

Role of Organizational Accountability in the Reduction of Social Loafing Behavior in the workplace: An Empirical Study in Al-Sadr General Hospital

¹Ali Abboodi Neamah Al-Jubouri *, ²Zaid M. Alabassi, ³Sanaa Jasim Mohammed

Abstract: Senior management is an effective tool for strengthening organizational accountability in public organizations. Implementation to enhance accountability remains unclear in most organizations and includes many complex processes due to the disruption of multiple accountability regulations. This study aims to provide an understanding of how regulatory accountability improves employee accountability, by highlighting key elements of the organization that reduce turmoil, employee dysfunction, and social loafing. This study adopts a qualitative approach to the study of staff groups using a set of regulations imposed by the organization. The data was collected using a questionnaire that included semi-organized and organized interviews and reviews of observations at Al-Sadr General Hospital. The results revealed that the dimensions of organizational accountability that mitigate social loafing are classified into four, namely: informal accountability, official accountability, decision accountability, and process accountability; as the task of official accountability is seen as difficult, and can affect social loafing in a positive way, because group members feel it is necessary to make an effort and contribute to the team's performance, because their contribution is unique and necessary to the group's final outcome, although the participants have been randomly selected. This study contributes, and gives greater insight, into how to deal with social loafing in the accountability relationships that exist in research, by providing many elements of success that reduce the chaos of accountability relationships in public institutions. The study highlights the need to examine more elements, particularly in the organizational context, to help public organizations improve their performance and to enhance accountability in their operations.

Keywords: Organizational behaviour, organizations, decision making, workgroups

¹ Department of Business Administration Imam Al-Kadhum College, Iraq. *Corresponding Author Email. liabboodineamah@alkadhum-col.edu.iq

² Al-Furat Al-Awsat Technical University. Email: zaid-alabassi@atu.edu.iq

³ Technical Institute of Kufa, Al-Furat Al-Awsat Technical University, Iraq. Email. zaid-alabassi@atu.edu.iq

Introduction

The Theoretical basis of this study has been generated through a wide range of research to develop an understanding of the relationship between various organizational accountability variables and social loafing. By conducting an analysis, it was found that there is a strong correlation between the examined variables of this study and the results of the case study by Tariq and Aini, (2018) where similar results were observed. Organizational accountability is an evaluation of overall decision-making, and completed actions, by individuals in an organization. Accountability has increasingly gained additional interest from researchers in recent years and it is likely to become an important factor for organizations that wish to explore flatter structures, which includes more team-based processes. In fact, when studying measures of control in organizations, these suggest that control mechanisms become increasingly difficult, as there is a lack of understanding of the nature of the work and how it is done, including in team operations, and when output metrics become more obscure i.e. a more dynamic and vital metric system. Various different principles of organizational accountability apply in many different social systems. This is why it is important to establish how accountability works more clearly. The main purpose of this study is to examine the moderating effects of organizational accountability on social loafing in order to:

- Generate a clearer understanding of how the personal structure for individuals acts as a tool for controlling behavior
- Understanding the context in the relationship between accountability and the personal structure/mindsets of employees.

Groups are generally better at decision-making processes than individuals. The main rationale for this theory is by combining the group knowledge of their members and the views of their counterparts. This operates as an effective means of creating innovative solutions, as groups contain a larger set of information to benefit from. For groups to effectively benefit from their members' knowledge and expertise, this knowledge should be shared and addressed through appropriate communication practices. A way to do this is by organizing group discussions and through assessing accountability. However, some recent studies have reportedly shown that information shared by group members can be exchanged at the expense of unique, genuine information, that was formulated by its members, which can potentially lead to harmful indications of loafing. These can occur under hidden conditions where individual group members retain some elements of information which they share with other group members. This is because some of this information is uniquely available to them and contains a personal value. Based on the information they have; group members can individually choose an alternative solution which they may realize is not ideal. If they can collect all the information, individually available between them, this allows for greater organizational accountability.

1. Literature Review

1.1 The Concept of Organizational Accountability

Recent literature sources have explored accountability as a fundamental value for good governance in organizations. It is the main requirement for public administration reform, as accountability represents one of the key fundamental aspects of organizations that ensure proper performance (Tariq and Aini, 2018). It also provides greater oversight for stakeholders. Moreover, it helps maintain the effectiveness of administrators by withholding them to keep their agreements and to perform to the expected standard. They must also bear the consequences of failure. Accountability indicates that work performance must be completed professionally. There is a higher standard of responsibility when it has been delegated to another member or an individual though accountability cannot be delegated (Stephen and Stephen, 2018). Organizational accountability can also play an important role in developing and maintaining the confidence of individuals, by meeting their needs and expectations. Organizational accountability can also reduce information asymmetry, which is likely to affect interest of participating in the exercise and can potentially be a barrier to confidence-building (Noel and Danielle, 2017). On the other hand, organizational accountability can be defined as a form of job accountability which monitors the performance of a particular job (Norfaiezah and Ian, 2014). Organizational Accountability behaviors aim to maintain and adhere to laws, standards, regulations, which is considered as the main objective in achieving these goals (Elias et al., 2017). Accountability is one of those behaviors conducted in accordance to work performance as per designated criteria (Neal et al., 2003).

In accountability relationships, decision-makers involved in accountability are more concerned with applicable specific regulations and rules to address problems. Organizational accountability leads to greater work performance and also leads to achieving greater organizational commitment (Michael and Angela, 2002). It was found that when compared to low accountability conditions, high accountability workplace conditions have encouraged individuals to develop more positive and cooperative relationships with each other (Patricia, 1991). When there is a responsiveness between parties to role commitments this results in a high accountability workplace environment where solutions to problems may be found (Dwight and Gerald, 1999). Neal et al., (2007) state that the role of organizational accountability improves decision-making through having an availability of required information. This ultimately improves the quality of the decision made. However, Todd et al., (2005) noted that through accountability behaviors, all individuals must bear responsibility for their actions. This helps sustain a healthy social system. It can be noted that most investigated concepts of organizational accountability behaviors indicate that strengthening and creating positive relationships in the workplace, through self-evaluation, helps lead to an overall improved performance.

1.2 Dimensions of Organizational Accountability

1. **Informal Accountability:** A consistent hypothesis can be observed in literature, related to organizational behavior, which states that expectations of obtaining rewards and penalties affect individuals' behavior in organizations. The reward model is adopted to monitor the behavior of individuals in organizations. Since workers are unofficially subjected to accountability created by the expectations by their subordinates or peers, this means their behavior is also subjected to social rewards and penalties which can result in increased popularity or loss of respect among colleagues (Patricia and Gary, 1996). This results in informal accountability which reduces the loafing behavior of individuals working in groups within organizations (Phillip et al., 1997).
2. **Official Accountability:** This factor is related to the expectation of individuals to be suitably assessed by managers. This evaluation generally leads to rewarding employees for good performance or to be punished as a result of negative performance. However, having fears about performance evaluation may cause officially accountable working individuals to perform the required tasks with higher quality and in leaner timeframes (Patricia and Gary, 1996), (Angela et al., 2007).
3. **Process Accountability:** Accessing and using information in organizations is an integral part of the working system in these organizations. This is so that accountable workers will work hard in increasing the quality of decision-making by obtaining and using information appropriately (Patricia and Gary, 1996). Further, this requires them to concentrate their efforts in researching, studying and analyzing this work, which will help eliminate social loafing. Individuals in organizations gather information not only by contributing to the decision-making process but to also enhance perceived efficiency and increased self-confidence (Bart et al., 2011) (Lotte et al., 2007).
4. **Decision Accountability:** This factor suggests that decision-makers who are held accountable for previous negative outcomes will try to justify their previous decisions. It is common that the individuals responsible for making the decision-making process will take steps to protect themselves in the event of future decision failures. Since the decision-makers of organizations and those responsible for producing negative results through poor decision-making will be criticized for collecting a small amount of information. This results in workers having to double their efforts to obtain the information that is required to make the appropriate decisions. Decision accountability will lead to the elimination of associated social loafing behaviors (Patricia and Gary, 1996) (Itamar and Peter, 1992). It was stated that with greater accountability, more decision-makers and negotiators will be interested in the other party's achieved results which leads to an equal division of resources compared to low accountability (Roderick et al., 1993).

1.3 The Concept of Social Loafing Behavior

Recent studies and literature have indicated that social loafing as one of the factors which directly affects the functionality of working groups. These are recognized as the main constituents of success of the organization. Social loafing is the tendency of an individual to contribute little effort in the workplace when being part of group work which was assigned to a specified task while compared to working individually (Ashley and Tommy, 2014). This is more likely to occur when tasks are unclear, and social loafing can subsequently have many negative effects on the overall success of the organization. These effects are listed below:

1. It affects the overall efficiency of the employees' work through their reduced effort.
2. Members who reduce their work efforts may also have lowered expectations of success.

The motives for social loafing can be caused externally through the vision of mission and justice or fundamentally through organizational commitment and intent to spin (Zhenpeng et al., 2013). Moreover, these self-motivated factors such as commitment and intentions of spin can play an important role in employee attitudes and behaviors. It was discovered that observed differences in individual-group cultures have direct effects on social loafing behaviors

Group members who evade their obligations and duties while hoping to benefit from others' work are referred to as loafers where social loafing is seen as a behavioral pattern. An individual who works in the group and fails to perform their duties by not attending group meetings is an indication of such behaviors (Praveen and Connie, 2008), (Mary et al., 1986). Social loafing leads to an overall reduction in personal effort towards individual tasks (Praveen and Connie, 2008) (Nilsen et al., 2014). Social loafing is, therefore, a general result of where an individual works within a group and makes less of an effort than if he or she was assigned to a task individually. There are a number of key variables which have been identified as influencing social loafing. This can be completed by identifying participants and evaluating their performance either by the group or through manager observation and monitoring their difficulty in tasks versus their work expectations (Bernard, 1999) (Robert and Gerald, 1995).

2. **Research Data and Methodology**

There is a phenomenon that occurs if an individual is underperforming while working within a group which can be considered as a social disease. This is caused by various difficulties created by an individual. Such a phenomenon is called "Social Loafing" which will be investigated further throughout this study. A reduction of social awareness within a group may lead to many problems which affect the success of an organization. This is because groups represent a significant part of the life of each individual. By recognizing the far-reaching effects of these results, it indicates that social loafing is a type of social disease and can have negative consequences for individuals, social institutions and communities.

The primary focus of this study was to answer the following questions:

2. What is the nature of the relationship between organizational accountability and social loafing behavior in the workplace?
3. Is there an effect of organizational accountability on social loafing behavior in the workplace?

There are two key Hypotheses that will be investigated in this study as listed below:

- A. **First main Hypothesis:** An inverse correlation significantly occurs between organizational accountability and social loafing in the workplace.

The first main hypothesis can be broken into the following sub-hypotheses:

1. There is a significant inverse correlation between informal accountability and social loafing behavior in the workplace.
2. There is a significant inverse correlation between official accountability and social loafing behavior in the workplace.
3. There is a significant inverse correlation between decision accountability and social loafing behavior in the workplace.
4. There is a significant inverse correlation between process accountability and social loafing behavior in the workplace.

- B. **Second main Hypothesis:** There is an influential relationship between organizational accountability and social loafing behavior in the workplace.

The second main hypothesis can be broken into the following sub-hypotheses:

1. There is an influential relationship for informal accountability in social loafing behavior in the workplace.
2. There is an influential relationship for formal accountability in social loafing behavior in the workplace.
3. There is an influential relationship for decision accountability in social loafing behavior in the workplace.

4. There is an influential relationship for process accountability in social loafing behavior in the workplace.

The hypothetical study plan was designed to solve the questions generated around this study in order to achieve the objectives of the study as can be seen in figure 1. This is inclusive of the study variables involved. Social loafing behavior is represented by the dependent variable according to Jennifer (1992). This was primarily targeted by studying independent variable controls that have been formed as a major independent variable. This is mainly represented by organizational accountability and its variables according to Patricia and Gary (1996).

These variables are represented as follows:

- Informal accountability
- Official accountability
- Decision accountability
- Process accountability

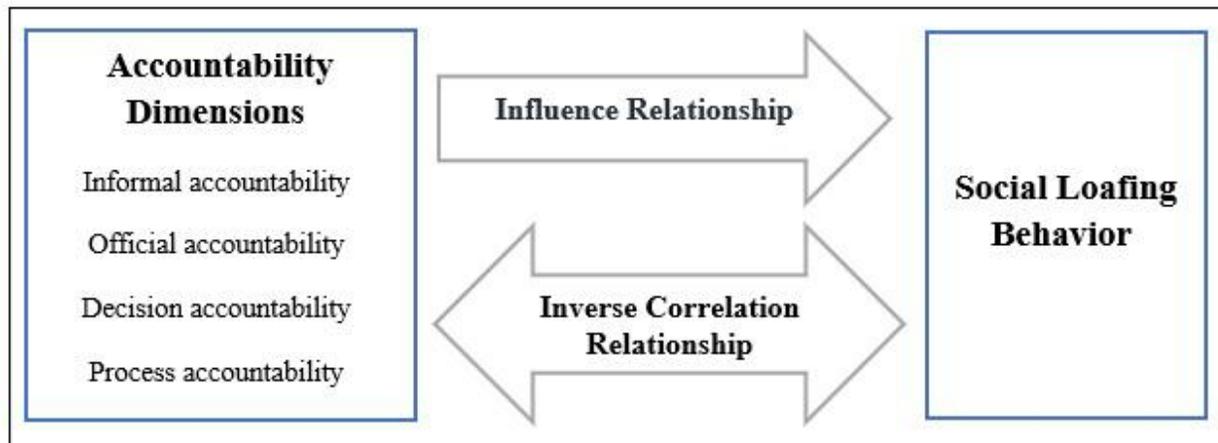


Figure 1- Hypothetical Study Model

This study was generated using a set of statistical tools for collecting both theoretical and practical data. This can be reviewed as listed below:

1. **Theoretical Data Collection methods:** The researchers in this study relied on a wide range of research and literature related articles to generate an understanding of the variables involved in this study. Also generated through credited Online Electronic Libraries (Databases).
2. **Practical Data Collection method 1:** A questionnaire was used as the primary data collection source for this study. It also included face-to-face interviews with key stakeholders to detail the study variables involved in the workplace. For the analysis of this data, statistical software (SPSS: v21) was used to provide some statistical measures of relationships. This involved measurement of correlation coefficients and regression coefficients. This study also used a 5-Point Likert scale. This provided a precise measurement of its form.

Al-Sadr General Hospital is selected as the case study of this paper because of its importance and its role played towards the community. It has remained committed to the community through its contribution to the development of the service sector, which is one of the important sectors in Iraq. 150 individuals were selected for this case studies from a targeted community in a specified workplace. The overall size of the sample population reached was 108. This sample size was extracted using (Richard Geiger) equation. the following equation. Overall, 108 questionnaires were distributed to the selected targeted sample, from which 103 were answered and determined valid for an extended additional statistical analysis. This study incorporated a more detailed investigation of 103 individuals. The sample of the study was formed as summarized in the table below:

Table 1- Study Sample

Gender	Male	Female	Total
Number	60	43	103
Age	Most of the age group included was 25-45 year		103
Experience	1-10 years		103

3. Results

3.1 Description of the Statistical Study Variables

This section's primary aim is to identify which factors of the study variables, official accountability and social loafing, are associated in the workplace, through calculating the arithmetic mean, standard deviation and percentage.

Table 2- Descriptive Statistics of accountability behavior variables

No.	Variable	Paragraphs	Mean	SD	Percentage %	Seq.
1	Informal accountability	I1	3.63	1.02	0.74	1
2		I2	3.55	1.08	0.72	2
3		I3	3.42	0.91	0.70	3
4		I4	3.35	0.88	0.66	4
1	Official accountability	I5	3.44	1.09	0.66	3
2		I6	3.62	0.83	0.74	1
3		I7	3.52	1.07	0.72	2
4		I8	3.39	1.09	0.62	4
1	Decision accountability	I9	3.40	0.93	0.69	3
2		I10	3.35	0.97	0.65	4
3		I11	3.82	0.79	0.78	1
4		I12	3.73	0.80	0.76	2
1	Process accountability	I13	3.53	0.97	0.73	2
2		I14	3.60	0.75	0.74	1
3		I15	3.52	1.06	0.72	3
4		I16	3.50	1.02	0.68	4

Table 3- Descriptive Statistics summary of organizational accountability

No.	Independent variable	Mean	SD	Percentage %	Seq.
1	Informal accountability	3.48	1.01	0.69	3
2	Official accountability	3.47	0.98	0.66	4
3	Decision accountability	3.57	0.76	0.72	1
4	Process accountability	3.53	1.02	0.71	2
	Organizational accountability	3.51	0.95	0.69	

From table 3, the results are indicated as follows:

1. The informal accountability dimension of the study sample demonstrated an arithmetic mean of 3.48, a standard deviation of 1.01 and a percentage weight of 69%. This dimension ranked third overall of the investigated dimensions.
2. The official accountability dimension of the study sample demonstrated an arithmetic mean of 3.47, with a standard deviation of 0.98 and a percentage weight of 66%. This dimension ranked fourth overall of the investigated dimensions.
3. The decision accountability dimension of the study sample demonstrated an arithmetic mean of 3.57, with a standard deviation of (0.76) and a percentage weight of (72%). This dimension ranked first of the overall of the investigated dimensions.
4. The process accountability dimension of the study sample demonstrated an arithmetic mean of 3.53, with a standard deviation of 1.02, a percentage weight of 71%. This dimension ranked second of the overall of the investigated dimensions.
5. The independent variable of organizational accountability dimension of the study sample demonstrated an arithmetic mean of 3.51, with a standard deviation of 0.95 and a percentage weight of 69%.

Table 4- Descriptive Statistics of social loafing in the workplace

No.	Paragraphs	Mean	SD	Percentage %	Seq.
1	I17	3.03	0.89	0.60	3
2	I18	2.95	1.07	0.56	5
3	I19	2.81	1.09	0.55	6
4	I20	3.06	0.74	0.62	1
5	I21	2.97	1.05	0.58	4
6	I22	3.04	0.92	0.61	2
7	I23	2.80	1.02	0.54	7
8	I24	2.78	1.03	0.52	8
9	I25	2.75	1.10	0.50	10
10	I26	2.77	1.04	0.51	9
	Macro-level of social loafing	2.89	1.01	0.55	

Table 4 demonstrates the social loafing variables in the workplace, which showed an arithmetic mean of (2.89), a standard deviation of 1.01 and a percentage weight of 55%.

3.2 Correlation Analysis

This section will investigate measuring and analysing the strength and direction of correlations between:

- The independent variable (organizational accountability)
- The dependent variable (social loafing in the workplace)

This was analyzed by applying the Pearson's correlation coefficient to measure the relationship between the study variables involved. A detailed presentation and discussion of the test results of correlations between study variables will be examined. The first main hypothesis states that there is a significant inverse relationship between organizational accountability and social loafing in the workplace, at a macro level. Four sub-hypotheses have been generated and will be examined from the main hypothesis. These will be tested, as detailed, in the hypothesis study plan below:

Table 5- Matrix correlation relationships between study variables

No.	Independent variables	Dependent variable - Social loafing in the workplace
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		Correlation coefficient	Significance level
1	Informal accountability	0.52-	0.000
2	Official accountability	-0.50	0.000
3	Decision accountability	-0.60	0.000
4	Process accountability	-0.58	0.000
	Organizational accountability	-0.55	0.000

- 1. Sub-Hypothesis No.1:** This hypothesis indicates that a significant inverse correlation exists between informal accountability and social loafing behavior, in the workplace, at the macro level. When linking the factors that relate to the two variables, through the application of the correlation coefficient, it becomes more evident that the correlation relationship between the two variables amounts to (-0.52), as seen in table 5.

In order to demonstrate the significance of the existing relationship between the two variables, the correlation coefficient was tested with a significance level 0.05 and with confidence interval 0.95 which resulted in a significance level of 0,000. These results confirm the significance in the relationship between these two variables as seen in this study. According to these results, this hypothesis can be accepted.
- 2. Sub-Hypothesis No.2:** This hypothesis indicates that a significant inverse correlation exists between official accountability and social loafing behavior, in the workplace, at the macro level. When linking the factors that relate to the two variables, through the application of the correlation coefficient, it becomes clearer that the correlation relationship between the two variables amounts to (-0.50) as seen in table 5.

In order to demonstrate the significance of the existing relationship between the two variables, the correlation coefficient was tested with a significance level 0.05 and with confidence interval 0.95, which resulted in a significance level of 0,000. These results confirm the significance in the relationship between these two variables as seen in this study. According to these results, this hypothesis can be accepted.
- 3. Sub-Hypothesis No.3:** This hypothesis indicates that a significant inverse correlation exists between decision accountability and social loafing behavior, in the workplace, at the macro level. When linking the factors that relate to the two variables, through the application of the correlation coefficient, it becomes more apparent that the correlation relationship between the two variables amounts to (-0.60) as seen in table 5.

In order to demonstrate the significance of the existing relationship between the two variables, the correlation coefficient was tested with a significance level 0.05 and with confidence interval 0.95, which resulted in a significance level of 0,000. These results confirm the significance of the relationship between these two variables, as seen in this study. According to these results, this hypothesis can be accepted.
- 4. Sub-Hypothesis No.4:** This hypothesis indicates that a significant inverse correlation exists between process accountability and social loafing behavior, in the workplace, at the macro level. When linking the factors that relate to the two variables, through the application of the correlation coefficient, it becomes more evident that the correlation relationship between the two variables amounts to (-0.58) as seen in table 5.

In order to demonstrate the significance of the existing relationship between the two variables, the correlation coefficient was tested with a significance level 0.05 and with confidence interval 0.95, which resulted in a significance level of 0,000. These results confirm the significance of the relationship between these two variables, as seen in this study. According to these results, this hypothesis can be accepted.
- 5. Main Hypothesis:** This hypothesis indicates that a significant inverse correlation exists between organizational accountability and social loafing behavior, in the workplace, at the macro level. When linking the factors that relate to the two variables, through the application of the correlation coefficient, it becomes clearer that the correlation relationship between the two variables amounts to (-0.55) as seen in table 5.

In order to demonstrate the significance of the existing relationship between the two variables, the correlation coefficient was tested with a significance level 0.05 and with confidence interval 0.95, which resulted in a significance level of 0,000. These results confirm the significance of the relationship between these two variables as seen in this study. According to these results, this hypothesis can be accepted.

3.3 Result Analysis of the Influential Relationship between the Study Variables

The previous paragraph investigated the relationship analysis, and the strength and direction of the existing correlation relationships between the study variables were identified. It indicated that there were five existing moral inverse correlation relationships. However, it did not specify the impact of these relationships.

This paragraph will address the results of the analysis of the influential relationships between the variables in this study, which has been stipulated as the main hypothesis. The main hypothesis indicated that there is an existing influential relationship between organizational accountability and social loafing behavior, in the workplace, at the macro level. The sub hypothesis which has arisen from the main hypothesis, will be tested in accordance with what was stated in the created hypothetical study model.

1. **Second Main Hypothesis:** There is an existing influential relationship between organizational accountability and social loafing behavior, in the workplace, at the macro level. This is demonstrated further in table 6, which shows the test results of the effects of the relationship on the study variables.

Table 6- Result analysis of the influence of organizational accountability on social loafing in the workplace

Variables	Social loafing in the workplace								
	Constant (a)	R ²	F value	P. value	Significance-regression model	Beta coefficient	T	P. value	significance - regression coefficient
Organizational accountability	0.45	0.80	140.4	0.000	significant	-0.55	-7.2	0.000	significant

According to table 6, the adjusted R² value indicates that the interpreted percentage of organizational accountability of social loafing in the workplace reached 80%. This is an acceptable value indicating that 80% of the overall difference in social loafing in the workplace is determined through organizational accountability. While the remaining 20% percentage of the contributory value of variables is not included in this study model or the random variables cannot be controlled. However, the calculated value of F reached 140.4 which is significant at a level of 0.05.

This indicates that the generated equation from the regression model explains the relationship between organizational accountability and social loafing in the workplace. The Beta regression value coefficient between them was -0.55 which demonstrated a level of significance of 0,000. This is smaller than the assumed level of significance in this study which is 0.05. According to these results, this hypothesis can be accepted.

1. **Sub-Hypothesis Testing:** This hypothesis demonstrated that There is an existing influential relationship between organizational accountability and social loafing behavior in the workplace at the macro level. Table 7 demonstrates the impact relationships for the various dimensions of organizational accountability in the social loafing in the workplace.

Table 7- Result analysis of the effect of organizational accountability dimensions on social loafing in the workplace

Variables	Social Loafing in the workplace								
	Constant a	R ²	F value	P. value	Significance-regression model	Beta coefficient	T value	P. value	significance - regression coefficient
Informal accountability	2.10	0.81	152.2	0.000	significant	-0.52	-4.14	0.000	significant
Official accountability						-0.50	-3.73	0.000	significant

Decision accountability						-0.60	-7.5	0.000	significant
Process accountability						-0.58	-6.15	0.000	significant

According to table 7, the adjusted R^2 value indicates that the interpreted percentage of organizational accountability and the effects its dimensions have on social loafing in the workplace reached 81%. This is an acceptable value indicating that 81% of the overall difference in social loafing in the workplace is determined through organizational accountability. While the remaining 20% percentage of the contributory value of variables is not included in this study model or the random variables cannot be controlled. However, the calculated value of F reached 152.2, which is significant at a level of 0.05. This indicates that the generated equation from the regression model explains the relationship between organizational accountability and social loafing in the workplace and can be accepted.

1. **Sub-Hypothesis No.1:** This hypothesis states that an influential relationship exists between informal accountability and social loafing behavior, in the workplace, at the macro level. According to table 7, the value of the marginal propensity of informal accountability dimension was $B1 = -0.52$, accompanying $X1$ at a significance level of 0.000. This indicated a change of 1 in informal accountability, which leads to a reverse change in social loafing in the workplace. According to these results, this hypothesis can be accepted.
2. **Sub-Hypothesis No.2:** This hypothesis states that an influential relationship exists between official accountability and social loafing behavior, in the workplace, at the macro level. According to table 7, the value of the marginal propensity of informal accountability dimensions was $B2 = -0.50$, accompanying $X2$ at a significance level of 0.000. This indicated a change of 1 in official accountability, which leads to a reverse change in social loafing in the workplace. According to these results, this hypothesis can be accepted.
3. **Sub-Hypothesis No.3:** This hypothesis states that an influential relationship exists between decision accountability and social loafing behavior, in the workplace, at the macro level. According to table 7, the value of the marginal propensity of informal accountability dimension was $B3 = -0.60$, accompanying $X3$ at a significance level of 0.000. This indicated a change of 1 in decision accountability, which leads to a reverse change in social loafing in the workplace. According to these results, this hypothesis can be accepted.
4. **Sub-Hypothesis No.4:** This hypothesis states that an influential relationship exists between process accountability and social loafing behavior, in the workplace, at the macro level. According to table 7, the value of the marginal propensity of process accountability dimension was $B4 = -0.58$, accompanying $X4$ at a significance level of 0.000. This indicated a change of 1 in process accountability, which leads to a reverse change in social loafing in the workplace. According to these results, this hypothesis can be accepted.

4. Conclusions and Discussion

The purpose of this study is to identify whether organizational accountability would reduce instances of social loafing at Al-Sadr General Hospital. This required leaders to participate in the organizational accountability focus group to help reduce social loafing. The results proved that there is a significant decrease in accountability in social loafing practices in individual situations. This is despite large amounts of information which is provided to management. It is considered that official accountability is difficult and although the participants of the study were randomly selected in an intervention group and a monitoring group made up of teams, some participants may have known each other which may have affected the results of the study. They were, however, surveyed from the same hospital. This may result in increased team cohesion as team cohesion has been shown to have several positive effects in eliminating and reducing social loafing. Evidence also showed that team cohesion directly reduces the amount of social loafing. An investigation was made into the effects of accountability on the participant if they had already known information regarding this study. It was not indicated whether accountability has any direct impact on social loafing or if all participants already have possessed some knowledge or understanding of social representations and their impacts on team performance based on no group social withdrawal. Although participants were randomly selected from the Al-Sadr General Hospital and its accountability groupings

consisted of individual teams of three or four people who were formed within the same hospital. This may have, however, resulted in additional contributed increased team cohesion, although it has been shown that team cohesion can have several positive effects on performance. An evaluation of the impact of organizational accountability and its effects on social loafing was conducted in this study. It was not previously known whether organizational accountability might have had any impact on social loafing or it was not indicated whether accountability has any direct impact on social loafing or if all participants already have possessed some knowledge or understanding of social representations and their impacts on team performance

Based on the unwillingness to maintain social representation among its peers, the results indicated that the participants were very enthusiastic and committed to studying requirements. This was generated without any evidence that organizational accountability actually increased awareness of social loafing in the workplace which was also one of the aims of the study. We cannot disregard the theory that understanding the phenomenon of social loafing can also contribute to a loss in motivation and preventing social procrastination. This study identified limitations that need to be recognized in future research on this topic and increased prior knowledge about the phenomenon of organizational accountability. The following recommendations have been generated from this study:

1. Further emphasis on the importance of maintaining prevalent organizational accountability and continuously monitoring and reviewing its cofactors to enhance its positive aspects. This also addresses its negative aspects as organizational accountability is a prerequisite to adopting and motivating employees to not engage in social loafing behavior.
2. It is recommended to conduct additional studies on organizational accountability to include a broader range of cofactors into this study such as management philosophies, styles and patterns. This would allow a greater understanding of the most important factors that provide greater organizational accountability and thus provides grounds for limiting social loafing.
3. Greater attention is required for various alternative human elements in the organization which needs to be investigated. This can be completed by allowing their training progress to be of the highest importance and proactively working on analyzing their training on a continuous basis in accordance with their expectations. By designing training programs in an appropriate way, and by evaluating the work performance of their workers following training processes, this data can be inputted into the employee record so that it is taken into account and appropriately evaluated in the annual reports.
4. This study suggests that top management teams in organizations are required to encourage:
 - Innovation,
 - Modernization,
 - Experiment with innovative work methods.

They are required to work to exploit every new idea and remove potential obstacles that kill creative ideas. This occurs due to fear of the failure of those ideas and the consequent risks associated.

5. Adopting methods which clarify the duties and responsibilities of each individual within the organization or group. One of the main reasons for social loafing is ambiguity with work-related tasks.
6. Creating a necessity to adopt a culture of cooperation and coordination with a fairer division of tasks among individuals who are working within the same group. This is due to its prominent role in raising morale and increasing self-confidence.
7. There is more considerable attention required when applying rules, laws, and regulations which could lead to increased and eased uptake during the implementation of the tasks and duties assigned to encourage individuals to work optimally.

5. References

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