

The Mediating Role of Social Loafing and Job Insecurity in the Impact of Organizational Forgetting on Employee Performance in the Governmental Organizations

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Abstract

The purpose of this study is to investigate the mediating role of social loafing and job insecurity in the impact of organizational forgetting on employees' organizational performance in governmental organizations. In this regard, the Karadel and Saigin (2013) questionnaire is used for measuring organizational forgetting, the Oyang et al (2015) questionnaire was used for measuring job insecurity, the Karadel and Saigin (2013) questionnaire was used for measuring employees' social loafing, and the standard questionnaire of Hersey and Goldsmith (2003) was used to measure employees' organizational performance variable. The sample consisted of 375 members among the statistical population of all managers and employees of governmental organizations of Kohgiluyeh and Boyer Ahmad province and the descriptive correlational method was used for conducting the study. The Structural Equation Analysis and Partial Least Squares (PLS) method was used by Smart-PLS software to answer the questions and investigate the research hypotheses. According to the results, organizational forgetting has a significant and negative effect on job insecurity and social loafing. Also, according to the findings of the present study, job insecurity has a positive and significant effect on social loafing. The research results on the effect of social loafing on employees' organizational performance and the effect of organizational forgetting on employees' organizational performance were confirmed with regard to mediating role of social loafing, while the effect of job insecurity on employees' organizational performance and the effect of organizational forgetting on organizational performance regarding the mediation job insecurity was not confirmed.

Keywords: organizational forgetting, job insecurity, social loafing, employees' organizational performance

1.Introduction

Forgetting is a process that occurs when a person needs to update scientific structures (such as rules, processes, or obligations) (Aldo Ruiz et al., 2017); like when a person buys a new coat and needs to make room for it inside his wardrobe. When this happens, getting rid of unwanted clothing can be the first step. Although each individual can be forgotten

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differently, researchers have found that forgetting can be accomplished through three different processes: (1) Awareness is a process through which some people become aware of outdated rules, procedures, or processes; this can be done by identifying one's personal mistakes or errors; (2) quitting allows people to avoid repeating old mistakes, especially when they happen unintentionally; (3) re-learning involves the ability to learn new things when one is doing something new, in fact, he/she is forgetting to put something new alongside the old (Becker, 2010; Kagara et al., 2014).

The research results on the role and importance of human resources in the growth and development of organizations and, in some cases, in human societies, focus on the fact that no community is developed unless it has developed its own human resources. Nowadays, researchers in the field of human resources have found that qualified and skilled human resources are a valuable factor in the growth and development of organizations and countries (Blaga & Joseph, 2014).

One of the organization superiority indicators over the other is the existence of a loyal and committed human resource. A high performing organization is an organization capable of adapting appropriately to changes and responding quickly to changes, building a consistent and purposeful management structure, continually improving key capabilities, and behaving appropriately with employees as their core over a long period of time.

Social loafing is an important factor affecting the employees' organizational performance. Unfortunately, there is a lot of talk of social loafing in many government offices right now. Some office workers refuse to do their tasks and they waste a lot of time doing what they need to do in the short term. Sometimes it happens that in an office, some employees do not come up with unreasonable excuses.

Some employees in the workplace take time to talk, reading newspapers or having breakfast instead of doing their tasks.

Social loafing is a phenomenon in which members of the group reduce individual motivation and tend to spend less time working in a collective setting than when working individually (Yuki & Bilgis, 2011). It is clear that different skills and perspectives are brought together in work team and that there is a wide synergy for the organization, although the types of teamwork have their negative effects. This situation may be the result of the concepts of social loafing. Job insecurity is also one of the specific factors affecting employees' organizational performance (Oyang, 2015). Occupational insecurity refers to employees' concerns about losing their jobs or job-related characteristics (Greenhall & Rosenblatt, 1984).

A distinction can be made between general and multidimensional definitions to create job insecurity in these texts (Levy, 2012); overall scales deal with the perpetual future of work, and multidimensional scales typically include factors such as threats to multiple job characteristics, inability to cope with such threats, and future employment opportunities (Cheng et al., 2011).

“Organizational Forgetting” is one of the skills that can help employees respond to global challenges. As the talents, skills, or experiences accumulate over the years, members of the organization are very proud and content with what they know to be hard to learn something new (Aldo Ruiz et al., 2017). However, organizations need to ignore and prevent old knowledge or old rules to create a way for new knowledge in order to survive in today's increasingly turbulent work environment (Tsang & Zahra, 2008). This study argues that creating organizational forgetting is necessary to develop and extract the employees' capabilities and knowledge and thus improve organizational performance. Previous studies provided sufficient evidence to confirm individual factors such as organizational forgetfulness, job insecurity, and social inactivity that significantly affect employees' organizational performance. However, few

studies have examined how individual factors influence employees' organizational performance simultaneously. Therefore, considering the importance of this subject, the present study seeks to examine the question of what is the impact of organizational forgetfulness on employees' organizational performance with the mediating role of job insecurity and social loafing?

2- Theoretical Foundations

2-1- Organizational Forgetting

The problem with forgetting is that you cannot measure it (Holles & Schölder, 2015). One of the rules of management is that if you can't measure it, you can't do it. The best way to solve this problem is through an organizational forgetting context. As Azimi (2008) points out, forgetting can emerge in the organizational structure and through the creation and support of a culture in which individuals consciously acquire new skills and knowledge at the same time because they too They create time and opportunity to explore and extract current knowledge and new knowledge. Providing forgetting enables the organization to identify minor errors, errors, or realities that may need to be discarded or ignored.

For example, when managers learn from their personal mistakes and correct their decision making patterns, they ignore their old or false patterns (Zhao et al., 2013). In this regard, the researchers argue that "replacing old knowledge can be essential for organizations looking to create new products or services that require new ideas and ideas." (Wang et al., 2013). Thus, organizational forgetting helps prepare the necessary work field for acquiring and producing new knowledge Based on the ideas above, organizations should use different strategies to eliminate obsolete knowledge and build new organizational knowledge through the exploitation of employee knowledge. Scientific sources related to organizational learning state that organizational knowledge comes from an individual level (Birasnaf 2014). Individuals should therefore consider internal processes such as reflection, direct understanding, or interpretation that are needed to satisfy workers if organizations seek to exchange ideas and ideas that facilitate the creation and occurrence of human capital (Fornell 2000). As a result, organizational forgetting contributes to the preparation of context for updating scientific knowledge and structures (Wensley and Kagara 2015).

2-2 Occupational insecurity

The need for job security is one of the basic needs of staff introduced that in ordinary circumstances, it would not be possible to reach higher levels of human needs. Occupational safety is a set of feelings and perceptions about having a suitable job and ensuring its continuity in the future as well as the perception or perception of threatening factors in that job. Increasing the conflict between employees and managers The inability to plan for the future (occupational / personal), the lack of mental and psychological well-being, the negative physical and psychological effects of continuous stress on the individual, etc.

can be negatively impacted. Note the need for job security.

There are several definitions of occupational safety that are listed below:

- ❖ A sense of job security is the relative leisure of a risk or a situation in which certain needs and desires are fulfilled.
- ❖ A sense of security requires the ability to preserve what one has and is the product of assurance of the ability to earn a living in the future (Lutz, 1993).
- ❖ Job security is the right to continue employment, which usually lasts until retirement.

From what has been said, the sense of job security is a mental phenomenon, that is, the feeling and perception of the individual that makes him or her job insecure. Occasionally there may be no threatening factors in the workplace but the person may feel threatened or there

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may be threatening factors but the person may not feel threatened. In their research, Cobb and Kassel concluded that those who anticipate losing a job or feeling that they will lose their job, compared to when they actually lose their job, there is more stress (Burke, 1991).

Lazaus emphasizes in his theory that regardless of the seriousness of the risk, the occurrence of psychological stress depends on one's assessment of the degree of threatening the situation. Furthermore, the observer's attitude determines whether the events are stressful, not the situation itself (Rousseau and Louise, 1990).

2-3 Social unemployment

Social unemployment is a phenomenon in which members of the group reduce individual motivation and tend to spend less time working together as a group than when working alone (Yuki, 2011). Social incompetence has been a well-recognized cause for declining productivity (George, 1992). Social unemployment is based on the neglect that results from teamwork towards individual activity.

As Leiden and his colleagues (2004) have stated in their research, research on social idiosyncrasies in motivational theories has been investigated and many antecedents have been identified. Although there are many antecedents, the term social unemployment is motivational. Potential antecedents of social idiocy include:

- Lack of identification of individual cooperation with the group
- Lack of challenge and unity of individual collaboration
- Poor mental and internal conflict
- The desire for independence
- Weak group cohesion
- Lack of accurate evaluation (Madden, 2012)

The background to the issue of social idiocy contains empirical and theoretical evidence that provides insight into the nature and possible causes of social idiocy. As a result, the tendency for social unemployment is influenced by many variables and conditions that reduce or increase the likelihood of social idiocy. These factors include (Yuki, 2006):

1. Group size
2. Difficulty working
3. Determinability of individual performance (tasks being clear)
4. Covert assessments with reasonable standards
5. Unnecessary tasks
6. Group performance expectations
7. Value the results
8. Personal involvement (meaningful tasks and work value)
9. Group cohesion and individual differences

2-4- Staff performance

The word performance refers to the process and efficiency of the system. Performance is the activity that results both in doing something and in doing it. From an organizational point of view, performance is defined as a competitive state that can measure the assurance of organizational sustainability in the market and society by measuring the level of efficiency and productivity. Performance refers to the degree of performance that completes an employee's job and shows how an employee fulfills the requirements of a job (Byers & Ro, 200a).

2-5- Conceptual model of research

Since the purpose of this study is to investigate the mediating role of social idleness and job insecurity in the impact of organizational forgetting on organizational performance in government agencies, therefore, the overall framework of this research is to systematically explain the above issue. The conceptual model outlined in Figure 1 is used to test the hypotheses of this study.



Figure 1: Conceptual model of research

2-6- Research hypotheses

In this study, according to the literature and conceptual model of research, the following hypotheses are presented:

- 1- Organizational forgetting has a significant effect on job insecurity.
- 2- Organizational forgetting has a significant effect on social idleness.
- 3- Job insecurity has a significant effect on social inactivity.
- 4- Job insecurity has a significant impact on organizational performance.
- 5- Social inactivity has a significant effect on organizational performance.
- 6- Organizational forgetting has a significant impact on organizational performance through job insecurity.
- 7- Organizational forgetting has a significant effect on organizational performance through social incompetence.

3. Research methodology

Methodologically, this research is a correlational research. The present research is based on descriptive research on how to obtain the required data and in terms of classification of research according to their purpose. This is an applied research and a descriptive-survey method.

This study used standard questionnaires to formulate the fundamentals, definitions, and theoretical concepts of library resources including existing documents, books, and scientific articles. To measure organizational forgetting from the Aldo Royce et al. (2017) questionnaire, to measure job insecurity from the Ouyang et al. (2015) questionnaire, to measure social idleness from the Kardel and Seigin questionnaire (2013), and to standardize the organizational performance of employees from the standard questionnaire. Herts and Goldsmith (2003), used.

The questionnaire of this research was subjected to the judgment of a number of experts and professors of human resource management and organizational behavior in universities for validity of the content. The face validity of the questionnaire was distributed to about 30 people in the statistical community. At first, it was not possible for the respondents to understand a number of questions. The agreement was used as a data collection tool. In this research, the target population of all managers and employees of government agencies in Kohgiluyeh and Boyerahmad province is 15217 people. In this study, simple random sampling

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will be used to select the samples and the questionnaire will be distributed randomly to managers and employees of government agencies in Kohgiluyeh and Boyerahmad province. Since the sample size is 15217, the Cochran formula is used to select the sample size. Thus, the number of samples studied in this study is 375.

4. Analysis

In this study, structural equation modeling using partial least squares method and PLS software was used to test the hypothesis and model accuracy. PLS is a variance-based approach that requires fewer conditions than similar techniques to structural equations such as LISREL and AMOS (Lijander et al., 2009). Its main advantage is that this type of modeling requires less sample size than Lizzell (Wicksom & Watson, 2001). It is also proposed as a powerful method in situations where the number of samples and measurement items is limited and the distribution of variables can be uncertain (Hayer et al., 2010). PLS modeling is done in two stages. In the first step, the measurement model should be examined through validity and reliability analysis and confirmatory factor analysis, and in the second stage, the structural model is examined by estimating the path between variables and determining model fit indices (Holland, 1999).

4-1- Step 1: Measurement Model

The test of measurement model is related to the validity and reliability of measuring instruments.

4-1-1- Validity

For evaluation of convergent validity, the criterion AVE (mean variance extracted) and CR (composite reliability) were used. Composite reliability higher than 0.7 and mean variance higher than 0.5 are two prerequisites for convergent validity and correlation of structures (Qing Lin & Chi Huang, 2009). As it can be seen from Table (1), all composite reliability values are higher than 0.7 and values of mean variance are higher than 0.5 and this indicates that the convergent validity of the present questionnaire is acceptable.

Table 1: Results of the mean variance extracted from the research structures

Variables	Compound reliability	AVE
Organizational forgetting	0/8794	0/5119
Job insecurity	0/8833	0/6034
Social unemployment	0/8488	0/6102
Organizational Performance	0/8494	0/553

In the divergent validity section, the difference between the characteristics of one structure is compared with that of other structures in the model. This is calculated by comparing the AVE root of each structure with the values of the correlation coefficients between the structures. To do this, a matrix must be formed that the values of the original diameter are the

root matrix of the AVE coefficients of each structure and the low values of the original diameter are the correlation coefficients between each structure with the other structures. This matrix is shown in Table (2). As it can be seen from Table (2), the AVE root of each structure exceeds the correlation coefficients of those structures with other structures, indicating that divergent validity of the structures is acceptable.

Table 2: Comparison matrix of AVE root with structure correlation coefficients (divergent validity)

	Job insecurity	Job insecurity	Social unemployment	Organizational Performance
Job insecurity	0/715			
Job insecurity	0/485	0/776		
Social unemployment	0/603	0/369	0/781	
Organizational Performance	0/544	0/547	0/469	0/730

4-1-2-Reliability

To evaluate the reliability of the questionnaire, in addition to the Cronbach's alpha coefficient presented in Table 3, which confirms the appropriate reliability of the questionnaire, PLS method was used. The PLS method uses index reliability (Ryward & Hoff, 1988). Reliability of the index is also calculated by measuring the factor loadings by calculating the correlation coefficients of the indices of a structure with that structure, if this value is equal to or greater than 0.6 (Holland, 1999), confirming that the reliability in The case is the accepted measurement model. But if the factor load between one question and the relevant dimension is less than 0.6, that question can be excluded from the subsequent model and analysis. As can be seen in figure (2), all values of factor loadings between constructs and questions are greater than 0.6, indicating a high correlation.

Table 3: Cronbach's alpha coefficient

Variables	Cronbach's alpha
Job insecurity	0/8346
Job insecurity	0/8341
Social unemployment	0/9433
Organizational Performance	0/7999

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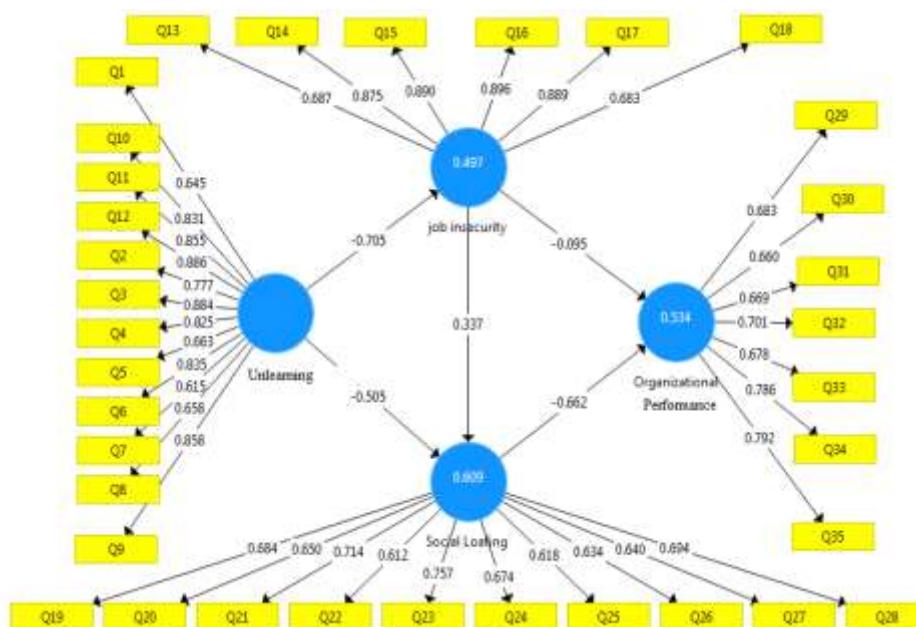


Figure 3: Software output - Modified research model (path coefficients and operating loads)

4-2- Second step: Structural model and hypothesis testing

Structural pattern testing that relates to testing research hypotheses and the effect of hidden variables on each other. Bootstrapping command Smart PLS software was used to confirm the research hypotheses, which shows the output of the coefficients t (Figure 3). When t values are greater than + 1.96 and less than -1.96, it indicates that the relevant parameter is meaningful and subsequently confirms the research hypotheses.

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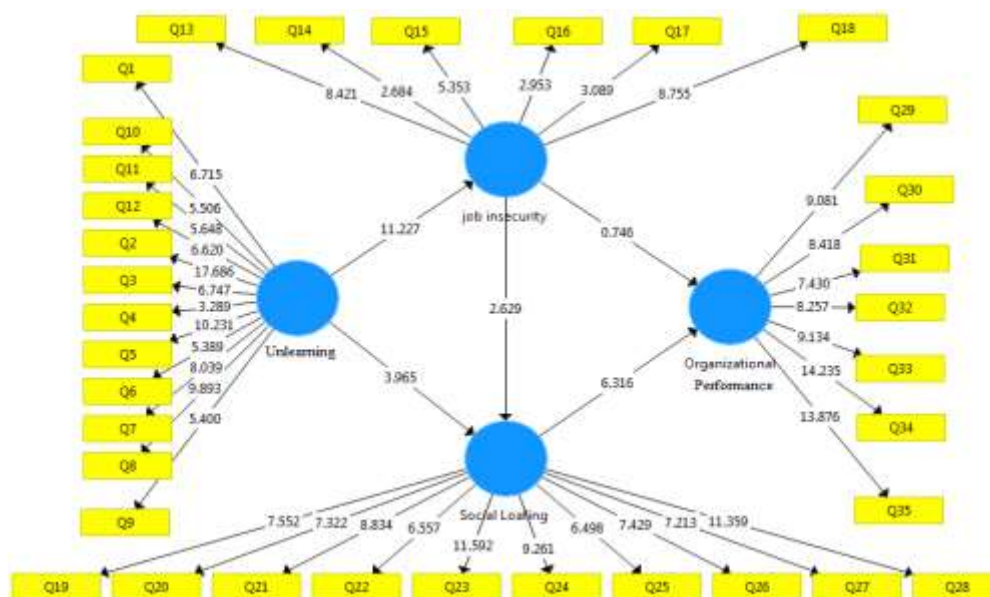


Figure 4: Software output - coefficients t

4-3- Methods for evaluating shaping measurement models

One way to evaluate shaping models is the coefficient of determination (R²). The coefficient of determination (R²) examines how many percent of the variance of a dependent variable is explained and explained by the independent variable (s). So it is natural that this value is zero for the independent variable and for the dependent variable is greater than zero. The higher this value, the higher the coefficient of influence of the independent variables on the dependent. According to the coefficient of determination of the model, it can be said that the organizational forgetting variable could explain 0.497 of the variance of job insecurity variable. Also, the variables of organizational forgetting and job insecurity were able to explain 0.609 of the variance of social inertia variable. The variables of job insecurity and social inactivity have been able to explain 0.55% of the variance of organizational performance variable; Have introduced. Based on this, it can be concluded that the model has high predictability, the residual value is related to the prediction error and may include other factors affecting job insecurity, social inactivity and organizational performance.

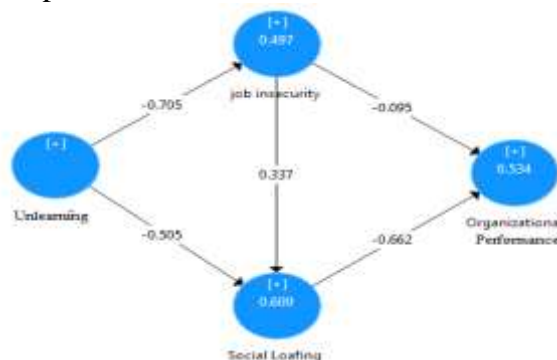


Figure 4: Evaluation of shaping measurement models

4-3- Response to research hypotheses

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According to the results of the path coefficient and t-statistic, organizational forgetfulness has a significant negative effect on job insecurity and social inactivity. The results also show that job insecurity has a positive and significant effect on social vulnerability. Results of Social Influence on Organizational Performance and the Impact of Organizational Forgetfulness on Organizational Performance Considering the Mediation Role of Social Influence, but it does not confirm the impact of job insecurity on organizational performance and the effect of organizational forgetting on organizational performance regarding the mediating role of job insecurity.

Table 4: Direct effects, t-statistic and result of research hypotheses

No rejection or Reject	Meaningful	statistics T	Standardized path coefficient β	theories
No reject	Sig<0.05	11/227	-0/705	Organizational forgetting → Job insecurity
No reject	Sig<0.05	3/965	-0/505	Organizational forgetting → Social unemployment
No reject	Sig<0.05	2/629	0/337	Job insecurity → Social unemployment
Reject	Sig>0.05	0/746	-0/95	Job insecurity → Organizational Performance
No reject	Sig<0.05	6/313	-/662	Social unemployment → Organizational Performance
Reject	Sig>0.05	0746 , 11/227	0/067	Organizational Performance → Organizational performance due to the mediating role of job insecurity
No reject	Sig<0.05	6/316 , 9/315	0/334	Organizational forgetting → Organizational Performance Given the Mediating Role of Social Vulnerability

5. Conclusions and practical suggestions

The purpose of this study was to investigate the mediating role of social idleness and job insecurity in the impact of organizational forgetting on organizational performance in Kohgiluyeh and Boyerahmad province government agencies. This research points to organizational forgetting as a process of creating a room for new concepts. In today's turbulent changing environment, achieving higher levels of performance requires identifying, interpreting, and acting on ambiguous symptoms stemming from outdated knowledge structures. Therefore, organizational forgetting is important for a discussion of the importance of organizational forgetting to achieve goals. The findings of this study validate previous research that supported that in order to enhance organizational performance, the primary knowledge that needs to be updated is employee knowledge (Copada et al., 2012). For example, not only by updating appropriate customer and client relationships and priorities, but also through other sources, such as identifying new approaches or threats and opportunities in emerging markets, will organizations find new solutions for current and potential clients. Will provide. Findings show that creating organizational forgetting has significant effect on job insecurity and social inactivity. One possible explanation is that organizational forgetting allows individuals to adapt their mental models and the nature of the assumptions they share with the current workplace culture and to help employees more effectively solve problems with a vision to solve. Check for unforeseen problems and conditions. If employees are able to develop their personal skills through reflection on past, present and future decisions or through conversations with their managers, they can change their behaviors and ideas and create new knowledge. This is to encourage employees to transfer their knowledge to other employees and apply their knowledge to create new ideas and solutions, and to help the organization reap the benefits of reducing void and disadvantages. Release job insecurity. As the results of the study show, job insecurity has a significant effect on social idleness of employees.

Because a large part of workers' perceptions of job insecurity or the risks and consequences of losing their jobs are due to fears of being fired due to unnecessary labor market conditions. Although many workers may be fired for unnecessary work, they are sometimes found to be profitable at times, where timely and correct legal protections are challenged. So in addition to layoffs due to unnecessary work, inadequate legal protections and ineffective laws can be the root cause of job insecurity in the workplace, and even the effects of the layoff period on workers who have retained their jobs. Therefore, government agencies in Kohgiluyeh and Boyer Ahmad province can reduce job insecurity and thereby reduce their social vulnerability by creating a safe environment for employees who feel they have a viable job and eliminate the fear of being fired. The results showed that social incompetence leads to a decrease in organizational performance in employees, so managers of government agencies in Kohgiluyeh and Boyer Ahmad province should reduce employee idle behavior by involving employees in organizational activities and putting them in team activities Those with less ambiguity in the organization will have fewer problems such as absenteeism, resignation, and dismissal. In new organizational environments, often described by terms such as complexity, turbulence, speed, and rapid change, managers need to persuade employees to believe in the goals and values of the organization, the desire to strive and desire, and the strong and deep desire for continuity. Membership in the organization promises to reduce social idleness.

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