine the effects of community support and commitment to social loafing (SL) in online business communities (OBCs), this paper collected data from 274 members of OBCs and applied the PLS-SEM approach to estimate the conceptual model. The findings indicate that (1) Community support positively influences three dimensions of community commitment. (2) Community commitment plays a mediating role between community support and SL, and different commitment paths have different effects on SL: Affective commitment is found negatively to influence SL and normative commitment positively influences it, but continuance commitment is not found to exert an influence. (3) Membership length only moderates the relationship between normative commitment and SL. This study not only examines the mediating role of community commitment between community support and SL, but also analyzes different effects of the three dimensions of community commitment on SL, thus providing key points of guidance for alleviating SL in OBCs. It concluded that community support and commitment are major factors to consider in determining social loafing and online business communities.

METHODOLOGY

The survey research design was employed in this study because it is a formal and structural design that involves the collection of information from people sampled who are the staff of Tuiyi Pharmaceutical Industry Limited. Tuiyi Pharmaceutical industry is a company which produces products such as drugs and other medications. A structured questionnaire was prepared and delivered to Tuiyi Pharmaceutical industries limited employees who participated in the study to collect the relevant primary data. Section A and Section B made up the bulk of the survey. Those who took the survey were asked to provide their demographic data in Section A. A 5-point Likert Scale was used to collect responses from participants in Section B, and the data were then tallied. The researcher used a Likert Scale to make it easier to compare replies among different staff who responded. According to Gbenga (2022), the administration manager of Tuiyi Pharmaceutical industries limited, Ilorin has a population of 400 employees (2022). Multi-stage sampling was used. As a result, the stratified sampling technique was used to

divide the population into three strata (top, medium, and lower) depending on their positions in the industry. Then, simple random selection was used to select respondents from each strata. Using Taro Yamane's (1967) sample size determination, the number of participants in the study was 200 employees of Tuiyil Pharmaceutical Industries Limited. Two hundred (200) questionnaires which were validated by lecturers and experts in business administration and management and yielded a Cronbach alpha reliability result of 0.86 were distributed to employees, and one hundred and seventy-eight (178) of those questionnaires were correctly completed and returned. Multiple linear regression was used to test the hypotheses produced for the study with the help of the Statistical package for social sciences version 23.

RESULTS AND DISCUSSIONS

Demographic Data of the Respondents

Table 1: Respondents' demographics

Gender of Respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	102	57.3	57.3	57.3
	Female	76	42.7	42.7	100.0
	Total	178	100.0	100.0	
Age of Respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25 Years	64	36.0	36.0	36.0
	26-33 Years	54	30.3	30.3	66.3
	34-41 Years	40	22.5	22.5	88.8
	42-49 Years	14	7.9	7.9	96.6
	50 Years and above	6	3.4	3.4	100.0
	Total	178	100.0	100.0	
Marital Status of Respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	89	50.0	50.0	50.0
	Married	78	43.8	43.8	93.8
	Divorced	11	6.2	6.2	100.0
	Total	178	100.0	100.0	
Highest Educational Qualification of Respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	OND/NCE	54	30.3	30.3	30.3

Social Loafing & Employee Performance in the Pharmaceutical Industry in Nigeria

B.Sc/HND	106	59.6	61.9	89.9
M.Sc./MBA	18	10.1	10.1	100.0
Total	178	100.0	100.0	

The above table shows the respondents' demographic data, 57.3% of the respondents were male while others were female. The organization has more employees within the age range of 18-33 years than any other categories of age due to its high percentage of 66.3%. Also, most of the employees in the organization are single as the number of single employees recorded from the data collected are 89 with 50%. Lastly, 106 of the respondents representing 59.6% are B.Sc/HND holders.

Test of Hypotheses

Hypotheses one: Nature of task does not have any significant influence on employee commitment.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.885 ^a	.783	.783	18401

a. Predictors: (Constant), Ambiguous task, Double task, Single task, Simple task

The result shows the R^2 which is the coefficient of determination gives approximately 78.3%. This implies that 78.3% of employee commitment (dependent variable) is affected by nature of task (independent variable) while the remaining percentage of the employee commitment by employee may be affected and determined by other unexplained factors. Also, the R square adjusted which is the level of correlation between the two variables i.e. employee commitment and nature of task shows .783 which indicate that there is high degree of correlation between the variables. This implies that nature of task as a proxy of social loafing is positively related to employee commitment in Tuiyil.

Table 3: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	190.239	4	47.560	1404.558	.000 ^b
	Residual	5.858	173	.034		
	Total	196.097	177			

a. Dependent Variable: Employee commitment

b. Predictors: (Constant), Ambiguous task, Double task, Single task, Simple task

The F-statistics shown from the ANOVA table is significant since the ANOVA significance of .000 is less than the alpha level of .05, thus the result is achieved. Also, the regression sum of square of 190.239 is greater than residual sum of square of 5.858, this further show the significance of the overall model therefore the proxies which are ambiguous task, double task, single task, as well as simple task are major determinant of factors affecting employee commitment in Tuyil.

Table 4: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.223	.080		2.778	.006
	Simple task	.251	.115	.257	2.189	.030
	Double task	.161	.062	.140	2.582	.011
	Single task	.262	.113	.273	2.323	.021
	Ambiguous task	.286	.050	.326	5.706	.000

a. Dependent Variable: Employee commitment

The coefficient of individual independent variable indicated that simple task (.257), double task (.140), single task (.273), and ambiguous task (.326) all have fair effect respectively as proxies of nature of task on employee commitment. In addition, the (probability) and t-statistics value of simple task (.030) and 2.189, double task (.011) and 2.582, single task (.021) and 2.323 as well as ambiguous task (.000) and 5.706 further suggest that the relationship between simple task, double task, single task, ambiguous task and employee commitment by employees is significant since alpha level of 0.05 is greater than the p-values of 0.030, 0.011, 0.021 and 0.000. The conclusion therefore is that simple task, double task, single task, and ambiguous task have influence on employee commitment in Tuyil.

Therefore, since R^2 of 78.3% is positive and the ANOVA significance of .000 is less than p-value of .05, therefore, the null hypothesis which state that "Nature of task does not have any

significant influence on the employee commitment in Tuyil" is not accepted and the alternate hypothesis is accepted.

Hypotheses two: Group size has no significant effect on employees' efficiency.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.893 ^a	.798	.797	.13910

a. Predictors: (Constant), Large size, Small size, Size increment, Size decrease

The result shows the R^2 which is the coefficient of determination gives approximately 79.8%. This implies that 79.8% of employee efficiency (dependent variable) is affected by group size (independent variable) while the remaining percentage of the employee efficiency may be affected and determined by other unexplained factors. Also, the R square adjusted which is the level of correlation between the two variables i.e. employee efficiency and group size shows .797 which indicates that there is high degree of correlation between the variables. This implies that group size as a proxy of social loafing is positively related to employee efficiency.

Table 6: ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	223.377	4	55.844	2886.197	.000 ^b
Residual	3.347	173	.019		
Total	226.725	177			

a. Dependent Variable: Employee efficiency

b. Predictors: (Constant), Large size, Small size, Size increment, Size decrease

The F-statistics shown from the ANOVA table is significant since the ANOVA significance of .000 is less than the alpha level of .05, thus the result is achieved. Also, the regression sum of square of 223.377 is greater than residual sum of square of 3.347, this further show the significance of the overall model therefore the proxies which are small size, size increment, size decrease, as well as large size are major determinant of factors affecting employee efficiency.

Table 7: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.116	.043		-2.725	.007
Small size	.480	.047	.449	10.099	.000
Size increment	.206	.046	.221	4.511	.000
Size decrease	.419	.066	.419	6.336	.000
Large size	-.085	.038	-.088	-2.254	.025

a. Dependent Variable: Employee efficiency

Source: SPSS Output, 2022

The coefficient of individual independent variable indicated that small size (.449), size increment (.221), size decrease (.419), and large size (-.088) all have moderate, fair, moderate and fair effect respectively as proxies of group size on employee efficiency. In addition, the (probability) and t-statistics value of small size (.000) and 10.099, size increment (.000) and 4.511, size decrease (.000) and 6.336 as well as large size (.025) and -2.254 further suggest that the relationship between small size, size increment, size decrease, large size and employee efficiency is significant since alpha level of 0.05 is greater than the p-values of 0.000, 0.000, 0.000 and 0.025. The conclusion therefore is that small size, size increment, size decrease, and large size have influence on employee efficiency. Since R^2 of 79.8% is positive and the ANOVA significance of .000 is less than p-value of .05, therefore, the null hypothesis which states that "Group size has no significant effect on employees' efficiency" is not accepted and the alternate hypothesis is accepted.

Discussion of Research Findings

The result of the study confirmed that nature of task such as ambiguous task, double task, single task and simple task have significant impact on employee commitment. The study also confirmed that group size has significant impact on employee efficiency.

The analysis of the first objective revealed that nature of task such as ambiguous task, double task, single task, and simple task have impact on employee commitment. It was observed from the finding that the nature of task can influence the employee commitment specifically the employees of Tuiji pharmaceutical industry. From the study, it was demonstrated that employee commitment was affected by 78.3% of nature of task while other unexplained factors account for the remaining percentage. Thus, nature of task is significantly significant to employees' employee commitment at Tuiji. This implies that the employee commitment of an individual employee is determined by the task they perform. This makes employees to reduce being a free rider when employees are paid based on their performance.

The analysis of second objective also demonstrates that employee efficiency is influenced by group size. The p-values of proxy give 0.000 which is less than the alpha level of 0.05 which implies that the small size, size increment, size decrease, and large size as a proxy of group size determines employee efficiency. Thus, group size is significant to employee efficiency. This implies that employees are more efficient at work when they are paired with groups. This makes employees learn and develop new skills and competencies, and use it at work in order to be faster and efficient.

CONCLUSION AND RECOMMENDATIONS

Given the various data collected through the use of questionnaire on social loafing and employee performance, nature of task should be given consideration when discussing factors affecting employee commitment. Simple task, double task, ambiguous task, and single task are significant in order to maximize employee commitment. However, there are also proxies of nature of task being tedious tasks and technical tasks and so on. It is therefore important to realize that nature of task should not be limited to one dimension, but also other factors relating to nature of task. When Tuyil pharmacy considers the nature of task before assigning group members, employees with best fit in for each job are assigned and thus make such employee more committed and perform better on the job. Therefore, this study concludes that nature of task has a strong positive influence on employee commitment. This is supported by Hu and Liden's (2011) conclusion that employees that are competent and efficacious on any nature of task are committed and acts to enhance performance.

Also, group size had a significant influence on employee efficiency. Group size such as small size, size increment, size decrease, and large size are important factors affecting the employees' efficiency. When employees are grouped following the work requirement of the job, this eliminates workloads on employees and also eliminates free-riding from other members of the group due to idleness as a result of large group members facing a minimal task. Therefore, this study concludes that group size significantly influences employees' efficiency positively. This is supported by Liden, Wayne, Liao, and Meuser (2014) conclusion that group size indeed has been shown to relate to individual employee performance in terms of efficiency.

The overall conclusion from the study of sit back and let others do the work; a study of employee performance through social loafing in Nigeria's pharmaceutical industry is that employee performance is majorly enhanced by curbing social loafing amongst employees in organizations. Thus, restricting employees from sitting back and watching their fellow employees do their work for them.

This study examined nature of tasks and group size in the pharmaceutical industry by studying employee performance through social loafing. Therefore, managers who want to increase the level of their employees' performance to achieve improved organizational performance and

organizational goals while minimizing time frame, workload, free riding and employee idleness; and benefiting from employees' commitment and efficiency should introduce and implement such social loafing techniques like work-study on the nature of the organization tasks in the form of ambiguous task, simple task, double task and single task as it significantly influence employee's commitment positively and work-study on group size in the form of large size, small size, size increment, and size decrease as it significantly influences employee's efficiency positively.

A crucial assessment of the impact of social loafing on employees' performance with a particular reference to Tuiyil Pharmaceutical industry in Ilorin, Kwara state was made and conclusions were reached. In view of the findings given above, the following recommendations were suggested;

- Tuiyil pharmaceutical management and other organizations should examine the nature of task done in their organization and break tasks into smaller and well-defined groups that will help to enhance employee commitment. This will make most employees participate in group tasks especially those assigned in various department and also make them not sit and look others perform the task for them.
- Tuiyil pharmaceutical industry management and other organizations should ensure the adoption of small or large group size for certain group tasks to ensure that the employees are efficient on their job and make their overall performance better. The need for increasing the group size or decreasing it should also be looked into to curb employees from relying on others' effort in the group, thus, restricting group members from sitting and looking at others perform the job.

REFERENCES

- Abesi, S., & Samani, A. (2017). Identifying Factors affecting the Phenomenon of Organizational loafing; Using Structural Equation Modeling & Delphi Techniques. *International Journal of Business and Development Studies*, 9(1), 113-130.
- Aggarwal, P., & O'Brien, C. L. (2008). Social loafing on group projects: Structural antecedents and effect on student satisfaction. *Journal of Marketing Education*, 30(3), 255-264.
- Armstrong, M. (2011). *How to be an even better manager: A complete AZ of proven techniques and essential skills*. Kogan Page Publishers.
- Cialdini, R. B., & Goldstein, N. J. (2004). Social influence: Compliance and conformity. *Annu. Rev. Psychol.*, 55, 591-621.

Social Loafing & Employee Performance in the Pharmaceutical Industry in Nigeria

- Cialdini, R. B., & Trost, M. R. (1998). *Social influence: Social norms, conformity and compliance*.
- Erkutlu, H., & Chafra, J. (2016). Value congruence and commitment to change in healthcare organizations. *Journal of Advances in Management Research*, 13(3), 316-333. doi: 10.1108/JAMR-11-2015-0078
- Everard, K. E., & Burrow, J. L. (2001). *Business Principles & Management*. Mason, Ohio: South-Western Educational Publishing.
- Fandom. (2017). *Employee characteristic: employee efficiency*. Retrieved June 17, 2022, from Fandom Website: http://psychology.wikia.com/wiki/Employee_efficiency
- Hu, J., & Liden, R. C. (2011). Antecedents of team potency and team effectiveness: An examination of goal and process clarity and servant leadership. *Journal of Applied psychology*, 96(4), 851.
- Jassawalla, A., Sashittal, H. & Sashittal, A. (2009), "Students' perceptions of social loafing: its antecedents and consequences in undergraduate business classroom teams", *Academy of Management Learning and Education*, 8(1), 42-54.
- Kerning, T., & Jaegar, L. (1990) *Management in Developing countries*. New York: Routledge.
- Lamanepa, R. K., Kerat, M. A., & Wijaya, R. P. C. (2021). The Effectiveness of Group Cohesiveness Training in Reducing Social Loafing. *Journal of Health and Behavioral Science*, 3(2), 178-190.
- Liden, R. C., Wayne, S. J., Lino, C., & Meuser, J. D. (2014). Servant leadership and serving culture: Influence on individual and unit performance. *Academy of management journal*, 57(5), 1434-1452.
- Maharjan, S. (2012). Association between work motivation and job satisfaction of college teachers. *Administration and Management Review*, 24(2), 45-55.
- Maiden, B., & Perry, B. (2011). Dealing with free-riders in assessed group work: results from a study at a UK university. *Assessment & Evaluation in Higher Education*, 36(4), 451-464.
- Marks, M. (2006). The science of team effectiveness. *Psychological Science in the Public Interest*, 7(3), 1.
- Meyer, J. P., Stanley, L. J., & Parfyonova, N. M. (2012). Employee commitment in context: The nature and implication of commitment profiles. *Journal of vocational behavior*, 80(1), 1-16.
- Robert, L. P. (2020). Behavior-output control theory, trust and social loafing in virtual teams. *Multimodal Technologies and Interaction*, 4(3), 39.
- Rosalia K. L., Abdy K. M. K. P., & Pasifikus R. Ch. W. (2021). The Effectiveness of Group Cohesiveness Training in Reducing Social Loafing. *Journal of Health and Behavioral Science*, 3(2), 178-190.

- Scott, K. L., & Duffy, M. K. (2015). *Antecedents of workplace ostracism: new directions in research and intervention*. In: Pamela L. Perrewé, Jonathon R. B. Halbesleben, Christopher C. Rosen (ed.) *Mistreatment in Organizations (Research in Occupational Stress and Well-being, Volume 13)*. Emerald Group Publishing Limited, 137-165. doi: 10.1108/S1479-355520150000013005
- Singer, C. (2019). *Student Perception of Social Loafing in University Teamwork* (Master's thesis, Faculty of Commerce).
- Swaray, R. (2012). An evaluation of a group project designed to reduce free-riding and promote active learning. *Assessment & Evaluation in Higher Education*, 37(3), 285-292.
- TaskManagementGuide. (2018). *What is employee efficiency*. Retrieved June, 2022, from TaskManagementGuide Website: <http://www.taskmanagementguide.com/glossary/whatis-employee-efficiency-.php>
- Turner, J. C. (1991). *Social influence*. Thomson Brooks/Cole Publishing Co.
- Zhang, C. B., Li, N., Han, S. H., Zhang, Y. D., & Hou, R. J. (2021). How to alleviate social loafing in online brand communities: The roles of community support and commitment. *Electronic Commerce Research and Applications*, 47, 101051.
- Zhu, M., & Wang, H. (2018). *A literature review of social loafing and teams with group development*. Available at SSRN 3176383.