

The Impact of Organizational Culture on Organizational Silence "Analytical Research in the Presidency of the University of Fallujah"

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Abstract:

The main objective of the research is to find out the extent to which organizational culture affects organizational silence at the University of Fallujah, which is to know how organizational culture affects the behaviors and creativity of employees within the university, and four dimensions of organizational culture have been identified, namely (strategic dimension - organizational dimension - creative dimension - openness to the surrounding environment) The second variable, which is organizational silence, has been identified five dimensions, namely (isolation - weak support from senior management - fear of negative reactions - concerns related to work - the weakness of the experiment), which is expected to give results that help achieve the objectives of the current research, and in order to obtain the best results, the researcher used the descriptive analytical approach, either the research sample consisted of (70) of the teachers and employees working in the presidency of the University of Fallujah, and the questionnaire was the tool used by the researcher to collect the required data, and to do the analysis of that data, the researcher used the statistical program (SPSS). One of the most important findings of the research is the significant impact of organizational culture on the levels of organizational silence among university employees.

Keywords: Organizational culture - organizational silence - Presidency of the University of Fallujah.

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Introduction

The human resource is one of the most important and prominent elements of the success of any institution, especially educational institutions, in achieving its goals for which it was found, so specialists in management science have been interested in research and studies that deal with how to address any problem related to the human resource or any gap that affects his work and try to prepare him to provide the best he has in order to serve the educational institution, and this research discusses one of the factors that have an impact on the performance levels of employees, which is organizational culture and the extent of its impact on organizational silence.

Organizational culture represents the way in which senior management owns and deals with the human resource within the educational institution and how to listen to their ideas or problems facing their work and try to find appropriate solutions in a way that serves the educational institution and meets the needs of the human resource, as for organizational silence is represented in the employee's conviction that there is no benefit from talking about everything related to work and this silence results from a number of reasons that we will discuss in this research.

In view of the impact of the work environment significantly on the performance of employees and the extent of their ability to provide ideas that help in the development of work, the researcher intended this study to find out the extent of the impact of organizational culture on the organizational silence of the functional and academic staff working in the presidency of the University of Fallujah, whether this impact is positive or negative, as the university needs as one of the scientific research institutions in Iraq to develop work continuously to keep pace with scientific and academic development and thus can provide outputs of high scientific value. Therefore, one of the most important ways to develop its work is the ideas and projects that are put forward by academics and employees within the university as they are experienced in what the university needs in order to develop its work and this is the main reason for doing this research. The researcher will rely on the descriptive analytical approach to collect and process data.

Based on the foregoing, the research has been divided into four sections, the first of which included the research methodology, the second includes the theoretical side of the research variables, and in the third section, the practical side of the research will be discussed, and the appropriate conclusions and recommendations will be presented in the last section of the research.

Part One: Research Methodology

First: The research problem:

The research problem appears through the failure to include the prevailing culture in the educational institution for strategies that ensure the provision of a suitable environment for university workers in order to present their ideas and proposals to develop their work and the work of the university and obtain a competitive advantage in the labor market, especially since most of the university's employees are academics and holders of higher degrees and scientific titles, as the university needs to refine their experiences and ideas for the benefit of the university, and this results in the presence of organizational silence among most of the university's affiliates so that they prefer to perform The work entrusted to them only without updates or development, which reflects the extent of organizational silence that they have, which is determined by a number of reasons that we will address, and the most important of these reasons is that the senior management did not give space and opportunity for its employees to innovate and present new ideas, which constituted an obstacle for them to provide their best skills and intellectual and academic potential, and this caused their silence about some matters, and this problem results in the following questions:

- 1-What is the nature of the relationship between organizational culture and organizational silence in the presidency of the University of Fallujah?
- 2- What extent does the prevailing organizational culture affect the organizational silence in the presidency of the University of Fallujah?

Second: Research Objectives:

This research aims to obtain scientific and logical answers to the questions that resulted from the research problem as follows:

- 1-Knowing the extent to which there is a relationship between organizational culture and organizational silence in the presidency of the University of Fallujah.
- 2-Knowing the extent to which organizational culture affects the levels of organizational silence in the presidency of the University of Fallujah.

Third: The importance of research:

Scientific research in general is important in addressing the problems faced by most educational institutions in Iraq, and the importance of this research goes beyond the

university to reach society through two axes, the first is that if the research addresses the problems that caused organizational silence, it will help the university develop its work and achieve the essential goals for which it was found, as for the second axis, addressing the issue of organizational silence and individuals expressing their ideas or problems facing their work will affect Great on the extent of their satisfaction and reduce their psychological pressures and thus will reflect on their social life in general.

Fourth: Research hypotheses:

Based on the research problem and the resulting questions, the research hypotheses were formulated to help achieve the objectives set for the research as follows:

- 1-There is a statistically significant correlation between organizational culture and organizational silence at the University of Fallujah.
- 2-There is a statistically significant impact relationship of organizational culture in organizational silence at the University of Fallujah.

Fifth: The hypothetical scheme of the research:

In order to provide a cognitive perception that clarifies the hypotheses of the research, the following hypothetical scheme was formulated, which shows the research hypotheses as well as clarifies the relationship of correlation and influence between the independent variable and the dependent as follows:

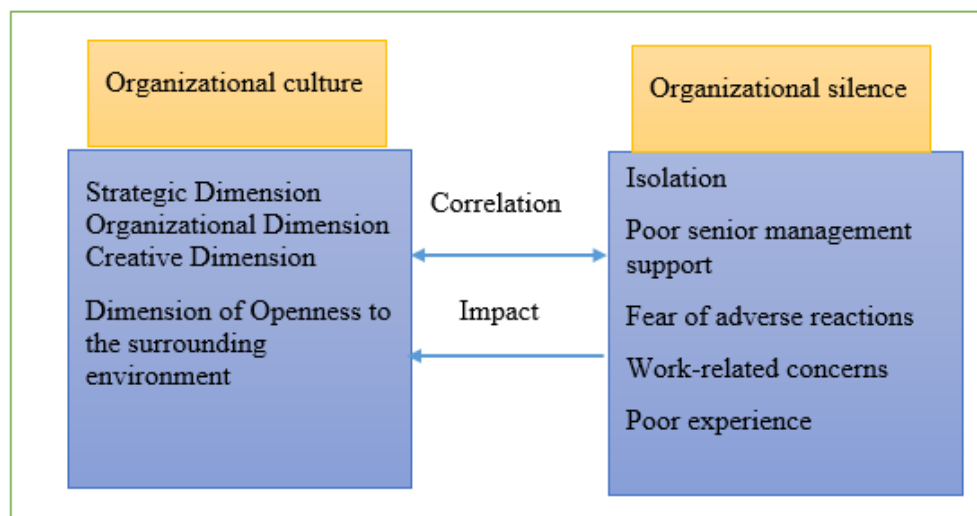


Figure 1: Hypothesis scheme of research

Sixth: The community and the research sample:

The research sample consisted of 70 employees in the presidency of the University of Fallujah, as the questionnaire was distributed to them in order to answer its paragraphs, and this is shown in Table (1).

Table (1) shows the demographic variables of the research

seq.	Variables	Demographic variables	Number	Ratio%
1.	Gender	Male	51	72.85%
		Female	19	27.15%
	Total		70	%100
2.	Age	25-30	6	8.57%
		35-31	36	51.42%
		36 – 40	15	20.83%
		40 and above	13	18.57%
	Total		70	%100
3.	Qualification	Doctor	12	17.14%
		Master	35	50%
		Bachelor's degree and below	23	32.86%
	Total		70	%100
4.	Administrative position	Department Manager	9	12.85%
		Assistant Director	2	2.85%
		Division Officer	16	22.85%
		Unit Administrator	17	24.28%
		Without position	26	37.14%
	Total		70	%100
5.	Years of worked	1 - 5	14	20%
		6 - 10	39	55.71%
		11 and more	17	24.29%
	Total		70	100%

Source: Researcher.

The results of the above table show that the number of males reached more than females, as their number reached (51) and their percentage (72.85), and females reached (19) and their percentage (27.15), and this indicates the dependence of the presidency of the University of Fallujah on males more than females, and with regard to the age paragraph, the age came from (31-35 years) in the first place, their number (36) and their percentage (20.83), and after that came the age (36-40 years) and their number reached (15), and their percentage (29.1) and after him came the age (40 years and more) and their number reached (13) and their percentage (18.57), and the last rank came from (25-30 years) and their percentage (8.57) and their number (8) individuals, this confirms that the university depends on middle ages more than its focus on very young ages and very large in the completion of its work, as for the scientific qualification, those who hold a master's degree came first by (50%) and their number is (35) individuals, and those who hold a bachelor's degree and below second by (32.86) and their number is (23), while the third came from those who hold a certificate PhD by (17.14) and their number reached (12), This indicates that most of the employees in the presidency of the university are holders of a certificate, as for the position, the first place came from those without a position by (37.14) and their number (26), and after it came those who are unit officials numbering (17) individuals and their percentage (24.28), and after him came those who are officials of the people by (22.85) and their number (16), and after him came those who are managers by (12.85) and their number (9), and the latter came from the position of assistant director and their number reached (2) and a percentage of (2.85), and with regard to the years of service, those who have years of service (6-10) came in the first place, numbering (39) and their percentage (55.71), while those who have service (11

years and more) years came after their number (17) and their percentage (24.29), while the last place of those who have service (1-5 years) their number (14) and their percentage (20%).

Part Two: Theoretical Aspect

A- Organizational culture

First: The concept of organizational culture

The concept of organizational culture varies according to the view of this term by management scholars, including "William O'Shea", who defines it as the values that make up the management of the institution and therefore it determines the patterns of activity, behaviors and procedures followed in that institution, and therefore managers interpret these intellectual patterns of employees and therefore it is considered a model for future generations of workers (Hameem, 2022: 10). Beytekin says that it is considered an ethical charter that contains the behavior and actions of individuals in a way that unites them so that the behavior is similar among employees in a way that serves the mission and goals of the institution and at the same time affects the way employees interact (Ibrahim, 2022: 646). The organizational culture, through its moral and material elements, leaves an imprint on the institution and gives it a personal character through which it is distinguished from other institutions, as well as provides the way in which the work is performed and the standards that link the institution with its employees in a way that motivates them and increases their level of mastery of their work and job affiliation so that their efforts combine to achieve the goals (Ashiri et al., 2022: 3). The researcher believes that the organizational culture embodies the method followed by the organization in dealing with the requirements of achieving its goals, taking into account the needs, desires and aspirations of individuals working in it as the main and influential element in achieving its goals.

Second: Types of organizational culture

There are several types of organizational culture that differ according to the management style in applying its required culture, which are as follows:

1-Strong culture: In this type, employees follow what the administration wants from them, where the culture of the institution is strong if it is prevalent and acceptable to all employees, or at least most of them, as employees are associated with a set of beliefs, values and standards that control their behaviors within the organization, and this type of culture has a number of advantages such as trust, intimacy, affection, intensity, consensus and participation (Abdulhaq and Tawfiq, 2022: 216).

2-Support culture: In this type, the work environment is with help and friendship between working individuals, so the prevailing atmosphere is cooperation, as well as the institution provides an environment of equality and cooperation.

3-Creative culture: In this type, the work environment is conducive to creativity by employees as well as they are willing to take risks in facing challenges and making decisions (Bin Qadi and Wartti, 2022: 22).

4-Role culture: In this type, attention to rules and regulations increases, and the focus is on the type of functional specialization as well as job roles, and according to the components and results of the organizational culture, the difficulty or strength of that culture is judged (Yousfi and Ben Hammadi, 2022: 44).

Third: Dimensions of organizational culture

Organizational culture is of great importance in universities because of its role in stimulating the human resource within the university, whether academic staff or functional staff, which ultimately reflects the success of the educational institution in

achieving its goal or not, and the view of management scientists to the dimensions of organizational culture varies according to their view of the institution researched, and below we review the most important dimensions of organizational culture that were relied upon in a study (Masoudi, 2018: 40):

1-Strategic dimension: It refers to the core strategies taken by the organization when developing its mission, as well as the organization's long-term efforts to protect and invest the organization's resources in order to achieve sufficient flexibility and vision for managers (Abdul Razzaq et al., 2019: 75).

2-Organizational dimension: Organization is usually linked to collective efforts within the organization, so that it has become necessary for the success of the institution to determine the duties and responsibilities required of each individual, because organization is one of the most important management tools that help achieve the goals set (Al-Harthy, 2024: 80). One of the most important goals of the organization is to adapt the business into a set of functions so that they are easy to perform and individuals can know the lines of communication, as well as working on a high level of control by defining powers and responsibilities, in addition to the existence of high coordination between departments and employees within the organization (Saeed, 2023: 297).

3-The creative dimension: It is a stage in which the institution thinks distinctively and creatively collectively or individually so that all the advantages that the institution possesses of intellectual and mental abilities, as well as the technical characteristics, are harnessed to develop new strategies and ideas that serve to achieve its goals so that they are logical, implementable, have good acceptability and are appropriate to the capabilities of the institution, as well as help in facing threats, and one of the most important characteristics of creativity is the necessity of having mental abilities that can predict problems before they occur, and it is possible that Creativity is new goods or services, ideas or even a specific vision, and creativity can be practiced at several levels, it may be at the level of the institution, at the level of individuals, or even at the level of society (Al-Zaid, 2023: 501).

4-openness to the surrounding environment: It means a number of elements and influences that are outside the disposal and control of senior management at least in the short term, so that it is very difficult to control and control these factors, and they are represented by various factors, whether political, economic or even social, and all institutions of different types of activities work within the framework of these factors (Taher and Hassan, 2024: 193).

B- Organizational Silence

First : the concept of Organizational Silence

Organizational silence is an organizational process that means that employees do not express their ideas and information deliberately, which can contribute to changing the conditions of the organization, which negatively affects the processes of change and organizational development and causes a waste of cost and effort and takes various forms such as low level of proposals or collective silence in meetings. (Abdullah & Ramadan, 2019: 119). In another definition (Van Dyne, et al, 2003) organizational silence is the deliberate prevention of information and opinions by organization employees (Nafei, 2016: 146). Morrison and Milliken (2000) define organizational silence is a collective phenomenon that expresses the conscious withholding of individuals' ideas, knowledge and thoughts (Ölçer and Coskun,2022:26).

While (Basting et al, 2016) considers it an effective way to express satisfaction and dissatisfaction in the organization, organizational silence includes the collective belief that the behavior of employees who speak frankly is not foolish and unruly (Al-Taie & Saker,2017:61) On the other hand, organizational silence is that the employee who can

change or correct the situation does not transmit real data that is perceived and thought about the state of the organization in terms of behavioral, cognitive and emotional aspects (Cetin,2020:2) (Shojaie et al., 2011) believes that organizational silence is an organizational process that means that employees do not express their ideas and information deliberately, which can contribute to changing the conditions of the organization, which negatively affects the processes of organizational change and development and causes a waste of cost and effort and takes various forms. Such as low levels of proposals or collective silence in meetings (Abdullah & Ramadan,2019: 119). Silence is not just a lack of speech. In fact, it can be defined as avoidance of writing, lack of attendance, negative attitude, lack of listening, indifference (Takhsha et al.,2020:4).

Organizational silence leads to organizations losing the opportunity to benefit from the psychological and mental capabilities of their employees. It harms not only organizations, but also employees who remain silent. Employees may feel dissatisfied with their managers and the rest of the employees and this is the result of their feeling of indifference and they are excluded by the management (Tutar,2021:564). One of the main reasons for silence in organizations is a lack of work experience as well as individual characteristics, organizational variables such as a strong hierarchical culture, characteristics of leaders and an organizational climate that does not encourage ideas. One of the effects of organizational silence is a slow organizational development, problems and psychological pressures among workers caused by lack of communication, and the continuation of organizational silence negatively affects the organization, as it appears through the lack of employee enthusiasm for work, lethargy, negative feelings towards the organization, and low job satisfaction (Kim and Ko,2021:2153).Organizational silence reduces the effectiveness of organizational decisions and change process by conducting employee feedback and is an issue that most organizations complain about. This behavioral event also influences organizational development and development by avoiding negative reactions (Paksirat & Taheri,2016:40)

There are several reasons why workers are silent and not presenting ideas, such as (Abod & Hussain,2021:239):

1. **Administrative and organizational reasons:** Workers believe that they will be punished if their ideas are contrary to the wishes of the organization.
2. **Fear of social isolation:** workers believe that talking about problems and concerns is perceived by managers as negative behavior that will reduce trust and respect towards individuals and thus push them to remain silent for fear that actions and attitudes may harm their social status within the organization.
3. **Lack of experience:** They prefer not to raise ideas that may not be taken into account and cause problems with their officials.
4. **Fear of damage to relationships:** the fear of losing relationships with other colleagues, which they consider something valuable that cannot be waived or lost.
5. **Work-related fear:** They prefer not to explain their ideas for fear of being seen by others as creating problems and for fear of losing a promotion or being mistreated and unfair by senior management.

Second: Dimensions of Organizational Silence

Organizational silence is one of the newly emerging concepts, so researchers differ in defining a specific concept for it, and therefore there is a variation in determining the dimensions of organizational silence according to the researchers' view of this variable and how it affects the success of organizations today.

In this study, the dimensions of the study (Al-Taie & Saker, 2017:68) were relied upon, which identified five dimensions of organizational silence, namely (isolation - weak support of senior management - fear of negative reactions - work-related concerns - poor experience) as these dimensions are considered the most comprehensive and are closest to the research community represented by the University of Fallujah as one of the new universities affiliated to the Iraqi Ministry of Higher Education and Scientific Research, and these dimensions are as follows:

1-Isolation: (Neill, 2009) believes that the worker often interacts with the environment of the organization and is affected by the prevailing culture in which the worker rushes self-when his vision in providing opinions and ideas coincides with the ideas and opinions common in the organization expresses his opinion without fear, but if his vision is opposite to the opinion of the majority, he becomes less willing to express it and ultimately feels isolated. (Dasci & Cemaloglu,2016) predict that employees prefer to remain silent as conflict with colleagues is seen as a negative attitude. Employees are able to remain silent so as not to lose self-confidence and avoid exclusion in the organization. Negative behaviors such as envy, jealousy, competition, belonging to different cultures and political reasons can lead to isolation and silence that occurs among equal employees (Abdullah & Ramadan, 2019: 20-21).

2-Weak support of senior management: It is the lack of support and attention provided by senior management to employees, whether material or moral (Ali,2018:12) Also, the behavior of managers with subordinates is characterized by variation, especially if they feel threatened, when the manager feels threatened, or when he defends his performance, or when he wants to maintain the job position or any personal gains, he issues negative expressions on the behavior of subordinates, and creates a state of silence among his subordinates. (Al-Saeed,2022:7).

3-Fear of negative reactions: One of the most important reasons for organizational silence is continuous negative feedback, when the employee submits a proposal and this proposal is rejected or met with a negative response, the organizational silence will increase and develop within the organization (Mastora,2020:25), as well as the fear of receiving sanctions directly or indirectly from senior management if they provide a contrary opinion regarding organizational matters and consider this employee a maker of organizational problems (Abdullah & Amin, 2022:836).

4-Work-related concerns: It means the reaction that employees believe that talking about work problems may cause them to be deprived of their jobs or even promoted to higher positions within the organization, and the prevailing belief among employees that talking about the current situation will not create any change in addition to that they will face a problem in their work, and they have full conviction that the organizational behavior accepted by senior management in the organization includes not putting forward any ideas to meet Any interaction from the administration, but it will harm them because the owner of the idea will be considered a maker of problems, so he prefers to remain silent. (Al-Taie & Saker,2017:63).

5-Poor experience: Little experience is the reason for the emergence of organizational silence, especially when the employee does not know how to act when facing a particular problem, which pushes him to remain silent to avoid problems and not only the experiences of the employees themselves, but also what they receive from the experiences of their colleagues. (Al-Saeed, 2022:7)

Part three: Material and Method

First: Description and diagnosis of (organizational culture and organizational silence):

1-Description and diagnosis of the opinions of the research sample for the variable (organizational culture):Table (2) shows the results of (arithmetic mean, standard

deviation, coefficient of variation and relative importance) for the variable (organizational culture) and the majority of the sample answers were in favor of the paragraphs of the variable (organizational culture) and this is what was explained by the arithmetic mean in Table (2) and this indicates that the organizational culture is very important and necessary for the leadership and workers in the presidency of the University of Fallujah, as it came after (openness to the surrounding environment) with the highest arithmetic mean compared to the other dimensions of the organizational culture, where it reached (3.80) and the standard deviation reached (0.67) And a coefficient of difference of (0.17), and this indicates that leaders and workers in the presidency of the university have awareness and openness about the environment surrounding them and the environmental changes that occur in it, and the (creative dimension) got the least arithmetic mean compared to the dimensions of other organizational culture amounted to (3.43), and a standard deviation of (0.99), and a coefficient of difference of (0.29), This indicates that the leaders of the university presidency and its employees did not pay good attention to modern and advanced creative and intellectual methods, which led to a lack of creativity for them because they focused on openness to the environment and organizational and strategic matters more than they focused on creative matters.

Table 2 (Analysis of the opinions of the research sample for the variable of organizational culture n=70)

Seq.	Paragraphs (Strategic dimension, organizational dimension, creativity dimension, openness to the environment)	Arithmetic mean	Standard deviation	Coefficient of variation
1.	The university has a clear strategic vision	3.8	0.71	0.18
2.	The university develops its mission based on its study and understanding of the future	3.57	0.91	0.25
3.	Everyone who works at the university knows the goals set out in the strategic plan	3.07	0.88	0.28
4.	There shall be a periodic review of the university's strategies for the purpose of evaluating them	3.74	0.73	0.19
5.	University policies help develop the institution	3.85	0.85	0.22
Total		3.60	0.82	0.23
6.	There is a clear organizational structure at the university	4.01	0.71	0.17
7.	The university administration gives you the mandate to make the decision	3.4	0.92	0.27
8.	The university administration uses work teams to achieve integration between the different academic functions within the university	3.45	0.86	0.24
9.	The university administration follows up the implementation of the decisions issued by it effectively	3.72	0.63	0.17
10.	Commit to doing some tasks even if they are outside my work	4.02	0.70	0.17
Total		3.72	0.76	0.20
11.	The university is an incubator environment for creative work	3.38	1.06	0.31
12.	The university administration is at the	3.64	0.94	0.26

	forefront of those trying to present a new idea			
13.	The university administration responds positively to developments and changes in the surrounding environment	3.64	0.76	0.20
14.	The university administration is keen to attract creative and entrepreneurial individuals	3.34	1.01	0.30
15.	The university has an incentive system for creators	3.14	1.17	0.37
Total		3.43	0.99	0.29
16.	The university administration works to achieve cooperation and coordination with various governmental and non-governmental institutions	3.9	0.59	0.15
17.	The university administration works to communicate with the rest of the universities and follows up their activities such as conferences and seminars effectively	4	0.63	0.15
18.	The university administration has contacts with multiple international programs for grants and scholarships, exchange of experiences and joint research work	3.87	0.63	0.16
19.	The university administration maintains communication and communication with graduates and follow-up	3.47	0.79	0.22
20.	The university follows effective policies in obtaining external funding to meet its needs	3.78	0.69	0.18
Total		3.80	0.67	0.17
	Total sum of organizational culture variable (mean, standard deviation, coefficient of variation)	3.64	0.81	0.22

Source: Researcher preparation based on SPSS v.25 outputs

2-Diagnosing the opinions of the research sample for a variable (organizational silence): Table (3) shows the results of (arithmetic mean, standard deviation, coefficient of variation and relative importance) for the variable (organizational silence) and the majority of the sample answers were somewhat supportive of the paragraphs of the variable (organizational silence) and this is what the arithmetic mean explained in Table (3) and this confirms the importance of organizational silence for the presidency of the University of Fallujah and its employees and its role indicates that the university presidency must pay more attention to organizational silence by providing its employees with all means of comfort in order to improve its work and achieve its goals, and it came after (Weak support of senior management) with the highest arithmetic mean compared to the other dimensions of the organizational silence variable, as the arithmetic reached (3.21), a standard deviation of (1.06) and a coefficient of difference of (330.), and this confirms that there is little support from the senior management for the employees of the university presidency and not motivating them to provide their best in order to achieve and develop the university's goals at all scientific, social and academic levels. The dimension of (isolation) came with the lowest arithmetic mean compared to the other dimensions of the organizational silence variable of (2.40) and a standard deviation of (2.40) and a standard deviation of (2.40). (1.04) and a coefficient of difference of (0.43), and this indicates that the senior management in the presidency of the university was interested in not isolating workers against each other, but urged them

to work collectively instead of working in a solitary and personal way that did not have an impact on its reputation.

Table (3) Analysis of the opinions of the research sample for the variable of organizational silence n=70

Seq.	Paragraphs (Strategic dimension, organizational dimension, creativity dimension, openness to the environment)	Arithmetic mean	Standard deviation	Coefficient of variation
1.	I feel disinterested in the reputation of my circle in the middle where I live	2.17	1.00	0.46
2.	I feel like working alone without my colleagues	2.38	1.06	0.44
3.	I feel that the future will be bleak and demoralizing in my circle.	2.55	1.13	0.44
4.	I feel unable to offer anything useful in my work to count my colleagues helping me	2.35	0.99	0.42
5.	I feel a constant fear of losing reputation and trust	2.55	1.03	0.40
Total		2.40	1.04	0.43
6.	Senior management believes that its role is limited to the implementation of instructions	3.68	0.87	0.23
7.	Senior management not interested in encouraging employees to express their opinions and suggestions about their work	3.27	1.15	0.35
8.	Senior management is not serious about discussing the opinions and suggestions of employees	3.1	0.91	0.29
9.	Senior management does not thank employees when they provide useful suggestions and opinions at work	3.1	1.22	0.39
10.	I don't feel comfortable when senior management is involved in solving my problems	2.92	1.15	0.39
Total		3.21	1.06	0.33
11.	I am afraid of reporting work problems to the line manager	2.78	1.00	0.36
12.	I don't want to talk about negative working conditions so as not to be held accountable	3.18	0.99	0.31
13.	I prefer to stay silent to avoid disagreement and conflict with superiors	3.08	1.07	0.34
14.	I prefer to remain silent so as not to lose my relationships with others	3.05	1.10	0.36
15.	Talking about problems is harmful to the interests of others	3.31	1.02	0.31
Total		3.08	1.04	0.33
16.	The fear of changing the workplace makes me shut up about what I see	3.07	0.92	0.30
17.	I think that any colleague who reports problems will be treated badly and seen as a	3.4	0.87	0.25

	troublemaker.			
18.	Fear of not being promoted makes me silent	2.6	1.10	0.42
19.	I fear retaliation from the manager and colleagues if I speak frankly	2.82	1.03	0.36
20.	Speaking openly increases workloads	3.02	0.97	0.32
Total		2.98	0.98	0.33
21	I have a concern that I don't have enough experience to talk about the problem	2.62	0.87	0.33
22	The problems and issues of work are not the competence of the employee and are the competence of the management	2.6	0.98	0.37
23	The employee believes that his thoughts and opinions are not important because he is in a low job position	2.92	0.85	0.29
24	Lack of experience prevents an employee from giving his opinions at work	3.24	0.92	0.28
Total		2.85	0.90	0.32
	Total sum of organizational culture variable (mean, standard deviation, coefficient of variation)	2.90	1.00	0.35

Source: Researcher preparation based on SPSS v.25 outputs

Second: Testing research hypotheses:

1-Correlation hypothesis test:

The first hypothesis: This paragraph explains the correlation between organizational culture and organizational silence, based on the correlation coefficient matrix (Pearson), and Table (4) shows that there is a correlation between (organizational culture) and (organizational silence) with a correlation value of (0.301**) and through that the first hypothesis will be accepted (the existence of a correlation between organizational culture and organizational silence in the presidency of the University of Fallujah).

Table (4) shows the correlation between organizational culture and regulatory silence
n70

Dependent variable Independent variable	Organizational silence			
Organizational Culture	R	Sig	N	Resolution
	301	0.000	70	Acceptance of the hypothesis

Source: Researcher preparation based on SPSS v.25

2-Testing the main and sub-impact hypotheses:

Table (5) shows the results of the analysis of the impact of organizational culture on organizational silence, and it is clear from the results that organizational culture significantly affects organizational silence, as the calculated value of (f) reached (6.775), which is greater than its tabular value (3.95), which indicates the impact of organizational culture on organizational silence, at a level of significance of less than (0.05) and the value of (R²) (0.091) and this indicates that organizational culture explains (9.1%) of the changes that affect organizational silence and the remaining percentage of It is not explained because of the presence of other elements that are not present within the regression model of this variable, and the value of (B) amounted to (0.301) and this indicates that the change in the organizational culture of one unit leads to a change in

organizational silence at a rate of (30.1%) The value of (Sig) amounted to (0.00) and this value is less than (0.05) and this indicates that the simple regression model is significant, and thus the second hypothesis will be overturned, which is (There is an impact relationship of organizational culture in organizational silence in the presidency of the University of Fallujah).

Table (5) shows the relationship between the impact of organizational culture on organizational silence

Variable	organizational silence Y					
	Beta	R ²	F	T	Sig	Resolution
organizational culture X	0.301	0.091	6.775	7.658	0.000	Acceptance of the hypothesis
Tabular F value significantly (0.05) = 3.95 N = 70						

Source: Researcher preparation based on SPSS v.25

Results

- 1- The leadership of the university is concerned with organizational culture and at the same time the university employees consider the subject of organizational culture very important to them.
- 2- The university leadership realizes the importance of communicating with the surrounding environment and knowing whenever it affects the educational process.
- 3- The prevailing organizational culture is not interested in the creative aspect enough, which explains the existence of organizational silence among a number of employees of the university presidency.
- 4- The prevailing organizational culture does not help to support university employees in a way that pushes them to leave silence and express their opinions and suggestions that help in the development of work.
- 5- There is a relationship between the prevailing organizational culture and the levels of organizational silence in the presidency of the University of Fallujah.
- 6- Organizational culture is significantly affected by levels of organizational silence.

Recommendations

- 1- The leadership of the university should pay attention to the prevailing organizational culture because of its impact on the performance of the university's employees and thus on the achievement of the basic objectives of the university.
- 2- The university leadership prepares programs and courses that develop creativity among university employees, as well as creating the appropriate atmosphere for them to express their opinions and suggestions.
- 3- For the purpose of supporting the university's employees in a way that pushes them to provide high levels of performance, the university leadership should develop incentives and privileges to support outstanding performance at the university.
- 4- Due to the impact of organizational culture on the organizational silence of university employees, it is important to form a specialized committee to review the prevailing organizational culture and provide recommendations in support of this culture on an ongoing basis.
- 5- Forming a permanent committee in the presidency of the university to receive the proposals and innovations of the university employees that support academic and administrative work and reward the owners of creativity and fruitful opinions, which have tangible results.

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