

# Does Organizational Silence in NGOs affected by Job Burnout?

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**Abstract:** This study aimed to identify job burnout and its impact on organizational silence through an applied study on employees in NGOs in southern governorates, Palestine. NGOs might be not focused as community for researchers according to their missions nature, but employees are humans even they work in private, public, or NGOs. Job burnout old phenomenon widespread mostly in public and private sectors. Job burnout and organizational silence in NGOs were 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 job burnout among workers in NGOs on organizational silence by 63.3%. Also results indicates that job burnout in NGOs was by 44.72%, divided into (Emotional exhaustion, 55.33%, Professional efficacy, 44.16%, Cynicism is 34.68%). Results for organizational silence cleared that silence exist with 49.91%, 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 recommended the necessity of a fair and stable system of salaries and incentives in line with the exerted effort and instilling confidence between employees by giving them participation in decision-making, which in turn contributes to reducing job burnout. Also study suggested to reduce the phenomenon of job burnout by enhancing the employees' capabilities in giving them full authority in the exercise of their work and encouraging them to participate in making decisions. Also the study recommended entering employees into awareness training courses that help them deal with the phenomenon of job burnout through employee involvement and their participation in solving work-related problems and use of flexibility at work, which helps reduce employee burnout. Recommendations for organizational silence 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.

**Keyword:** Job burnout, NGOs, Organizational silence, Emotional exhaustion, Cynicism.

## 1. INTRODUCTION

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.

Job Burnout is a different work-related stress syndrome portrayed by dimensions; emotional exhaustion, professional inefficacy, and cynicism. Earlier burnout research was centered on the human service professions such as nursing and teaching, where they are assumed to be the most exposed to experience burnout.

However, burnout is not confined only to social service professions but spreads to other working professions.

The increasing interest in the phenomenon of job burnout began in recent years in those professions that provide assistance to others, such as: social, economic, and professional service organizations, as well as professions that deal with large numbers of the public of dealers who differ in their demands, and differ in their characteristics and characteristics. The theoretical and academic writings, and in holding many seminars and conferences on this phenomenon. Development has motivated and inspired researchers to investigate the extent of this phenomenon in the workers and organizations. Numerous studies have been conducted on the human services personnel, where they are believed to be the most vulnerable to psychological abuse, as their jobs are demanding a considerable amount of interaction with people. [2]

Burnout individuals can affect the relationship at work by causing personal strife and disrupting the workflow. According to Maslach & Leiter (2016), burnout can be contagious and perpetuates itself through social interactions on the job. [3]

Employees often have ideas, information, and opinion for constructive ways to improve work and organizations. 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. [4]

At the same time, many employees in an organisation, 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 the organisation 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. [5] [6]

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.

In this study will explore the impact of job burnout on organizational silence 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 job burnout on organizational silence at NGOs?

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

Q3.Is there is job burnout at NGOs that need immediate treatment?

## 2. LITERATURE REVIEW

### 2.1 Job burnout

Employees are generally exposed to various pressures, but they are not exposed to the same risk, depending on the nature of work and the institution in which the employee works, so the type and extent of vulnerability to these pressures varies from one employee to another depending on his personality, composition, work environment, the surrounding social milieu, and the behavior of senior management in dealing with the employee.

All these matters may constitute reasons for the growth of the phenomenon of job burnout among employees in its various dimensions.

Prevalence of burnout in Western countries among the general working population ranges from 13% to 27% and as high as 70% worldwide among physicians, with 30–50% of nurses reaching clinical levels of burnout on self-report measures. [7] burnout is defined as a syndrome resulting from chronic workplace stress that has not been successfully managed. It is

characterized by three dimensions: feelings of energy depletion or exhaustion; increased mental distance from one's job, or feelings of negativism or cynicism related to one's job; and reduced professional efficacy. Burn-out refers specifically to phenomena in the occupational context and should not be applied to describe experiences in other areas of life. [8]

People may not become burned-out overnight; the disorder progresses through phases and not all symptoms occur at the same time and can change over time, which is why it is often referred to as a silent problem. And when they are not feeling good, employees want to work for as long as possible. [9]

The concept of burnout emerges, in which people go to work but do not participate in proper work activities. They are no longer productive and are embarrassed to discuss the issue with their bosses, coworkers, or family and friends. They can carry a burden of silence for several years before it becomes intolerable or develops into a more serious issue, such as a psychiatric illness. This is why burned-out workers exhibit withdrawal symptoms such as tardiness, absence, or turnover. [10] [11]

#### \* Burnout stages

Job burnout passes through a number of stages until the individual reaches the peak of suffering and a sense of job burnout. Those stages as following:

1. The absorption stage: where the level of job satisfaction is high, and the employee has a large degree of vitality and activity, and when there is a mismatch between what is expected and what is actually happening in the work environment, the level of satisfaction begins to gradually decrease, causing the employee burnout phenomenon. [12]

2. Dullness stage: It is a stage that develops slowly, in which the employee's level of satisfaction with work decreases, and thus the level of activity and motivation decreases, which is reflected in the results of his performance negatively, and the employee feels poor health, boredom and routine, and cases of distancing from colleagues and ambition decrease. [13]

3. The separation stage: the employee is aware of what is happening to him, and begins to psychological withdrawal and distancing himself from the group, and the psychological stress increases, and the individual reaches chronic exhaustion, and his mental and physical decline. [14]

4. The critical stage: the maximum stages of job burnout are modified, and at this stage the psychological, behavioral and physical symptoms increase and take a linear trend, and these symptoms are the loss of the ability to concentrate, the entry into a state of depression and restlessness, and the start of absenteeism from work, which leads to a rapid decline in achievement The employee, so that the employee is most thinking about leaving the work and withdrawing. [15]

#### \*Causes of job burnout

In general, the omnipresent view that burnout is associated intrinsically to work factors and secondly to personality factors. The impact of the job variable received more evidence and attention than the personal ones. [16]

However, more modern theories have argued that job and personal characteristics should be studied simultaneously within the organizational environment. [17] [18]

These Job factors (organizational risk factors) are compiled within six critical areas of the workplace context: [19]

1. Workload: The workload is one of the most discussed sources of burnout and the most obviously connected with the exhaustion part of burnout. The imbalance in the simplest case can happen through the numerous demands and responsibilities, e.g., (deadline and targets), conducted with a shortage of resources

2. Control: Indicates how much autonomy the personnel has over their work. The mismatches in control reflect that the employee does not have sufficient control over the critical dimension, and resources needed for the job

3. Reward: Reflects positive feedback and recognition, whether financial, social, or both. The mismatch here represents the lack of positive feedback for the work people do .

4. Community: Reflects the quality of social synergy in working with colleagues, managers, and clients

5. Fairness: Reflects trust, openness, and respect in the workplace. The mismatch occurs when the worker recognizes an absence of justice in the workplace

6. Values: Reflects the individual's aspirations, motivation, and ideals in their job. The imbalance occurs when there is a conflict between the individual and organizational values.

While the mismatch between the person and the job factors may lead to a higher risk of experiencing burnout, some personal traits of individuals may also contribute to the possibility of burnout. Personality traits can play a significant role as a coping mechanism or as an intensifier of burnout dimension. [20] [21]

#### \*Prevent and Address Burnout

Aside from concerns for the health and well-being of its members, any high performing organization must realize the value of an institutional commitment to the avoidance of burnout. An abundance of evidence indicates that the critical components of high performing are significantly threatened by significant provider burnout. [22]

Burnout is a frequent factor in a faculty member's decision to leave an institution. In addition to the loss of talent, such departures are costly to an institution. Taking into account opportunity cost, recruitment costs and lost income.

An understanding of the drivers promoting burnout provides ample targets for organizations to prevent and reduce burnout. Elements critical to the avoidance of burnout that may be addressed by organizations are discussed below.

1. Burnout is a lack of control of the environment and an absence of self-efficacy.

2. It is essential that organization establish a work environment that fosters a sense of community and collegiality. This provides the social support that can avoid or address burnout and its impact on performance and career satisfaction. [23]

3. Unrealistic and aggressive productivity expectations and disruption of work-life integration ultimately leads to emotional exhaustion, which is one of the fundamental features of burnout. Organizations must therefore carefully attend to work schedules and provide adequate support for employees. [24]

4. Related to the need for a sense of meaning in work is the assurance that employees feel valued. This can be achieved by special recognition through structured awards programs and dissemination of achievements to the organization through email, print, and digital media. In addition to formal awards, fostering a culture in which members of the organization recognize and appreciate each other on a daily basis is effective in assuring a sense of being valued. [25]

5. A fundamental strategy for the avoidance of burnout is inclusion of faculty in the leadership mission itself. [2,11–13] The result is the creation of a culture of empowerment that fosters self-efficacy, which as discussed above, is a major determinant of the presence or absence of burnout. With empowerment and self-efficacy comes engagement of faculty with the overall organization and its mission and values. [26]

6. Engagement of employees in the leadership mission is predicated on leadership's transparency and clear communication across the organization. A major barrier to communication and the attendant engagement of employees is the phenomenon of institutional silence. This condition exists when leadership does not clearly communicate with employees and when they do not have a clear channel of communication with leaders. [27] [28]

Furthermore, employees may not know how to effectively engage in this communication. Effective leaders therefore assure that there are effective channels of communication that allow them to cascade information to employees. In turn, they must be sure to design integrated reciprocal communication channels that assure that employees can cascade information back to leaders. This may also require the design of education programs that instruct employees regarding effective communication techniques including the skill of managing up. Assuring clear reciprocal communication is a fundamental strategy to empower employees and assure their sense of self-efficacy and thus reduce the risk of burnout.

#### \*Suggested framework to reduce burnout

Swensen S., & Shanafelt (2017), suggested a framework to reduce professional burnout, and bring back Joy in Practice. To reduce professional burnout and bring back Joy in practice, organizations need to achieve the following three primary outcomes, as shown in Fig. 1: [29]

1. Satisfied human social and psychological needs.

2. Eliminated or mitigated structural and functional drivers of burnout.

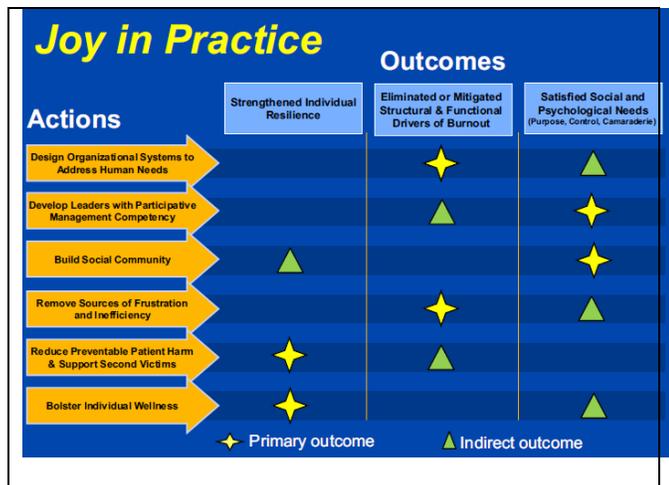
3. Strengthened individual resilience: Leaders can take the following evidence-based actions to achieve those three outcomes:

-Design organizational systems to address human needs.

-Develop leaders with participative management competency.

- Build social community.

4. Remove sources of frustration and inefficiency.
5. Reduce preventable patient harm and support second victims
6. Bolster individual wellness.



**Fig. 1. Six Evidence-Based Actions to Achieve Three Primary Outcomes for Joy in Practice**

**Source:** Swensen S., & Shanafelt, T. (2017). An Organizational Framework to Reduce Professional Burnout and Bring Back Joy in Practice, *Jt Comm J Qual Patient Saf.*, Vol. 43, Issue 6, p. 309.

## 2.2 Organizational silence

Employees are the most important asset of an organization. Employees usually have ideas, information, and opinions for constructive ways to develop work in the organizations. Classical theory of organization considered human being as an economic man however is not applicable to the current work setting. People are expressing their emotions, experience, thoughts, perception, and attitudes about the work and organization through communicating using multimedia and different gadgets. At the same time, several employees in an organization, due to its management policies or other reasons, may be unable of expressing their feelings or emotions in any way. [30] [31]

Organizational silence is an unfavorable phenomenon in an organization. If there is any organizational silence in an organization, it can have passive effects on the motivation and attitudes of employees. If employees' rewordings are declined 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 rejection of expressing them are not different either or expressing opinions and issues just causes problems and bothers 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. [32]

### *\*The concept of organizational science:*

Organizational silence as a concept that indicates a situation where an employee decided to withhold his/her helpful thoughts, suggestions and frank thoughts about the organization that can positively or negatively influence the improvement and changes of an organization. [33]

Organizational silence as the situation where the staffs do not share their opinions or concerns about the organization issues with both their staffs and their colleagues. Also it means to prevent employees from expressing opinions and information about organizational problems and it is one of the main obstacles of progress in organizational programs and goals. [34] [35]

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. [36] [37]

### *\*Factors affecting the organizational silence:*

According to Heidar et al. (2014), there are many factors affect in organizational silence: [38]

First: 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.

Second: Organizational factors:

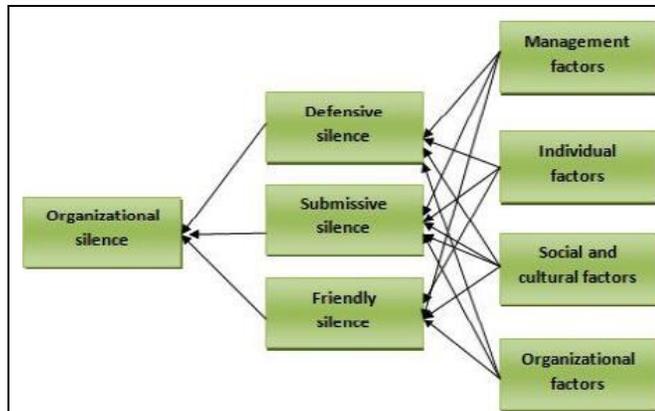
1. job inertia.
2. centralized organizational structure and shortage of upward feedback process.

Third: Social factors:

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

Fourth: 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. 2. [39]



**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.

\* Effect of Organizational Silence:

Employee silence is extremely destructive to organizations often causing an escalating level of dissatisfaction among employees, which manifests itself in absenteeism and turnover and perhaps other undesired behaviors. Employee silence is killing innovation and perpetuating poorly planned projects that lead to defective products, low morale and a damaged 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. [40] [41]

\* Types of Organizational Silence:

According to (Alparslan 2010; Bogosian, 2012) there are four types of organizational silence: [42] [43]

1. Acquiescent Silence: Is a negative behavior. In the case of Acquiescent Silence, employees accept the condition quo, do not want to speak up much, and do not try to change the organizational circumstances. This position requires remaining silent purposefully and not being involved in developments. The reason that lies behind employees' failure to speak out is the belief that it will not make a difference even if they do speak out.

2. 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.

3. Pro Social Silence: Is "withholding work-related ideas, information, or opinions with the goal of benefiting other people or the organization based on altruism or cooperative motives." This form of silence is meant, proactive and other-oriented. In other words, main priority of an employee who

decides to remain silent is not himself but the external factors such as the organization or his colleagues.

4. Protective Silence: Protective silence is where employees can be silent and approving about decisions of higher level management to avoid causing any troubles in their organization because they believe that to share their thoughts may compromise the success of the organization. It is not an only image troubles, it is also a troubles related to keep their good relationships within the organization.

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

**H0:** There is no statistically significant effect for job burnout on organizational silence 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 job burnout and organizational silence.

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

1. Review the literature of job burnout, 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 job burnout consist of (19) paragraphs with three sub-fields. The scale to measure job burnout was inspired from Maslach Burnout Inventory- General Survey (MBI-GS), developed by Maslach & Jackson (1981). [44]

The second dimension (dependent variable) of the instrument which measure organizational silence 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
Job burnout	19	0.927
Organizational silence	13	0.903

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
Job burnout	19	0.974
Organizational silence	13	0.962

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**

Descriptive analysis for independent variable (Job burnout) to determine weighted average and rank for paragraphs are shown in table (3).

**Table 3: Descriptive Analysis for Job burnout**

NO.	Sub-Field	Mean	Dev.	Weight	Rank
1	Emotional exhaustion	5.53	1.89	55.33	1
2	Cynicism	3.47	2.06	34.68	3
3	Professional efficacy	4.42	1.69	44.16	2
	<b>Total</b>	<b>4.47</b>	<b>1.54</b>	<b>44.72</b>	

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

1. It is clear that there is a disagree on the field, where the relative weight for job burnout reached 44.72% and an average of (4.47) and a standard deviation of (1.54).
2. It is clear that there is a moderate degree of agreement on first sub-field, where the relative weight for emotional exhaustion reached 55.33% and an average of (5.53) and a standard deviation of (1.89).
3. The researcher attributes that emotional exhaustion axis occupies the first place because in most cases the number of

employees working in the associations is small and all the pressure is placed on their shoulders. This pressure causes mental and physical stress and exhaustion on employees at medium and long time level. The employees who applied to the study may not have reached this level of job burnout.

4. The results are consistent with (Musleh, 2018), which showed the existence of the phenomenon of job burnout among the employees of the International Relief Agency in Gaza, and is consistent with (Al-Kahlout, 2017), which showed that emotional exhaustion ranks first when it differs with it in terms of cynicism second and professional efficacy third. [45][46]

5. The results in agreement with (Al-Barbari, 2016), where this study showed that emotional exhaustion ranks first, professional efficacy second place, and cynicism ranks third. [47]

Organizational silence descriptive analysis as dependent variable is shown in table (4) to determine weighted average and rank for paragraphs.

**Table 4: 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
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

NO.	Field	Mean	Dev.	Weight	Rank
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
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 (4), 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. [48][49]

Simple regression used to test whether there is an impact for independent variable (**job burnout**) on the dependent variable (organizational silence). The results are shown in Table (6) and (7).

**Table 6: Anova Test**

Field	Model	DF	F
Organizational silence	Regression	2	131.1
<b>R</b>	<b>R<sup>2</sup></b>	Resident	293
0.633	0.401	Total	295
			<b>Sig</b>
			0.000

**Table 7: Simple Regression**

Dependent Variable	Independent Variable	B	T	Sig
Organizational silence	<b>Constant</b>	1.067	3.021	.003
	Job Burnout	.855	11.450	.000

The results of Anova test in table (6) indicate that sig. is less than (0.05) for independent variable (Job Burnout), which mean that there is significant statistically effect for independent variable (Job Burnout) on organizational silence. Pearson coefficient and regression coefficient sign for independent variable was positive. This result means whenever the value of independent variables increase, there will be increase in organizational silence.

Changes in the independent variable is responsible for the interpretation of a rate (r<sup>2</sup>= 40.1%) of all the changes that occur in organizational silence, and there is a rate (100 - r<sup>2</sup>) 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 (7) 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 the above result to the fact that employee working in NGOs reaches any stage of job burnout makes him reluctant to take the initiative and reduce his motivation and increase his feeling of inferiority, insufficiency and indifference.
3. This is reflected in his interaction within the organization and expressing opinions or advice and moving away from management and colleagues and remains silent in many matters.

4. The more symptoms of job burnout, the greater the phenomenon of organizational silence at the employee, with the presence of the motives of organizational silence in the organization itself.

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 job burnout on organizational silence among employees in NGOs.*

Table (7) determines the figure of simple regression equation for the impact of job burnout on organizational silence. When (job burnout) increases by one unit, the dependent variable (organizational silence) increases by (0.855). This equation can be written as follow:

$$\text{Organizational Silence} = 1.067 + (0.855 * \text{Job Burnout})$$

#### 4. CONCLUSION

The results of the study showed that there is a statistically significant effect of job burnout among workers in NGOs on organizational silence by 63.3%. Also results indicates that job burnout in NGOs was by 44.72%, divided into (Emotional exhaustion, 55.33%, Professional efficacy, 44.16%, Cynicism is 34.68%).

Results for organizational silence cleared that silence exist with 49.91%, 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 the employee exhausts his full energy at the end of the day he spends on the job. Furthermore, employee does not feel comfortable and helped while practicing the job tasks assigned to him and feeling that many things worthy of appreciation were not achieved in the job, and the employee is worried that this work will cause him cruelty and emotions. 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.

The study recommended the necessity of a fair and stable system of salaries and incentives in line with the exerted effort and instilling confidence between employees by giving them participation in decision-making, which in turn contributes to reducing job burnout. Also study suggested to reduce the phenomenon of job burnout by enhancing the employees' capabilities in giving them full authority in the exercise of their work and encouraging them to participate in making decisions.

Furthermore, management must Work to reduce the phenomenon of job burnout by enhancing the capabilities of employees in giving them full authority to practice their work and encouraging them to participate in decision-making.

Also the study recommended entering employees into awareness training courses that help them deal with the phenomenon of job burnout through employee involvement and their participation in solving work-related problems and use of flexibility at work, which helps reduce employee burnout.

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 job burnout.

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

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