

The Effect of Job Burnout on Generating Organizational Silence - an Analytical Study in the Ministry of Labor and Social Affairs

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Abstract: - Diagnosing the nature of the correct relationship between the variables studied (functional burnout, organizational silence) for their expected relationships after testing them empirically at the level of the sample studied within the research community. The research was conducted in the Iraqi Ministry of Labor and Social Affairs, and (100) questionnaires were distributed to employees working in the ministry. At the middle and lower organizational levels, the questionnaires were collected and analyzed statistically by adopting the ready-made data package (SPSS V26), using several statistical tools, including the arithmetic mean, median, standard deviation, and confirmatory factor analysis. And social affairs, they feel satisfied with their job, self-confidence, high morale, and willingness to work with vigor and activity. Accordingly, the researcher recommends the ministry continue on the same path of interest in providing a work environment based on cooperation and good communication between it and the workers.

Key-Words: - job burnout, organizational silence, work environment, cooperation, good communication, Ministry of Labor and Social Affairs.

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1 Introduction

Job burnout is one of the phenomena that has received extensive attention and approval from researchers in the last thirty years, and that interest was reflected through research and studies that dealt with that topic, as the discussion about the concept of job burnout took a large space and space in all levels and professions, and the American psychologist and researcher was (Frudenberger) or who used this term in the academic field in (1974) to express the physical and emotional responses to work pressures among workers in professional organizations, who exhaust themselves to achieve the organization's difficult goals, and who face obstacles that prevent them from carrying out their professional tasks to the fullest, causing This causes them to fail and inability to perform the work at the level required of them, and this situation often results in the occurrence of psychological pressure and a feeling of dissatisfaction and the dry relationship that binds him with his colleagues, and this is called job burnout, and job burnout results in a state of emotional and physical exhaustion as a result of the pressures that the employee was exposed to As well as the inability to meet professional requirements.

Job burnout has a variety of negative effects on the employee. On the physical side, it increases the

feeling of illness, tension, high blood pressure, constant headaches, nausea, sleep disturbances, and many health problems. On the psychological side, job burnout leads to a low self-concept, a feeling of misery and unhappiness, and low levels of confidence., depression, and resentment continuously in and outside the workplace, in addition to feeling quickly angry, losing a sense of humor, and looking at everything with a kind of resentment and frustration, in addition to the individual's tendency to isolate, withdraw, and not interact socially, leading to an imbalance in the behavioral field, either from a functional point of view. It often leads to the generation of organizational silence, as organizational silence is the psychology of the workplace and not the psychology of the working individual, so it appeared in the first definitions as an expression of loyalty, and then it was later described as a motive for blocking ideas, information and opinions about improvements that relate to work, and has been described as a collective phenomenon whereby workers in the organization withhold their opinions and concerns about potential organizational problems as a result of the belief that Their opinions are of no value in their organizations, and their fear of negative outcomes.

To provide a comprehensive and detailed understanding of the current research, it has been organized into four main sections. The first section focuses on the research methodology, the second section delves into two key theoretical aspects, the third section explores the practical dimensions, and the fourth section presents the conclusions and recommendations.

2 Problem Formulation

The current research problem requires an intellectual, practical, and scientific diagnosis based on the conceptual perspectives of the research variables and the interrelationships between them. Career is a social and psychological phenomenon that has attracted the attention of researchers and scholars, and has been dealt with in many studies. This is primarily due to work pressures and the continuous increase in the burdens and requirements on his shoulders and his inability to bear them, especially when aspirations do not match reality, which results in negative effects represented in attrition. Emotional, physical, behavioral, and poor compatibility and the phenomenon of job burnout lead to growing levels of organizational silence among workers, especially in service organizations where work pressures are relatively high, which causes workers in those organizations to feel fear of the penalties imposed by management on them, so their level of silence increases. Organizational silence makes organizational silence results from the tendency of workers to believe that they will confront They have negative consequences as a result of their words, so they only transfer positive information and withhold negative information from the administration, and this, in turn, leads to a decline in the performance levels of the organization, which reflects negative effects on the morale of workers towards their organizations, and that the employees feel that they are unable to express their opinions and interests makes them lose control themselves and thus prefer to withdraw and withdraw into themselves, and to express the research problem more accurately, the following question can be formulated:

Does burnout of workers in the Ministry of Labor and Social Affairs play a role in generating organizational silence?

2.1 Importance of Research

Most of the studies and research derive their importance from the importance of the topics they address and the problems they seek to find solutions

to. Therefore, the importance of the current research comes from the importance of studying two different variables in the field of organizational behavior and trying to combine them and clarify the nature of the relationship between them. Job burnout is a negative phenomenon that affects workers directly and makes them feel increasingly dissatisfied with their jobs and prefer complete isolation and introversion from their colleagues, so it was necessary to shed light on it in a ministry that provides a service to the toiling class in Iraqi society, in addition to that job burnout leads to the generation of organizational silence The employees have a sense of fear of disclosing any negative information to the upper management, and they prefer to disclose only positive information for fear of punishment, whether material or moral, so the importance of research is highlighted by delving into the causes of organizational silence and limiting and developing appropriate solutions for it, as well as reducing burnout levels Employment among workers in the Ministry of Labor and Social Affairs.

2.2 Research Objectives

The research aims to achieve the following:

1. Building a theoretical framework of an intellectual nature that can be experimentally tested in the field, combining both job burnout and organizational silence within the framework of the expected relationships between them.
2. Diagnosing the nature of the correct relationship between the studied variables for their expected relationships after testing them empirically at the level of the sample studied within the research community.
3. Identify the levels of organizational silence among the workers in the ministry under study.
4. Statement of the nature of the relationship and the impact between the two research variables (functional burnout, organizational silence).

2.3 Hypothetical Scheme of the Research

1. Burnout is an independent variable whose dimensions are represented by (emotional exhaustion, personal achievement, and depersonalization) based on, [1], scale as a measure of dimensions.
2. Organizational silence as a dependent variable whose dimensions are represented by (acceptance silence, defensive silence, and positive social silence) based on, [2], as a measure of dimensions.

Figure 1 shows the hypothetical scheme of the research.

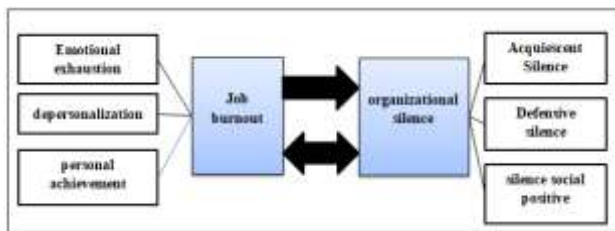


Fig. 1: The hypothetical scheme of the research

2.4 Research Hypotheses

The hypotheses of the study represent possibilities expected by the researcher that are consistent with the current study in terms of its problem and the researcher's perception of its dimensions and the reality of work in the banks under study. The hypotheses of the study can be expressed as follows: The first main hypothesis: "There is a statistically significant correlation between job burnout and organizational silence," and the following sub-hypotheses emerge from it:

The first sub-hypothesis: There is a statistically significant correlation between emotional exhaustion and organizational silence.

The second sub-hypothesis: There is a statistically significant correlation between the dimension of depersonalization and organizational silence.

The third sub-hypothesis: There is a statistically significant correlation between the dimension of personal achievement and organizational silence.

The second main hypothesis: There is a statistically significant effect between job burnout and organizational silence, and the following sub-hypotheses emerge from it:

The first sub-hypothesis: There is a statistically significant effect between job exhaustion and organizational silence.

The second sub-hypothesis: There is a statistically significant effect between the dimension of depersonalization and organizational silence.

The third sub-hypothesis: There is a statistically significant effect between the dimension of personal achievement and organizational silence.

Methods and methods of data collection and analysis

A. Theoretical

The researcher utilized various sources, including books, periodicals, and scholarly research that are relevant to the research variables. These resources were accessible in libraries or through online platforms.

B. Practical

The primary instrument employed for assessing the research variables is the questionnaire. The

researcher will structure the questionnaire items based on established Arabic and international standards pertinent to the research topic, as outlined in Table 1. Essential modifications will be incorporated with the assistance of expert evaluators to align the questionnaire with the actual research context before distribution. The questionnaire has been designed using a five-point Likert scale, offering a response range between (1-5).

2.5 Job Burnout

The concept of burnout:

Burnout, according to Webster's Dictionary, is the depletion of physical or emotional strength as a result of prolonged stress or frustration, [3]. [4], indicates that job burnout is a state of fatigue and depletion of physical and mental strength and exhaustion as a result of the excessive desire to reach unrealistic goals set by the individual. Job burnout is a response and reflection of chronic emotional and personal pressures in the workplace and has a negative impact on physical and psychological health. It is associated with various forms of negative feedback and withdrawal from the job and contributes to higher health costs for workers. Previous studies have found that individual characteristics (such as age, gender, and personality) It is directly related to job burnout, and studies have shown that social support reduces levels of job burnout. Social support balances the relationship between stress in the workplace and job burnout, [5]. In a related context, [6], discusses that job burnout has long-term consequences that affect the individual's ability to work in addition to his health and personal relationships. Despite the well-documented effects of job burnout on mental health and work performance, in addition to, job burnout also results in turmoil in the workplace as a result of the individual having chronic fatigue syndrome, of which depression may be one of the results. Employees who suffer from chronic fatigue and have a negative and cynical attitude towards work, exhibit functional impairment in every form and may experience serious health problems over time, [7]. There are many definitions of job burnout according to the intellectual orientations on which it was based. [3], indicate that job burnout is a long-term process that develops as a result of prolonged exposure to chronic, acute, and excessive stress in the workplace. Either, [8], as emotional and physical exhaustion that includes reducing interpersonal skills, negative attitudes towards work, and loss of interest in the job and the tasks assigned to them. [9], refers to it as a work-related syndrome characterized by chronic fatigue, cynicism,

decreased professional competence leading to depletion of energy resources, a consistent feeling of tiredness, and chronic fatigue, [10]. The researcher defines it as a set of symptoms experienced by the employee, which is represented by a decrease in his job activity, his feeling of discomfort, a decrease in motivation, a desire to work, and a lack of interest or sympathy for others as a result of work pressures, burdens, and increasing and continuous requirements.

2.5.1 Dimensions of Burnout

1. Emotional exhaustion:

Emotional exhaustion is typified by an enduring sense of physical and emotional fatigue, which is reflected in physical tiredness and a sensation of emotional depletion. Predominant indicators of emotional exhaustion encompass diminished motivation, heightened irritability, pervasive feelings of despondency, and heightened nervousness, [11]. Emotional fatigue is one of the main factors in understanding both the performance and the quality of service provided by employees in the organization to customers, and the level of that service, [12]. Emotional exhaustion is the reflection of job burnout and the best indicator of the existence of job burnout in the organization, and it is not surprising that some researchers measure emotional exhaustion individually, as emotional exhaustion is a condition that results from excessive work and its reflection on personal demands. They refer to emotional burnout as the feeling of mental exhaustion due to one's interactions with others, while Donahue sees emotional burnout as the feeling of emotional exhaustion and feelings of extreme fatigue resulting from the chronic overburdening of individuals, [13].

2. Depersonalization:

Depersonalization, [14], defines depersonalization as persistent or recurring episodes of feeling disconnected or alienated from a sense of self and the world. Depersonalization may cause significant distress. Symptoms may be transient, persistent, or recurrent, and are often difficult to treat effectively. Complete, according to the diagnostic criteria (DSM-5*), individuals with depersonalization disorder experience feelings of unreality, detachment, and being an outside observer of their feelings, thoughts, sensations, [15], and perceptions, even though the test of reality remains intact. Time and surroundings are distorted and often the individual experiences sensations such as emotional or physical numbness, fog, dreaminess, or

lifelessness. A feeling of alienation from oneself and the world is often the hallmark of this disorder.

Symptoms of depersonalization may affect individuals and appear in the form of a continuous series of conditions, affecting healthy individuals in certain circumstances, and these symptoms may reach psychological and neurological disorders, as studies conducted on depersonalization indicated that it is a common phenomenon in light of stress that threatens the balance of the individual, [16]. Also, the feeling of depersonalization may cause discomfort and internal states of tension such as tension, depression, cynicism, as well as emotional, and previous experimental studies have shown a positive correlation between the nature of work and depersonalization, and these studies have revealed in general that the effect may be harmful to the emotional or psychological state. For individuals, leading to depersonalization, this may cause a state of discrepancy between the feelings felt and the emotion displayed and in turn this leads to an increase in the emotional stress of the individuals in the organization, [17].

3. Personal Achievement

Reduced personal achievement arises when individuals perceive an incapacity to excel in their roles or to foster positive interpersonal relationships. This is often coupled with diminished professional self-esteem and a propensity to evaluate one's work negatively, deeming it inadequate in terms of job performance. ([11], Personal achievement has been defined as the negative self-evaluation of the work of individuals, in other words, the feeling of inadequacy and lack of success in the performance of the work, where the individual feels that he cannot make any progress in his skills and work, the employee with diminished personal achievement realizes that he cannot perform his job as before. It also refers to the individual's feeling of incompetence, lack of achievement and productivity at work. In addition, deficiencies in self-perception, feelings of failure in interpersonal relationships in the workplace, and feelings of guilt reduce employee motivation and prevent success. In this case, individuals tend to evaluate themselves negatively, and they feel dissatisfied and dissatisfied with their accomplishments, [18]. Employees' perceptions of personal achievement are related to the fact that it contributes to the social structure of the management's role in arranging workflows in an unlimited context, and this is reflected in the employee's ability to move between the levels of the environment surrounding the organization, [19]. The evaluation of personal achievement plays a role in

increasing the feeling of workers in the organization with high creative self-efficacy that they are more able to perform their job through their self-judgment on their achievements, and it is one of the four factors represented in personal achievement, supervisory support, self-efficacy, and verbal persuasion in raising the creative efficiency of workers, [20].

2.6 Organizational Silence

The concept of organizational silence:

The concept of organizational silence was introduced by, [21], who defined organizational silence as a personal or group effort to call on top management to force managers to make changes, [22]. Then, between the years (1790-2000), many researchers studied the issue of organizational silence, as Pinder & Harlos explain organizational silence is a collective phenomenon based on which employees withhold their opinions and concerns about potential organizational problems, [23]. Organizational silence in recent years has attracted the attention of many researchers in the organizational context. [24], indicates that organizational silence is an undesirable phenomenon in organizations, and if there is any organizational silence in the organization, it may have negative effects on employee motivation and attitudes organizational silence may affect the Overall performance and commitment of staff. Organizational silence is defined by (Cetin, 2020: 2) as the avoidance of employees from consciously sharing their concerns and thoughts about organizational problems with management and keeping the ideas to themselves. In a related context, organizational silence is attributed to the reason for limiting organizational change and development, as because of organizational silence, organizations cannot be aware of the innovative ideas of their employees and thus miss an important opportunity for development, especially in organizations that do not have the privacy of feedback, [25]. Organizational silence also weakens work attitudes and limits the organization's ability to exploit available opportunities, and thus lowers workers' perceptions of psychological safety, [26]. The researcher refers to organizational silence as the situation in which employees maintain awareness of their actions, ideas, knowledge, and ideas in relation to their organizational development.

2.6.1 Dimensions of Organizational Silence

1. Acquiescent Silence

According to, [27]. Silence of acquiescence is a paradoxical phenomenon where individuals within a

group tend to collectively accept certain ideas or decisions, even when these ideas run contrary to their individual beliefs or opinions. [28], indicate that silence of acquiescence means refraining from sharing knowledge, feelings, and opinions about the current situation due to the fear of being left out of individuals. These individuals usually become uninterested or unconnected with the current situation of the organization. Silence of submission is also referred to as the refusal to provide relevant ideas, information, or opinions based on submission to any condition, [29]. He also looks at the silence of acquiescence in accredited silence, that is, silence deliberately and consciously. The silence of acquiescence also refers to the evasion of individuals from speaking based on a prevailing belief that the idea of speech is meaningless and will not make a difference, [30].

Hence, the researcher posits that this particular form of silence can be perceived as a manifestation of passivity. It tends to carry a predominantly negative connotation since individuals opting for it tend to adapt to their current environment without a willingness to exert themselves in expressing their opinions or making efforts to instigate change for the benefit of the organization.

2. Defensive silence

Defensive silence suggests that individuals possess full awareness of available alternatives, yet they opt to refrain from sharing their ideas, information, and opinions. This choice is driven by their desire to safeguard their psychological well-being, rather than a conscious decision, [31]. Defensive silence refers to the act of concealing information, ideas, and opinions due to fear and a need for self-preservation. Employees may resort to this behavior when they have experienced unfair treatment or discouragement from unsupportive supervisors. Such negative experiences lead individuals to conclude that speaking up for change within the organization is futile. As a result, they opt for silence as a defensive strategy when dealing with such supervisors, [32]. Although employees are aware of the alternatives, they withhold information communication to maintain psychological integrity. Defensive silence is harmful from an individual as well as an organizational perspective. It also affects the employee's faith, confidence, and motivation, and ultimately leads to a decline in employee creativity, [33].

3. silence social positive

Social silence refers to a conscious and deliberate behavior in which individuals choose to withhold

work-related information and ideas, primarily for collaborative reasons rather than out of fear of adverse personal consequences that may arise from speaking out, [2]. [27], this form of silence, referred to as social silence, distinguishes itself from defensive silence. It is marked by a consideration for others' welfare rather than a fear of potential negative personal consequences associated with voicing one's thoughts and opinions. In social silence, priority is given to the benefit of others and self-sacrifice for others, and the dimension of social silence is a positive type of silence that contrasts with applied silence and defensive silence, [34].

2.7 Relationship between Job Burnout and Organizational Silence

Management in any organization plays a huge role in creating spaces for expression and, at the same time, creating cultures of silence within the workplace. For example, organizations can deliberately silence employees by setting the agenda and arranging organizational structures, [35]. From an individual perspective, organizational silence negatively affects employee confidence, morale, and motivation and ultimately leads to emotional burnout, [36]. Many studies have shown that job burnout not only generates organizational silence, but also leads to diminished organizational commitment, psychological well-being, and work-life satisfaction, and generates harmful behaviors at the personal and organizational levels, [37].

[38], indicates that employee burnout behaviors and organizational silence are related to the adequacy of the organization, and it is expected that the level of job burnout will rise and in turn, lead to a higher level of organizational silence among individuals, so senior management and stakeholders in the organization must promote organizational values to raise the level of Job satisfaction and organizational commitment that reduce both burnout and organizational silence.

3 Practical Pleurisy

3.1 Conformance Quality Test

The quality conformity test serves as the measurement instrument for any research, preceding the essential statistical analysis to assess the prevalence of variables. The following section provides a detailed explanation of this test.

1. The sincerity of the construction

To validate the construction of scales for the research variables and assess the alignment of scale

items with their theoretical foundations, structural equation modeling, specifically confirmatory factor analysis, was employed. The evaluation of scale items' conformity with the scale variables relies on specific measurement criteria, as outlined in Table 1.

Table 1. Indicators of good conformity to the variable under study

Pointer	General Rule or Standard
Goodness of Fit Indicators	
Values X^2	---
Degree of Freedom (df)	---
Ratio between X^2 and (df)	Less than 5
Approximate Root Mean Square Error (RMSEA) Index	Between 0.05 – 0.08
Comparative Fit Index (CFI)	Greater than 0.90
Tucker Lewis Index (TLI)	Greater than 0.90

A. Confirmative factor analysis of the burnout variable

Figure 2 presents the results of the confirmatory factor analysis for the burnout model, encompassing three core dimensions, each comprising (15) items, as illustrated in Figure 2.

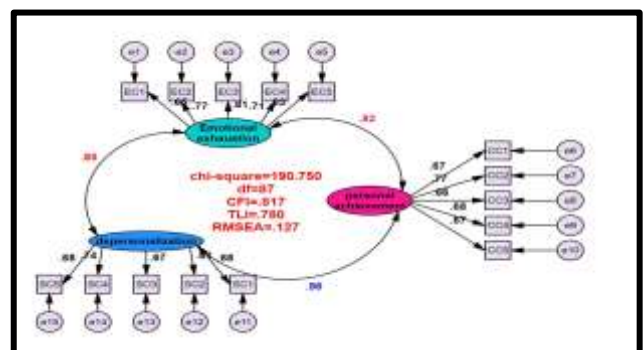


Fig. 2: Job burnout model

We note from the above results that:

1. The value of (TLI = 0.780) indicates a weak fit, falling short of the desired range, which should be greater than 0.90 to demonstrate model identity.
2. The value of (CFI = 0.817) is also weak and should ideally exceed 0.900 to signify model conformity.
3. The (RMSEA) value of 0.127 is not favorable. The preferred range is between 0.05-0.08, indicating model compatibility. When it is less than 0.05, the model is deemed suitable and matches better.

To enhance the model, adjustments are needed based on recommendations from the Modification Indices. Researchers typically formulate a model based on existing literature or research theory and

then test its fit with empirical data. If the fit is insufficient, the common practice involves modifying the model by either removing paragraphs with the highest covariance or adjusting them by introducing links between errors exhibiting high covariance. Following these adjustments, the final modified model is presented in Figure 3.

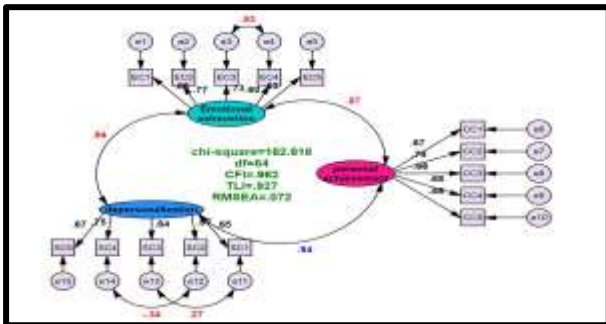


Fig. 3: Job burnout model after modification

Furthermore, the RMSEA value, which is (0.072), serves as strong evidence of the model's fitness.

3.2 Confirmative Factor Analysis of the Organizational Silence Variable

In Figure 4, you can see the confirmatory factor analysis of the organizational silence variable, which includes a set of indicators and the degree of correlation for each item. Here is the revised content for this section:

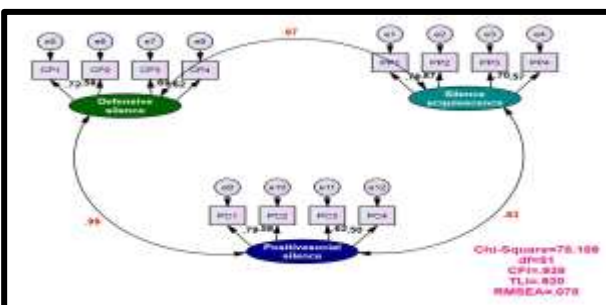


Fig. 4: The organizational silence model

We note from the above results that :

1. The value of (TLI = 0.920) is a good value, which indicates that the model matches.
2. The values of (CFI = 0.938) are good, and this indicates that the model matches.
3. Additionally, the RMSEA value of 0.078 is within an acceptable range, indicating model compatibility. Typically, when RMSEA is less than 0.05, it suggests an even better fit.

Thus, the model appears to be compatible and reasonably aligns with the research data.

This is evidence of a good fit of the model of organizational silence.

3.3 Scale Stability

To ensure the internal consistency of the scale items, Cronbach's Alpha was employed. It helps assess the stability and reliability of each item within the scale. The results of the internal consistency test for the research variables are presented in Table 2.

Table 2. Cronbach Alpha test for research variables

	Variants	Dimensions	Paragraphs	Cronbach Alpha
1	Job burnout	Emotional exhaustion	5	0.795
		Depersonalization	5	0.526
		Personal achievement	5	0.755
2	Organizational silence	Acquiescent silence	4	0.812
		Defensive silence	4	0.743
		Silence social positive	4	0.723

Source: prepared by the researcher based on the results of the SPSS V26 program

The results presented in the Table 2 above demonstrate that Cronbach's Alpha coefficient for the research variables exceeds 0.70. This indicates the presence of strong internal consistency among the research items and variables, validating their suitability for statistical analysis.

3.4 The Descriptive Analysis of the Research Variables

To assess the level of the dimensions within the Ministry under study, responses from the participants were analyzed and interpreted through a series of questions related to these dimensions.

Table 3 provides the mean values, standard deviations, and the strength of response to the paragraphs. The following observations can be made:

1. Emotional exhaustion: In this sub-dimension, five questions were asked to the respondents. Table 4 shows the arithmetic means, standard deviations, coefficient of variation, response intensity, and the relative importance of the reflection items. It is noted in this table that the arithmetic mean of all the paragraphs was uneven, as paragraph (2) got the highest arithmetic average, reaching (2.26), the response intensity was (45.2%), with a standard deviation (0.94), and a coefficient of difference (0.42), while paragraph (3) got The lowest arithmetic mean was (2.91), and the response

intensity was (58.2%), with a standard deviation of (1.01). As for the general rate of emotional exhaustion, it amounted to (2.09), the intensity of the response was (41.8%), with a general standard deviation of (1.02), and a coefficient of difference (0.49), which indicates the weak suffering of workers in the Ministry of Labor from remote job burnout. About their job, self-confidence, high morale, and willingness to work with vigor and activity. The researcher believes that this result reflects the interest of the Ministry's administration in providing a work environment based on cooperation and good communication between it and the workers, and the exchange of opinions and ideas among them during the preparation of plans to confront potential problems at work, as well as providing emotional and social support to workers and providing an atmosphere of interest, mutual respect, and good treatment, which helped workers overcome stress, work pressure and emotional exhaustion.

2. Personal Achievement: In this sub-dimension, five questions were asked to the respondents. Table 4 shows the arithmetic mean, standard deviations, coefficient of difference, intensity of responses, and relative importance of items of personal achievement. It is noted in this table that the arithmetic mean of all items was uneven, as item (9) has the highest arithmetic mean, as it reached (2.95), and the response intensity was (59.0%), with a general standard deviation of (0.94), and the coefficient of difference (0.32), while paragraph (6) got the lowest arithmetic average, amounting to (2.03), and the response intensity was (40.6%). With a standard deviation of (0.88) and a coefficient of difference (0.43), the general rate of personal achievement was (2.95), and this indicates that workers in the Ministry of Labor suffer from burnout after personal achievement, and this indicates a clear positive feeling among workers of efficiency and high achievement. And comfort at work and that they give work their best because the job tasks are clear and understood by the workers and do not constitute a heavy burden on them to the extent that they feel tired with it, and their evaluation is positive for their performance, capabilities and capabilities, and the researcher believes that the more they are The work environment is good and comfortable, in which harmony, integration and team spirit prevail, whenever this is an incentive for workers towards creativity and motivation to exert more effort at work and attach to it, which is positively reflected on the success and development of the Ministry.

3. Depersonalization: In this sub-dimension, five questions were asked to the respondents. Table 3 shows the arithmetic means, standard deviations, coefficient of difference, intensity of responses, and relative importance of the depersonalization paragraphs, it is noted in this table that the arithmetic mean of all the paragraphs was uneven, as paragraph (14) got the highest arithmetic average, reaching (2.85) and the intensity of the response (57.0. %) with a standard deviation of (0.91), while paragraph (13) obtained the lowest arithmetic mean of (2.52), an answer intensity of (50.4%), a standard deviation of (1.07), and a coefficient of difference (0.42). As for the general rate of depersonalization, it reached (2.11), the response intensity was (42.2%), with a general standard deviation of (0.98), and a coefficient of difference (0.46). For their work in the ministry, the ministry also works to create a comfortable and appropriate atmosphere to perform their work to the fullest.

4. Acquiescent Silence Dimension: This dimension attained an arithmetic mean of 2.10, which is below the hypothetical mean of 3. The standard deviation for this dimension is 0.75. The importance of this dimension was 42%, and these results indicate that employees are ready to make any positive suggestions because they are engaged Work as well as employees put forward ideas on how to improve the work environment because they would like to participate in the Ministry's activities.

5. Defensive Silence: The general arithmetic mean for this dimension was (3.96), which is higher than the hypothetical arithmetic mean of (3), with a dispersion coefficient of (0.71). The importance of this dimension was 79.2%, and this is evidence that employees ignore the relevant facts to protect themselves. In addition, some employees avoid discussions with others to protect themselves from accountability.

6. Regarding the dimension of Positive Social Silence, it obtained an arithmetic mean of 3.08, which is higher than the hypothetical mean of 3, with a standard deviation of 0.67. The significance of this dimension was 61.6%. These results indicate that employees tend to withhold information that could potentially harm the Ministry's reputation and are willing to endure external pressure as a result of keeping work-related secrets.

Table 3. the descriptive analysis of the research variables

Dimensions	Arithmetic mean	standard deviation	Relative importance
Emotional exhaustion	2.09	1.02	%41.8
depersonalization	2.95	1.12	%59
personal achievement	2.11	0.98	%42.2
Acquiescent Silence	2.10	0.75	%42
Defensive silence	3.96	0.71	%79.2
silence social positive	3.08	0.67	%61.6

Source: prepared by the researcher based on the outputs of the SPSS V26 program

3.5 Testing Research Hypotheses

1- The first main hypothesis

This hypothesis was confirmed through a correlation test, which aimed to examine the relationships between the main variables by assessing the correlations among the sub-variables of the research constructs. The results are presented in Table 4:

Table 4. Correlations

		Job burnout	organizational silence
Job burnout	Pearson Correlation	1	.867**
	Sig. (2-tailed)		.000
	N	75	75
organizational silence	Pearson Correlation	.867**	1
	Sig. (2-tailed)	.000	
	N	75	75

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

Source: prepared by the researcher based on the outputs of the SPSS V26 program

The analysis in Table 5 reveals a statistically significant positive correlation at a significance level of 0.01, indicating a strong relationship between the research variables. Based on this outcome, the first primary hypothesis is accepted, which posits that there is a statistically significant positive correlation between burnout and organizational silence.

- Testing the sub-hypotheses of the first main hypothesis

The data presented in Table 5 reveal that all the correlations between the sub-dimensions of the burnout variable (emotional exhaustion, personal achievement, depersonalization) and the sub-dimensions of the organizational silence variable

(acquiescent silence, defensive silence, positive social silence) were found to be statistically significant. Therefore, all the sub-hypotheses derived from the first primary hypothesis, which posits that there is a statistically significant positive correlation between the dimensions of job burnout and the dimensions of organizational silence, have been supported, resulting in an overall success rate of 100%.

Table 5. Correlations between the sub-dimensions

		Emotional exhaustion	personal achievement	depersonalization
Acquiescent Silence	Pearson Correlation	.748**	.701**	.925**
	Sig. (2-tailed)	.000	.000	.000
	N	75	75	75
Defensive silence	Pearson Correlation	.799**	.847**	.740**
	Sig. (2-tailed)	.000	.000	.000
	N	75	75	75
silence social positive	Pearson Correlation	.781**	.868**	.657**
	Sig. (2-tailed)	.000	.000	.000
	N	75	75	75

Source: Prepared by the researcher based on the outputs of the SPSS V26 program.

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

2- Test the second main hypothesis

To validate the research hypotheses related to the nature of the relationship between job burnout and organizational silence, a model was developed. The main second hypothesis posits that there is a statistically significant effect between job burnout and organizational silence. The following test form in Figure 5 outlines the hypotheses for examination.

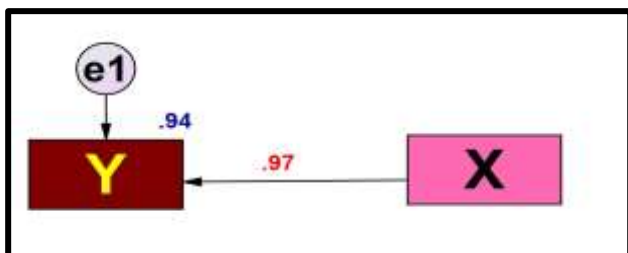


Fig. 5: Standard estimates of the simple regression model

The model presented above displays the standard estimates of a simple regression model. In this model, the independent variable is job burnout (X), and the dependent variable is organizational silence (Y). The Squared Multiple Correlations value is 0.94, signifying that 94% of the variance in the dependent variable (organizational silence) can be attributed to the influence of the independent variable (job burnout). The remaining 6% of the variance is likely explained by other external factors and causes. Furthermore, the correlation coefficient between these variables is 0.867, indicating a strong and direct correlation.

As for the non-standard estimates, they are shown in the form Figure 6 below.

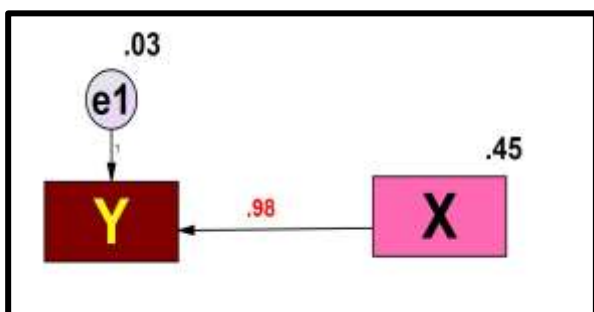


Fig. 6: Nonparametric estimates of the simple linear regression model

This model shows the non-parametric estimates of the simple linear regression model, where (0.98) represents the value of the marginal slope, while the value of the fixed limit was (0.45) and the error value (0.03). This is evidence of the significance of the model and the regression equation is as follows:

$$\text{organizational silence} = 0.45 + 0.98 \text{ job burnout}$$

- Testing the sub-hypotheses of the second main hypothesis

The above model was constructed to validate the research hypotheses regarding the nature of the relationship, specifically the sub-hypotheses of the second main hypothesis, which posits that there is a statistically significant effect between the combined

dimensions of job burnout and organizational silence. The test form presented in Figure 7 illustrates how these hypotheses can be evaluated.

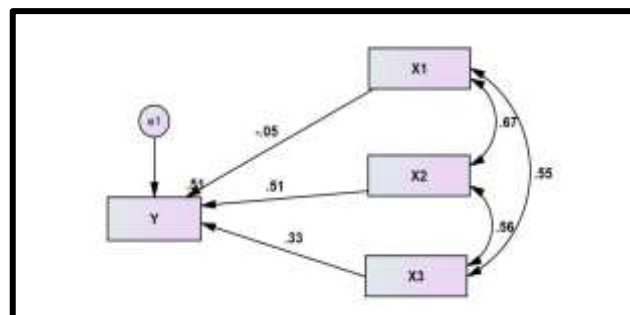


Fig. 7: Standard estimates of the simple regression model

The model provided above displays the standard estimates of a simple regression model. In this model, the dimensions of job burnout (X3, X2, X1) correspond to the independent variables, with each dimension representing emotional exhaustion, personal achievement, and depersonalization, respectively. The dependent variable in this model is organizational silence (Y).

The standard estimated values for these variables are as follows:

- Emotional Exhaustion (X3): Beta = -0.05
- Personal Achievement (X2): Beta = 0.51
- Depersonalization (X1): Beta = 0.33

The model also provides the value of Squared Multiple Correlations, which amounts to 0.51. This percentage explains 51% of the variance in the dependent variable (organizational silence) due to the influence of the independent variables (emotional exhaustion, personal achievement, and depersonalization). The remaining 49% of the variance can be attributed to external factors and causes.

This is evidence of the significance of the model and the regression equation is as follows:

$$\text{Organizational silence} = -0.05 \text{ emotional exhaustion} + 0.51 \text{ personal achievement} + 0.33 \text{ depersonalization.}$$

4 Conclusions

1. It became clear from the results that the workers in the Ministry of Labor and Social Affairs feel satisfied with their jobs, self-confidence, high morale, and willingness to work with vigor and activity.

2. There was a clear positive feeling among the employees of efficiency, high achievement, and comfort at work, and that they give the work their best since the job tasks are clear and understood by the employees and do not constitute a heavy burden on them to the extent that they feel tired.

3. The Ministry grants its employees appreciation books for their outstanding performance, and thus this leads to employees feeling happy and satisfied while performing their work in the Ministry.

4. The employees are ready to make any positive suggestions because they are engaged in the work, and the employees are also putting forward ideas on how to improve the work environment because they would like to participate in the activities of the Ministry.

5. The employees ignore the relevant facts to protect themselves, in addition to that there are employees who avoid discussion with others to protect themselves from accountability.

6. The employees of the Ministry of Labor, Social Affairs, and Social Affairs do not disclose information that may harm the reputation of the Ministry, and they bear pressure from others as a result of keeping secrets pertaining to work.

5 Recommendations

1. The ministry in question should continue on the same path of interest in providing a work environment based on cooperation and good communication between it and the employees, through:

a. Exchange opinions and ideas between themselves and the workers while preparing plans to confront potential problems at work.

b. Provide emotional and social support to workers and provide an atmosphere of interest, mutual respect, and good treatment.

2. The ministry should take into account the work environment and its compatibility with the internal and external requirements of the ministry because this motivates the workers towards creativity and motivation to exert more effort in work and attachment to it, which reflects positively on the success and development of the ministry.

3. The researcher recommends to the ministry the need to create a comfortable and appropriate atmosphere to perform their work to the fullest extent, in addition to that, it must work continuously to enhance the personality of its employees and make them feel confident continuously through letters of thanks and praise and financial and moral rewards.

4. The Ministry must have the necessary flexibility to accept any suggestions or opinions from the employees and consider these suggestions to break the barrier of fear between employees and supervisors.

5. The Ministry should strive to break the defensive silence between employees, through:

a. Conducting discussion sessions between employees and supervisors.

b. Reducing punishment procedures for employees who make mistakes without intention, because the goal is not to punish the wrongdoer with severe penalties, but to urge him not to repeat the mistake.

c. Enhancing social ties such as friendship and cooperation between employees and supervisors by conducting recreational activities to break the barrier of fear among employees.

6. The researcher recommends the Ministry of Labor to reduce the levels of pressure on workers by granting them leaves according to actual need, especially those with decision-making in the upper, middle, and lower administrative levels, since these pressures may reduce levels of job satisfaction, and thus make them disclose information that harms the reputation of the Ministry.

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