

ORGANIZATIONAL SILENCE AND ITS IMPACT ON A LOW LEVEL OF JOB PERFORMANCE

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ABSTRACT:

The study aimed to identify the relationship between organizational silence in its three dimensions (**defensive silence, acquiescent silence, and social silence**). This study was conducted on a random sample in the Commercial Bank of Iraq in Maysan Governorate and to identify the extent of the existence of a significant relationship between organizational silence and the level of performance. Occupational: Questionnaire forms were distributed to a sample of bank employees on the assumption that the community was homogeneous. Then the appropriate sample was drawn, where (80) questionnaire forms were distributed to a sample of employees, where it was found that there was a significant correlation between each dimension of organizational silence. (**combined and individually**) represented by (defensive silence, submissive silence, social silence) and the level of job performance.

Keywords: Organizational silence, job performance, defensive silence, acquiescent silence, social silence.

INTRODUCTION: -

It has been observed recently that the majority of workers in our organizations prefer to remain silent regarding issues that occur at work. The reason for this is that these organizations do not accept any opposing opinion, even if the legitimacy of this opinion is correct, but it is considered a threat to their existence and interests. We find that workers remain silent and adapt to the existing organizational conditions instead of modifying and resisting them, for fear of losing their jobs or losing material incentives that they were expected to obtain, which consequently is reflected in their loss of self-confidence and their feeling of helplessness, and thus this is reflected in the development of their performance. Since the performance of employees is the interaction between behavior and achievement, this leads to a decrease in their performance.

Banks are considered service organizations. Therefore, Iraqi banks strive to achieve the goals for which they were established and which represent the primary purpose of their establishment. Therefore, we find them seeking to achieve high levels of performance for employees by following good management that provides all the material, human and technological capabilities. Most organizations suffer from several problems related to the behavior of individuals within them, and organizational silence is one of these problems that have become disturbing and affecting organizations. Organizational silence is considered one of the main obstacles that hinder the organization in achieving its goals, Many researchers in this field have pointed out negative results

as a result of organizational silence, including that it hinders the process of change and development and leads to low productivity and low quality. Most organizations classify their workers into categories (the first category is the organizationally silent category), which is a category that supports what is happening within the organization. The second category is (whistle blowers), that is, those who are enthusiastic about what is coming within the institution. (Robbins,2017)

Organizational silence is one of the behavioral concepts that has attracted many researchers, and has become part of their research interests that aim to bring about positive change in organizations. Efforts have focused on delving into the behavioral determinants that this topic occupies through its effects on individuals working in organizations, such as Satisfaction, commitment and performance (Al-Ani, 2002).

The first Section: the methodology

First: the problem of research: Individuals working in organizations are the core of the administrative process of any organization, and without this workforce, no organization can achieve its goals.

The goal of the current study is to know the true interest and consideration of those in charge of the bank's management to know the relationship of organizational silence and its impact on the level of job decline.

The banking sector is considered one of the most vital sectors that affect the economy. Therefore, this study attempted, through the sample studied, to determine the extent to which job silence affects the low level of job performance of employees in all parts of the bank. Hence, the problem of the study was crystallized in the following main question:

Is there a significant relationship between organizational silence and its impact on a low level of job performance from the perspective of bank employees?

The following sub-questions branch out from the main question:

- 1- What is the sample's level of awareness of the concept of organizational silence?
- 2- What is the level of job performance from the point of view of employees in banks?
- 3- What is the level of organizational silence in its three dimensions (submissive silence, social silence, defensive silence) among bank workers?

As part of the researcher's attempts to understand the dimensions of the problem and identify its various aspects, and in an effort to determine an accurate description of it, the researcher will conduct an exploratory study in the bank under study to show the indicators and opinions that indicate the existence of the problem.

Second: The importance of research.

To the extent of the researcher's knowledge, there is a scarcity of research that deals with organizational silence and its impact on a low level of job performance, which makes the study a contribution to this field. Therefore, the importance of the study is as follows:

- 1- The study derives its scientific importance from the novelty of the subject of organizational silence, as it is considered one of the most important problems facing organizations because this behavior weakens the level of employee participation, hinders change and development, and weakens employee performance and organizational performance.
- 2- And an attempt to know the impact that organizational silence, in its three dimensions, has on the level of decline in employees' job performance.

3- The practical importance stems from the importance of the sector in which the study is applied and the extent to which the study helps officials in the banking sector, which helps in developing it through:

- Applying such a study to Iraqi organizations at the present time contributes to drawing the attention of administrative leaders to giving a degree of importance to the issue of organizational silence at their various functional levels in the organization, which increases their awareness of how it is practically affected in developing the organization's performance or vice versa.
- The importance of this study comes to measure the relationship between organizational silence and its impact on the job performance of the organization's employees, especially since there is a significant shortage in the volume of Arab studies and research.

Third: Research objectives at:

In light of the above, the objectives of the study were determined as follows:

- 1) Clarifying and interpreting the correlation and influence relationships between the study variables (organizational silence and job performance).
- 2) Diagnosing the level of job performance of employees in the bank under study.
- 3) Diagnosing which dimension of organizational silence is most influential.
- 4) Clarifying the theoretical and scientific implications and implications of organizational silence and the level of employee job performance.

Fourth: Research variables and metrics used:

Independent variable: organizational silence

The scale developed by (Dyne et al., 2003:138) was relied upon to suit the nature of the sample studied with its three dimensions (submissive silence, social silence, defensive silence).

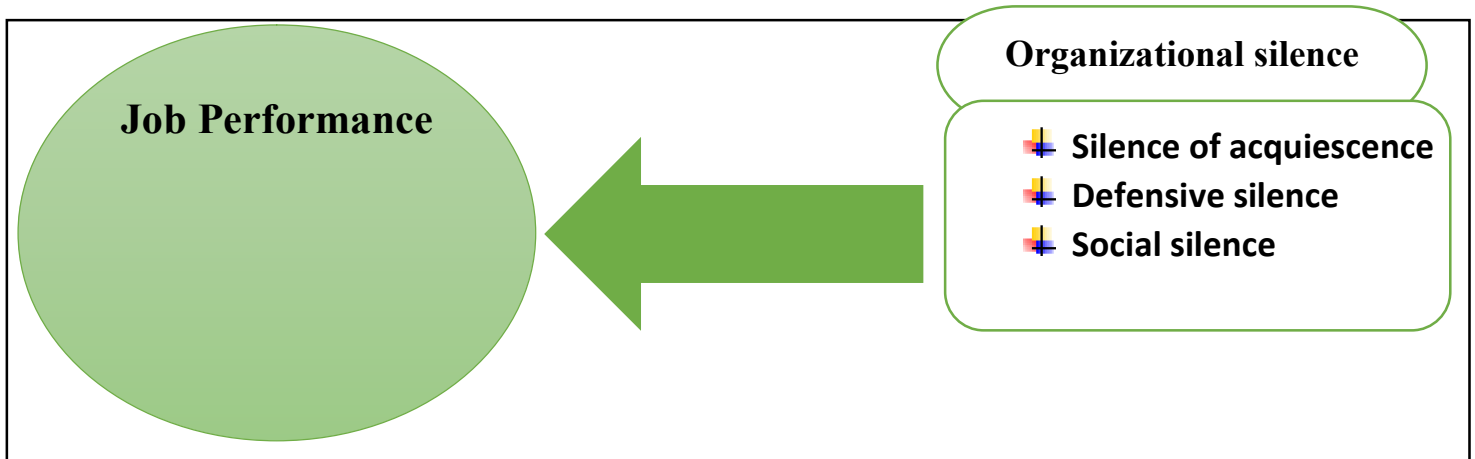
Dependent variable: Level of job performance: The scale (Hellriegel & others, 2001) was relied upon.

Fifth: the hypothetical scheme of the research:

The model includes study variables that include two main variables and their secondary variables, as follows:

- 1- Independent variable: organizational silence and its three dimensions (submissive silence, social silence, defensive silence).
- 2- Dependent variable: job performance

Figure (1) Hypothesis of the research



Sub-hypothesis (2): There is a significant relationship between acquiescent silence and the level of job performance.

Sub-hypothesis (3): There is a significant relationship between social silence and the level of job performance

Seventh: the population and sample of the research. the population and sample of the research.

The study population consists of a group of employees in the banking sector in Maysan Governorate in Iraq, amounting to (80) employees in the bank.

Eighth: Procedural definitions of research

- 1- **Organizational silence:** It is employees' abstention from disclosing opinions and proposals that serve the organization or informing about problems for fear of negative reactions. Organizational silence has deep roots in organizational science, where it developed through scientific research and studies that dealt with its concept. (Hawala and Al-Bakr, 2018).
- 2- **Job performance:** It is expressed in a set of administrative behaviors that reflect the employee's practice of his job, which includes adherence to all instructions, laws, regulations, regulations, quality of performance, and proper execution of the job. (Al-Sarayrah, 2011).
- 3- **Silence of submission:** This type of silence represents free and negative behavior on the part of workers. (Aida, 2019).
- 4- **Defensive silence:** a deliberate omission to hide work-related information based on fear of retaliation. (Naora and T, 2020).
- 5- **Social silence:** withholding ideas and opinions related to working for the benefit of the organization. Therefore, this type of silence is based on altruism and cooperation for the benefit of the organization. (Ahmed, 2017).

Tenth: Limitations of the study and study methodology

The current study is determined by the following:

- 1- The study is determined theoretically by analyzing the concept of organizational silence and its relationship to the level of job performance of employees.
- 2- The study was limited to the Iraqi Commercial Bank and a sample of its employees.

Two types of data will be relied upon to prepare this study:

1- Secondary data: These are data that contribute to forming the intellectual framework of the subject of the study and are obtained from multiple sources, including:

- Arab and foreign references and scientific theses related to the subject and problem of the study related to the subject of the study.
- Scientific research and studies published in periodicals.

2- Field data:- It includes:-

- Design a survey list directed to employees of the bank under study.
- Distribute the survey list to the sample under study, reassemble it, code it, and enter the data into the computer to obtain the results.

The second section (theoretical aspect of the research)

First - organizational silence

1- The concept of organizational silence

In the recent period, interest in the issue of organizational silence has increased as it is one of the modern concepts that negatively affects employees' behavior because it is linked to the effectiveness and efficiency of work, which has led to problems at work that hinder its development and progress, especially since it is difficult to define a single concept for it. (Al-Faouri, 2004), Organizational

silence is not only an individual behavior, but it spreads throughout all parts of the organization. It is the general attitude of individuals towards issues that occur within the organization. It is a behavior that can improve or deteriorate the job performance of employees. (Abboud and Hussein, 2016).

There are many concepts of organizational silence, the most important of which is that employees do not disclose their feelings or opinions regarding organizational problems and abstain from speaking and making suggestions to their boss, for several reasons, including lack of trust and the deterioration of the prevailing organizational climate in the organization, which weakens interaction between individuals and reduces development, growth and the achievement of individual ambitions. Consequently, the possibility of benefiting from the potential energies and capabilities of individuals and workers decreases (Al-Fatlawi, 2012).

Organizational silence is defined as an ineffective process that can waste all organizational efforts and takes various forms such as collective silence in meetings, low levels of participation in proposed projects, and low levels of collective voice, as the silence of employees poses a very great danger to organizations because it leads to indifference. For some employees during work hours, indifferent employees are individuals who are not interested in their work. (Nikmaram et al,2012:1271). Organizational silence can be defined procedurally in this study as the reluctance and reluctance of employees to participate in submitting ideas and proposals that would improve the level of job performance of the organization or vice versa.

2-Reasons for organizational silence

The most common reasons for organizational silence among employees are (organizational key, organizational culture, lack of trust, bias, negative reactions from subordinates). Currently, organizational silence is defined as a reaction and social withdrawal towards what is happening in the organization. For this reason, there are several reasons. It forces employees to remain silent. (Morrison & Milliken, 2000).

First - Lack of trust in managers: It is considered one of the important administrative and organizational reasons that affect the decision-making process in the organization, and the inability of managers to make decisions and weak organizational efficiency and performance as a whole. These and other problems occur because employees refrain from speaking and discussing them for fear of negative reactions. They believe that they will be punished if their opinions contradict the organization's orientations. ((Rosemary, 2003).

Second - Fear of social isolation: The main reason for workers' silence regarding organizational problems is the fear of the individual's social isolation within his work (if he expresses the problems that occur within the organization, it will cause other problems), and the organization's organizational structure and characteristics may not allow workers to express About problems related to work, because talking about problems is seen by managers as negative behavior that reduces respect and trust towards the individual, and this therefore leads to them remaining silent for fear that their actions and attitudes may harm their social status within the organization. (Morrison & Milliken, 2003)

Third - Lack of experience: We see working individuals remaining silent because of their previous personal experiences. We find those who have gone through previous experiences avoid raising problems with their colleagues and subordinates despite their awareness of the importance of

identifying them early and prefer not to raise these problems, which may be the cause of problems with them. Their officials. (Erenler, 2010)

While (Rahman, 2020) believes that there are several factors that lead to the formation of organizational silence, which may stem from the individual himself or the organizational environment, as shown in the following table:

Table No. (1)

Influencing factors	The type of danger and fear expected
Personal factors (poor communication, low level of self-esteem, poor position of the individual in the organization)	Constant fear of negative description (nosy, complaining a lot, trouble maker)
Administrative factors (subordinates do not support the culture of dialogue between themselves and individuals, difficulty communicating with subordinates, belief in negative reactions)	Fear of negative influence on others (avoid creating problems for others or causing them shame)
	Fear of punishment that leads to job loss, position change, or increased workload
	Fear of isolation (lack of respect from subordinates, inability to adapt)
Organizational factors in the organization, namely the organizational structure, the policy of deafness, and injustice within the organization	Fear of losing and spoiling relationships (fear of supporting subordinates, losing them, and losing respect)

3- Stages of organizational silence

(Naroura, T., 2020) and (Mastura, 2019) believe that organizational silence does not appear suddenly, but rather occurs sequentially and in several stages, which are as follows:

1- **The stage of absorption (comprehension):** A stage that represents a state of dissatisfaction when there is a lack of consistency between what is expected from the work and what actually happens at work, and this leads to the crystallization of the phenomenon of organizational silence.

2- **The separation stage:** Organizational silence occurs in this stage because the individual has realized what is happening around him and has decided to withdraw, as his psychological health has begun to deteriorate due to the low level of his job performance.

3- **The communication stage:** In this stage, the individual thinks about leaving work permanently as a result of doubts and self-doubts.

4- **Depression stage:** In this stage, self-efficacy decreases and thus the level of job performance of individuals decreases due to the low level of satisfaction with work.

4- Dimensions of organizational silence

The study focused on dimensions based on the scale developed by (Dyne et al., 2003:138).

1- **The silence of obedience:** The silence of obedience or involuntary is the first form of silence, which can be defined as withholding all ideas, information, and opinions related to the organization in order to avoid problems with colleagues and subordinates. Silence is not just the absence of voice. There are different forms of employee silence, which in turn directly affects the behavior of employees. The level of job performance. There are different forms that are driven by different employee motivations. When people describe a person's behavior as silent, this is often because this person does not have any activity. There is a perception of silence for situations in which employees have ideas and suggestions and their inability to express these ideas because it does not help. Colleagues at work. (Awja, 2019).

2- Defensive silence: It is called dormant or quiet defensive silence, which is a description of intentional omission based on personal fear of consequences and exposure to the issue in the event of speaking, as this silence constitutes a form of self-protection for fear of losing reputation and trust.

Defensive silence is withholding relevant information, actions, and ideas on the basis of fear, as it is considered intentional and purposeful behavior, as it aims to protect oneself from external threats when some refrain from delivering bad news to avoid negative reactions, and the motive behind this silence is a feeling of fear. (Abdul Qader, 2018).

3- Social silence: Social silence or positive silence is the behavior of employees to withhold opinions, ideas, and information related to work in order to provide benefits to employees or organizations. This silence is induced in two ways. The first method is for the employee to remain silent with the motive to protect the organization, and the second is for the employee to remain silent with the motive to protect the organization. The benefits of employees to others. In the organizational behavior approach to citizenship, social silence is the proactive behavior that the employee thinks about, not for himself first, but to protect the benefits of employees and organizations. It is a discretionary behavior that cannot be mandated by the organization, such as defensive silence (Johnson et al, 2002, 1143)

Not disclosing information with the intention of protecting its confidentiality from third parties from accessing it can be considered social silence, as there is another reason for concealing information is if the employee is in an inappropriate position to discuss that information. (Crant, 200).

5- The effect of organizational silence

Organizational silence affects individuals at both the organizational and individual employee levels. It may affect increased work turnover and dissatisfaction among individual employees, which causes some undesirable behaviors. Silence leads to distancing themselves from management, which causes weak communication between them and the employees of the organization, and this in turn leads to... Low level of job performance among employees in the organization. (Bagheri et al, 2012: 50)

Second: Job performance

1- The concept of job performance

Job performance is the process of employees carrying out their work and duties assigned to them by the organization, as job performance is represented by the employee carrying out the duties and activities that make up his job, the way he performs his work tasks, and the effort expended, whether muscular or mental, in order to achieve the organization's goals with high efficiency. (Amer), 2011).

In most cases, there is an overlap between the concept of job performance and effort, as effort expresses the energies expended, while performance refers to the results achieved by individuals. Job performance in this case is defined as the degree of achieving and completing job tasks (Al-Sawaf, 2000). Likewise, there is a difference between achievement, behavior and performance. Behavior is an expression of the activities the employee performs in the organization, while achievement refers to the result or effect that remains after the employee stops performing the activity. Accordingly, performance is formed through the interaction between behavior, achievement, and the results achieved with it. (Durrah, 2003).

Some researchers point out the three most important elements that affect performance as follows:

- The employee: with the knowledge, skills, interests, values, trends, and motivations he possesses.
- Job: and the limitations, requirements and difficulties this job carries.
- Position: It refers to the organizational environment that includes the work climate, resources and administrative systems that allow the employee to perform his work efficiently.

As for Al-Sulami (1977), he believes that achieving good performance depends on two elements: the ability and the desire to work. Ability expresses the work stored in the knowledge that the employee acquires through experience, education and training. As for the desire to work, it is determined by several factors (material and organizational work conditions) so that it is Motivation to perform the required work. (Al-Shenaifi, 2019).

2- Factors affecting job performance

The factors that affect job performance vary according to organizations, as the researcher focused here on job performance in the banking sector, as banks develop clear, pre-defined performance plans so that they can measure what is achieved from them, and this affects employees and their level of performance as well as participation in The different administrative levels in planning and decision-making. The absence of participation by employees creates a gap between them and the bank's senior management, and this in turn reflects negatively on the bank's performance and the performance of employees, which leads to a lower level of job performance, as the level of job performance is affected by several factors, including job satisfaction and the bank's ability to Creating an appropriate physical work environment, the incentive system used, etc., as the lack or weakness of these factors has negative effects on the motivation of employees, which leads to a decrease in the level of their job performance (Al-Attiyah, 2003).

3- The effect of organizational silence on the low level of job performance

Job performance is defined as the degree of achieving and completing the tasks that make up an individual's job, and thus it reflects the way in which the individual achieves or satisfies his job requirements (Al-Haddad, 2016).

A study (Nielsen, 2017) examined the impact of workplace resources on the work, group, leader, and employee performance levels.

Many scholars have confirmed that organizational silence has clear effects on the level of job performance of employees, and this effect shows a decrease in individual and organizational performance and an increase in the level of dissatisfaction among individuals, which is manifested in some undesirable behaviors such as frequent work turnover (Aboud, Hussein, 2016). Communication is also the key to the main success of any organization. If an employee is silent, this communication is cut off between him and his co-workers and his subordinates as well, and this reflects negatively on the level of the organization's job performance, and this leads to a large financial loss that the organization bears as a result of its indifference to the problems that its members suffer from and their commitment to silence. about it, as over time they lose connection to their jobs and do not search for the quality of jobs and therefore its impact will be on the employee first and the organization second, (Karcioglu, 2013). Therefore, the employee's silence has a clear impact on the increase or decrease in the level of job performance, which reflects positively or negatively on the organization.

One of the results of organizational silence is a decrease in the ability of employees to learn, develop, and participate in the organization and their ability to confront organizational conflicts with high efficiency, which is reflected in their job performance. Limiting employees' freedom of expression affects their independence and leads to a decrease in general satisfaction and high rates of leaving work. The phenomenon of organizational silence creates what is known as Organizational discord, which is expressed as a state of distress and general complaint that spreads among employees as a result of their silence and inability to express and talk about organizational issues and problems. (Cox Edmondson and Munchus, 2007).

The impact on individuals is evident through the lack of respect and appreciation for individuals and interest in what is proposed by them, as well as the weak motivation of individuals in performing the work assigned to them. This is reflected in the behavior of individuals in the lack of commitment that would be with the policy and procedures of the organization, which leads to undesirable reactions. By employees, we can mention several important points regarding the impact of organizational silence on the level of decreased job performance, which are summarized as follows: (Al-Kaabi, 2018). One of the results of organizational silence is a decrease in the ability of employees to learn, develop, and participate in the organization and their ability to confront organizational conflicts with high efficiency, which is reflected in their job performance. Limiting employees' freedom of expression affects their independence and leads to a decrease in general satisfaction and high rates of leaving work. The phenomenon of organizational silence creates what is known as Organizational discord, which is expressed as a state of distress and general complaint that spreads among employees as a result of their silence and inability to express and talk about organizational issues and problems. (Cox Edmondson and Munchus, 2007).

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First - from the organization's perspective

- 1- Increase employee turnover
- 2- Job dissatisfaction among employees
- 3- Poor communication between the employee and the manager

Secondly - in terms of individuals

- 1- Lack of respect and appreciation
- 2- Weak motivation towards work
- 3- Conflict with the organization's policy

The third topic Field framework for the research

1. Research sample and data collection method:

The researcher used the simple random sampling method in distributing questionnaire forms to a sample of workers in the Commercial Bank of Iraq, assuming that the population is homogeneous. Then the appropriate sample was drawn, where 80 questionnaires were distributed to a sample of

workers in the bank under study, and 75 valid questionnaires were retrieved for analysis. That is, a response rate of 90%.

2. Statistical indicators:

In the statistical analysis, the researcher relied on data and information obtained from the research according to a five-point Likert scale. The researcher used the most important statistical indicators using the ready-made software package (SPSS V26) to suit the research hypotheses and its questions, which are as follows:

A - Frequencies and percentages: This is to know the number and percentage of respondents within the research sample.

B - Weighted arithmetic mean: It is used to determine the degree of agreement of the investigated sample with the questions.

T - Standard deviation: It is used to determine the extent of dispersion of the answers of the sample studied regarding the degree of agreement.

D - Person correlation coefficient: It is used to measure the extent to which the research variables are related to each other and determine the type of relationship, whether it is direct (positive) or inverse (negative).

C - F test: It is used to determine the presence of an effect of the independent variables in the research on the dependent variable.

H - Regression analysis: It is used to determine the extent of the influence of the independent variable on the dependent variable.

3. Description and diagnosis of the research variables:

This paragraph includes a description and diagnosis of the main research variables, which are organizational silence as an independent variable and job performance as a dependent variable in the research. To achieve this, appropriate statistical analyzes were used to determine the arithmetic means and standard deviations of the sample's responses related to organizational silence and job performance, as Table (1) indicates a description of the organizational silence variable. And his diagnosis.

Table No. (1) below describes the research variables on organizational silence

standard deviation	Arithmetic mean	I strongly disagree		I do not agree		neutral		I agree		Strongly agree		Variables	Variable name
		%	the number	%	the number	%	the number	%	the number	%	the number		
1.09190	3.4600	8	4	10	5	22	11	48	24	12	6	X1	Defensive silence
0.90102	3.6200	2	1	12	6	18	9	58	29	10	5	X2	
0.70711	4.1000	0	0	2	1	14	7	56	28	28	14	X3	
0.66517	4.0800	0	0	2	1	12	6	62	31	24	12	X4	
0.97646	3.8400	0	0	12	6	20	10	40	20	28	14	X5	
1.04217	3.6600	0	0	18	9	22	11	36	18	24	12	X6	Submissive silence
0.7814	3.9600	0	0	1	8	3	27	5	29	1	11	X7	

2				1		6		8		4			Social silence
0.8687		2	1	4	2	1	7	5	27	2	13	X8	
3	3.9800					4		4		6			
0.9321		0	0	1	7	1	7	5	26	2	10	X9	
9	3.7800			4		4		2		0			
0.6348		0	0	2	1	1	8	6	30	2	11	X10	
2	4.9200					6		0		2			
0.6439		0	0	0	0	8	4	4	20	5	26	X11	
7	4.1100							0		2			
0.9764		0	0	1	7	1	7	4	23	2	13	X12	
6	3.8400			4		4		6		6			
0.8184		0	0	6	3	1	9	5	26	2	12	X13	
1	3.9400					8		2		4			
1.0721		4	2	1	5	3	17	3	16	2	10	X14	
0	3.5600			0		4		1		1			
0.9313		0	0	2	10	2	10	5	25	1	5	X15	
1	3.5000			0		0		0		0			
0.8720		General average											
1	3.8940												

Source: Prepared by the researcher based on the calculator results

The results of Table No. (1) indicate that organizational silence obtained a general arithmetic mean of (3.8940) and a standard deviation of (0.87201). This indicates the homogeneity of the sample's answers regarding the value of the arithmetic mean. As for the paragraph level, paragraph No. (10) came in this axis. Which is (X10) is the most homogeneous, as it obtained an average of (4.9200) and a standard deviation of (0.63482) from the first dimension, defensive silence, and the trend of this paragraph is (agreed), and the general trend of organizational silence is (agreed).

From Table No. (1), the highest percentage of agreement for the first dimension was 62%, with a minimum of 40%, while the highest percentage of agreement for the second dimension was 60%, with a minimum of 36%. As for the third dimension, the highest percentage of agreement was 52%, with a minimum of 31%.

As for the arithmetic means and standard deviations of the sample's responses related to job performance, Table (2) shows this.

Table No. (2) Description of job performance

standard deviation	Arithmetic mean	I strongly disagree		I do not agree		neutral		I agree		Strongly agree		Variables
		%	the number	%	the number	%	the number	%	the number	%	the number	
0.93219	3.7800	0	0	1	7	1	7	5	26	2	10	X16
				4		4		2		0		
0.86873	3.9800	2	1	4	2	1	7	5	27	2	13	X17
						4		4		6		
0.68482	4.0200	0	0	2	1	1	8	6	30	2	11	X18
						6		0		2		
0.73651	3.7800	0	0	4	2	2	14	5	27	1	7	X19

						8		4		4		
0.82833	3.7400	2	1	6	3	2	10	6	30	1	6	X20
0.78272	3.8600	0	0	4	2	2	13	5	25	2	10	X21
0.96384	3.6400	0	0	2	10	1	5	5	28	1	7	X22
0.64681	4.1000	0	0	2	1	1	5	6	32	2	12	X23
0.52838	4.0800	0	0	0	0	1	5	7	36	1	9	X24
0.72843	3.8000	0	0	2	1	3	16	5	25	1	8	X25
0.86 2125	3. 8820	General average										

Source: Prepared by the researcher based on the calculator results

The results of Table No. (2) indicate that the description of job performance obtained a general arithmetic mean of (3.8820) and a standard deviation of (0.862125). This indicates the homogeneity of the sample's answers regarding the value of the arithmetic mean. As for the paragraph level, Paragraph No. (23) came in this article. The variable (X23) is the most homogeneous, with an average of (4.1000) and a standard deviation of (0.64681).

4. Hypothesis testing:

1. Analysis of the correlations between organizational silence (together and individually) to job performance in the Iraqi bank under study: The content of this relationship represents a test of the first main hypothesis, which states that there is a significant correlation between organizational silence (together and individually) and job performance, as is evident from Data from Table (3): There is a statistically significant correlation between organizational silence (combined) and job performance, as the value of the correlation coefficient between them reached (**0.720) because the moral value is sig. It is equal to (0.001), which is less than 0.01 with 99% confidence. This result indicates the significance and strength of the correlation between the two variables to indicate the rejection of the null hypothesis and the acceptance of the alternative hypothesis, which confirms the ability of the dimensions of organizational silence in explaining job performance, meaning that there are developed trends in most stages of performance. Career.

Table (3) represents the correlation between organizational silence (combined) and job performance

Correlations		
		Functionality
Organizational silence	Pearson Correlation	**0.840
	Sig. (2-tailed)	0.000
	N	75
**. Correlation is significant at the 0.01 level (2-tailed).		

Source: Prepared by the researcher based on the results of the ready-made spss program, N = sample size

As for the correlation between each dimension of organizational silence (individually) and job performance, and by following the results of the analysis in the same table, it becomes clear that there is a significant correlation between each dimension of organizational silence (individually) represented by (defensive silence, submissive silence, social silence) and performance. Functional, in terms of the value of the correlation coefficient, which showed the highest correlation rate was for the defensive silence variable at a rate of (.701**0), which is a moral value, in addition to the fact that all sub-correlations are moral and are less than (0.05), meaning that the bank's management works to rely on trust in its employees. To improve and develop its work, as well as raise the level of awareness among its employees. Accordingly, the first main alternative hypothesis is accepted.

Table No. (4) represents the correlation coefficient between each dimension of organizational silence and job performance

Correlations		Dimensions of organizational silence		
		Social silence	Submissive silence	Defensive silence
Functionality	Pearson Correlation	.661**	.651**	.701**
	Sig. (2-tailed)	0.001	0.000	0.000
	N	75		

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Prepared by the researcher based on the results of the ready-made spss program, N = sample size

2. Analysis of the influence relationships between organizational silence (together and individually) on job performance in the Iraqi bank under investigation: The content of this analysis expresses the test of the second main research hypothesis, which states that there is a significant effect between organizational silence (together and individually) on job performance in The Iraqi bank in question, as it is clear from Table (5) that there is a significant effect of organizational silence on job performance in the Iraqi bank in question, where the value of (F) favoritism reached (41.332), which is higher than its tabular value of (4.121) at two degrees of freedom (1, 73).) at a level of significance (0.05), where the P-value was equal to (0.000), which is less than 0.05, and the R2 value was equal to (0.511). This means that organizational silence explained a percentage of (47.3%) of the changes that occurred in job performance, which amounted to The coefficient of determination values (0.581), meaning that increasing the job performance variable by one standard deviation will lead to an increase in organizational silence by 58% of one standard deviation unit. This means rejecting the null hypothesis and accepting the alternative hypothesis. This means that there is an effect between organizational silence and job performance, that is, The job performance in the investigated bank depends on its adoption of the embodied dimensions of organizational silence.

Table (5) The effect of organizational silence (combined) on job performance

F		R2	Functionality		Independent variable Dependent variable
Tabulation	Calculated		B1	B o	
4.121	41.332	0.511	0.581 (5.81)	0.812	Organizational silence

Source: Prepared by the researcher based on the results of the electronic calculator (spss). It indicates the calculated t value df (1.73) N=75 P < 0.05

As for the influence relationships for each dimension of organizational silence on job performance in the bank under investigation, the data in Table (6) are presented, which includes the presence of an influence for each dimension of organizational silence on job performance, in varying proportions, through monitoring the values of the coefficients (β) and testing (t) for them. It is clear that the second dimension (silence of submission) is the most influential dimension on job performance, with a percentage of (0.651) and the calculated (t) value for it amounted to (5.631), which is greater than its tabulated value (1.680), which is a significant value at a significance level (0.05), so the dimension appeared (Defensive silence) had a lower impact rate of (0.619) and the calculated (t) value reached (5.451), which is a significant value when compared to the tabulated (t) value of (1.680) at a significant level (0.05). Thus, the null hypothesis is rejected and the alternative hypothesis that indicates There is a significant effect for each dimension of organizational silence (individually) on job performance in the investigated bank, as shown in the following table.

Table (6) The effect of each dimension of organizational silence on job performance

F		R2	Functionality		Dependent variable	
Tabulation	Calculated		B1	Bo	Independent variable	
2.710	32.45	0.660	0.619	0.412	The defensive silence	The Organizational
	12.23		0.651	0.443	Submissive silence	
	27.41		0.420	0.302	The social silence	

Source: Prepared by the researcher based on the results of the electronic calculator (spss). The calculated t value indicates N=75 P<0.05 df (4,70)

The fourth section Results and recommendations

1- RESULTS

The study reached a set of results, including the following:

- 1- The employee does not fully contribute to solving all work problems.
- 2- There is a convergence between the dimensions of organizational silence, as the percentage was (agreed).
- 3- The general trend of organizational silence is (agreed) according to the opinions of employees.
- 4- There is a statistically significant correlation between organizational silence (combined) and job performance, as the value of the correlation coefficient between them reached (** 0.720)
- 5- There is an impact for each dimension of organizational silence on job performance, in varying proportions. Through monitoring the values of the coefficients (β) and testing (t) for them, it becomes clear that the second dimension (silence of compliance) is the most influential dimension on job performance. The dimension (defensive silence) has appeared.) with less effect.

2- RECOMMENDATIONS

- 1- Allow employees to express their opinions in order to avoid lowering the level of job performance.

2- Eliminate the problems of organizational silence in all its dimensions by providing employees with all the facts related to work.

3- Conduct more studies on organizational silence with other variables that were not addressed in this study.

STUDY QUESTIONNAIRE

First: The independent variable (organizational silence)

T	Independent variable (organizational silence) First - defensive silence	I strongly disagree	I do not agree	neutral	I agree	Strongly agree
1	I have no thoughts of changing because I fear negative consequences					
2	I refrain from providing any information regarding the bank because I fear punishment					
3	I always avoid discussing any information related to the bank to protect myself and my job					
4	I think my thoughts are not important because I am in a low job position					
5	I always avoid expressing improvement ideas for fear of losing my job					

Second: Silence of submission

6	I avoid putting forward ideas and suggestions to avoid disagreements with subordinates					
7	I keep my thoughts and information to myself because there is no evaluation by the bank management					
8	I do not offer any ideas about improving the work to avoid losing my relationships with colleagues					
9	I ignore work-related facts to protect myself					
10	I do not contribute to solving work problems because of fear					

Third: Social silence

11	Because I accept and submit to the current situation, I retain ideas related to developing the work					
12	Always protect information related to the bank in order to preserve the bank's reputation					
13	All information related to my work I protect because it is the property of the bank					
14	Do not publish any information that may harm the bank Do not publish any information that may harm the bank					
15	I keep the bank's secrets despite the pressures I am exposed to					

Dependent variable (job performance)

16	I always perform my job duties with care and accuracy					
17	I do extra work					
18	Use the bank's resources well Use the bank's resources well					
19	I seek to accomplish work that achieves the bank's objectives					

20	Make good use of your work time					
21	I am motivated to get the work done					
22	I follow proper procedures and avoid incorrect procedures					
23	I cooperate with others at work					
24	Commit to responsibilities and hard work					
25	Implement all instructions and orders issued by my direct supervisor					

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