RELATIONSHIP BETWEEN SOCIAL LOAFING BEHAVIOURS ON ORGANIZATIONAL CULTURE TYPE: AN EVALUATION ON SEARCH AND RESCUE EMPLOYEES

HALIL IBRAHIM CICEKDAGI, TAHIR AKGEMCI, ABDULLAH YILMAZ

Abstract:

Disasters require readiness since they are cases which do not have a certain time to occur. Rapid intervention during and after disasters is vital in saving life. Being ready for every assist from the moment of the case is only possible when disaster employees make correct decisions. An effective disaster management includes all necessary efforts before, during and after disasters and they must prevent social loafing. Because their work is rescue life. This study aims that investigate of search and rescue persons' organizational culture and relation with the social loafing behavior. This studies main group is search and rescue team workers who work in Turkey. Survey questions were sent online and we had 341 valid questionnaires in return. The acquired data were analyzed with SPSS 15.0 statistical program. Research results explained that perceived organizational culture and solidarity affects to social loafing behavior perception. At the same times, which are part of organizational culture, it has observed that socialization has significant negatively effect on social loafing behavior. In the disaster and emergency service industry which is the corporately and group joint working are important, the businesses should compose social culture with improving their solidaristic and social personality, so they will obstruct undesirable attitudes like social loafing.

Keywords:

Disaster and Emergency, Search and Rescue Persons, Social Loafing, Organizational Culture.

JEL Classification: C12, C83, M10

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1. INTRODUCTION

On the earth, a variety of natural disasters such as storms, earthquakes, and floods, may occur. Being prepared against these disasters and knowing what to do during disaster will reduce loss of life and property to be experienced. For impeding the results of possible disaster and being able to reduce its damages, the dimensions of search and rescue teams regarding organizational culture should be considered, and knowing that the effects of these dimensions on behaviors of social rescue have a great importance. This process is   the one, in which   the individuals, from top to bottom level, undertake mission. Every kind of simple and important decisions search and rescue teams can make   before, during, and after disaster can reduce the risk to expose to disaster. These decisions can rescue life during disaster and after disaster, can make   easiness at the point of supplying the needs of disaster-victims, sufferers, and needy-indigent persons. In the natural disasters, during   which is lifesaving is prioritized, measuring the behaviors of social loafing of the persons making search and rescue will have a great importance.

The damage the behaviors of social loafing give   to organizations is   too much. In   the studies made collectively i.e. in group, that the people exert effort less than necessary defines the term of social loafing. What is important for managers is that the employees perform their duties, who they make a commitment in the scope of contract, in the best way. From this aspect, social loafing is the leading behavior that is not   desirable in organizations. That   the managers cannot acquire enough information, when considered that the priority is to increase   performance, causes not being   able to be successful in desired way about   the solution of   the   problems experienced (Ilgın, 2013: 239).

The goal of this study is to examine the attitudes and behaviors of social loafing of the persons   being   in active   on search and rescue in the emergency cases   and their relationships with organizational culture. For this aim, it was attempted to reach the conclusion whether or not search and rescue teams exhibit the behavior of social loafing and these attitudes were evaluated. Hence, first of all, the theoretical framework regarding   the study was dealt   with and then in AFAD, an institute selected for the study, carrying out a survey study, it   was statistically assessed.

2.   THEORETICAL FRAMEWORK
2.1.   Organizational Culture

Organizational culture   keeping together the members of organization and linking   them to   each other   is   of   the   most   important elements of the   organizational success. Organizational culture can positively or negatively affect   the organizational success. For organizational   culture   to   positively   affect   organizational success,   it   is   necessary

for it to have the features of organizational culture in both internal and external environment (Kaya, 2008: 136).

Shein (1990: 112) reported that that a human society previously determined has a past with continuity and the same as each other will enable a culture to be shaped, in case that this is absent, a culture bringing together in continuously differentiating organizations will not be present. Pettigrew (1979: 574) especially strove about the importance of symbol and said that symbolic structure determined the understanding of organization.

All of organizations have cultures, which has different structure. Hence, of the cultures of these organizations, bringing together those having similar to each other, for the sake of revealing the major models, is a need that has a serious dimension (Unutkan, 1995: 56).

Many researchers considered the different criteria and, depending on this, revealed models. One of these is the model of competitive values, on which the information is given below, and which was introduced by Quinn and Cameron (Quinn and Cameron, 1983: 42). In this type of model, four types of cultures are defined, which are clan, adhocracy, hierarchy, and market. The dominant organizational qualities, coalescence mechanism, strategic importance, and leadership styles underlie this type of culture. In this model, a single type of culture is not evaluated as the best. Deshpande et al., in their studies they carried out, concluded that the presence of the markets responding more rapidly compared to the environmental changes in the sense of performance and adhocracies with flexible dimensions were more successful than the clans with agreeable approach and structures with bureaucratic hierarchy (Deshpande et al., 1993: 121).

In the axis, on which the types of culture, one of the schemes in the competitive values, disseminations toward mechanical processes are emphasized, coming from organic processes in the vertical form. While organic processes give importance to the flexibility, dynamism, and formation by itself, mechanical processes find the balance, control, and becoming tidy very important . On the horizontal axis, the dimensions of external positioning and internal protection are emphasized. While the efforts to integrate and arrange define internal positioning, the competition and differentiation suggest external positioning and these dimensions possess the features that are just opposite side to each other (Eren, 2014: 148).

In the scope of this work, since it is considered that it is more related to the behavior of social loafing, Double "S" model will be utilized, which it contains the sub- behaviors of socializing and solidarity and Goffee and Jones introduce, According to Double "S", developed by Goffee and Jones, there are two dimensions in the organizational culture. These dimensions are "socializing " and "solidarity",
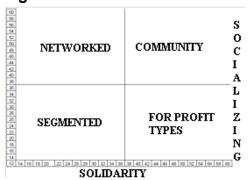
With moving from this direction, they divided organizations into four types of cultures according to their socializing and solidarity levels as "community", "for profit", "networked", and "segmented".

Goffee and Jones express socializing as a measurement of the degrees that a person, member of a community, is sociable to the other members of the group in community. It often appear naturally and shows a development. Individual make several gestures to each other. The reason for this is that they want to make them in disinterested way and without mealy-mouthed (Goffee and Jones, 2002: 84)
Solidarity is based on the logic rather than feeling. This situation is just opposite of socializing. Solidarity oriented relationships form in a structure, in which there are common duties and targets, according to the acquirements of parts. In this process, the states of affinity for the members of organization between them do not have any importance (Kavi,2007:173)

The type of culture emphasizing that socializing and solidarity are high is the community organizational culture. In institutional culture having community feature, the elements of socializing and solidarity forming this culture makes institutes efficient and employees satisfactory. Community culture, according to Goffee and Jones, is the state that the agencies that are networked and have a feature for profit bring together. In agency, what is first important is engagement and friendship and, it is followed by concentrating on performance and energy. In community culture, each individual is perceived as a whole (Goffee and Jones, 2002: 139).
As a result, when socializing and solidarity levels are considered, in the framework of Double S Model, it is necessary to mention about organizational culture in the networked, community, segmented, and for profit types.

Figure 1: Table of Double S –Model

Source: Goffee and Jones, 2002:84

As seen in the figure belonging to the model, scoring the questions belonging to the surveys, formed by aiming at revealing organizational culture, was made, caring the index of dimensions of solidarity and socializing. In terms of this, the

point, at which the sum of points toward the dimension of socializing level and sum of points toward the dimension of solidarity level intersect shows the kind of organizational culture in business in coordinate plane shown in the figure above (Kavi,2007:175).

2.2. Social Loafing

In the direction of common aims of organizations, the behavior of social loafing can be defined as a concept emerging in the times, when a group of employees begin to make the least of what they can do, or when they cannot make at the desired level. Hence, in the organizations, where group work has importance and is necessary, this behavior is an often encountered subject (Özgener et al., 2013: 391).
Høigaard et al. defined social loafing behavior as the decrease of the motivation levels and tendencies to make effort of the people working in a group, in the processes toward the work they make, when compared to the other individuals they work together (Høigaard et al., 2010: 408).

When worked in group, the behavior occurring with the decrease of social awareness of individuals consciously or unintentionally is the behavior of social loafing and, with these behaviors, workers make less effort than the effort they exert alone (Liden et al., 2004: 285-286).

It is considered that becoming widespread of behavior of social loafing in organization will make an effect in such a way that it will reduce he productivity of working communities and that it will reduce organizational performance. Hence, due to the negative results that will emerge in view of behavior of social loafing, managing and solving these behaviors, and extracting the results underlying them have an importance in terms of organizations (Chang, 2008: 4-5).

Most of the important duties in the world can be made with only group work. The important majority of group tasks are the ones, carried out collectively, requiring the accumulations of individual input of each group member. Administrative working arms, organizational committees, sport teams, bands, symphony orchestras, juries, and teams making quality control, for being able to generate a single product, are of the groups that will be exemplified for the communities combining their individual efforts. For example, work committees, colleting together the supports of their members, can turn them into a final report; symphony orchestras, bringing together the sound each musicians produces, can exhibit a collective performance; and each runner from the teams of relay race, adding the times of running to each other, a team score can obtain. When considered that the works carried out together and

collectively are so spread and indispensable, the importance of determining which factors motivate and demotivate the individuals also emerges (Karau and Williams, 1993:681).

2.3. The relationship of Social Loafing Behavior and Organizational Culture

The conditions causing social loafing of the people emerge from the cultural values belonging to them they have. It can be said that the behaviors of the individuals in a group of community that is working are affected from the cultural foundation they have and from the cultural values the other community members have (Murphy and Domicone, 2009: 1-10).

There are evidences that can be considered important regarding that the social loafing behavior is affected from the differences depending on the organizational culture. Earley (1989, 1993) and Gabrenya et al. (1983), in emergence and its degree of social loafing behaviors, compared society and individual oriented effects. Earley (1989) observed that American administers having an individual oriented belief exhibited social loafing behaviors but Chinese administers having a society oriented belief did not make social loafing behaviors. Erez and Somech (1996), in their studies, said that there was a relation, whose direction is negative, between social loafing and socialism. Karau and Williams (1993), examining 78 studies, previously carried out, conducted a meta-analysis. They concluded that especially organizational culture had a very strong effect on social loafing behaviors. In this analysis carried out, it was seen that the people from Western culture were more inclined to social loafing behavior compared to the ones from Eastern culture. One of the negative results of the studies in group is social loafing behavior. The previous studies on this subject argue that in the cultures, in which collective behaviors are more experienced, social loafing behavior increases. In the studies, carried out in the recent periods, in the societies, where culture belonging to collective works are dominant, it is seen that the people, in order to be able to reach the same aims, exerted more effort and, when the collective benefit of culture is considered, that social loafing behaviors are at the lower level (Sığrı, 2006: 42).

3.   Methodology
3.1.   Importance and Aim of the Study

The main aim of this study is to identify the effect of sort of organizational culture, perceived by the people working in the services of search and rescue, on social loafing behaviors. While the dimensions of organizational culture are dealt with two dimensions as solidarity and socializing, the variable of social loafing are dealt in single dimension. The hypotheses specified in the scope of the study are as follows:

H₁: Search and rescue teams, in the tasks they carried out, work in non-profit way within organizational culture.

H₂: Organizational culture perceived in search and rescue teams has a negative effect on social loafing behavior.

H₃: as socializing level of search and rescue teams increases, social loafing behavior decreases.

H₄: The solidarity level in search and rescue teams has a negative effect on social loafing behavior.

3.2. Scope of the Study

The study was carried out on the workers belonging to an institute giving the service of search and rescue. A total of 2296 people of personnel of search and rescue around county. In this direction, a survey questionnaire, prepared in online (*http://goo.gl/forms/ndQlBtcs6L)* was sent to the personnel of search and rescue through e- mail and it was asked for them to respond survey questions. 341 of questionnaires were returned in a time of about 2 months and 341 questionnaires that are valid were used.

3.3. Method of Study

In the study carried out, a scale belonging to organizational culture, developed by Goffee and Jones (2003) and consisting of 23 items, was used. The target in using this scale in the study is to assess the relationship of social loafing level, which is another element aimed to be measured in the study, with the solidarity and socializing. There are two dimensions and the first of these is "socializing" and the second is "solidarity".

In order to analyze the dimension belonging to social loafing behavior, receiving the scale of George (1992) as a resource, a survey scale of 10 items, adapted by Liden et al. (2004) and translated to Turkish, was administered. The cause of administering this scale is the opinion that the people that work can notice more social loafing of their workmates than managerial team
The analysis of the data on SPSS15.0 statistics program.

3.4. Findings of Study

In order to identify the reliability of data collecting instrument, in other words, internal consistency of data, the values of Cronbach's Alpha were calculated. The values of interest can be seen in Table 1 below. The value of Cronbach's Alpha is a compliance value depending on the correlation between the questions and expressions. This

value shows the reliability levels of the questions in the scales: In the cases, in which the value of Cronbach's Alpha is 70 and over, it is accepted that the scale is reliable (Sekeran, 2003: 311; Sipahi et al., 2008: 89).

Table 1: Results of Reliability Analysis

Scales	Number of expression	Cronbach's Alpha (α)	Mean
ORGANIZATIONAL CULTURE	23	0,858	2,389
- Socializing	12	0,790	2,496
- Solidary	11	0,850	2,271
SOCIAL LOAFING	10	0,899	2,061

As seen in Table 1, social loafing was calculated as 0.899 for the dimension behavior and 0.858 for the dimension organizational culture. It can be said that the values of Cronbach's Alpha belonging to the results have a high reliability in a good degree in terms of the studies carried out in this area. Of the other dimensions of organizational culture, the dimension socializing has the value of 0.790 and the dimension solidary, the value of 0.850.

While it is seen that socializing level has a higher mean value (2.496), it is understood from the values that turn out that the responses given by the workmates of the workers to the perceptions of social loafing have low level mean (2.061). When examined and evaluated as a whole, the perceptions of the people working in the organization, which belongs to the dimension socializing are high, while their perceptions belonging to the dimension social loafing are low.

When the demographic data belonging to the study carried out are evaluated, it is seen that among search and rescue teams, the rate of the number of men participating in the survey to the number of women is largely high; that their ages are in the range of 30-39, which can be deemed young; that their educational levels are mostly bachelor's degree; that the number of those serving in this institute for 5-10 years is more; and that the large majority of them are married and have only one child.

According to the findings that turn out when one -way Anova test of the levels of socializing and solidarity is carried out, the results turning out in the model we group as community, networked, for profit, and segmented are presented as follows:

H1: Search and rescue teams, in the tasks they carried out, work in non-profit way within organizational culture.

Figure 2: Double "S" Model for the levels of socializing and solidarity

In the scale of organizational culture, the mean values of the questions serving to measure the levels of socializing and solidarity were calculated. It was accepted that the socializing and solidarity levels of those having a mean value of 3 or less were low and, according to this, the types of organization the workers perceive were released. In the graph that emerges, the "for profit" region, in which solidarity is high and socializing is low, is zero according to the results of analysis. This also shows that the search and rescue teams work in non –profit way in organizational culture.

H2 hypothesis, established to be able the effects of variables on each other, was examined by means of regression analysis. In the regression test carried out, social loafing scale was used as dependent variable and organizational culture scale as independent variable.

Table 2: Coefficients of Regression Test

Model		Nonstandardized coefficients		Standard coefficients	t	Sig.
		B	Std. Error	Beta		Std. Error
1	(Constant)	1,697	,185		9,157	,000
	organizational culture	,153	,076	,108	2,006	,046

Dependent Variable: Social Loafing Level
When the table is examined, regression model can be established as follows
Social Loafing Level = 1,697 + 0,153Organizational Culture

Table 3: Summary of Regression Test Model

R	R^2	Adjusted R^2	Estimation of Std. error
0,108	0,012	0,009	0,67045

When the table is examined, the values of R and R^2 show the explanatoriness principle of the model established. As a result of regression analysis carried out, the rate of the dimension of social loafing level to account for organizational culture was found as 1.2%. Since this rate is under 10%, it cannot be said that it is enough. In other words, when regression table is examined, it is seen that organizational culture, perceived in search and rescue teams, has a positive effect on social loafing behavior (β=0,108; p<0,05). In this case, the hypothesis that "**Organizational culture, perceived in search and rescue team, has a negative effect on social loafing behavior**" is rejected.

The relationships forming organizational culture and the variable social loafing

> *H3: As socializing level of search and rescue teams increases, social loafing behavior decreases.*

Correlation analysis was applied with the target of identifying the relationship between the variables forming organizational culture and the variable social loafing.

Table 4: Results of Correlation Test

Correlation	Socializing level	Solidarity level	Social Loafing	Organizational culture
Socializing level	1	0,393	-0,208	0,802
Solidarity level	0,393	1	0,341	0,865
Social loafing	-0,208	0,341	1	0,108
Organizational culture	0,802	0,865	0,108	1

When the table is examined, a positive directional but very slow relationship between organizational culture and social loafing turned out. Between the dimensions of socializing and solidarity, it is seen that there is a relationship, whose direction is positive, and which expresses a meaning in moderate intensity (r=.393). The correlation of perception belonging to the dimension of social loafing with the same variable elements is examined, it can be said that there is a negative directional relationship (-.208) with socializing level and positive directional (.341) with solidarity. When we regard from this point, in the organization, to which search and rescue team belongs, as socializing level increase, it can be concluded that social loafing behavior decreases. It can be said that the increase of solidarity level increase social loafing much more. **In the context of these results, H3 hypothesis is accepted**.

Also for H4 Hypothesis questioning whether or not the solidarity level of search and rescue team affects social loading behavior in the negative direction, regression analysis was carried out.

Table 5: Coefficients of Regression Analysis

Model		Nonstandardized coefficients		Standard coefficients	t	Sig.
		B	Std. Error	Beta		Std. Error
1	(Constant)	1,218	,131		9,332	,000
	Solidarity level	,371	,055	,341	6,689	,000

Dependable variable: Social loafing level

When the table is examined, regression model can be established as follows.
Social loafing level = 1,218 + 0,371 Solidarity Level

Table 6: Summary of Regression Test Model

R	R^2	Adjusted R^2	Estimation of Std. error
0,341	0,117	0,114	0,63388

When the table above is examined, as a result of regression test conducted, the rate of solidarity level to account for social loafing behavior was found as 11.7%. Since this rate is over 10%, it can be said that it is a sufficient rate. In other words, when regression table is examined, it is seen that the solidarity level perceived in the search and rescue teams has an important effect on social loafing behavior (β=0,341; p<0,05). In the context of these findings, H4 Hypothesis that "***the solidarity level in search and rescue teams has a negative effect on social loafing behavior" is rejected.***

CONCLUSION AND SUGGESTIONS

When regarded from the point of managers being engaged in the administrative activities, especially in the workplaces, where there are works in group, it should be considered that the reasons such as equally distributing the award, not measuring the personal performances, and large group provide the necessary environment for the workers to exhibit loafing behavior (Karau and Williams, 1993: 701).

If we briefly summarize, social loafing causes the performance loss, motivation decrease, and productivity losses in organizations. Especially in the organizations, where works in group stand out, emphasizing social loafing, taking actions, and approaching to the issue consciously have a great importance in terms of sustainability of organization. (Liden, 2004: 27).

For reducing or eliminating social loafing behaviors that are present in organizations, first of all, there is a need for the coalescence of groups and the member of person in the groups should be kept small. Mostly, organizations assign the duties that are relevant and related to each other to the workers in their groups but it can be said that reducing the works carried out in mutually

dependent way as much as possible is a very important step in coping with social loafing behavior (Liden et al., 2004: 285-304).

This study, whose main aim is to identify the effect of the kind of organizational culture, perceived by the people working in search and rescue services, on social loafing behaviors, were administered to the workers giving service of search and rescue. In the scope of study, 341 valid survey data were obtained and these data were analyzed by SPSS statistical program. Making one-way Anova, whether or not the search and rescue teams work in non-profit way was looked at and, in this context, reaching the conclusion that they work in non-profit way, H1 hypothesis was accepted. In order to identify the effects of the dimension of organizational culture and solidarity level, perceived in search and rescue teams, on social loafing behavior, regression analysis was carried out and, as a result, it was identified that the dimension of organizational culture and dimension of solidarity level affected social loafing behavior in the positive direction and, in this context, H2 and H4 Hypotheses were rejected. Correlation test was carried out to test the expression that "As socializing level of search and rescue teams increases, social loafing behavior decreases", as a result, H3 hypothesis was accepted. The result obtained for H3 hypothesis shows parallelism with the result that "becoming widespread of social loafing behaviors in organization will make an effect in the direction that it will reduce the productivity of working communities and organizational performance will decrease", obtained by Chang (2008). When the findings, obtained as a result of all of these analyses, are evaluated, it was concluded that the socializing perception of search and rescue teams were high and their social solidarity perception were low; that they work in the task they carried out in-no profit way in organizational culture that there was a positive directional but very week relationship between organizational culture and social solidarity; and that as socializing levels increase, social loafing behaviors decrease.

In addition, the findings that *Organizational culture perceived in search and rescue teams has effect in positive direction on social loafing behavior (rejection of H2 hypothesis)* and *the solidarity level in search and rescue teams has an effect in positive direction on social loafing behavior (rejection of H4 hypothesis),* interestingly, showed just opposite of the results belonging to the studies, previously studied in the literature. It is possible to interpret this situation in the context of dynamics specific to search and rescue teams and Turkish culture. The original duty of the people making the job of search and rescue is to rescue the life of human. These are people running the help of everybody being stuck in difficult situation, needing for help, or wanting help in natural disasters such as earthquake, flood, landslide, and storm; in the human induced diseases such as nuclear, chemical, biological, industrial, mining, and transportation accidents, under every kind of condition. These people are

in the conscious of the task they carry out; they are well-educated and disciplined; and they work in harmony and closely know to each other. Since the essence of the task is to save life, these people exhibit solidarity in very high degree between them. Their friendship levels are very high. They formed an ethical understanding according to their own way, talking and discussing. In the study, while it is expected that their solidarity levels increase and social loafing behavior decreases, the result that is just opposite of this turned out and the solidarity of the people making the job of search and rescue increased their social loafing behavior but little. It is considered that this case, as mentioned above, results from the dynamics specific to search and rescue teams themselves and Turkish person. In addition, this study can give opinion the future researchers that are interested in the subject, managers, and people working in the rescue services in the framework of limitations of research.

In the next studies we can recommend that, which will be carried out on the subject, in the different lines of business having the idiosyncratic dynamic except for the dynamics of search and rescue or within vocational groups, carrying out studies will make contribution to the literature. Again, in the studies, which will be carried out in the future, besides study method, on the name of increasing the reliability of the study, referring to study methods such as interview technique will be useful.

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