



# The Effect Of Job Insecurity, Distributive Injustice And Workload On Social Loafing Behavior In Hospital Nurses With Turnover Intention As Mediation

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## ABSTRACT

This study aims to analyze the influence of job insecurity, distributive injustice and workload on social loafing behavior in nurses, with turnover intention as a mediating variable. The phenomenon of social loafing can have a negative impact on the quality of teamwork in hospitals, especially among nurses who work in groups. The research approach was quantitative with 165 nurse respondents at Muhammadiyah Siti Aminah Bumiayu Hospital. Data analysis was conducted using the Partial Least Squares-Structural Equation Modeling (PLS-SEM) method to test the direct and indirect influence of the variables studied. The results of the study show that the variables of job insecurity, distributive injustice and workload influence increasing turnover intention. The distributive injustice variable showed a significant direct influence on social loafing, while job insecurity and workload did not have a significant direct influence. In addition, turnover intention does not have a significant mediating role in bridging the relationship between the three work stressors and social loafing.

## INTRODUCTION

Teamwork is an essential element of patient safety in hospitals, effective teamwork among healthcare professionals significantly improves patient safety. Efforts to improve patient safety through evaluation, teamwork need to be done daily (Jasline et al., 2023). The highest level of teamwork in a hospital is nurses (Wang et al., 2024), Nurses spend more time in a day caring for patients and have a closer relationship with them compared to other service providers. The nursing profession uses a teamwork approach and nurses play an important role in teams (Aydogdu, 2024), to ensure effective patient care, team collaboration is essential to manage complex patient needs and improve healthcare outcomes (Will & Lamb, 2021), which requires shared goals and collective responsibility to achieve successful teamwork and be free from inhibitions such as social loafing (Cicekdagi et al., 2023).

Social loafing is a form of individual behavior in organizations (Ghaleb et al., 2024). This phenomenon tends to hinder the work process of employees in teams because workers are not motivated to actively take part together in groups. Additionally, this behavior reduces the desire of other colleagues to perform tasks in groups (Blau, 1964). Workers must be able to join and complete tasks in groups, in addition to completing their tasks (Aulia et al., 2020). Social loafing is a behavioral tendency to put in less effort in a group or teamwork compared to the effort it takes individually (Hartson & Latane, 1997).

Research on social loafing has resulted in an understanding that shows several intrinsic and extrinsic components that contribute to Social Loafing behavior. The extrinsic type of social loafing is when an employee thinks that their efforts are not seen by others (Bestari MP et al., 2022), meaning that if a person feels that he will not be rewarded or sanctioned for his efforts, he or she will not try in a group (Karau & Williams, 1993).

Chidambaram & Tung (2005) mention that social loafing is a phenomenon that has a negative impact on the organization because it can reduce performance and have a bad effect on the condition of the group. Social loafing can have a negative impact on productivity, work quality and organizational progress. Therefore, the problem of social loafing is important to be further researched in the work environment (Elshaer et al., 2023). Understanding and investigation of the reasons and antecedents of social loafing behavior is essential to uncover (Alyahya et al., 2022).

The phenomenon of social loafing that occurred at Muhammadiyah Siti Aminah Bumiayu Hospital based on an interview with the Nursing Manager showed that nurses have a shift work group where work is divided into groups based on working time, in the process symptoms of social loafing appear in the form of relying on other people in the group in carrying out their job responsibilities. This passive behavior is included in the social loafing indicator. When individuals work in groups, they often reduce their efforts because they depend on others to complete tasks (Kasih, 2022). In addition, the phenomenon is that nurses are the most important human resource in hospitals and have a high level of fatigue and intention to move (Al Sabei et al., 2020). A common challenge in recent years is the intention to move and Indonesia ranks among the countries with the highest turnover intention (Andriani et al., 2023), this has an impact on increasing social loafing (Yildiz & Elibol, 2021).

Social exchange theory provides a useful framework for understanding social loafing by examining rewards related to group interactions, including transactional traits. This theory argues that social behavior is transactional, in which individuals look to maximize rewards and minimize costs. The behavior of individuals who feel that their contributions are not adequately appreciated or recognized can reduce their efforts, thus causing social loafing, then the trust and fairness factor is an important component that affects social loafing (Chidambaram & Tung, 2005).

The relationship between variables in this study can be explained through the framework of thinking that work stressors, such as job insecurity, distributive injustice and workload, theoretically and empirically have an influence on turnover intention, which in turn can have an impact on social loafing behavior.

Job insecurity can erode trust in the organization, while distribution inequity lowers employee beliefs of fairness and motivation. A high workload also has the potential to reduce engagement if it is not balanced with adequate organizational support. These three stressors increase the likelihood of the appearance of intention to move. Individuals with turnover intention tend to reduce their collective contribution in the team, thus giving rise to social loafing (Alyahya et al., 2022; Elshaer et al., 2023; Chidambaram & Tung, 2005).

The influence of work stressors, turnover intentions and social loafing variables is not always direct and significant, as the factors of professionalism, culture of collegiality and commitment to patients can be psychological buffers that prevent individuals from withdrawing from teamwork despite experiencing high psychological pressure. A deep understanding of the

dynamics of the relationship between these variables is essential for developing organizational strategies in preventing passive work behavior and supporting team effectiveness in the healthcare sector (Fernandez et al., 2023; Mohamed, 2024; Kim et al., 2023).

Previous research on factors that can affect social loafing, such as job insecurity, distributive injustice, workload and turnover intention, was conducted by Alyahya et al., (2022), resulting in a significant positive influence between job insecurity, distributive injustice on the social loafing behavior of hotel workers in Arab, the effect of workload on the phenomenon of social loafing. Nijp (2022) explained that work demands cause problems if the demands require so much effort that they interfere with the worker's personal goals or needs, which in turn causes disruption in the functioning of social relationships.

The results of different studies found that workload and social loafing do not always have a negative impact because social loafing behavior is used as a recovery session to improve performance (Liu et al., 2024). Ernando (2021) conducted influence research turnover intention towards social loafing. The study found that there was a positive influence between turnover intention on behavior social loafing on employees. Turnover intention on social loafing was researched by Elibol et al., (2021) the results of the study showed that Turnover intention is positively related to social loafing.

This research is a development of the research, by adopting suggestions from previous research to test research findings in different contexts, both in terms of country and industry, and involving different types of employees, the difference with the previous research lies in the object of the research that previously used the population of hotel employees in Saudi Arabia while this study used employees at the Muhammadiyah Siti Aminah Bumiayu General Hospital in Indonesia as the object of research.

In addition, in this study, there is an addition of a variable, namely Alyahya et al., (2022) workload as an independent variable, the addition of this variable is intended to explore more deeply how workload affects teamwork in the nursing profession, which is known to have a heavy and time-consuming workload (Lutfi et al., 2021).

Although there have been many studies that have examined the influence of job insecurity, distributive injustice and workload on work behavior, some research gaps still need to be filled, such as the special context of research in the hospital sector. Research related to job insecurity, distributive injustice, and social loafing is mostly conducted in the hospitality sector. The healthcare sector, especially hospitals, has quite different work dynamics, where team collaboration is essential.

Research that specifically examines the phenomenon of social loafing in hospitals is still limited, so further studies are needed to understand how these factors play a role in health organizations and management can understand problems related to the phenomenon of social loafing.

## **LITERATURE REVIEW**

### **Social Exchange Theory**

Social Exchange Theory in the context of organization and human resource management is widely used to understand as well as improve the quality of relationships between employees and organizations, such as trust, commitment, teamwork and fair rewards (Gould-Williams & Davies, 2005). Social exchange theory is a basic framework in social science that examines the dynamics of interpersonal relationships through the perspective of the exchange of resources, both tangible and intangible.

This theory states that social behavior is the result of a process of exchange in which individuals assess the costs and benefits of their interactions, leading to the formation of relationships based on mutual and mutual benefits (Yang & Mishra, 2018); Cropanzano & Mitchell, 2005). The most fundamental assumption of this theory is that social behavior is the

result of an exchange process that aims to maximize benefits and minimize costs (Stafford & Kuiper, 2021).

The individual will be motivated by self-interest (Kelley et al., 1959), in other words, social exchange assumes that the individual wants to maximize their personal gain with the minimum possible sacrifice in a relationship (Stafford & Kuiper, 2021), such an assumption is objective, since human beings are rational beings (Zafirovski, 2003). Experience and expectations in the past affect the beginning of a relationship, there are at least four basic concepts that are used as considerations, namely reward, cost, result and level of comparison. This theory can be applied to understand why individuals may reduce their efforts in a group environment (Moilanen & Ikkäheimo, 2019; Kelley et al., 1959).

## METHODS

This research is quantitative, using data in the form of numbers or ratios (Scott, 2019). The independent variables in this study are job insecurity, distributive injustice and workload, the variable turnover intention as a moderator and the dependent variable is social loafing. The population in this study is nurses who work at the Muhammadiyah Siti Aminah Bumiayu General Hospital, Brebes Regency, with a sample of 165 nurses. The sampling method used is a saturated sampling technique where all populations are sampled.

The data used in this study is primary data. The data collection method was conducted using a questionnaire given to nurses at RSU Muhammadiyah Siti Aminah Bumiayu with the help of Google Form. Variable measurements were assessed on a Likert scale of 5 points (1 = strongly disagree; 5 = strongly agree). The instrument includes five parts: job insecurity, distributive injustice, workload, turnover intention and social loafing. Four items measure job insecurity (Höge et al., 2012). Distributive injustice was measured with four items from Niehoff and Moorman (1993), workload measurement included four items from Gopher & Dochin (1986) in (Muslim, 2021). Turnover intention is measured with three items Singh et al., (1996) and social loafing measured with four items (Price et al., 2006).

The data that has been obtained is then processed using Squares Structural Equation Modeling (PLS-SEM) with SmartPLS version 3.0 used to analyze the data and modeling paths with latent variables. PLS can explain the relationship between these variables (Hair & Alamer, 2022). The purpose of using SmartPLS is to predict the relationship between constructs, confirm the theory and relationships between latent variables by performing an inner model test to figure out the relationship between latent constructs and the outer model to determine the relationship between latent constructs and their indicators.

## RESULTS

The characteristics of the respondents in this study were mostly female, namely 121 people (73.33%), while men amounted to 44 people (26.67%). This composition shows that nursing staff in hospitals are still dominated by women. Most of the respondents had employment status as contract employees, as many as 130 people (78.79%), while permanent employees amounted to 35 people (21.21%). The distribution of the respondents' working period in the study showed that most of them had worked for more than 2 to 5 years, namely 79 people (47.88%). Respondents who worked less than or equal to 2 years amounted to 51 people (30.91%), and those who worked more than 5 years were 35 people (21.21%).

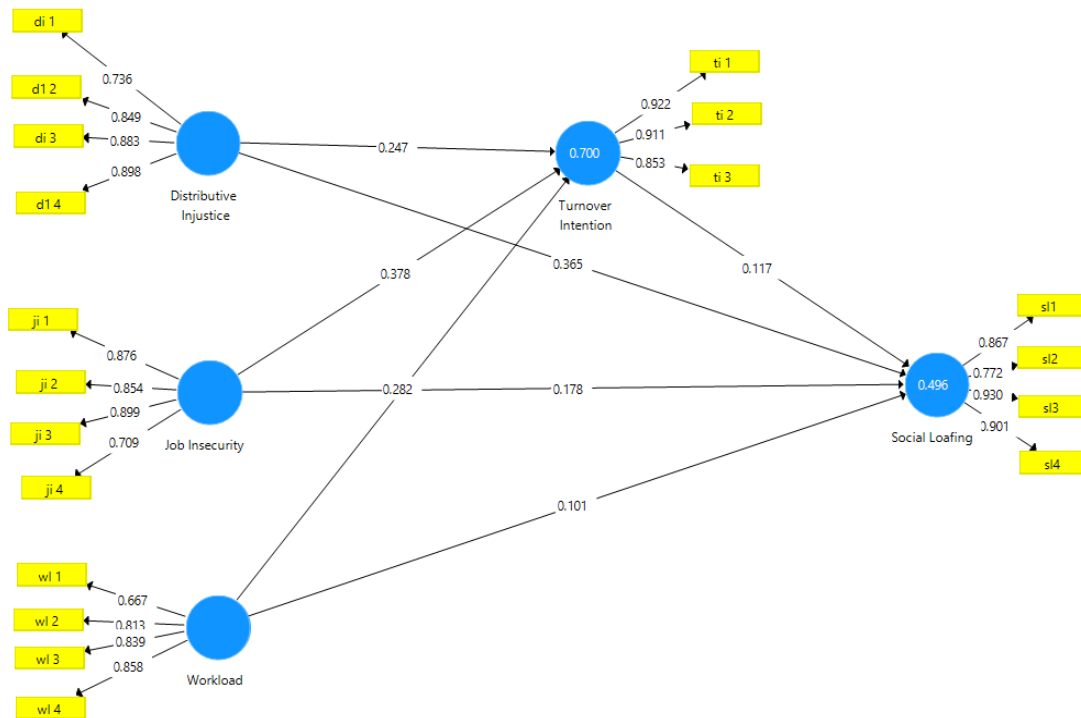
The most respondent age group was in the age range of 25 to 30 years old as many as 53 people (32.12%), followed by 31 to 40 years old as many as 52 people (31.52%), and over 40 years old as many as 42 people (25.45%). The youngest respondents under the age of 25 were 18 people (10.91%).

**Table 1. Respondent Characteristics**

No	Characteristic	Category	Total	Percentage (%)
1	Gender	Man	44	26,67 %
		Woman	121	73,33 %
2	Employment Status	Remain	35	21,21 %
		Contract	130	78,79 %
3	Working Time	≤ 2 Years	51	30,91 %
		> 2 – 5 Years	79	47,88 %
		> 5 Years	35	21,21 %
4	Age	< 25 Years	18	10,91 %
		25-30 Years	53	32,12 %
		31-40 Years	52	31,52 %
		> 40 years old	42	25,45 %

Source: Data Processed, 2025

**Figure 1. Convergent validity test**



Source : PLS processing results, 2025

Convergent validity testing is performed to ensure that the indicators in the construct actually measure latent concepts. This analysis involves two main parameters, namely the outer loading value and the Average Variance Extracted (AVE) value.

Based on the results of data processing using the PLS-SEM method, all indicators in the model show an outer loading value above 0.6 in Figure 1, stating that the loading value > 0.60 is acceptable (Hair et al, 2022). These values show that indicators have a significant contribution in explaining the latent variables they represent. Thus, each indicator can be said to have a high power of representation of its respective constructs.

### Discriminating Validity Test

**Table 2. Results of the Fornell-Larcker Criterion Discriminant Validity Test**

Variable	Distributive Justice	Job Insecurity	Social Loafing	Turnover Intention	Workload
Distributive Justice	0,844				
Job Insecurity	0,809	0,838			
Social Loafing	0,681	0,638	0,870		
Turnover Intention	0,778	0,782	0,616	0,896	
Workload	0,799	0,724	0,610	0,753	0,798

Source: Data Processed, 2025

The discriminant validity test aims to ensure that each construct in the model has a clear difference and does not overlap with the other constructs. This test was carried out using the Fornell-Larcker Criterion approach. All diagonal values of these variables are higher than the correlation values between other constructs in the same row and column (Hair et al, 2022).

These results show that each construct is unique and statistically distinguishable from other constructs. Thus, it can be concluded that the model has met the requirements of discriminant validity, and there is no problem of multicollinearity between constructs.

**Table 3. Results of the Discriminant Validity Test**

Construct	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Distributive Injustice	0,864	0,875	0,908	0,712
Job Insecurity	0,856	0,875	0,903	0,702
Social Loafing	0,891	0,906	0,925	0,756
Turnover Intention	0,878	0,899	0,924	0,802
Workload	0,808	0,829	0,874	0,636

Source: Data Processed, 2025

The AVE value in all constructs is also above the minimum limit of 0.5. This means that more than half of the variance possessed by an indicator can be explained by the construct in which the indicator is placed. Statistically, this reflects that the level of consistency between the indicators in one construct is in the good category. This indicates that the instruments used in this study have met the criteria for convergent validity, making them suitable for use in further structural analysis stages. Good convergent validity is important in model testing, as it guarantees that the data obtained accurately and reliably represent the construct (Hair et al, 2022).

### Collinearity Test

Collinearity testing is conducted to ensure that there is no problem of multicollinearity between indicators in the model. This analysis uses the Variance Inflation Factor (VIF) as the main parameter. Based on the results of data processing, all VIF values are in the range of 1.42 to 4.26, which means that it is still below the critical threshold of 5.0 (Hair et al, 2022).

VIF value of the indicator in construct distributive injustice ranges from 1,612 to 2,881, while the indicator Job Insecurity has a VIF between 1,530 to 2,747. Indicators on constructs workload recorded with a lower VIF value, from 1,420 to 2,458, reflecting the structural stability of the construct. Turnover Intention, the highest VIF value is on the TI1 indicator, which is 2.770, the value that is close to the attention threshold is the SL3 indicator of the construct Social Loafing, with a VIF value of 4,260. so it does not show symptoms of collinearity.

**Table 4. Results of the Cholinerness Test**

Indicators	VIF	Indicators	VIF
d1 1	1,612	1	2,770
d1 2	2,274	2	2,531
d1 3	2,613	3	2,132
d1 4	2,881	wl 1	1,420
Ji 1	2,383	wl 2	1,688
J2	2,389	wl 3	2,357
Ji 3	2,747	wl 4	2,458
Ji 4	1,530	SL1	2,460
SL2	1,720	SL3	4,260
SL4	3,456		

Source: Data Processed, 2025

**Construct Reliability and Validity Test**

Convergent validity is measured via Average Variance Extracted (AVE) in Table 4 All constructs have an AVE value above 0.5 showing that more than 50% of the indicator's variance can be explained by its construct. The Turnover Intention construct even recorded the highest AVE of 0.802, while the construct with the lowest AVE was Workload of 0.636, but it remained within the acceptable limits of Fornell & Larcker (1981) in Alyahya et al., (2022). This can be concluded that all constructions in the model have met the requirements of convergent validity and reliability comprehensively.

**Table 5. Construct Reliability and Validity Test Results**

Construct	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Distributive Injustice	0,864	0,875	0,908	0,712
Job Insecurity	0,856	0,875	0,903	0,702
Social Loafing	0,891	0,906	0,925	0,756
Turnover Intention	0,878	0,899	0,924	0,802
Workload	0,808	0,829	0,874	0,636

Source: Data Processed, 2025

Reliability testing is conducted using three main indicators, namely Cronbach's alpha, rho\_A, and composite reliability (Hair & Alamer, 2022). Table 5 shows all constructs in the model showing Cronbach's alpha value above 0.70, with a range between 0.808 and 0.878. This shows that the model has excellent combined reliability (internal consistency).

**Determination coefficient test (R<sup>2</sup>)**

**Table 6. Determination Coefficient (R<sup>2</sup>) Test Results**

Construct	R Square	R Square Adjusted
Social Loafing	0,496	0,483
Turnover Intention	0,700	0,695

Source: Data Processed, 2025

The R-square value ( $R^2$ ) is used to measure how much of the proportion of variance of an endogenous variable can be explained by an exogenous variable. In this study, the construct Turnover Intention has an  $R^2$  value of 0.700, which is categorized as strong (Hair et al, 2022). That is, the variable Distributive Injustice, Job Insecurity and Workload Simultaneously able to explain 70% variation in employee intentions to leave the organization. As for the construction Social Loafing shows an  $R^2$  value of 0.496, which belongs to the medium category. This shows that the model is capable of explains almost half the variation in behavior Social Loafing, mostly through the influence of Turnover Intention as a mediation variable.

**Table 7. Path Coefficienths Results**

Relationship Pathway	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values	Hypothetical Decision
Job Insecurity → Turnover Intention	0,378	0,378	0,107	3,540	0,000	supported
Distributive Injustice → Turnover Intention	0,247	0,257	0,115	2,147	0,032	supported
Workload → Turnover Intention	0,282	0,279	0,101	2,793	0,005	supported
Turnover Intention → Social Loafing	0,117	0,120	0,120	0,971	0,332	not supported
Job Insecurity → Social Loafing	0,178	0,184	0,112	1,597	0,111	not supported
Distributive Injustice → Social Loafing	0,365	0,358	0,126	2,888	0,004	supported
Workload → Social Loafing	0,101	0,100	0,139	0,731	0,465	not supported

Source: Data Processed, 2025

**Table 8. Indirect Effect Test Results**

Mediation Pathway	Coefficient	T-Statistics	P-Value	Hypothetical Decision
Distributive Injustice → Turnover Intention → Social Loafing	0.029	0.748	0.455	Not supported
Job Insecurity → Turnover Intention → Social Loafing	0.044	0.940	0.348	Not supported
Workload → Turnover Intention → Social Loafing	0.033	0.900	0.369	Not supported

Source: Data Processed, 2025

Mediation effect testing was conducted to evaluate whether turnover intention plays a role as an intermediate variable in explaining the indirect influence between distributive injustice, job insecurity and workload on social loafing. This analysis is based on the bootstrapping method by considering the original sample value, t-statistics and p-value.

## DISCUSSION

Hypothesis testing was conducted by looking at the path coefficient value, t-statistical value, and significance value (p-value). In the PLS-SEM approach, a relationship is considered significant if the p-value < 0.05 (Hair & Alamer, 2022).

### **The effect of job insecurity on turnover intention**

Coefficient value 0.378, T-Statistic 3.540, P-Value 0.000. Hypothesis (H1) is accepted, this result strengthens the evidence that job uncertainty is one of the strongest predictors of intention to quit work. This corresponds to the stress model work developed by Alyahya et al., (2021), It was stated that the perception of job insecurity, such as career and future insecurity at work, is the main risk factor in increasing intentions to resign.

The results of this study are in line with the research emphasizing that among the dimensions of organizational justice, distributive justice is the most significant predictor of moving intentions. This is also supported by Chen et al (2022) showing that distributive justice indirectly influences the intention to move and reinforce the results of the research. Social exchange theory explains that employment relationships are based on the reciprocity between employee contributions and rewards from the organization. When employees feel insecure about their jobs, they perceive the organization as not fulfilling that part of the relationship. This imbalance lowers trust and commitment, thus encouraging the emergence of an intention to leave. Turnover intention is a response to an employment relationship that is no longer considered fair.

Nurses who feel uncertainty about the continuity of their work tend to have higher intentions to leave the hospital where they work. These findings reinforce the work stress model of De Witte (1999) in Alyahya et al (2021) which he explained that the perception of job insecurity is the main risk factor in increasing the intention of resigning. Work situations in hospitals where nurses face high work pressure and the ever-increasing uncertainty of work status, job insecurity has the potential to drive their intention to look for a more stable work environment.

### **The effect of distributive injustice on turnover intention**

Coefficient value 0.247, T-Statistic 2.147, P-Value 0.032. Hypothesis (H2) accepted, these results show that perceptions of injustice also increase employees' intention to leave the organization. Dissatisfaction with distribution is considered as a form of procedural injustice that has a direct impact on the intention Resign (Greenberg, 1987).

These results are in line with research Alyahya et al., (2022) that proves that distribution inequity increases turnover intention in hotel workers post-COVID-19, Gharbi et al., (2023) found similar findings in the public sector, Eladawi et al., (2024) affirm that distribution fairness is an important factor in maintaining employee loyalty. This phenomenon can be explained through social exchange theory, where perceptions of injustice undermine the sense of reciprocity within the organization and encourage individuals to consider existing.

Hospital work regulations that are unfair in the division of work shifts, incentive allowances and performance rewards trigger the emergence of dissatisfaction that has an impact on loyalty and work commitment. This phenomenon follows Greenberg (1987), that distributive injustice is a form of procedural injustice that can increase turnover intention. Based on the social exchange theory (Cropanzano & Mitchell, 2012), when nurses feel that their contributions are not being fairly repaid by the organization, the sense of reciprocity is disturbed and triggers the desire to leave the system.

### **The effect of workload on turnover intention**

Coefficient value 0.282, T-Stats 2.793, P-value 0.005. Hypothesis (H3) is accepted, these results are consistent with previous research showing that high workloads encourage intent to

resign, especially if it is not balanced with organizational support. Excessive workload is one of the causes of emotional exhaustion, which ultimately triggers the desire to seek a more balanced work environment.

These results are supported by Abbas et al., (2021), Milleny et al., (2024), Almubarokah et al., (2024), Fauzi et al., (2024), Novita et al., (2024) and Junaidi et al., (2020). Research supporting the results of the study indicates that there is a positive correlation between workload and turnover intention, which illustrates the increase in turnover intention triggering the desire to leave. The theory of social exchange supports the relationship between workload and turnover intention by emphasizing that individuals will evaluate the balance between the effort given and the reward received, turnover intention being a form of response to the imbalance in social exchange between employees and the organization.

The high pressure and volume of work faced by nurses, if not balanced with an adequate organizational support system, can trigger emotional exhaustion that leads to the intention to quit work. The workload of nurses in hospitals is not only physical but also mental and emotional, especially when dealing with a lack of manpower, administrative demands, and high intensity of patient handling, these conditions make nurses feel saturated and unbalanced between capacity and work expectations, this increasing the tendency to seek a healthier work environment.

### **The effect of turnover intention on social loafing**

Value coefficient 0.117, T-Stats 0.971, P-Value 0.332. Hypothesis (H4) is rejected, even though the initial hypothesis states that the intention to exit will trigger a decline in group work participation, these results show that the effect has not been statistically significant. The results of the study show that turnover intention has no significant effect on Social Loafing, which can be justified through the social norm theory and role theory. Nurses are bound by professional norms, ethical responsibility and strong social roles, so despite having the intention to leave, they still support involvement in the team. Norms of collegiality and moral expectations for patient safety act as behavioral controllers, restraining the emergence of Social Loafing. The intention to move is more reflected in the outcome, individual factors such as personal motivation or attendance, rather than directly in the decline in team contributions. These findings confirm that in the context of service-based work, loyalty to professional roles and values can prevent the negative manifestation of turnover intention, not directly to social loafing, so that the effect is indirect or weak (Fernandez et al., 2023).

This follows Mohamed (2024) the findings show that the intention to resign is more related to decreased attendance and personal productivity, rather than directly to social work patterns in the group. Research Kim et al., (2023) also shows that team loyalty and group cohesion can protect team effectiveness even if there are people who want to leave, so that social loafing does not automatically arise.

The complex and multi-faceted work environment of the hospital allows nurses to remain engaged in teamwork to keep professionalism, responsibility to patients or due to a strong culture of collegiality in the work environment. Turnover intention seems to have an impact on individual outcomes, such as internal motivation, then on collective contributions in the work group.

### **The effect of job insecurity on social loafing**

Coefficient value 0.178, T-Statistic 1.597, P-Value 0.111. Hypothesis (H5) is rejected, a p-value greater than 0.05 indicates that the influence of Job Insecurity on social loafing is insignificant. This indicates that job insecurity does not directly trigger passive behavior in group work, although theoretically the two are related. Probst et al. (2021) found negative effects of Job Insecurity only on personal general productivity, not on Task Performance in the team.

De Witte et al., (2022) In his research, it was found that his correspondents did not feel the impact of job insecurity on their performance as a team. The results of inconsistency between job insecurity and various performance dimensions, especially for task performance, tend to be weak to non-significant. This supports the idea that job insecurity leads to individual strategies such as disengagement or job search rather than disengagement in the team, so that it does not lead directly to a decrease in shared contributions (Gabelica et al., 2022).

Nurses, in carrying out their duties in hospitals, maintain their collective involvement because they are bound by social roles, moral responsibility to patients, and strong managerial supervision. Muhammadiyah Siti Aminah Bumiayu Hospital implements a direct supervision policy from the head of the room. This hospital routinely holds training and workshops that involve nurses and uphold professional ethical values. This activity encourages cooperation, a sense of responsibility and involvement in the team. Although many nurses are contract and feel insecure in their jobs, they continue to work actively because of the rules, professional culture and moral responsibility to patients. Role Theory explains that everyone will behave according to the role expected by his or her social environment (Biddle, 1986). Nurses who experience job insecurity remain involved because they feel responsible for carrying out their professional roles, making job insecurity not directly give rise to social loafing behavior.

### **The effect of distributive injustice on social loafing**

The value of the coefficient is 0.365, the T-Statistic is 2.888 and the P-Value is 0.004. Hypothesis (H6) is accepted, this result shows that distributive injustice has a positive and significant effect on Social Loafing. This means that the higher the perception of injustice in the distribution of resources or rewards, the greater the tendency of individuals to reduce contributions in group work. These findings are in line with the theory of organizational justice and Social Exchange that states that perceptual injustice can trigger withdrawal behavior, including Social Loafing (Alyahya et al., 2021).

Research (Aliane & Gharbi, 2023) Consistent with the results of the study show that perceptions of injustice in collective contributions within teams can trigger defensive passive responses, in which team members reduce their contributions as a form of self-protection. In addition, Alyahya et al., (2021) and Liu et al., (2024) reinforces the same that in the context of the theory of social exchange, perceptions of injustice decrease a sense of trust and commitment, so individuals are more likely to turn to defensive responses, reducing active team involvement and contribution. Disturbed reciprocal norms (imbalance in exchange norms) create a defensive attitude towards cooperation, according to the theory of social exchange. When team members feel their contributions aren't being rewarded, they recalculate rewards and costs.

A hospital work environment that relies heavily on teamwork and coordination between nurses, the perception that effort is not returned fairly can lower collective motivation and can trigger social loafing behavior, when nurses feel that their contributions are not being compensated proportionately whether in the form of financial compensation, fair division of duties or rewards from management they tend to withdraw psychologically and behave passively in group work.

### **The effect of workload on social loafing**

Coefficient value 0.101, T-Statistic 0.731, P-Value 0.465. Hypothesis (H7) is rejected, these findings suggest that workload does not have a significant direct influence on social loafing behavior. This is in line with research Amorosi et al., (2023) showing that a high workload without team structure support increases cohesion, reinforced by research Lu et al., (2023) examining personnel in care institutions in Taiwan. Research on social loafing conducted by Ghaleb (2024) also shows that team expectations, agreements and self-evaluation techniques are effective in reducing social loafing. These findings show that in a hospital setting, workload does not necessarily encourage nurses to reduce contributions in group work.

The results showed that workload did not directly encourage the emergence of social loafing behaviors in nurses. Although high work demands can cause burnout, in practice, nurses still maintain team participation due to the support of colleagues, trust in superiors, and professional demands in caring for patients. The Job Demands–Resources (JD-R) theory explains that every job has two main components, namely job demands and work resources (Bakker & Demerouti, 2007). Work demands include physical, mental or emotional loads that require great effort and risk causing stress if not balanced. The negative impact of work demands can be minimized if adequate resources are available, such as social support from colleagues, supportive supervision, or solid teamwork. Nurses often face high pressures such as caring for many patients in a limited time, administrative tasks and medical emergencies. However, if they work in a team that helps each other, have a responsive boss and feel valued, then the heavy workload will not directly have an impact on lowering participation in group work. JD-R Theory explains that this kind of work resource can maintain the motivation and involvement of nurses, thereby preventing the emergence of social loafing behavior even in stressful working conditions.

Muhammadiyah General Hospital Siti Aminah Bumiayu implements a team-based work system, tiered supervision, routine training and internship orientation. This work climate forms a collaborative culture that strengthens social support, team trust, and responsive leadership. Nurses work in a rotation of duties with direct supervision, creating intensive interactions that maintain engagement. When faced with a surge in BPJS patients, high work pressure can be managed through a supportive organizational structure. Based on JD-R theory, the availability of work resources such as peer support and supervisory supervision is able to balance the heavy workload. This balance prevents the emergence of social loafing because motivation and participation are maintained in a work system that supports each other.

### **The effect of turnover intention mediation on distributive injustice and social loafing**

Hypothesis H8 shows that turnover intention does not significantly mediate the relationship between distributive injustice and social loafing ( $p = 0.455$ ). In theory, inequity in the distribution of workload or rewards can lead to disappointment and encourage a desire to leave the job, but these results suggest that despite the intention to resign, it does not directly decrease the individual's contribution to the team.

The respondent characteristics data in Table 1 show that most nurses are on contract status (78%). This status makes nurses tend to maintain work performance and engagement, because the continuity of the contract is highly dependent on the judgment of superiors, including in the aspect of teamwork, in a hospital work system that emphasizes timely service, team efficiency and responsibility to patients, social loafing behavior will be easily visible and not tolerated.

Muhammadiyah Siti Aminah Bumiayu Hospital is managed by an Islamic organization with the vision of "*My Service of My Worship*" and the slogan "*Work as worship, courtesy in service*", There is an institutional culture that strongly emphasizes the collaborative ethos and professionalism of nurses. This environment demands punctuality, team efficiency, and high responsibility for patients. The existence of a contract performance appraisal system, which has the potential to affect the extension of nurse status, makes nurses more likely to support their reputation and contributions throughout the contract. Social exchange theory explains that although the emergence of distributive injustice drives turnover intention, structural rewards and professional pressure create a situation of "cost of slacking" that is so high. Nurses choose to continue to give maximum effort so as not to lose their contracts, reputations, or the trust of their superiors in the team. Turnover intention does not mediate the path between distributive injustice and social loafing because external pressures and contractual control mechanisms hold disengagement behavior. Therefore, although distributive injustice can increase turnover intention, disciplined work structures and professional pressures in hospital settings tend to

hold back the emergence of withdrawing behaviors from teamwork. This explains why the effects of mediation in this pathway are not significant.

### **The effect of turnover intention mediation on job insecurity and social loafing**

The H9 hypothesis that tested the mediation of turnover intention on the relationship between job insecurity and social loafing showed insignificant results, with a p-value of 0.348. These findings can be explained through Role Theory, which states that individuals will still act according to expected social roles, despite being under psychological distress, such as job uncertainty (Biddle, 1986).

Nurses in hospitals have professional roles that morally and socially demand full involvement in patient care. The characteristics of the respondents in Table 1 show that most are in the productive age range (25–40 years) and have a service period of 2–5 years, which describes the early and intermediate stages in the nursing career. At this stage, nurses tend to keep a work reputation and team loyalty. Regular training and a team-based work structure at Siti Aminah Hospital strengthen collective commitment. This inhibits the negative effects of job insecurity on teamwork involvement, so that turnover intention cannot bridge the relationship between job insecurity and social loafing significantly.

### **The effect of turnover intention mediation on workload and social loafing**

The results of the H10 hypothesis test showed that turnover intention did not significantly mediate the relationship between workload and social loafing, with a p-value of 0.369. These findings suggest that a high workload can trigger an intention to quit a job, but it does not directly cause individuals to withdraw from teamwork. This explanation is in line with the Job Demands–Resources Theory, which states that the negative influence of workload can be suppressed if there are work resources such as team support, effective supervision, and a collective work culture (Demerouti et al., 2001).

RSU Muhammadiyah Siti Aminah Bumiayu has a shift division system, direct supervision, and quality improvement activities between units. This is a form of structural support that strengthens team cohesion. Most of the respondents had 2–5 years of work experience (47.88%) in Table 1, which illustrates that they are used to the hospital work rhythm and can adjust to work pressure, therefore high workload is not enough to cause a decrease in team participation through turnover intention.

The Contingency Perspective approach Katz & Kahn, (1978) in Risyah et al., (2024) corroborates that the effect of a variable on work behavior is greatly influenced by the organizational context, team culture, as well as psychological factors such as supervisor support or team cohesion. The insignificance of the mediating effect of turnover intention suggests the need to explore other variables that may play a more dominant role in bridging the relationship between organizational stressors and social loafing behaviors.

## **CONCLUSION**

This study found that the variables of job insecurity, distributive injustice, and workload had a significant influence on increasing turnover intention in hospital nurses. The distributive injustice variable showed a significant direct influence on social loafing, while job insecurity and workload had no significant direct relationship. In addition, turnover intention does not have a significant mediating role in bridging the relationship between the three work stressors and social loafing. These findings indicate that the psychological mechanisms that link work pressure to passive behavior in teams are not sufficiently explained by turnover intentions alone. The results of this study show that in the context of nurse work in hospitals, the psychological mechanisms that link work pressure with passive behavior in the team are not sufficiently explained through the turnover intention variable alone. Nurses tend to still show high team

engagement despite having a desire to resign, which may be influenced by professionalism, a collective work culture, and ethical responsibility towards patients.

Hospital management needs to pay special attention to the aspect of distribution fairness, considering that this variable has been proven to have a direct and significant influence on social loafing behavior among nurses. Inequities in the distribution of workloads, rewards and clarity of roles can reduce the collective spirit and encourage nurses to withdraw from team contributions. Improving the hospital's human resource management system, especially in terms of transparency and equality of work distribution, is a strategic to keep the best performance of the nursing team.

## LIMITATION

This study has several limitations with the use of a cross-sectional design to only represent the condition of the respondents at one time, so that it does not allow in-depth tracing of causal relationships between variables, because psychological dynamics such as work stressors, turnover intentions and teamwork dynamics are fluctuating in nature and can change according to organizational policies. The variable turnover intention does not act as a significant mediation, which indicates the possibility of other psychological variables, such as emotional exhaustion, job satisfaction or organizational support that have not been covered in the model. This study was conducted in one institution with a homogeneous population (nurses), so the generalization of results to the context of other hospitals that have different structures, work cultures, and organizational pressures is limited.

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