




“The impact of organizational justice on hotel employees’ social loafing behavior: The moderating role of organizational ethical culture”

AUTHORS	Hamza Khraim  
ARTICLE INFO	Hamza Khraim (2026). The impact of organizational justice on hotel employees’ social loafing behavior: The moderating role of organizational ethical culture. <i>Problems and Perspectives in Management</i> , 24(2), 1-11. doi:10.21511/ppm.24(2).2026.01
DOI	http://dx.doi.org/10.21511/ppm.24(2).2026.01
RELEASED ON	Friday, 03 April 2026
RECEIVED ON	Saturday, 10 January 2026
ACCEPTED ON	Tuesday, 17 March 2026
LICENSE	 This work is licensed under a Creative Commons Attribution 4.0 International License
JOURNAL	"Problems and Perspectives in Management"
ISSN PRINT	1727-7051
ISSN ONLINE	1810-5467
PUBLISHER	LLC “Consulting Publishing Company “Business Perspectives”
FOUNDER	LLC “Consulting Publishing Company “Business Perspectives”



NUMBER OF REFERENCES

39



NUMBER OF FIGURES

1



NUMBER OF TABLES

7

© The author(s) 2026. This publication is an open access article.



BUSINESS PERSPECTIVES



LLC "CPC "Business Perspectives"
Hryhorii Skovoroda lane, 10,
Sumy, 40022, Ukraine
www.businessperspectives.org

Type of the article: Research Article

Received on: 10th of January, 2026

Accepted on: 17th of March, 2026

Published on: 3rd of April, 2026

© Hamza Khraim, 2026

Hamza Khraim, Ph.D., Professor,
Business Administration Department,
Faculty of Business, Amman Arab
University, Jordan.

Hamza Khraim (Jordan)

THE IMPACT OF ORGANIZATIONAL JUSTICE ON HOTEL EMPLOYEES' SOCIAL LOAFING BEHAVIOR: THE MODERATING ROLE OF ORGANIZATIONAL ETHICAL CULTURE

Abstract

Organizational justice, a critical aspect of organizational behavior, significantly influences employees' behavior, including job satisfaction and job performance. This study investigates the impact of organizational justice (specifically procedural, distributive, and interactional justice) on social loafing, with the moderating effect of organizational ethical culture on the relationship between organizational justice and social loafing. To achieve the study's objectives, a quantitative research method utilizing a structured questionnaire was employed to test the proposed hypotheses. Of the 750 questionnaires distributed to employees of five-star hotels in Amman City, Jordan, 527 were returned, yielding a 70% response rate. As predicted, the results of the main hypothesis ($\beta = 0.827$, $t = 26.21$, $p < 0.01$) indicate that organizational justice has a statistically significant impact on reducing social loafing. The three dimensions of organizational justice also showed significant impact in reducing social loafing: procedural justice ($\beta = 0.315$, $t = 4.371$, $p < 0.000$), distributive justice ($\beta = 0.321$, $t = 5.751$, $p < 0.000$), and interactional justice ($\beta = 0.268$, $t = 5.426$, $p < 0.000$). Regarding the moderating effect, the hierarchical multiple regression analysis demonstrates that organizational ethical culture moderates the relationship between organizational justice and social loafing behavior. These results confirm that organizational justice is critical to enhancing employees' self-efficacy; more specifically, procedural justice, which encompasses the processes and methods used in decision-making, conflict resolution, and resource allocation, is of paramount importance.

Keywords

procedural justice, interactional justice, distributive justice, social loafing, ethical culture, five-star hotels, Jordan

JEL Classification

M12, M14, L21

INTRODUCTION

Employees represent a vital resource for organizations, and their job performance significantly impacts organizational success, particularly within the hotel industry. Ensuring employee justice is a significant challenge for modern organizations, particularly as workforces become more diverse. Employees will be more satisfied and motivated when they believe that they have received fair evaluation and compensation for their work. Applying justice values within an organization is fundamental to fostering positive employee behaviors and attitudes and motivating them to exert genuine effort and remain committed to the organization. However, Hyusein and Eyupoglu (2023) asserted that the hotel industry's features, which rely on teamwork to provide customers with high-quality services, can result in negative behaviors, such as social loafing. Social loafing can occur during team activities. This tendency can have many harmful effects, including a loss of or-



This is an Open Access article, distributed under the terms of the [Creative Commons Attribution 4.0 International license](https://creativecommons.org/licenses/by/4.0/), which permits unrestricted re-use, distribution, and reproduction in any medium, provided the original work is properly cited.

Conflict of interest statement:

Author(s) reported no conflict of interest

organizational citizenship, commitment, satisfaction, loyalty, and overall job performance. Analyzing the elements that lead to this behavior within businesses is essential for reducing its destructive impacts. Social loafing occurs when individuals fail to contribute their full effort, leading to decreased efficiency and productivity, ultimately reducing overall performance. Additionally, it can cause conflicts and disagreements, damaging relationships among team members. Previous research has primarily focused on positive attitudes and behaviors associated with organizational justice, such as organizational commitment and citizenship activity. This study addresses a gap in the literature by highlighting the detrimental consequences of organizational justice, including social loafing.

1. LITERATURE REVIEW AND HYPOTHESES

Achieving justice among employees is one of the most challenging issues facing contemporary companies due to the diversity of human resources' cultural, cognitive, and economic backgrounds. Cropanzano et al. (2007) defined organizational justice as "employees' perceptions of whether they are treated fairly within the organizational environment." Chen et al. (2024) asserted, "In essence, organizational justice reflects an individual's subjective perception of an enterprise's fairness across decision-making, operations, evaluation, and incentive mechanisms." Organizational justice is a critical component of an organization's social and psychological framework and serves as the foundation for organizational success and human resource retention. Given the significant impact that employees' perceptions of justice or injustice can have on organizational performance, addressing and understanding these perceptions is essential for organizations. An increased sense of injustice among employees can result in numerous negative outcomes, including reduced job satisfaction, lower organizational citizenship behaviors, diminished organizational commitment, and decreased job performance. In contrast, a heightened sense of justice among employees fosters greater trust in the management of the organization and a stronger belief that their rights will be secured. Organizational justice is one of the most effective administrative tools because it creates the necessary conditions for organizational success and serves as a pivotal factor in achieving it. Etemadi et al. (2015) identified three categories of organizational justice inside organizations. Distributive justice refers to the equitable distribution of outcomes received by employees. Procedural justice is defined as the perceived fairness of the formal decision-making procedures used in a group.

Interactional justice refers to the perceived fairness of interpersonal treatment that a member receives from other members. In this context, employees feel highly satisfied, are more motivated to perform their assigned tasks excellently, and engage more actively.

Organizational justice is critical, especially in companies where employees are required to jointly provide services, and the effort is rather overlapping. Hyusein and Eyupoglu (2023) asserted, "Modern workplaces, especially in the hotel industry, often involve teamwork and networking activities, impacting efficiency and productivity." When employees work in groups and perceive injustice or feel that their efforts are unappreciated, this provokes various types of counterproductive behaviors and elicits neglectful responses. The neglect reaction passively allows conditions to deteriorate and includes absenteeism, decreased effort, and an increasing rate of mistakes. In the early 1900s, Ringelmann (1913) was the first to observe this psychological phenomenon in action. He revealed a remarkable finding: individual performance is significantly greater than collective group performance, which declines substantially as group size increases. Ringelmann (1913) identified this phenomenon and coined the term social loafing. He defined social loafing as the tendency of individuals to be less productive when working in groups than when working alone. According to Kravitz and Martin (1986), this definition implies that individual performance surpasses group performance but does not emphasize the performance differences between the two. Karau and Williams (1993) refined the concept of social loafing by considering both individual and collective effort, describing it as the reduction in effort that occurs when people work in groups rather than alone. According to Alam et al. (2015), social theory suggests that group members influence one

another's actions; if a team member perceives that others are not working hard enough, they may reduce their own efforts, thereby reinforcing the social loafing phenomenon.

Social loafing is considered a significant contributor to the spread of administrative corruption, as lazy individuals tend to disregard organizational rules and work regulations (Hasegawa et al., 2016). Several factors contribute to the prevalence of social loafing, some related to employees' abilities, behaviors, and personal principles, and others linked to organizational issues. Charbonneau et al. (2017), Hasegawa et al. (2016), and Kumari and Pandey (2011) argue that one primary cause of social loafing and other undesirable employee behaviors is the lack of fair and appropriate salaries, which fosters a perception of unfair treatment.

According to DeVaro (2016), social loafing involves an individual's intentional deviation from work responsibilities due to personal interests, lack of financial incentives, or the perception that their efforts are not fairly compensated. These factors lead individuals to deliberately neglect their duties, waste work time, relax excessively, exhibit sluggishness, and fail to perform assigned tasks, often due to psychological or organizational factors that contribute to their disengagement. This behavior often stems from a perception that incentives are insufficient and that their efforts are not adequately compensated, leading to neglect of duties, wasted work hours, and reluctance to perform tasks. In summary, social loafing can be defined as employees' failure to comply with official working hours, neglect of assigned tasks, indifference in handling work and interpersonal matters, slackness, and insufficient effort to complete duties due to organizational factors.

Lakshitha and Priyankara (2025) categorized social loafing into three types: engagement loafing, performance deficit loafing, and excuse loafing. Engagement loafing is defined as low engagement, which includes limited involvement, inactive meeting participation, and limited conversation. Performance deficiency loafing manifested itself as inferior quality job performance, unfinished submissions, and procrastination. Excuse loafing identified purposeful avoidance practices in which individuals relied on repeated reasons.

Accordingly, reducing social loafing is a major challenge in modern workplaces, as it negatively affects the affective outcomes of teams (Hyusein & Eyupoglu, 2023). Furthermore, imposing punishment on an employee without explaining the reason fosters indifference and disregard for workplace rules, which in turn results in laziness in job performance. Hyusein and Eyupoglu (2023) further assert that in a team setting, some challenging goals require concerted effort to enhance performance. However, teams may sometimes include members exhibiting unethical behaviors such as social loafing, often stemming from poorly defined organizational processes.

Thanh and Van Toan (2018) explored the relationship between organizational justice and social loafing in organizations. Their findings demonstrated that procedural justice and distributive justice significantly contributed to reducing social loafing. In contrast, social loafing was unaffected by interactional justice and systemic justice, suggesting that employees pay less attention to these aspects. Edrees et al. (2023) examined the influence of procedural justice on turnover intention and social loafing behavior among employees working at various hotels in Saudi Arabia. The results showed that procedural justice significantly and negatively influences social loafing behavior. Furthermore, procedural justice significantly and negatively influences turnover intention. They concluded that procedural justice is an important factor for any organization seeking to reduce social loafing behavior.

Chen et al. (2024) found that social loafing among company employees is negatively influenced by organizational justice. Employees with a strong sense of organizational justice believe they are treated fairly by the company and that their individual efforts are appropriately evaluated and recognized. Awee et al. (2024) examined how organizational justice (procedural, distributive, and interactional) affects social loafing among private sector employees in Malaysia. Their results showed that procedural, distributive, and interactional justice negatively influence social loafing behavior. Organizations can prevent social loafing by promoting justice, providing training to enhance trustworthiness, and considering team composition. Muala et al. (2022) aimed to evaluate

the impact of organizational justice on turnover intention. The results indicated a positive correlation between organizational justice and turnover intention. Similarly, Al Shibly and Bakir's (2023) study explored how the dimensions of organizational justice (distributive, procedural, and interactional justice) affect organizational trust in Jordanian insurance companies. Their primary findings demonstrated that all three dimensions have a statistically significant effect on organizational trust.

Daryono and Foertsch (2023) revealed that social loafing significantly affects performance at the Central Java National Police School. Their findings indicate that a higher degree of social loafing is typically associated with lower levels of individual achievement for both individuals and groups. Alghamdi et al. (2024) investigated the impact of social loafing on job performance in Egyptian five-star hotels. They found social loafing to be a harmful behavior that leads to reduced performance in workplace environments and negatively affects employees' productivity. Elshaer et al. (2023) found that social loafing plays a major role in the high turnover intentions among tourism employees, adversely affects employee and work job satisfaction, and increases the likelihood of employees losing their positions. Hijazin's (2020) study aimed to examine servant leadership effects on influences on loafing in private hospitals in Jordan, using happiness as a moderating variable. The study found that servant leadership has a negative impact on loafing, and that effect is amplified by strengthened organizational happiness.

Regarding the moderating variable, Huhtala et al. (2015) state that an ethical organizational culture fosters a positive work environment that promotes well-being, including increased work engagement. Ethical culture refers to a distinct set of organizational values that regulate immoral and unethical behaviors (Treviño & Weaver, 2003). Previous research has consistently shown that deviating from ethical standards can result in unfairness, injustice, and inequality within organizations (Meyers, 2004). Zhang et al. (2009) confirmed that a positive culture encourages ethical behavior, whereas an unfair culture may lead to unethical and undesirable actions. Kaptein (2009) explains that an ethical organizational culture defines the ethical

norms of the workplace by integrating the practices, skills, expectations, and goals of employees to maintain an ethical climate and prevent illegitimate conduct. Finally, Alghamdi et al. (2024) emphasize that adopting ethical strategies in hotel management can reduce social loafing, foster a healthy work environment, and ultimately improve job performance. The service sector, characterized by intangibility and low task visibility, tends to experience higher levels of social loafing. This occurs because individuals often struggle to recognize their contributions to the overall success of the team.

The focus of this study will be on five-star hotel employees in Amman City, Jordan, who serve as the backbone of these hotels. Working in hotels often fosters a spirit of camaraderie and teamwork (Hyusein & Eyupoglu, 2023). The team must rely on one another to ensure the seamless execution of daily tasks, with each individual contributing unique skills and efforts to achieve a common goal. The hospitality sector is characterized by demanding conditions, including long working hours, weekend and holiday shifts, and the necessity of providing excellent customer service. These factors contribute to high employee dissatisfaction, which disrupts workflow and negatively impacts guest satisfaction.

Based on the above literature, organizational justice plays a pivotal role in creating a healthy environment in organizations by implementing distributive, procedural, and interactional justice among employees to enhance satisfaction and reduce social loafing and other negative attitudes within the organization, thereby contributing to an ethical culture that upholds and supports justice.

Consequently, the objective of this paper is to investigate the impact of implementing organizational justice on reducing social loafing in five-star hotels and examine the moderating effect of ethical culture on this relationship.

The above observations logically lead us to propose the research model (Figure 1) and the following hypotheses are proposed:

H1: Organizational justice has a significant impact on reducing employees' social loafing behavior at the significance level of $\alpha \leq 0.05$.

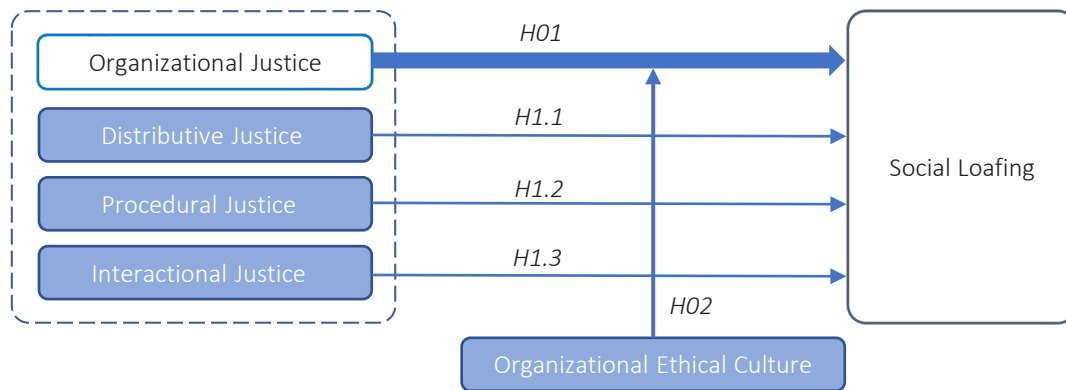


Figure 1. Research model

H1.1: Distributive justice has a significant impact on reducing employees' social loafing behavior at the significance level of $\alpha \leq 0.05$.

H1.2: Procedural justice has a significant impact on reducing employees' social loafing behavior at the significance level of $\alpha \leq 0.05$.

H1.3: Interactional justice has a significant impact on reducing employees' social loafing behavior at the significance level of $\alpha \leq 0.05$.

H2: Organizational ethical culture has a significant moderating effect on the relationship between organizational justice and employees' social loafing at the significance level of $\alpha \leq 0.05$.

2. METHOD

The current study employs a descriptive-analytical methodology. The analytical approach involves data analysis following the distribution of the study instrument (the questionnaire) to the sample population. The study population consists of employees working in five-star hotels in Amman. According to the Ministry of Tourism and Antiquities, there are 23 five-star hotels in Amman, with a total of 5,773 employees (Tourism Quarterly Report, 2025). A stratified random sampling technique was used. Based on the sample size calculation table (Sekaran & Bougie, 2016), the allowable margin of error for this study is 0.05. So, 750 questionnaires were distributed to employees at the largest five-star hotels in Amman. A total of 527 questionnaires were returned, resulting

in a 70% response rate. Questions measuring the organizational justice variable were adopted from previous studies. The questionnaire includes three dimensions of organizational justice: distributive justice (5 items), procedural justice (7 items), and interactional justice (5 items). For social loafing, a 10-item questionnaire was used to measure the variable. Regarding organizational ethical culture, an eight-item scale was used. To ensure the reliability of the questionnaires, internal consistency coefficients for each domain were calculated using Cronbach's alpha. Table 1 presents the reliability coefficients for the questionnaire domains. The Cronbach's alpha values ranged from 0.835 to 0.916, indicating high reliability for the overall questionnaire, which consists of 35 items. The data from the research sample's responses to the questionnaire items were analyzed using SPSS software. Various statistical techniques, including hypothesis testing, descriptive statistics, and reliability analysis of the study instrument, were applied. An analysis of the sample members' demographic responses was conducted by calculating the frequencies and percentages of all responses, as presented in Table 2.

To evaluate the suitability of the study model for linear regression analysis and parametric tests, multiple linear correlation and autocorrelation tests were conducted. The multicollinearity test assesses the degree of near-perfect linear correlation among two or more independent variables, which can inflate the R^2 coefficient, making it appear larger than its true value. Accordingly, the coefficient values were calculated for all independent variables and the adjusted model in the study. The results are presented in Table 3.

Table 1. Reliability coefficients

Variable	Dimensions	No. of Items	Internal consistency reliability	Source
Organizational Justice	Distributive Justice	5	619.0	Bettencourt et al. (2005)
	Procedural Justice	7	648.0	Colquitt et al. (2006)
	Interactional Justice	5	358.0	Karatepe (2006)
Social Loafing		10	109.0	George (1992)
Ethical Organizational Culture		8	895.0	Ardichvili et al. (2012)

Table 2. Respondents’ demographic profile

	Frequency	%
Gender		
Male	316	59.9
Female	211	40.1
Age		
22–30	225	42.7
31–40	172	32.6
41–50	101	19.2
More than 51	29	5.5
Level		
Manager	10	1.90
Manager Assistant/HOD	65	12.3
Supervisor	91	17.3
Employee	361	68.5
Education Level		
High school/Diploma	255	48.4
Undergraduate	224	42.5
Postgraduate	48	9.1
Working Experience		
1-3 years	59	11.2
9-4 years	148	28.0
15-01 years	217	41.2
More than 16 years	103	19.6

Table 3. Correlation matrix of variables

Variable	Organizational Justice	Social Loafing	Ethical Organizational Culture
Organizational Justice	1		
Social Loafing	0.069	1	
Ethical Organizational Culture	0.065	0.059	1

Table 3 shows that the correlation coefficients between the variables range from 0.059 to 0.069, which is less than 0.80, indicating no significant linear correlation between the variables. This finding is further supported by the variance inflation factor (VIF) values for the independent variable dimensions, as presented in Table 4.

Table 4. Variance inflation factor and tolerance

Dimensions	VIF	Tolerance
Distributive Justice	1.031	.925
Procedural Justice	1.291	.740
Interactional Justice	1.156	.891

Table 4 shows that the variance inflation factor (VIF) values for all variables ranged from 1 to 10, and the tolerance values ranged from 0.1 to 1, indicating no multicollinearity among the study variables.

3. RESULTS

The first main hypothesis (H01) stated that organizational justice has a significant impact on employees’ social loafing behavior at the significance level $\alpha = 0.05$. To test this hypothesis, regression analysis was conducted to assess the impact of or-

Table 5. Regression analysis to test the impact of organizational justice on social loafing

Main Hypothesis	R	R ²	β	F	Sig.	t	Sig.	Decision
H01: OJ \rightarrow SL	.826	.671	.827	229.10	.000	26.21	.001	Accepted

Note: Dependent variable: social loafing. *Significant at the level ($\alpha \geq 0.05$).

organizational justice on employees' social loafing behavior. Table 5 presents the results, which indicate a statistically significant impact of organizational justice on social loafing, as evidenced by an *F* value of 229.10, exceeding the critical value of 2.24 and significant at the $\alpha \leq 0.05$ level, confirming the model's significance. The *R*² value of 0.671 indicates that the dimensions of organizational justice explain 67.1% of the variance in employees' social loafing behavior in five-star hotels in Jordan. The correlation coefficient (*R* = 0.826) further confirms a strong relationship between organizational justice and employees' social loafing. The results demonstrate that organizational justice has a significant impact on employees' social loafing (*R*² = 0.671, *t* = 26.21, *p* < 0.001); therefore, we accept hypothesis H01.

Table 6 presents the statistical tests for the sub-hypotheses. Regarding sub-hypothesis H1.1, the results demonstrate that distributive justice significantly influences employees' social loafing ($\beta = 0.321$, *t* = 5.751, *p* < 0.001); thus, we accept H1.1. For the second sub-hypothesis, H1.2, the results reveal that procedural justice significantly affects employees' social loafing ($\beta = 0.315$, *t* = 4.371, *p* < 0.001); consequently, we accept H1.2. Concerning the third sub-hypothesis, H1.3, the results indicate that interactional justice has a significant impact on employees' social loafing ($\beta = 0.268$, *t* = 5.426, *p* < 0.001); therefore, we accept H1.3.

Table 6. Statistical test for sub-hypotheses

Sub-Hypothesis	R	R ²	β	F	Sig.	t	Sig.	Decision
H1.1: DJ \rightarrow SL	.667	0.496	0.321	211.75	.000	5.751	.000	Accepted
H1.2: PJ \rightarrow SL	.710	0.624	0.315	227.11	.000	4.371	.000	Accepted
H1.3: IJ \rightarrow SL	.694	0.502	0.268	235.62	.000	5.426	.000	Accepted

Note: OJ: Organizational Justice, SL: Social Loafing, DJ: Distributive Justice, PJ: Procedural Justice, IJ: Interactional Justice.

Table 7. Hierarchical multiple regression analysis results

Model	R	R ²	β	F	T	Sig.
1	0.685	0.472	0.828	122.868	19.800	.000
2	0.267	0.553	0.804	215.255	16.114	.000
3	0.446	0.262	0.874	132.580	18.793	.000

To test the second hypothesis, a hierarchical multiple regression analysis was conducted to examine whether organizational ethical culture moderates the relationship between organizational justice and social loafing in five-star Jordanian hotels, using a significance level $\alpha \leq 0.05$. The results are presented in Table 7.

As shown in Table 7, there is a difference between the *R*² values for the first model (0.472) and the third model (0.262). The results of the hierarchical multiple regression analysis for the first model are based on the correlation coefficient (*R* = 0.685), indicating a strong relationship between organizational justice and social loafing, with an *F*-value of 122.86 at a significance level of $\alpha = 0.05$. The standardized regression coefficient was $\beta = 0.828$, and the coefficient of determination (*R*² = 0.472) indicated that organizational justice accounted for 47.2% of the variance in social loafing. In the second model, the correlation coefficient (*R* = 0.267) suggested a significant relationship between organizational ethical culture, as a moderating variable, and social loafing. The *F*-value of 215.25 indicates that the effect of organizational ethical culture on social loafing was positive and statistically significant. The coefficient of determination (*R*² = 0.553) indicates that changes in social loafing are explained by organizational ethical culture, with a standardized regression coefficient (β) of 0.804. The third model included organizational ethical culture as a moderating variable. The cor-

relation coefficient ($R = 0.446$) showed a moderate increase, and the coefficient of determination increased by 25.8%. The F-statistic value of 132.58 indicated that this effect on social loafing was statistically significant.

Therefore, organizational ethical culture moderates the relationship between organizational justice and social loafing by 21%, increasing the effect size from 0.262 to 0.472. The total variance is calculated as the difference between the third and first models. Therefore, we accept the second hypothesis: Organizational ethical culture has a significant moderating effect on the relationship between organizational justice and employees' social loafing at a significance level of $\alpha = 0.05$.

4. DISCUSSION

This study investigated the impact of organizational justice on social loafing behavior among employees of five-star hotels in Jordan. Additionally, the moderating effect of organizational ethical culture on the relationship between organizational justice and social loafing behavior was examined. The findings of this study supported all the proposed hypotheses. The first main hypothesis (H1), which examined whether organizational justice (distributive, procedural, and interactional) affects social loafing, revealed that procedural justice had the strongest effect, followed by distributive and interactional justice. Procedural justice is essential for the effective implementation of the other two types of organizational justice. Furthermore, the results indicate that these three dimensions of justice explain 76.3% of the variance in employee social loafing behavior ($R^2 = 0.763$). These findings are consistent with those of Awee et al. (2024), Etemadi et al. (2015), Thanh and Van Toan (2018), Lin and Huang (2009), and Liden et al. (2004).

The results of the first sub-hypothesis (H1.1) revealed that distributive justice has a significant impact on employees' social loafing behavior. Employees who perceive that incentives are distributed fairly based on their efforts are less likely to engage in social loafing, which is the tendency to exert less effort when working in a group. Fair incentive distribution promotes equal treatment,

motivating employees to actively participate in group tasks while reducing the likelihood of loafing. When employees perceive justice, they develop a stronger sense of loyalty and responsibility toward their team, which helps prevent social loafing. Employees who believe in distributive justice are less likely to engage in social loafing; they are motivated by fair pay and rewards, equitable workloads, and fair responsibilities assigned by management. Providing employees with appropriate feedback and recognition for their achievements improves their perception of distributive fairness, which influences their work behavior. These findings align with those of Himmetoğlu et al. (2022), Thanh and Van Toan (2018), and Liden et al. (2004).

The second sub-hypothesis (H1.2) examines the impact of procedural justice on social loafing behavior. The results supported the hypothesis, indicating that justice is not only about the fair distribution of outcomes but also about the fairness of the decision-making processes through which top management makes decisions. These processes must be implemented equally and fairly among staff, be free of bias, comply with ethical standards, and address the needs of staff employees. Employees' perceptions of the fairness of policies and processes influence their performance expectations, which in turn affect the effort they invest in their work. Moreover, involving employees in decision-making enhances their perception of procedural justice. This result underscores procedural justice as a critical component of organizational justice. The result is inconsistent with the studies of Colquitt et al. (2001), Edrees et al. (2023), and Al Shibly and Bakir (2023).

Concerning the third sub-hypothesis (H1.3), the results indicated that any increase in the practice of interactional justice would decrease social loafing among hotel employees. Interactional justice, which involves fair and respectful treatment from top management, significantly impacts social loafing by either increasing or decreasing it. Higher levels of interactional justice foster trust and effort, thereby reducing loafing; employees expect management to treat them as they treat others. A manager who selectively extends respect and intimacy to some employees while neglecting others will be perceived as unfair and can lead employees

to withhold effort in response to injustice or a lack of care. Therefore, we accept the third sub-hypothesis. This finding aligns with the studies of Muala et al. (2022), Al Shibly and Bakir (2023), and Mert et al. (2022). Finally, concerning the second hy-

pothesis, the revealed results show that organizational ethical culture has a significant moderating impact on the relationship between organizational justice and social loafing. The result is in line with Hyusein and Eyupoglu (2023).

CONCLUSION

This paper investigates the impact of implementing organizational justice on reducing social loafing in five-star hotels and examines the moderating effect of ethical culture on this relationship.

The revealed results show that organizational justice has a statistically significant impact on reducing social loafing. The results of the three dimensions of organizational justice (procedural, distributive, and interactional justice) also revealed a significant impact on reducing social loafing. The results show that organizational ethical culture moderates the relationship between organizational justice and social loafing behavior.

The study highlights the critical role of organizational justice and its dimensions (procedural, interactional, and distributive) on reducing social loafing among five-star hotel employees. Procedural justice had the greatest impact on reducing employees' social loafing. Procedural justice ensures a fair process effect and increases collaboration, confidence, and compliance even in the face of negative decisions. Therefore, hotel managers should exercise procedural justice with all employees to boost satisfaction. Finally, creating and maintaining an ethical organizational culture is necessary in the hotel industry since it is a labor-intensive industry dependent on employee interaction. Hence, hotel managers should eliminate all incentives for social loafing behavior to engender appropriate teamwork in the workplace.

AUTHOR CONTRIBUTIONS

Conceptualization: Hamza Khraim.

Data curation: Hamza Khraim.

Formal analysis: Hamza Khraim.

Funding acquisition: Hamza Khraim.

Methodology: Hamza Khraim.

Project administration: Hamza Khraim.

Resources: Hamza Khraim.

Software: Hamza Khraim.

Validation: Hamza Khraim.

Writing – original draft: Hamza Khraim.

Writing – review & editing: Hamza Khraim.

REFERENCES

1. Awee, A., Gopalan, R., Farhana, H., Maludin, N., & Tazilah, M. (2024). Effects of organizational justice on social loafing: The mediating role of felt obligation. *Journal of Entrepreneurship and Business*, 12(1), 43-64. <https://doi.org/10.17687/jeb.v12i1.1191>
2. Al Shibly, S., & Bakir, S. (2023). The impact of organizational justice on organizational trust: Examining the moderating role of job security: A study at the Jordanian insurance companies. In B. Alareeni, A. Hamdan, R. Khamis, & R.E. Khoury (Eds.), *Digitalisation: Opportunities and Challenges for Business* (Vol. 621, pp. 3-13). Cham: Springer. https://doi.org/10.1007/978-3-031-26956-1_1
3. Alam, K., Ali, A., & Subhan, F. (2015). Evaluation method, task outcomes and group structure as counteracting strategies of social loafing in manufacturing industries of Pakistan. *Business Review*, 10(1), 131-146. <https://doi.org/10.54784/1990-6587.1319>
4. Ardichvili, A., Jondle, D., Kowske, B., Cornachione, E., Li, J., &

- Thakadipuram, T. (2012). Ethical cultures in large business organizations in Brazil, Russia, India, and China. *Journal of Business Ethics*, 105(4), 415-428. <https://doi.org/10.1007/s10551-011-0976-9>
5. Alghamdi, A., Baquero, A., Khairy, H.A. & Salama, W.M.E. (2024). Social loafing and job performance in hotels: Does transactional leadership matter? *African Journal of Hospitality, Tourism and Leisure*, 13(1), 192-197. Retrieved from https://www.ajhtl.com/uploads/7/1/6/3/7163688/article_22_13_1_192-197.pdf
 6. Bettencourt, A., Brown, W., & MacKenzie, B. (2005). Customer-oriented boundary-spanning behaviors: Test of a social exchange model of antecedents. *Journal of Retailing*, 81(2), 141-157. <https://doi.org/10.1016/j.jretai.2005.03.004>
 7. Charbonneau, D., Sasaki, T., & Dornhaus, A. (2017). Who needs lazy workers? Inactive workers act as a 'reserve' labor force replacing active workers, but inactive workers are not replaced when they are removed. *PLOS ONE*, 12(9). <https://doi.org/10.1371/journal.pone.0184074>
 8. Cropanzano, R., Bowen, E., & Gilliland, W. (2007). The management of organizational justice. *Academy of Management Perspectives*, 21(4), 34-48. <https://doi.org/10.5465/amp.2007.27895338>
 9. Chen, C., Wang, B., An, H., & Min, L. (2024). Organizational justice perception and employees' social loafing in the context of the COVID-19 epidemic: The mediating role of organizational commitment. *Humanities and Social Sciences Communications*, 11, Article 176. <https://doi.org/10.1057/s41599-024-02612-6>
 10. Colquitt, A., Conlon, E., Wesson, J., Porter, H., & Ng, Y. (2001). Justice at the millennium: A meta-analytic review of 25 years of organizational justice research. *Journal of Applied Psychology*, 86(3), 425-445. <https://doi.org/10.1037/0021-9010.86.3.425>
 11. Colquitt, A., Scott, B.A., Judge, T.A., & Shaw, J.C. (2006). Justice and personality: Using integrative theories to derive moderators of justice effects. *Organizational Behavior and Human Decision Processes*, 100, 110-27. <https://doi.org/10.1016/j.obhdp.2005.09.001>
 12. DeVaro, J. (2016). The efficacy of internal or external hiring hinges on other policies that a firm uses simultaneously, internal hiring or external recruitment? *IZA World of Labor*, 2016, Article 237. <https://doi.org/10.15185/izawol.237>
 13. Daryono, D., & Foertsch, C. (2023). The role of active social loafing and psychological encouragement in human capital development. *Jurnal Manajemen Bisnis*, 14(1), 143-161. Retrieved from <http://journal.umy.ac.id/index.php/mb>
 14. Etemadi, M., Darab, M. G., Khorasani, E., Moradi, F., & Vazirinasab, H. (2015). Social loafing among nurses and its relation with organizational justice. *International Journal of Educational and Psychological Researches*, 1(2), 125-130. Retrieved from <http://sjsph.tums.ac.ir/article-1-5208-en.html>
 15. Elshaer, A., Algezawy, M., Ghaleb, S., Mohamed, A., & Azazz, A. (2023). The impact of social loafing on turnover intention for tourism employees post COVID-19: The mediating role of mental health. *International Journal of Environmental Research and Public Health*, 20, Article 5702. <https://doi.org/10.3390/ijerph20095702>
 16. Edrees, E., Sobaih, E., Gharbi, H., & Abu Elnasr, E. (2023). The influences of procedural justice on turnover intention and social loafing behavior among hotel employees. *Journal of Risk and Financial Management*, 16(2). <https://doi.org/10.3390/jrfm16020075>
 17. George, M. (1992). Extrinsic and intrinsic origins of perceived social loafing in organizations. *The Academy of Management Journal*, 35(1), 191-202. <https://doi.org/10.5465/256478>
 18. Hasegawa, E., Ishii, Y., Tada, K., Kobayashi, K., & Yoshimura, J. (2016). Lazy workers are necessary for long-term sustainability in insect societies. *Scientific Reports*, 6, Article 20846. Retrieved from <https://www.nature.com/articles/srep20846>
 19. Hyusein, A., & Eyupoglu, S. (2023). Ethical leadership and perceived organizational politics: The mediating role of social loafing. *International Journal of Organizational Leadership*, 12(2), 125-143. <https://doi.org/10.33844/ijol.2023.60354>
 20. Huhtala, M., Tolvanen, A., Mauno, S., & Feldt, T. (2015). The associations between ethical organizational culture, burnout, and engagement: A multilevel study. *Journal of Business and Psychology*, 30(2), 399-414. <https://doi.org/10.1007/s10869-014-9369-2>
 21. Himmetoğlu, B., Ayduğ, D., & Bayrak, C. (2022). Relationships among teachers' perceptions on coworker social loafing, organizational justice, and task visibility. *International Journal of Educational Management*, 36(3), 247-260. <https://doi.org/10.1108/IJEM-04-2021-0158>
 22. Hijazin, A. F. (2020). *Servant leadership and its impact in reducing social loafing: Test of the moderating role of organizational happiness: A field study on the private hospitals in Amman* (Unpublished MBA Thesis). Middle East University. (In Arabic). Retrieved from <https://www.meu.edu.jo/library-Theses/Servant%20Leadership%20and%20Its%20Impact%20in%20Reducing%20Social%20Loafing.pdf>
 23. Kravitz, D., & Martin, B. (1986). Ringelmann rediscovered: The original article. *Journal of Personality and Social Psychology*, 50(5), 936-941. <https://doi.org/10.1037/0022-3514.50.5.936>
 24. Kaptein, M. (2009). Ethics programs and ethical culture: A next step in unraveling their multifaceted relationship. *Journal of Business Ethics*, 89(2), 261-281. Retrieved from <https://ideas.repec.org/a/kap/jbuset/v89y-2009i2p261-281.html>
 25. Karatepe, M. (2006). Customer complaints and organizational responses: The effects of complainants' perceptions of justice on satisfaction and loyalty. *Interna-*

- tional Journal of Hospitality Management*, 25(1), 69-90. <https://doi.org/10.1016/j.ijhm.2004.12.008>
26. Karau, S., & Williams, K. (1993). Social loafing: A meta-analytical and theoretical integration. *Journal of Personality and Social Psychology*, 64(4) 681-706. <https://doi.org/10.1037/0022-3514.65.4.681>
 27. Kumari, G., & Pandey, M. (2011). Analysis of an individual's behavior in work environment for a better output. *International Journal of Innovation, Management and Technology*, 2(2). 156-161.
 28. Lin, T. C., & Huang, C. C. (2009). Understanding social loafing in knowledge contribution from the perspectives of justice and trust. *Expert Systems with Applications*, 36(3), 6156-6163. <https://doi.org/10.1016/j.eswa.2008.07.014>
 29. Liden, C., Wayne, J., Jaworski, A., & Bennett, N. (2004). Social loafing: A field investigation. *Journal of Management*, 30(2), 285-304. <https://doi.org/10.1016/j.jm.2003.02.002>
 30. Lakshitha, M., & Priyankara, H. (2025). Navigating social loafing: a qualitative inquiry on active team members' coping strategies at the Faculty of Management Studies, Sabaragamuwa University of Sri Lanka. In *Seventh Management Undergraduates' Research Session (MURS 2025)*, 263-266.
 31. Muala, I., Al-Ghalabi, R., Alsheikh, A., Hamdan, B., & Alnawafleh, T. (2022). Evaluating the effect of organizational justice on turnover intention in the public hospitals of Jordan: Mediated-moderated model of employee silence, workplace bullying, and work stress. *International Journal of Professional Business Review*, 7(3), Article e526. <https://doi.org/10.26668/businessreview/2022.v7i3.0526>
 32. Meyers, C. (2004). Institutional culture and individual behavior: Creating an ethical environment. *Science and Engineering Ethics*, 10(2), 269-276. Retrieved from <https://link.springer.com/article/10.1007/s11948-004-0022-8>
 33. Mert, I., Sen, C., & Alzghoul, A. (2022). Organizational justice, life satisfaction, and happiness: The mediating role of workplace social courage. *Kybernetes*, 51(7), 2215-2232. <https://doi.org/10.1108/K-02-2021-0116>
 34. Ringelmann, M. (1913). Research on animate sources of power: The work of man. *Annales de l'Institut National Agronomique*, 12, 1-40.
 35. Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill-building approach* 7th ed.). West Sussex: Wiley & Sons.
 36. Thanh, B., & Van Toan, N. (2018). The relationship between organizational justice and social loafing in Ho Chi Minh City, Vietnam. *The Journal of Asian Finance, Economics and Business*, 5(3), 179-183. <https://doi.org/10.13106/jafeb.2018.vol5.no3.179>
 37. Treviño, K., & Weaver, R. (2003). *Managing ethics in business organizations: Social scientific perspective*. Stanford University Press.
 38. Tourism Quarterly Report. (2025). *Quarterly Review Q1/2025*. Retrieved from https://mota.gov.jo/AR/List/ar_statistiics
 39. Zhang, J., Chiu, R., & Wei, L.-Q. (2009). On whistleblowing judgment and intention: The roles of positive mood and organizational ethical culture. *Journal of Managerial Psychology*, 24(7), 627-649. <https://doi.org/10.1108/02683940910989020>