

The Analysis of the Impact of Organizational Silence on the Organizational Citizenship Behavior among Employees in the Algerian Public Administration

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Abstract:

The current study aims to measure the impact of organizational silence on organizational citizenship behavior among employees in the public administration in Algeria. In order to achieve the goal of the study, (191) opinions were surveyed, and chosen in a way the random sample, where the data were subjected to statistical analysis using Jeffrey's Amazing Statistics Program (JASP).

The results of the questionnaire analysis showed that the manifestations of organizational silence among employees in the Algerian public administrations was high, according to the employees' perceptions, and it was also found that the respondents had an medium level in the practice of organizational citizenship behaviors. Importantly, the results show that there is an inverse effect, which was with a medium degree (-0.278) and statistically significant for defensive silence and a weak effect (-0.109 and -0.012) and not statistically significant for acquiescent silence and prosocial silence, respectively, on organizational citizenship behavior.

Keywords: Organizational Silence, Defensive Silence, Acquiescent Silence, Prosocial Silence, Organizational Citizenship Behavior.

(JEL) Classification: C1, C91, H83.

1. Introduction:

The existence of the phenomenon of organizational silence in most organizations and at different levels may lead to the presence of many negative phenomena, such as leaving work, dissatisfaction, low of organizational citizenship behaviors, ... and others.

In order to remedy this, there has been an increased interest in the human resource at the present time within various organizations, including public institutions, as it is the cornerstone and the main internal source that enables the organization to achieve the best results and provide services that live up to the aspirations of stakeholders. This is not, of course; Except by providing a set of factors, the most important of which are: creating a suitable atmosphere for human creativity, involving all individuals in making decisions related to the organization, following an appropriate incentive system, practicing effective and democratic leadership styles, adopting sound human relations and communication in both directions. The aim of all this is to break the organizational silence among the employees and to reshape and modify their behavior, in order to achieve the so-called "organizational citizenship behavior".

1.1. Research Problematic:

The administrative public organizations in Algeria are characterized by great centralization and formality in management. This is what made the communications within them appear more complex and interactive, which created among employees a feeling of insecurity, which prompted them to what is

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called organizational silence, The behavior of organizational silence negatively effects on individual and collective performance. Moreover, the performance of the organization as a whole, because of the suspension of feedback, and the weak contribution of employees effectively in achieving the goals of the organization.

The public organizations of an administrative nature in Algeria were nothing but the optimal investment of the worker's energies and capabilities, organizing and directing them, and this requires making a change in their characteristics, capabilities, skills and culture, and strengthening this process by providing a set of factors, the most important of which are: motivations, good organization, effective administrative leadership , good human relations, and communication in both directions, and the aim of all this is to shape and modify the behavior of employees in order to achieve what is called "organizational citizenship behavior".

Through this study, we will try to reveal the level of the impact of organizational silence on the organizational citizenship behaviors among employees in the public administration in Algeria, by answering the following fundamental question:

Is there a statistically significant effect of organizational silence on the organizational citizenship behavior according to the perceptions of employees in the Algerian public administration?

The following sub-questions emerge from this question:

- Is there a statistically significant impact of defensive silence on organizational citizenship behavior according to the perceptions of employees in the Algerian public administration?
- Is there a statistically significant impact of acquiescent silence on organizational citizenship behavior according to the perceptions of employees in the Algerian public administration?
- Is there a statistically significant impact of prosocial silence on organizational citizenship behavior according to the perceptions of employees in the Algerian public administration?

1.2. Research Aims:

Through this study, we seek to achieve the following objectives:

- Recognize both the concept of organizational silence and organizational citizenship behavior;
- Determining the level of organizational silence and the degree of practice of organizational citizenship behavior by employees in the Algerian public administration;
- Explaining the nature of the relationship between organizational silence and organizational citizenship behavior among employees in the Algerian public administration;
- Measuring the impact size of the organizational silence (and it dimensions) on the organizational citizenship behavior among employees in the Algerian public administration.

1.3. Research Limits:

This paper was prepared within objective, spatial and temporal limits. The objective limits were represented in studying the relationship and analyzing the effect between organizational silence and organizational citizenship behavior. The spatial limits, they were represented in a group of public administrations in Jijel (Algeria) through a survey of the opinions of a sample of workers in the common wires (administrators, technicians, accountants, professional assistants) estimated at 191 respondents, during the second semester of 2022 as time limits.

2. LITERATURE REVIEW:

2.1. Theoretical literature review:

2.1.1. Organizational Silence:

According to Zehir and Erdo an (2011), Employees often have ideas, information and opinions for constructive ways to improve work and work organizations. Sometimes employees practice voice and convey their ideas, information, and opinions; and other times they remain silent. Apparently, expressing and withholding behaviors might appear to be polar opposites because silence implies not speaking while voice implies speaking up on important issues and problems in organizations (Çınar, Karcioğlu, & Alioğulları, 2013, p. 315).

Hirschman (1970) was the first who tries to define Organizational Silence. It is a new concept in the literature and was first introduced in the 2000 by Morrison and Milliken.

According to Pinder & Harlos (2001) Organizational Silence is described as refusing individuals to show beliefs, ideas, information, or concerns that begin at the individual level and may affect members of the organization. According to researchers Bowen & Blackmon (2003), they defines Organizational Silence as a condition that takes place when employees cannot chip in freely to organizational conversation and discourse. We find that both Henriksen & Dayton (2006) describe organizational silence as a multi-dimensional, elusive, and collective phenomenon (Sadeghi & Razavi, 2020, p. 2). While Morrison and Milliken (2000) defined the organizational silence as “a collective phenomenon that impedes the development of a hazard and a pluralistic organization that hinder organizational change and development” (p. 706), Tangirala and Ramanujam (2008) defined it as “not to share with others, and to keep themselves for the employees of businesses or organizations important situations, issues or events” (p. 39). Akan B.B., Oran F.Ç. (2017) according to their opinion Organizational silence is defined as the fact that the employee, who can change or correct the situation, does not transmit real statements in terms of behavioral, cognitive, and emotional aspects of the perceived facts about the status of the organization (Cetin, 2020, p. 2).

When the literature is reviewed, organizational silence studies have focused on the three dimensions of silence. These dimensions are defensive silence, acquiescent silence and prosocial silence. We detail them in the following (Dyne, Ang, & Botero, 2003, pp. 1366-1368; Lourencia, Kaur, Singh, & Binti Ahmad, 2020, pp. 956-957):

- A. Defensive Silence:** Defensive silence is employee behavior to defend himself/herself against external threats consciously and proactively. While acquiescent silence means passive obedience, defensive silence means a sense of fear of the consequences of making proposals for change. Defensive silence contains fear that expressing ideas includes the personal risk factors based on information of self-storage (Dyne, Ang, & Botero, 2003, p. 1367).
- B. Acquiescent Silence:** Acquiescent silence is defined as employees withholding their work related opinions, ideas and information, based on resignation. Employees in acquiescent silence, who consent to organizational conditions, is judged himself/herself in a kind of “trust and endure his/her fate”. Employee is not reluctant to enter into any effort to change the conditions and to talk, in other words, employee is being to withdraw himself/herself and is pleased with to continue the status quo (Dyne, Ang, & Botero, 2003, p. 1366). Employees have accepted the situation in a state of despair and that has given up correcting the conditions that cause dissatisfaction. Because employees choose silence with the thought that the speech is a vain attempt. A part of acquiescent silence is employee obedience too (Harlos & Pinder, 2001, pp. 349-350). According to Pinder and Harlos (2001). Unlike quiescence employees who share concerns to make a difference in the

environment, acquiescent employees prefer not to make any difference in the environment (Lourenca, Kaur, Singh, & Binti Ahmad, 2020, p. 956)

C. Prosocial Silence: Prosocial silence is employee behavior to withhold and to hide his/her work-related opinions, ideas, and information in order to provide benefits to organizations or other employee depending on the factors thinking others or collaborators. Prosocial silence occurs in two ways. The first one is that employee remains silent with motive to protect the benefits of organization; the second one is that employee remains silent with motive to protect the other employees' benefits (Dyne, Ang, & Botero, 2003, p. 1368).

2.1.2. Organizational Citizenship Behavior:

Since Bateman & Organ first formulated in 1983 organizational citizenship behavior has been the focus of a great deal of research (Bergeron, 2007, p. 1079), its definitions have varied, and the most widely used definition is for researchers Organ & Konovsky (1989) they defined it as: "discretionary behavior that exceeds the official role of the individual and helps to achieve organizational effectiveness" (p. 157).

Also, Zhang, Liao & Zhao (2011) see that organizational citizenship behavior is: "the set of behaviors aimed at providing assistance, and the emergence of behavioral signs that are not required at the official level but are beneficial to the organization" (p. 36).

The researcher Organ (1988, 1990a, 1990b) of organizational citizenship behavior identified five (05) main dimensions (Podsakoff P. M., 2000, p. 518; Harwika, 2016, p. 284; Çınar, Karcıoğlu, & Alioğulları, 2013, p. 317), which can be illustrated as follows:

- (1) **Altruism:** It is those voluntary behaviors that include helping others (Polat, 2009, p. 1592),
- (2) **Courtesy:** It expresses the qualities of respect, appreciation, kindness and courtesy in the work environment (Akkaya, 2019, p. 5),
- (3) **Civic Virtue:** It means a sense of responsibility and high loyalty to the organization (Polat, 2009, p. 1593),
- (4) **Conscientiousness:** This dimension reflects the person's own values and principles, which appear in commitment to work times, not wasting it In side conversations or long breaks, quality of work, commitment to deliver work on time (Akkaya, 2019, p. 5),
- (5) **Sportsmanship:** According to Dagli & Averbek (2017), this dimension represents a lack of complaint People complain at work when they are bothered or criticized by others, in addition to doing the work they are entrusted with an open mind (p. 1709).

2.2. Empirical literature review:

- A study by (Boubaker narora, Tei ahmed, 2020) entitled «*The effect of organizational silence on the dimensions of organizational citizenship behavior at the economic enterprise - a field study at the National Fund for Social Security of paid workers in the Eloued (CNAS)*» (Boubaker & Tei, 2020). This study aims to highlight the effect of organizational silence on organizational citizenship behaviors in its five dimensions (altruism, civility, sportsmanship, conscience awareness, civilized behavior) among employees of the National Fund for Social Security for Paid Workers in El oued (CNAS of Eloued). In order to achieve the goal of the study, the study based on the descriptive analytical approach, As well as the use of the questionnaire as a tool to collect information and data, and was done using statistical analysis of data based on the statistical program (SPSS.25). The study included 54 forms. The study found that there are levels

of organizational citizenship behavior dimensions, the absence of an impact relationship between organizational silence and organizational citizenship behavior in the enterprise, as well as the absence of a statistically significant impact relationship between organizational silence with each dimension of organizational citizenship behavior.

- A study by (Boumankar & Ouadi, 2016) entitled «*The phenomenon of organizational silence institutions the Algerian public -field study institution Algeria contacts in the city of Annaba-*» (Boumankar & Ouadi, 2016). This study aims to discover the level of organizational silence in Algerian public institutions "Algerie telecom public institution in Annaba city as a field study", also to discover the differences in organizational silence perception level among employees due to some demographic variables. To realize the study goals the researchers used a descriptive research method and the questionnaire as a tool of data collection after testing the psychometric parameters, the participants were 52 male and female employees work at algerie telecom institution in annaba city, the collected data analysed by SPSS 20 and the final results show that the level of organizational silence perception among algerie telecome employees in annaba city is medium, and there is no differences in organizational silence level due to sex, educational level, work experience. Finnaly and based on the results the researchers present some notes and suggestions.
- A study by (Acaray & Akturan, 2015) entitled «*The Relationship between Organizational Citizenship Behaviour and Organizational Silence*» (Acaray & Akturan, 2015). The aim of this study is to empirically investigate the effect of organizational silence dimensions on organizational citizenship behaviours. This study considers organizational silence as a multidimensional construct and compares the effects of these dimensions on organizational citizenship behaviours. The research sample formed by 462 full time employees of one multinational private company which is headquartered in Istanbul. The data was provided by a questionnaire which was structured according to the research questions. Regression was performed to test our hypothesized model. On the basis of using regression, we found that: i) acquiescent silence and defensive silence have a negative effect on organizational citizenship behavior, ii) prosocial silence has a positive effect on organizational citizenship behavior.

Commenting on previous studies:

This study converges with studies of (Boubaker narora, Tei ahmed, 2020; Acaray & Akturan, 2015), in terms of study variables, and it coincides with studies of (Boumankar & Ouadi, 2016; Boubaker narora, Tei ahmed, 2020) in terms of the place of study The field, which is one of the public institutions, also agrees in terms of the dimensions of organizational silence and organizational citizenship behavior, as well as the tool used to collect data, which is the questionnaire, and this is with all previous studies. However, what distinguishes this study from its predecessors through the nature of the study people and the method of selecting the sample, as well as the time frame in which it was applied (the year 2022) and spatial (which included a group of public institutions belonging to several different sectors). In addition, to its difference from some of its predecessors in the objectives that striving to achieve it.

3. METHODOLOGY:

3.1. Tool and sample of the study:

In order to obtain answers to the research questions mentioned above, the current study adheres to a quantitative method. The quantitative part includes a questionnaire that has been administered to 191

employees, who have been working in various public administrations in Jijel (Algeria). The sample is selected based on random way (Donald & Pamela, 2013, p. 359).

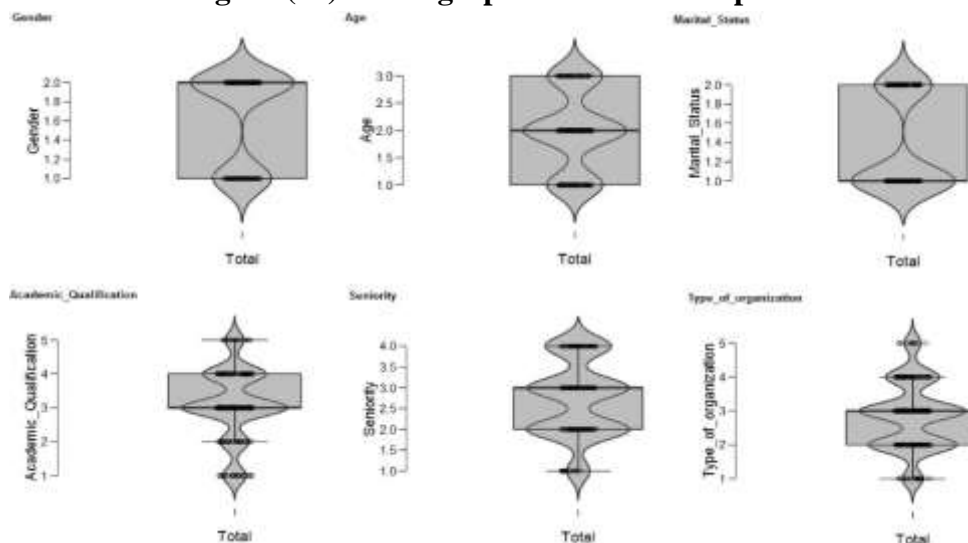
The following table represents the demographic characteristics of the study sample:

Table (01): Demographic characteristics of the study sample.

Variable	Options	Frequency	(%)
Gender	Male	69	36.1%
	Female	122	63.9%
Age	Less than 25 years	50	26%
	25-45 years	92	48.2%
	More than 45 years.	49	25.7%
Marital Status	Yes	123	64.4%
	No	68	35.6%
Academic Qualification	Primary School	19	9.9%
	Secondary School	23	12%
	Vocational High School	84	44%
	Faculty	50	26.2%
	Master Degree	15	7.9%
Seniority	Less than 1 year	15	7.9%
	1-5 years	67	35.1%
	6-10 years	66	34.6%
	More than 10 years	43	22.5%
Type of organization	Judicial institution	14	7.3%
	Local administration	59	30.9%
	Health	71	37.2%
	Education	36	18.8%
	Government	11	5.8%

Source: Elaborated by the authors using (JASP v.0.16.3) software.

Figure (01): Demographic Statistics Boxplots.



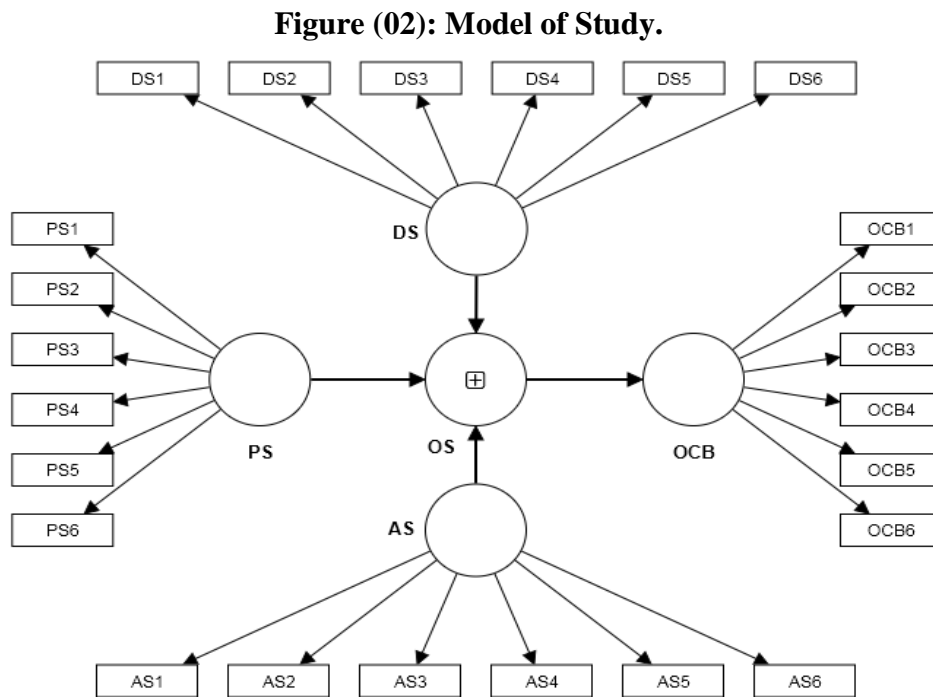
Source: Elaborated by the authors using (JASP v.0.16.3) software.

Table 1. and figur1. Shows that:

- (122) Respondents (63.9%) were female from (191), and the others were male (36.1%).
- As it can be seen the most of the respondents are between 25 and 45 with (48.2%) and 50 respondents (26%) are less than 25 years. Meanwhile, the rest are over 45 years old (25.7%).
- (123) respondents (64.4%) are married, while (35.6%) of them are single.
- (44%) of the respondents have a Vocational High School level, (34.1%) are a university level, and the rest (21.9%) are at an Secondary School level or below.
- Most of the employees (69.7%) have a professional experience of less than 10 years.
- Most of the employees (78.1%) belong to the local administration and the health sectors, while the rest are distributed in proportion (18.8%, 7.3%, and 5.8%) to the education, Judicial, Government sectors, respectively.

3.2. Model and Hypotheses of the Study:

The figure below represents the measurement model for the study:



DS: Defensive Silence; **AS:** Acquiescent Silence; **PS:** Prosocial Silence; **OCB:** Organizational Citizenship Behavior.

Source: Elaborated by the authors using (Smart-PLS 4) software.

Based on the above model of study, the following assumptions were raised:

- **H0₁:** There is a *low* level of Organizational Silence (Defensive Silence, Acquiescent Silence, and Prosocial Silence) prevailing in the Algerian public administration.
- **H0₂:** There is a *low* practice of organizational citizenship behaviors on the part of employees in the Algerian public administration.
- **H0₃:** Organizational Silence (Defensive Silence, Acquiescent Silence, and Prosocial Silence) *does not have* a relationship with organizational citizenship behavior.

- **H04:** Organizational Silence (Defensive Silence, Acquiescent Silence, and Prosocial Silence) *does not have* an impact on organizational citizenship behavior.

3.3. Questionnaire Design:

In order to achieve the aim of this study we administered a questionnaire composed of thirty (30) Questions and it is distributed on 191 employees. The first section is about the employee profile, it contains (06) questions; the second one (Organizational Silence) was adapted from (Acaray & Akturan, 2015), which covers (18) questions. The third section (Organizational Citizenship Behavior) was adapted from (Podsakoff, MacKenzie, & Moorman, 1990; Organ D. W., 1988; Çınar, Karcıoğlu, & Alioğulları, 2013), which composed of (06) questions.

3.4. Validity and Reliability Test:

Validity is "ability of your questionnaire to measure what you intend it to measure" (Beckstead, 2009, p. 1276). For this research, to verify the validity of the questionnaire, the Pearson correlation coefficient was calculated between the different variables in order to find relationships and measure the strength of that. The correlations between the different sub factors of the variables were also found to see if they were collected correctly or not.

Reliability is "concerned with the robustness of your questionnaire and, in particular, whether or not it will produce consistent findings at different times and under different conditions" (Saunders, Lewis, & Thronhill, 2009, p. 373). In this internal consistency was assessed by McDonalds' Omega (Béland, Cousineau, & Loye, 2018, p. 795) and Cronbach's alpha test (Cronbach, 1951, p. 299).

The following table presents the validity and reliability results of the data collection tool:

Table (02): Validity and Reliability Test.

Variables	Nbr Items	Cronbach's Alpha	McDonalds' ω	r
Defensive Silence	06	,911	,912	,565**
Acquiescent Silence	06	,885	,887	,660**
Prosocial Silence	06	,945	,948	,750**
Organizational Citizenship Behavior	06	,970	,966	,297**
General reliability coefficient	24	,843	,872	-

r: Correlation of any variable for scale.

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

Source: Elaborated by the authors using (JASP v.0.16.3) software.

The table above show that the values of the correlation coefficients for most of the variable were statistically significant (i.e. less than the level of significance 0.01), and this is an evidence of the existence of a correlation between each variable for the scale as a whole. In addition to, the correlation coefficients of each variable are between (0.297) and (0.750) which is greater than (0.21). As it is based on the study of Octavia et al (2018) if the correlation coefficient is if the value exceeds (0.21), the condition of validity and structural validity of the questionnaire is acceptable (Oktavia, 2018, p. 3). Accordingly, it can be said that the validity of the study tool (the questionnaire) is acceptable.

Table 2. also Shows the reliability measuring for each variable. The ideal McDonalds' Omega or Cronbach's Alpha coefficient is greater than 0.6 (>0.6).The omega/coefficients of the items are between (0.887/0.885) and (0.966/0.970) which are acceptable for this study.

For this research, McDonalds' Omega and/ or Cronbach's Alpha coefficient for all data is (0.872/0.843) which are greater than 0.6 (>0.6) and acceptable (Cohen, Manion, & Morrison, 2007, p. 506).

4. RESULTS AND DISCUSSION:

4.1. Descriptive Analysis:

In this part of the research, the study variables will be analyzed descriptively, by calculating the arithmetic mean and standard deviation, and determining the degree of agreement.

4.1.1. Scale Values:

For performing quantitative analysis through the questionnaire data, we dedicate values for each point of Likert statements (Al-Abdullat & Dababneh, 2018, p. 530; Sadeghi & Razavi, 2020, p. 4).

These values will be used for calculating indexes for next steps.

Table (03): Likert's scale values.

Scale	Weight	Categories	Relative Weight	Degree
Strongly disagree	1	[1-1,80[From 20% to 36%	Very Low
Disagree	2	[1,80-2,60[From 37% to 52%	Low
Neutral	3	[2,60-3,40[From 53% to 68%	Medium
Agree	4	[3,40-4,20[From 69% to 84%	High
Strongly agree	5	[4,20-5[From 85% to 100%	Very High

Source : (Al-Abdullat & Dababneh, 2018, p. 530; Sadeghi & Razavi, 2020, p. 4).

4.1.2. Descriptive Analysis for Variables

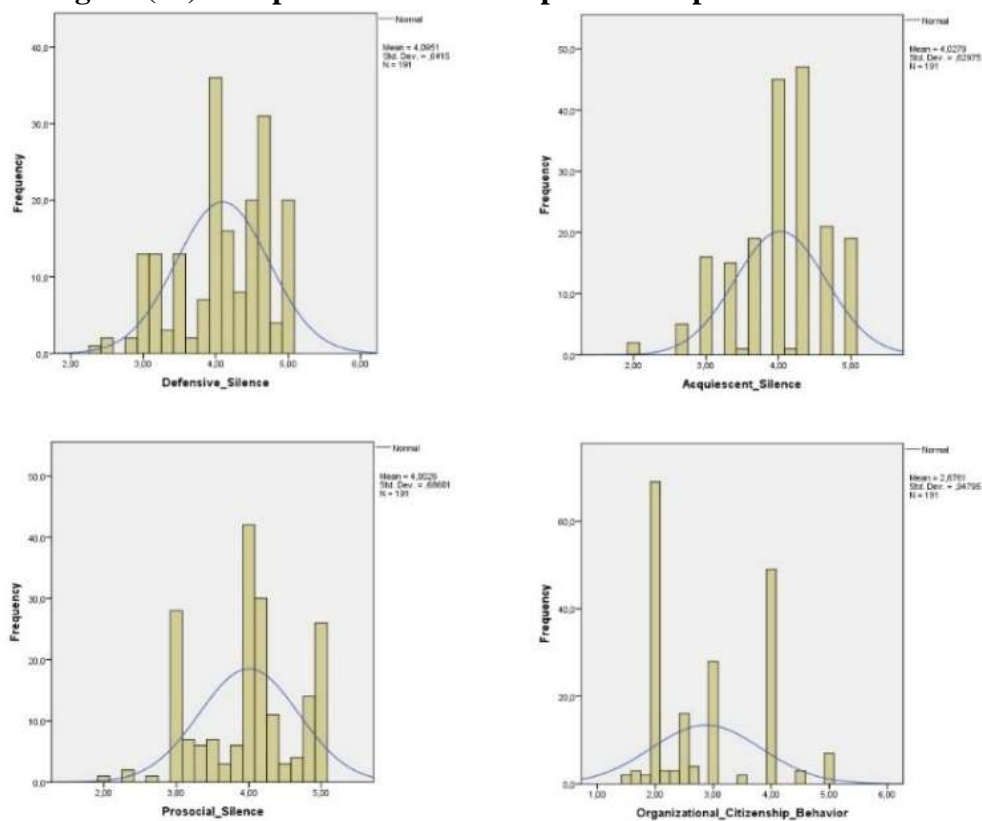
In this part, we present the independent variables. In addition, we present the dependent variables. Moreover, show other information such as mean, standard deviation, relative weight and degree of agreement for each of variables.

Table (04): Descriptive analysis for Independent/dependent variables.

Variables	Mean	Std, Dev	Relative Weight	Degree
Defensive Silence	4,10	,642	82,00%	High
Acquiescent Silence	4,03	,630	80,60%	High
Prosocial Silence	4,00	,686	80,00%	High
Organizational Citizenship Behavior	2,88	,948	57,60%	Medium

Source: Elaborated by the authors using (JASP v.0.16.3) software.

Figure (03): Graph data set for Independent/dependent variables.



Source: Elaborated by the authors using (SPSS v.28) software.

According to the table 4. (and figure 3.) related for the independent variables (Defensive Silence, Acquiescent Silence, and Prosocial Silence), the mean of each independent variable (4,10,4.03,4.00 respectively) are greater than (>3). These values are falls within the range [3,40-4,20], which corresponds to the degree (high) on the Likert scale, which indicates that (82%, 80.6%, and 80%) of the respondents confirm that their level of Defensive Silence, Acquiescent Silence, and Prosocial Silence. Respectively, is high.

While, the values of standard deviation were (0,642, 0.630, and 0.686) and which are indicates that the dispersion of the trends of the respondents' opinion is small and their answers are almost convergent (Hair J. F., 2010, p. 642).

This leads us to reject the null hypothesis and accept the alternative hypothesis that says: ***H1₁: There is a High level of Organizational Silence (Defensive Silence, Acquiescent Silence, and Prosocial Silence) prevailing in the Algerian public administration.***

According to the table 4. (and figure 3.) related for the dependent variable (Organizational Citizenship Behavior), the mean is (2,88) are less than (>3).this value falls within the range [2,60-3,40], which corresponds to the degree (Medium) on the Likert scale, which indicates that (57,60%) of the respondents confirm that their level of the practice of organizational citizenship behavior is Medium.

While, the value of standard deviation was (0,948) and this indicates that the dispersion of the trends of the respondents' opinion is small and their answers are convergent (Hair J. F., 2010, p. 642).

This leads us to reject the null hypothesis and accept the alternative hypothesis that says: *H1₂: There is a High practice of organizational citizenship behaviors on the part of employees in the Algerian public administration.*

4.2. Deductive Analysis:

4.2.1. Correlation Test:

Table 5. Indicates the correlation matrix for variables, which should be put in regression equation.

As it can be seen from matrix, all of the independent variables (Defensive Silence, Acquiescent Silence, and Prosocial Silence) have direct linear correlation with organizational citizenship behavior as dependent variable.

Also all of the P-value in last column (dependent variable: organizational citizenship behavior) are under (0.05). Which mean that this criteria reject the null hypothesis (correlation is not exists) and therefore correlation is meaningful.

- **H0:** Correlation is not exist.
- **H1:** Not H0
- **H0:** Reject if (P – value < α)
- **H1:** Accept if (P – value > α)

Table (05): Correlation Coefficients between variables in this study.

		DS	AS	PS	OCB
Defensive Silence	r	1	,305**	,520**	-,317**
	Sig. (2-tailed)		,000	,000	,000
	N	191	191	191	191
Acquiescent Silence	r	,305**	1	,587**	-,200**
	Sig. (2-tailed)	,000		,000	,005
	N	191	191	191	191
Prosocial Silence	r	,520**	,587**	1	-,220**
	Sig. (2-tailed)	,000	,000		,002
	N	191	191	191	191
Organizational Citizenship Behavior	r	-,317**	-,200**	-,220**	1
	Sig. (2-tailed)	,000	,005	,002	
	N	191	191	191	191

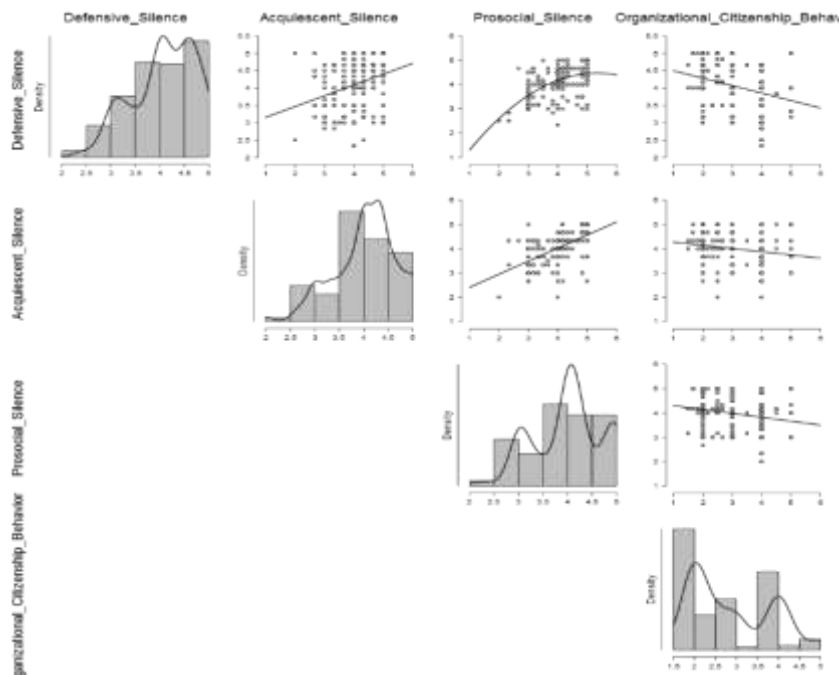
r: Pearson Correlation.

*. Correlation is significant at the 0.05 level (2-tailed).

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

Source: Elaborated by the authors using (JASP v.0.16.3) software.

Figure (04): Correlation Plot.



Source: Elaborated by the authors using (JASP v.0.16.3) software.

From the above table and correlation plot it is clear that there is a negative correlation relationship between each of the independent variables (Defensive Silence, Acquiescent Silence, and Prosocial Silence) and the dependent variable (organizational citizenship behavior), and according to Cohen L. (2007), the strength of this relationship is medium in general for the first variable ($R_{DS}=-0,317$), and weak for the second and third variable ($R_{AS}=-0,200$) and ($R_{PS}=-0,220$) (Narehan, Hairunnisa, Norfadzillah, & Freziamella, 2014, p. 29).

This leads us to accept the hypothesis of the relationship between the independent variable (DS, AS, and PS) and the dependent variable (OCB). As follows:

- *H1_{3/1}: Defensive Silence does have a negative and medium relationship with organizational citizenship behavior.*
- *H1_{3/2}: Acquiescent Silence does have a negative and weak relationship with organizational citizenship behavior.*
- *H1_{3/3}: Prosocial Silence does have a negative and weak relationship with organizational citizenship behavior.*

4.2.2. Regression Analysis:

The effect size of the independent variables (DS, AS, and PS) on the dependent variable (OCB) will be measured through multiple linear regression analysis. By using the following decision rule:

- *H0₄: Organizational Silence (Defensive Silence, Acquiescent Silence, and Prosocial Silence) does not have an impact on organizational citizenship behavior.*
- *H1₄: Not H0.*

A. Checking availability of regression analysis conditions:

Before testing the validity of the study hypotheses or not, the validity of the study model will be tested first because it is an important condition before the regression analysis. The results of the measurement are shown in the following table:

Table (06): Checking availability of regression analysis conditions.

Variable/Items	Normality Test		Multicollinearity Test		D-W Test
	Z	Sig,	Tolerance	VIF	
Defensive Silence	,148	,200	,730	1,370	1,474
Acquiescent Silence	,179	,200	,656	1,525	
Prosocial Silence	,179	,200	,528	1,894	
Organizational Citizenship Behavior	,220	,200	-	-	

Source: Elaborated by the authors using (JASP v.0.16.3) software.

The results of Table 6. can be analyzed as follows:

- **Normality Test:** To verify that the data follow a normal distribution, the Kolmogorov-Smirnov (1-Sample K-S) test was used, where it was found that the significance level for all (z) values is greater than (0.05), and this is what leads us to say that the study variables are subject to normal distribution. As according to the study of (Cao & Dowlatshahi, 2005, p. 545) if the sign (Sig.) of the statistic (Z) is greater than 0.05 (Muqtadiroh, Astuti, Darmaningrat, & Aprilian, 2017, p. 5), the study variables are subject to for a normal distribution, hypotheses can be tested using parametric tests.
- **Multicollinearity Test:** This is done by determining the value of the permissible variance (Tolerance), which is calculated using equation $(1-r^2)$ for each independent variable. If the value obtained is very small (less than 0.10), this indicates It indicates that the multiple correlation with other variables is high, which may lead to the possibility of achieving multiple co-linearity and the occurrence of a problem in regression analysis. The value of the Variance Inflation Factory will also be determined, which is written in short (VIF) according to the equation $(VIF = 1/(1-r^2))$, which is the reciprocal of the value of (Tolerance), as if the value of (VIF) exceeds the value ten (10) This indicates the presence of multicollinearity, which may lead to a problem in regression analysis (Douglas, Elizabeth, & Geoffrey, 2012, p. 296). From the results of the above table, it is clear that there is no problem in the correlation of the independent variables with each other or their overlap, because the values of the variance inflation factor (VIF) are less than 10 (Muqtadiroh, Astuti, Darmaningrat, & Aprilian, 2017, p. 518), and the values of Tolerance is greater than 0.1 (Kamukama, Ahiauzu, & Ntayi, 2011, p. 157).
- **Durbin-Watson Test:** The Durbin-Watson test is one of the most important parametric statistical tests used to verify the existence of a first-order autocorrelation between the errors of the regression model, and the (D-W) statistic whose estimated value is necessarily between 0 and 4, If its value is less to 2, the null hypothesis is accepted and the absence of a first-degree autocorrelation between statistical errors (Douglas, Elizabeth, & Geoffrey, 2012, p. 477) is accepted, as the absence of autocorrelation between statistical errors is considered one of the hypotheses. The stochasticity necessary to certify the efficacy of the model. From the results of the (Jasp) program, the statistical value of (Durbin-Watson) was estimated at (1.474), which is less

to 2, that is, there is no problem in the autocorrelation of errors, and it is possible to continue testing the appropriateness of the study model by analyzing the variance of the regression.

B. Analysis of Variance :

The suitability of the study model (interpretive power) is tested by means of regression analysis of variance. The following tables shows the results obtained:

Table (07): Measuring the correlation and effect size of the overall model.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	-,335	,112	,098	,90019

Table (08): ANOVA for coefficient values in regression.

Model	Sum of Squares	Df	Mean Square	F	Sig,
Regression	19,200	3	6,400	7,898	,000
Residual	151,534	187	,810		
Total	170,734	190			

Source: Elaborated by the authors using (JASP v.0.16.3) software.

Table 7. Presents coefficient determinant of R, R² (R Square) and R²-Adj (Adjusted R Square). In model 3, after entering all 3 independent variables, R is equal to (R=-0.335) It belongs to the field [0.20-0.40], and according to the (L. Cohen) scale, which describes a weak and negative relationship between independent variables and dependant variable (Narehan, Hairunnisa, Norfadzillah, & Freziamella, 2014, p. 29). R square is equal to (R²=0.112). This is reflecting that 11.2 percent (11.2%) of changes in dependant variables (OCB) is describing by these independent variables (DS, AS, and PS) and the rest of the effect (88.8%) is due to other factors that were not included in the study model. (11.2%) represents according to "L. Cohen", a modest effect size (Cohen, Manion, & Morrison, 2007, p. 523). Here the point is R square didn't involve degree of freedom in analysis. Therefore, with using Adjusted R square (which it involves df) we have (R²-Adj = 0.098), which is more reliable.

Table 8. Illustrate ANOVA test for the independent variables that have significant correlation on (OCB). As it can be observed, with (P-value= 0.000) it can be conclude that the F is significant in (0.05). This is reflecting that at least one of the independent variable is effective in predicting the dependant variable.

According to P-values which are significant in (0.05) we can reject the null hypothesis (H0) and accept the alternative hypothesis (H1) that:

H1₄: Organizational Silence does have an impact on Organizational Citizenship Behavior.

C. Multiple Regression Analysis:

The impact of each dimension of the independent variable (Organizational Silence) on the dependent variable (Organizational Citizenship Behavior) is tested through the multiple linear regression analysis test, and the results are shown in the following table:

Table (09): Regression weights for Independent variables (DS, AS, PS).

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig,
	B	Std,Error	Beta		
(Constant)	5,281	,522		10,118	,000
Defensive Silence	-,410	,119	-,278	-3,444	,001
Acquiescent Silence	-,163	,128	-,109	-1,275	,204
Prosocial Silence	-,017	,131	-,012	-,127	,899

a, Dependent Variable: Organizational Citizenship Behavior

Source: Elaborated by the authors using (JASP v.0.16.3) software.

According to table 9. There is only one independent variable (DS) and constant values are significant in 0.05. **B** weights are used to predicting changes, while **Beta** weights are used for determining amount of influencing an independent variable on dependant variable.

Therefore, with these regression weights, the regression equation on dependant variable (OCB) is the sum of independent variables (DS, AS, and PS) which they have multiplied to its regression weight plus the constant value in equation.

D. Sub-Hypotheses Testing for Impact Size:

According to table 9. Which indicates regression **B/Beta** weights/ standardized coefficient for each variable, we could test 3 sub-hypotheses. Null hypothesis will reject if (P-value < α). Now we discuss about 3 sub-hypotheses:

a. First Sub-Hypothesis Testing:

In table 9. Based to (B) weight between (DS) and (OCB), which is (-0.410), it shows negative relationship between them. Also, standardized coefficient (Beta) for (DS). Which is (-0.278), shows medium and negative impact on (OCB). According to **P-value**, which is significant in (0.05), we can reject H0 and accept the alternative hypothesis H1 that:

H1_{4/1}: Defensive Silence does have an impact on Organizational Citizenship Behavior.

b. Second Sub-Hypothesis Testing:

In table 9. Based to (B) weight between (AS) and (OCB), which is (-0.163), it shows negative relationship between them. Also, standardized coefficient (Beta) for (AS). Which is (-0.109), shows weak and negative impact on (OCB). According to **P-value**, which is not significant in (0.05) we can accept H0 and therefore second sub-hypothesis of this study is accepted:

H0_{4/2}: Acquiescent Silence does not have an impact on Organizational Citizenship Behavior.

c. Third Sub-Hypothesis Testing:

In table 9. Based to (B) weight between (PS) and (OCB), which is (-0.017), it shows negative relationship between them. Also, standardized coefficient (Beta) for (PS). Which is (-0.012), shows very weak and negative impact on (OCB). According to **P-value**, which is not significant in (0.05) we can accept H0 and therefore second sub-hypothesis of this study is accepted:

H0_{4/3}: Prosocial Silence does not have an impact on Organizational Citizenship Behavior.

4.3. Discussion of the Results:

The current study aimed at exploring the impact of organizational silence on organizational citizenship behavior among employees in the public administration in Algeria. In order to achieve the goal of the study, (191) opinions were surveyed, and chosen in a way the convenience sample, where the data were subjected to statistical analysis using Jeffrey's Amazing Statistics Program (JASP).

First, most of the surveyed employees assert that they have a high level in using organizational silence concerning all areas (DS, AS and PS), this result is consistent with the results of (Boubaker narora, Tei ahmed, 2020), while it is partially correspond with the result of (Boumankar & Ouadi, 2016). On the other hand, the results showed that the participants confirm that there is a medium degree of practicing organizational citizenship behaviors on their part; this result is partially consistent with the results of (Boubaker narora, Tei ahmed, 2020).

Second, as shown in Tables 5 and 7. All p values in column Y (organizational citizenship behavior) are less than 0.05, and the sign of Pearson's correlation coefficient (r) values is negative, which means that organizational citizenship behaviors decrease with increasing organizational silence and vice-versa. This result is consistent with the results of (Acaray & Akturan, 2015), Except for the correlation relationship between prosocial silence (PS) and organizational citizenship behavior (OCB), which recorded a positive relationship. While it is inconsistent with the result of (Boubaker narora, Tei ahmed, 2020) which recorded a positive relationship between (OS) and (OCB).

Third, this study also resulted in a modest effect that explains organizational silence (OS) (11.2%) for the variance in organizational citizenship behavior (OCB), while the rest (88.8%) is due to other variables that did not fit into the study model. This effect can be attributed primarily to defensive silence (DS), which recorded a medium effect size (27.8%) and was statistically significant, while Acquiescent Silence (AS) and prosocial silence (PS) had no effect on organizational citizenship behavior. These results differ completely from the results of the study (Acaray & Akturan, 2015), and partly from the results of the study (Boubaker narora, Tei ahmed, 2020). As the first study confirmed the existence of an effect of all dimensions of organizational silence on organizational citizenship behavior, while the second study showed the opposite results.

5. CONCLUSION:

At the end of this paper, it was found that the organizational silence behavior generally negatively effects on the organizational citizenship behavior among employees in the public administration, and for this reason organizations are striving today to confront the phenomenon of organizational silence, and try to know its causes, in order to reduce its severity on employees, with the aim of preserving the organizational citizenship behaviors. Providing all effective ways and methods to enhance it in public administration.

5.1. Results of study:

The study concluded with several results, the most important are:

- The presence of a high level of organizational silence on the part of the respondents, while the results showed that the employees enjoy moderate of practicing organizational citizenship behavior.
- By Pearson's correlation test, the study showed a negative and weak correlation ($r = -0.335$) between the independent variable (organizational silence) and the dependent variable (OCB).
- The study also resulted in the presence of a statistically significant effect (impact) of the organizational silence (OS) on the organizational citizenship behaviors (OCB), where the size of this impact was ($R^2 = 0.112$), this effect (impact) was mainly due to the dimension of Defensive Silence (DS).

5.2. Recommendations:

- The necessity for the top management in each public institution surveyed to allow workers to express their opinions and participate in decision-making, and to open channels of dialogue and exchange of ideas in order to break the silence prevailing among workers in various departments.
- Adopting democratic leadership styles, such as participative leadership, democratic leadership, reciprocal leadership, servant leadership, and this is in order to bring the views closer and increase trust between the boss and the subordinate, which contributes to reducing organizational silence. Especially, defensive and acquiescent silence, because it has been observed that most public administrations adopt Authoritarian leadership. Such as, narcissistic leadership, paternalistic leadership, toxic leadership.
- Hosting employees in workshops in order to improve their communication skills within the organization.
- Conducting field studies in order to reveal the causes that generate organizational silence and work to address them, in order to avoid their negative consequences for work.
- Reconsidering the wages and incentives system, which appeared below the required level, which reflects the absence of fairness in the wages and incentives system, which will show negative practices on the part of the employees, undesirable and not in the interest of the organization.
- Educating employees about the advantages of practicing organizational citizenship behaviors, and searching for the main determinants and factors to increase and consolidate them in the minds of employees and make them a habit and custom within the administration.

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7. Appendices :

Var	N° Items	Items
Defensive Silence	DS1	This employee does not speak up and suggest ideas for change, based on fear.
	DS2	This employee withholds relevant information due to fear.
	DS3	This employee omits pertinent facts in order to protect him/her self.
	DS4	This employee avoids expressing ideas for improvements, due to self-protection.
	DS5	This employee withholds his/her solutions to problems because he/she is motivated by fear.
	DS6	This employee avoids suggesting ideas for change for fear of taking responsibility for implementing the idea
Acquiescent Silence	AS1	This employee is unwilling to speak up with suggestions for change because he/she is disengaged.
	AS2	This employee passively withholds ideas, based on resignation.
	AS3	This employee passively keeps ideas about solutions to problems to him/herself.
	AS4	This employee keeps any ideas for improvement to him/her self because he/she has low self-efficacy to make a difference.
	AS5	This employee withholds ideas about how to improve the work around here, based on being disengaged.
	AS6	Top direction is not serious about discussing the opinions and suggestions of its employees
Prosocial Silence	PS1	This employee withholds confidential information, based on cooperation.
	PS2	This employee protects proprietary information in order to benefit the organization.
	PS3	This employee withstands pressure from others to tell organizational secrets.
	PS4	This employee refuses to divulge information that might harm the organization.
	PS5	This employee protects confidential organizational information appropriately, based on concern for the organization.
	PS6	This employee avoids making suggestions about work in solidarity with the group
Organizational Citizenship Behaviour	OCB1	I assist my co-employees of any kind.
	OCB2	I treat my co-employees and others with tact and kindness.
	OCB3	I defend the reputation of the organization when others criticize it.
	OCB4	I abide by regulations and instructions even if I am not being watched.
	OCB5	I do the extra work without complaining or grumbling.
	OCB6	I show respect and courtesy to my colleagues even in times of stress.