

# How far Organizational Silence Influence NGOs Job Performance?

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**Abstract:** This study objective to identify organizational silence and its impact on job performance through an applied study on employees in NGOs in southern governorates, Palestine. NGOs may not be focused as a community for researchers due to their aims, but employees are humans whether they work in the commercial, public, or non-profit sectors. Organizational silence is a common occurrence in both the public and commercial sectors. Organizational silence in NGOs was not discussed widely. Researchers used questionnaire as a main tool for data collection, and the descriptive and analytical approach to conduct the study results. The study population consist of NGOs employees whom working in administrative and technical positions. Researchers used stratified random sampling method, and (367) questionnaires were distributed, while (295) questionnaires were retrieved with rate of recovery (80.4%). SPSS for statistical data analysis, and a multiple regression method to measure the impact were used. The results of the study showed that there is a statistically significant effect of organizational silence among workers in NGOs on job performance by 18.6 %. Also results indicates that organizational silence in NGOs was 48.91%. Results for organizational silence cleared that employee resists pressure from others to induce him to speak about the organization's problems, knowing that he may be harmed by officials, and employee avoids disclosing any confidential information related to the work aimed at achieving benefit to the organization. The study suggested that a fair and consistent system of compensation and incentives based on work be implemented, as well as developing employee confidence by allowing them to participate in decision-making, which helps to reduce organizational quiet. Also study suggested to reduce the phenomenon of organizational silence by enhancing the employees' capabilities in giving them full authority in the exercise of their work and encouraging them to participate in making decisions. Recommendations suggested increasing upper management's awareness of the concept of organizational silence behavior and the necessity to avoid centralizing decision-making and to activate participatory management. Add to that the need to foster personal initiative through a system of pecuniary and moral incentives, as well as promote innovation and learning culture. NGOs must pick personnel who are knowledgeable and related to the business whose job performance they will analyze in order to achieve efficiency in job performance. In addition, regulations to hold low-performing employees accountable and set standards that drive them, as well as reinforcing systems of material and moral incentives to encourage people to work beyond hours, which leads to increased productivity, are needed.

**Keywords:** Organizational Silence, NGOs, Job Performance silence, Decision-making.

## 1. INTRODUCTION

Organizations are growingly demanding their staff to be innovative, to express their ideas and to be responsible for the excessive expectations of the customers, and focus on the quality service delivery as an indicator of changing world. However, it has been observed from literature that organizations find it difficult to achieve their set goals due to lack of committed employees.

Civil organizations (NGOs) are considered among the important organizations in the Gaza Strip that are interested in serving several important groups in society, as these NGOs provide a range of social, relief and development services for humanitarian cases in Gaza strip , Palestine.

According to statistics of Palestinian Central Bureau of Statistics PCBS (2019), the poverty rate in Gaza Strip reached 53% and unemployment rate was 45.1%. [1]

With many challenges facing these organizations, it is the responsibility of the organizations to work on developing their capabilities and capabilities and work to raise the efficiency and effectiveness of their performance to face these difficult

challenges. To provide a better service to the targeted cases and to stay away as much as possible from the matters that lead to poor performance that negatively affect the results and outputs that these organizations seek to achieve. [2]

The extent to which employees communicate upward with suggestions, ideas, information about problems, or issues of concern can have tremendous implications for an organization's performance and even its survival. [3]

At the same time, many employees in an organization, due to its management policies or other reasons, may be incapable of expressing their feelings or emotions in any manner. They withdraw themselves from commenting about the function or drawbacks of organization in which they are working.

The extent to which the employees communicate upward with suggestions, ideas, information about problems, or issues of concern can have tremendous implications for an organization's performance and even its survival. In many cases, they choose the safe response of silence, withholding input that could be valuable to others or thoughts that they wish they could express. [4]

Employee silence refers to the conscious withholding of potentially important information, suggestions, or concerns,

from those who might be able to act on that information. The silence climate has an impact on the ability of the organisation to detect errors and organizational functioning.

Recent studies revealed that most of the studies were conducted among employees from academic sector, banking sector, health care professionals and IT professionals.

One of the main problems of modern organizations is the poor performance of manpower in organizations. The optimal use of manpower (manpower performance) is very important because man has reason and authority unlike other organizational resources and the manager cannot use it easily. What is more important is that manpower is not only an organizational source but it is the only factor that uses other factors. [5]

Organizational silence is an undesirable phenomenon in an organization. If there is any organizational silence in an organization, it can have negative effects on the motivation and attitudes of employees. If employees' incentives are reduced and their attitudes change in this way, they do not have any value anymore, so their opinions are not worthy anymore and expressing opinions or refusal of expressing them are not different either or expressing opinions and issues just causes trouble and bothers others. They revise their commitment to their jobs or responsibilities definitely. So, it cannot be expected that an individual who has such a viewpoint of his job or his superior be responsible and try to report it in case of a problem or he express it if he has a recommendation to resolve the organization's problems. In fact, organizational silence may affect the performance and commitment of employees in this way. [6] [7]

It has been observed from literature that organizations find it difficult to achieve their set goals due to lack of committed employees. Thus the paper investigated the role of organisational silence behaviours on employee performance in NGOs .

How far this might affect services conducted by NGOs, and are there any indicators when organization need to interact seriously in such cases.

In view of the literature review, the study raises the question of:

Q1.What is the impact of organizational silence on job performance at NGOs?

Q2.Is there is organizational silence at NGOs that need immediate interact?

## 2. LITERATURE REVIEW

### 1.2 Organizational silence

Employees are an organization's most valuable asset. Employees frequently have positive ideas, information, and opinions about how to improve work in organizations. Classical organizational theory viewed humans as economic beings, but this is no longer the case in today's workplace. People communicate utilizing multimedia and other technologies to express their feelings, experiences, thoughts, perceptions, and attitudes regarding work and organizations. At the same time, numerous individuals in an organization

may be unable to express their feelings or emotions in any way due to management policies or other factors.. [8]

Organizational silence is a negative characteristic in the workplace. If there is any corporate silence in a company, it can have a negative impact on employee motivation and attitudes. If employees' rewordings are rejected and their attitudes alter in this way, they no longer have any value, therefore their ideas are worthless, and expressing or rejecting them is no different, or expressing opinions and issues simply causes problems and upsets others.

Organizational silence not only slows down organizational development but also affects in many consequences like decreasing in employees' commitment levels, causing internal conflicts, reducing decision making process, preventing change and innovation, preventing positive or negative feedbacks to the management. It also causes an increase of behaviors such as breaking down of morale and motivations of employees, absenteeism, tardiness which negatively affect individual and organizational activities. [9]

#### *\*Organizational science concept:*

As a notion, organizational silence refers to a circumstance in which an employee has decided to conceal useful views, suggestions, and candid thoughts about the organization that might positively or negatively influence the organization's improvement and improvements. [10]

Organizational silence is defined as a circumstance in which employees do not share their ideas or concerns about organizational issues with their coworkers. It is also refers to preventing employees from expressing their ideas and sharing information about organizational issues, and it is one of the most significant roadblocks to the achievement of organizational programs and objectives.. [11]

Sehitoglu (2014); Ahmadvand, & Taghvaei (2017), defined organizational silence as preventing from expressing actual behavior of employees in the organization. Silence in organizations refers to is a phenomenon in which organization's employees reject to state their views on organizational affairs for several reasons. [12] [13]

#### *\*Organizational silence factors:*

According to Heidar et al. (2014), there are many factors affect in organizational silence: [14]

A): Managerial factors:

1. negative reaction of manager to comments.
2. coercive leadership style.
3. fear of employees from negative feedback to their comments.
4. distrust and suspicion atmosphere.

B): Organizational factors:

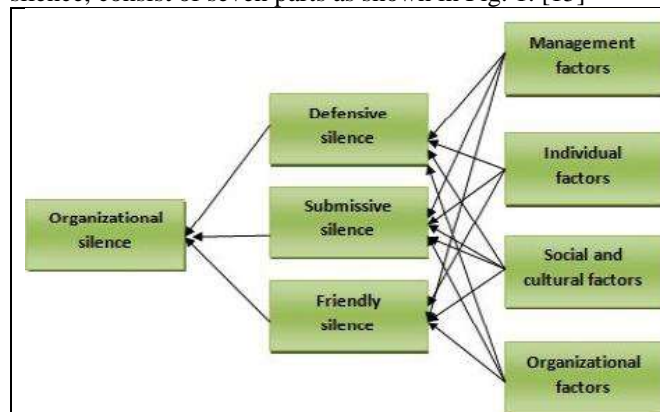
1. job inertia.
2. centralized organizational structure and shortage of upward feedback process.

C): Social factors:

1. compliance with others.
2. existence of group responsibility instead of personal responsibility and group thinking.

D): Personal factors: Preserving the current situation and pessimism to the manager.

The conceptual model of organizational silence which is the most famous model that researchers study for organizational silence, consist of seven parts as shown in Fig. 1. [15]



**Fig. 1. Conceptual Model of Research**

**Source:** Mirzapour, M., & Baoosh, M. (2018). Investigating effective factors on the creation of organizational silence. *Int. J. Hum. Capital Urban Manage*, Vol. 3, Issue 2, p. 92.

**\* Organizational silence influence:**

There are several implications of organizational silence, as silence has a significant impact on individuals and the organization. In spite of that, the silence study results have not been paid but little attention from the management literature. Because of the inconsiderable research efforts in this area, a number of researchers tried to interpret the effects of organizational silence. Silence affects the decision-making process of the organization, in the sense that the quality of the decision depends on the need to have knowledge of the employees' suggestions, and vice versa. Silence negatively affects the organization in the sense that it prevents information feedback, which leads to poor ability to detect and correct errors. [16]

There are negative impacts of organizational silence as following: [17] [18]

- (1) poor participation of employees in decision-making because of the lack of the channels or opportunities of communication.
- (2) reducing dealing with conflict or dispute in an effective manner.
- (3) weakness of the employees' capacity to learning and selfdevelopment.
- (4) Organizational silence does have implications and consequences on the climate of trust within the organization, because it leads to poor relations of trust between employees due to lack of dialogue between them.
- (5) Organizational silence correlates negatively with three dimensions of organizational trust. This means that the more silence means less trust.
- (6) Organizational silence has a detrimental impact on the elimination of inadequacies and mistakes in the workplace, as well as the formation of a healthy feedback loop. Mistakes become a technique for carrying out activities or become more severe in an organization without feedback mechanisms.

Employee silence is tremendously damaging to firms, frequently leading to an increase in employee unhappiness, which manifests itself in absenteeism, turnover, and possibly other undesirable behaviors. Employee silence is suffocating innovation and sustaining ill-conceived projects that result in faulty goods, bad morale, and a blemished bottom line.

Joinson (1996) talks about negative effects of employee silence like monetary losses to the organization. Over time silence within organizations causes some employees to be extremely indifferent. Indifferent employees are those who are "indifferent to their jobs, employers and quality of work. Indifferent employees cause the organization to lose money and function poorly. [19]

**\* Organizational silence categories:**

According to (Alparslan 2010; Bogosian, 2012) there are four categories of organizational silence: [20] [21]

**First:** Acquiescent Silence: Is a bad habit to have. Employees that practice Acquiescent Silence accept the status quo, do not speak up often, and do not endeavor to improve the organization's situation. This position necessitates purposely remaining silent and avoiding involvement in developments. Employees' failure to speak up is due to their conviction that speaking up will make no difference.

**Second:** Defensive Silence: Is characterized as deliberate omission of work related information based on fear of revenge.

Defensive silences intentional and proactive behavior that is intended to save the self from external threats, it's more proactive, containing awareness and consideration of alternatives, followed by a conscious decision to withhold ideas, information, and opinions as the best personal strategy at the moment.

**Third:** Pro Social Silence: Is concealing work-related ideas, facts, or opinions for the benefit of others or the company, based on altruism or cooperative motives?" This type of quiet is proactive and concerned with others. In other words, an employee who chooses to keep silent prioritizes external concerns such as the organization or his coworkers over himself.

**Fourth:** Protective Silence: Protective silence occurs when individuals remain silent and approve of higher-level management decisions in order to avoid causing problems in the workplace because they believe that sharing their opinions might jeopardize the organization's performance. It is not only a problem of image; it is also a problem of maintaining excellent connections within the corporation.

**2.2 Job performance**

Job performance occupies a distinguished and distinctive place within any institution, whether governmental or private, as the final outcome of all activities within the institution, at the individual, institution and state level.

Employee performance significantly determines organizational success or failure because organizations are worked through people. [22] [23]

Therefore, employee performance discusses how well an employee discharges his or her responsibilities and duties, and make an environment that develops the performance of the

entire organization. The principles of employee performance contain among others, employee relations, employee attitudes, employee turnover levels, creativity levels, and levels of productivity. [24]

According to that, job performance is the first goal that the organization seeks to achieve in purpose of increase the efficiency of the organization and the development of the production process. Therefore, this leads to improvement of the organization and keep pace with development. We can consider job performance as mix outcomes from skills; knowledge and intellectual capabilities that workers have in the institution in order to accomplish the tasks and tasks assigned to them. [25]

Job performance is a set of administrative behaviors and behaviors through which workers perform the tasks assigned to them in order to achieve the overall goals of the organization, as the performance is affected by the circumstances surrounding individuals

Job performance is defined by the employees performing their duties and tasks according to the quality indicators. Also it is defined as the means by which job tasks are accomplished based on the job description. [26]

Job performance becomes one of the most important variables studied by previous researchers. It is because of the issues and challenges facing by the organizations usually related to their business performance and employees' performance. Individual work performance is a problem not only for organizations around the world but also drives a lot of studies in the areas of management, organizational and occupational psychology health. [27]

It is considered one of the factors that have an impact and role on the organization's performance, as it directly contributes to the success of the organization through the behavior of the individual despite the presence of other factors that help in its success. [28] [29]

\* Elements of job performance

1. Quality of work: It is the extent of the individual's awareness of his work that he does and the desire, technical skills, ingenuity and ability to organize and carry out the work without making mistakes. [30]
2. Organization environment: It consists of internal and external factors, and includes internal factors which affect the effective performance: the organization, its structure, goals, resources, strategic position and the procedures used, while the external factors that shape the organization environment and affect the effective performance are: economic, social, technological, cultural, political and legal factors. [31]
3. Knowledge of job requirements: It includes general knowledge, technical and vocational skills, general background on the job and related fields.
4. The amount of work performed: that is, the amount of work that an employee can accomplish in the normal circumstances of work, and the amount of the speed of this completion. [32]
5. Perseverance and trust: It includes seriousness and dedication to work, the ability of the employee to take responsibility for the work and complete the work in its appointed times, and the extent of this employee's need for

guidance and guidance by supervisors, and evaluation of the results of his work. [33] [34]

\* Job performance Limitations:

First: Internal limitations: [35]

1. Capabilities: They are the personal characteristics and skills necessary to perform a job and sometimes called competencies or personal characteristics, such as endurance and wit that must be available in the one who performs a job.
2. Realization of the role: this means; the performance of the worker is determined by the extent of his understanding of the role he plays or practices through the job in which he works.
3. Perseverance and trust: It means dedication, sincerity, seriousness in work, the ability to assume responsibility, and the completion of work on time and the need for guidance and direction.
4. Effort: It is the effort resulting from the worker obtaining support and incentives, which indicates the physical, motor and mental energies that the worker exerts to perform his task.

Second: External limitations: [36]

1. Business requirements: It relates to each of the duties, responsibilities, tools and expectations expected from. In addition to the methods, tools and equipment used in the worker's practice of his duties and his works.
2. Organizational environment: It refers to the prevailing organizational environment in the institution in which the job is performed. It usually contains the working environment, supervision, availability of resources, administrative systems, and structure Regulatory, communication system, authority, leadership style, incentive system, reward and punishment.

\* Organizational silence and job performance:

Job performance is one of the effective components in organizations that forms an important part of organizational studies. It is a concept that contains both the concept of activity to do work and the result of work. [37] [38]

Job performance is the outcome contributed by the group of the employee in the organization regarding their participation, where the organization can see as productive or unproductive and good performance is if the group of the organization can meet the expectations of the leadership and have an impact on organizational performance. [39] [40]

According to Taheri & Zarei (2017), there is reverse significant relationship between organizational silence and job performance, that means employee as a mature person who is knowledgeable enough perceives criticism and expressing of the opinions as an individual's right and tends to participate in the management of learning organization. If employees don't have sufficient incentive to participate and express their ideas in organizational decision-making; this leads to lack of motivation in the organization system and this has led to increased organizational silence. Such a feeling of inability to express their ideas, obsessions and problems in

employees affects their performance and decreases their efficiency in the organization, eventually becomes a detriment to the organization. [41]

As it is suggested, submissive silence means refraining from expressing ideas because of being worthless from their managers' viewpoint and philanthropic silence means refusing to express opinions because of having cooperation with other people in the organization who benefits from their own benefit. It is more obvious that these two kinds of silences have a negative effect on job performance. [42]

There are indications that employees' performance will be decreased with increase in silence and fear of failure. One reason may be because of some employees working with internal personal motivation and try to protect patients' life despite the presence of middle organizational silence. So, it was concluded that different factors can effect on increase or decrease of employees' performance, in which employees' silence is not believed to be a negative factor. It means that not only the employees' silence in hospitals affiliated with Kerman University of Medical Sciences is not considered as a negative factor, but also this amount of silence has been able to improve job performance of employees. [43] [44]

Yousefi & Mohammadian (2015), indicated that organizational silence and its indicators (defensive, submissive and peaceful silence) has a significant relationship with organizational productivity, efficiency and effectiveness. [45]

Also, Mohaimeni (2013), stated that organizational silence and voice are effective on employees performance by the mediating role of ethical leadership. Organizational silence has negative and organizational voice has a positive effects on employees' performance. Also, the ethical leadership is not at a favorable level. [46]

Asgari et al. (2014), detected a significant relationship between two indicators of organizational silence and performance. [47]

Bozorgnia & Enayati (2014), claimed that there is a significant relationship between two variables organizational silence and employees' performance. Also, there was a significant and negative relationship between organizational silence and organizational dimensions such as role clarity, organizational support, employees motivation, participation in decision making, employees evaluation and organizational environment. But it was not significant in relation to employees abilities. Multivariable regression showed that among the performance dimensions three dimensions of organizational environment, participation in decision making and role clarity has the power of anticipating the organizational silence. [48]

We can conduct that most of the workers in organizations remain silent about the issues that occur at work, and the reason for this is due to the non-acceptance of any opposition, even if it is legitimate, as these organizations consider it a threat to their existence and interests, on the one hand, and on the other hand, these individuals conviction that they do not exist there.

The possibility of changing the existing and undesirable organizational conditions and the management's refusal to take any action to correct them, so we find them accepting and normalizing the existing organizational conditions instead of modifying and resisting them as well as their fear of losing their job positions that were expected to be obtained, which is consequently reflected in their loss of self-confidence, feelings of helplessness and low motivation, to learn and thus to develop their performance.

From previous literature review, the following hypothesis in this research can be written as:

**H0:** *There is no statistically significant effect for organizational silence on job performance among employees in NGOs.*

### 3. RESEARCH DESIGN

#### 3.1 Study population and sampling

This study conducted on (8258) employees working at NGOs in southern provinces. A pilot sample of (30) units was used to study the tools of the study, to verify the validity and stability of these tools. The research sample consist from (367) unit using simple random sample method (295) questionnaires were retrieved with a rate of recovery (80.4%), as the percentage is considered excellent and can be relied upon strongly in disseminating the results of the study.

#### 3.2 Research instrument

Since the nature of hypothesis and the variables involved are the ones that control the selection of the appropriate tool, accordingly, the researchers have prepared a measure for that study commensurate with its objectives and requirements, the elements of organizational silence and job performance.

The process of designing and preparing the study scale has gone through several stages and steps:

1. Review the literature of job performance, organizational silence, and previous studies on the subject of the current study.
2. Collect and define scale paragraphs.
3. Formulation of the standard expressions according to the study sample.
4. Set the meter instructions.
5. Correct the meter.
6. Conduct a study of stability and honesty of the scale.

The first dimension (Independent variable) referring to organizational silence consist of (13) paragraphs with three sub-fields.

The second dimension (dependent variable) of the instrument which measure job performance was developed by authors from (13) paragraphs.

Also Trustees validity has been conducted by a group of experts in finance, training, management, and planning. Those statements were further revised and modified by the experts in a subsequent stage before drafting the final version of the questionnaire.

A 10-point Likert scale of agreement was used for measurement, running from "Strongly Agree" to "Strongly Disagree", with a Neutral category for scale midpoint.

Several statistical tools were used for data analysis and hypothesis testing, including reliability correlation using Cronbach’s alpha, “ANOVA”, and Multiple Regression.

**3.3 Validity and reliability assessment**

The study adopted Cronbach’s  $\alpha$  and split half to measure the internal consistence reliability of the questionnaire. The results showed that Cronbach’s  $\alpha$  values for all dimensions were  $> (0.5)$ . It indicated that the design of the questionnaire had a high internal consistency as shown in table (1).

**Table 1: Coefficients of Alpha Cronbach**

Field	No. of paragraphs	Alpha-Cronbach stability
Organizational silence	13	0.903
Job performance	13	0.905

The results showed that Cronbach’s  $\alpha$  values for all dimensions were  $> (0.5)$ . It indicated that the design of the questionnaire had a high internal consistency as shown in table (1).

**Table 2: Split Half Method**

Field	No. of paragraphs	Split half
Organizational silence	13	0.962
Job performance	13	0.877

The results showed that split half values for all dimensions were  $> (0.5)$ . It indicated that the design of the questionnaire had a high internal consistency as shown in table (2).

**3.4 Data analysis and discussion of results**

Organizational silence descriptive analysis as independent variable is shown in table (3) to determine weighted average and rank for paragraphs.

**Table 3: Descriptive Analysis for Organizational Silence**

NO.	Field	Mean	Dev.	Weight	Rank
1	I tend to hide my views on working conditions for fear of any harm that might befall me from officials	5.07	2.93	50.66	7
2	I prefer to hide my criticism of the performance of officials in the organization in order to avoid problems with them	5.15	2.79	51.52	6

NO.	Field	Mean	Dev.	Weight	Rank
3	I think that if I have made any suggestions for developing the work, I may be hurt by those in charge	3.66	2.78	36.65	13
4	I am convinced that the organization does not prefer to make suggestions by employees to develop and change work	3.83	2.74	38.32	12
5	I keep my opinion on myself because I believe my opinion will not be heard and will not be followed up	4.44	2.95	44.39	8
6	I refrain from submitting any development proposals because I believe they will not be of interest to those responsible	4.19	2.84	41.88	9
7	I think there is no point in presenting ideas to change the status quo in the organization	4.09	2.91	40.91	10
8	I prefer to abstain from making proposals to solve problems because I believe that nothing will change	3.95	2.81	39.55	11

NO.	Field	Mean	Dev.	Weight	Rank
9	I refuse to disclose to the officials information and data that may harm the organization's reputation at a later time	5.71	3.33	57.07	4
10	I avoid disclosing any confidential business information intended to benefit the organization	6.09	3.29	60.91	2
11	I reserve any proposals for business development that may harm or hurt my colleagues in the organization	5.54	2.90	55.43	5
12	I keep any information that may affect my cooperation with my colleagues in the organization	5.84	3.02	58.36	3
13	I resist pressure from others to get me to speak about the organization's problems, knowing that I may be harmed by officials.	6.12	3.14	61.18	1
<b>Total</b>		4.89	2.08	48.91	

According to previous table (3), the relevant importance can be shown as following:

1. The respondents agreed that paragraph (13) "I resist pressure from others to get me to speak about the organization's problems, knowing that I may be harmed by officials." is very important factor in organizational silence. Researchers explained that Employees' fear of the reaction of the board of directors or higher management about the

employee's remarks on these problems, which may lead to taking punitive measures against him and may lose his work. This is due to the prevailing culture in civil institutions in general operating in Palestine.

2. The results of the analysis also showed high level of positive attitude for suggestions. This is clear from paragraph (3) "I think that if I have made any suggestions for developing the work, I may be hurt by those in charge".

Researchers explained such positive attitude because employee believes that most of the time any proposal presented to the management to develop the work does not harm in general if it does not benefit the management, it is his goal to develop, not to object to policies.

3. Also it showed that employees contribute to solving work problems by allowing them to participate in making decisions. These results in agreement with (Cetin, 2020; Al-Hajar, 2019), which also showed that employee resists pressure from others to lure him into speaking about the organization's problems, knowing that he may be harmed by officials. [49] [50]

4. The results agrees with the study of (Khaleel, 2019), which showed that there is a need of establishing training workshops for the purpose of developing the organizational silence. The quality of the employees' functional life is characterized by the art of dealing with others. [51]

Descriptive analysis for dependent variable (Job performance) to determine weighted average and rank for paragraphs are shown in table (4).

**Table 4: Descriptive Analysis for Job Performance**

NO.	Field	Mean	Dev.	Weight	Rank
1	Employees perform their work with high functional efficiency.	7.96	1.71	79.59	1
2	Employees perform their work according to the required quality standards.	7.71	1.74	77.11	3
3	Employees have an informational sum that helps them get the work done.	7.62	1.80	76.24	5
4	Employees work to carry out the instructions accurately.	7.74	1.82	77.40	4
5	High performers are motivated.	5.84	2.78	58.43	11

NO.	Field	Mean	Dev.	Weight	Rank
6	Low performers are held accountable.	5.59	2.62	55.94	13
7	Works are carried out according to annual and monthly plans.	7.27	2.33	72.70	8
8	Employees are keen to continuously improve their performance.	7.41	2.01	74.11	7
9	Performance of employees is evaluated based on scientific foundations and clear criteria.	6.51	2.49	65.13	10
10	Employees are keen to get the work done as quickly as possible.	5.77	2.88	57.66	12
11	Employees have the ability to take responsibility for the day-to-day workloads.	7.61	1.97	76.09	6
12	Employees put business interest above their own personal interests.	7.76	1.89	77.61	2
13	Workers keep business secrets.	7.16	2.13	71.62	9
	<b>Total</b>	7.14	1.40	71.38	

According to previous table (4), the relevant importance can be shown as following:

1. It is clear that there is a high agreement on the field, where the relative weight for job performance was 71.38% with an average of (7.14) and a standard deviation of (1.40).
2. The respondents agreed that paragraph (1) "Employees perform their work with high functional efficiency" was the most important. Researcher attributes this to the high percentage of this paragraph that the employees in the associations have a constant fear of the interruption of funding or the direction of the funders to other institutions and

therefore they make great efforts in communicating with the funders or implementing their projects to maintain this funding continuity. On the one hand, and on the other hand in the event that the board of directors or Senior management that the employee does not fully perform his role, the process of dispensing with his services is not difficult, as this pushes the worker in the civil institution to make the greatest possible effort.

3. Paragraph (6) "Low performers are held accountable" was the last in the rank. Researcher attributes the habit within institutions that employees working in NGOs are not held accountable because managers often cover these mistakes so that they do not reach the board of directors and the board feels that there are problems in follow-up and management by managers or senior management.

4. Those results are in agreement with Huda & Abdel-Razaq (2019), which found that the level of job performance for employees is high in Saoura Cement Company in Bechar, Algeria; Al-Asoly (2019), which showed that the level of job performance in the directorates of education was high. [52] [53]

Simple regression used to test whether there is an impact for independent variable (organizational silence) on the dependent variable (job performance). The results are shown in Table (5) and (6).

**Table 5: Anova Test**

Field	Model	DF	F
Job performance	Regression	2	7.02
<b>R</b>	<b>R<sup>2</sup></b>	Resident	293
-	0.035	Total	295
0.186			0.009

**Table 6: Simple Regression**

Dependent Variable	Independent Variable	B	T	Sig
Job performance	<b>Constant</b>	7.754	30.728	.000
	Organizational silence	-	-2.650	.009
		0.126		

The results of Anova test in table (5) indicate that sig. is less than (0.05) for independent variable (Organizational silence), which mean that there is significant statistically effect for independent variable (Organizational silence) on job performance.

The correlation coefficient equals (-0.186), and probability value (Sig.) equals 0.009, which is less than the significance level  $\alpha \geq 0.05$ .

This indicates the existence of an inverse relationship with a weak statistical significance between organizational silence and job performance among employees in NGOs.

Changes in the independent variable is responsible for the interpretation of a rate ( $r^2 = 3.5\%$ ) of all the changes that occur in job performance., and there is a rate  $(100 - r^2)$  due to other factors specific to the other independent variables and



other factors not mentioned in the model, in addition to the random error.

The results of simple regression in table (6) indicate that:

1. Significance level are less than (0.05), which means that we can rely on the previous model and circulating the sample results on research community.

2. The researcher attributes this result to the fact that organizational silence has many consequences and influences on employees themselves and on the organization. The indifferent employees are the product of organizational silence. Indifference leads the employees to feel that they are just useless people, which leads them to take medications or sedatives to get out of this predicament. According to that, exacerbates the problem and moves it to a worse situation, and the arrival of employees to this stage means the absence of motivation, which is one of the most important foundations for completing work, and thus the employee's job performance is negatively affected.

3. These results differ with (Al-Hajjar, (2019); Khaleel, (2019)), which showed a positive effect of both defensive silence and socially pro-silence on institutional performance. [54] [55]

Therefore, the results of the analysis proved the existence of a relationship between the independent variable and the dependent variable. According to that, we accept hypothesis H1 and refuse H0. The H1 hypothesis can be written as:

**H1:** *There is a statistically significant effect for organizational silence on job performance among employees in NGOs.*

Table (6) determines the figure of simple regression equation for the impact of organizational silence on job performance. When (organizational silence) increases by one unit, the dependent variable (job performance) decrease by (0.126). This equation can be written as follow:

$$\text{Job Performance} = 7.754 - (0.126 * \text{Organizational Silence})$$

#### 4. CONCLUSION

The results of the study showed that there is a statistically significant effect of organizational silence among employees in NGOs on job performance by 18.6 %.

Also results indicates that organizational silence in NGOs was by 48.91%, and for job performance cleared that level of job performance was 71.83%.

Employee resists pressure from others to induce him to speak about the organization's problems, knowing that he may be harmed by officials, and employee avoids disclosing any confidential information related to the work aimed at achieving benefit to the organization.

Also the results of the analysis proved the existence of a relationship between the independent variable and the dependent variable.

The study showed that employee is making every effort in his job and employee exhausts his full energy at the end of the day he spends on the job.

According to results, employee resists pressure from others to lure him into speaking about the organization's problems,

knowing that he may be harmed by officials. The study found that the employee avoids disclosing any confidential information related to the work aimed at achieving benefit to the organization, and refuse to disclose to the officials information and data that may harm the reputation of the organization later.

Also, study showed that employees do their jobs with high functional efficiency, and they prioritize the interest of work over their personal interests.

One of important findings for the study that employees complete their work according to the required quality standards, and they implement the instructions accurately.

Recommendations for organizational silence suggested to increase the upper management's awareness of the concept of organizational silence behavior and the necessity to avoid centralizing decision-making, and to activate participatory management.

NGOs must reinforcement confidence in the administrative staff by giving them participation in decision-making, which in turn contributes to reducing organizational silence

Furthermore, NGOs must Activate the role of work teams and encouraging participation the employee in decision-making.

Add to that the need of promoting for innovation and learning culture and encourage personal initiatives through a system of material and moral incentives.

To achieve efficiency in job performance, NGOs must select employees who are competent and relevant to the business whose job performance they will evaluate.

Also, there is a need to adopt policies to hold low-performing employees accountable and to set standards that motivate them, and strengthening systems of material and moral incentives to encourage employees to work after working hours, which leads to raising their level of productivity.

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