

The impact of organizational culture on organizational silence: an applied study in the Sudanese banking sector

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Received: 4/16/2025

Accepted: 4/25/2025

Published: 4/29/2025

Abstract:

The study aimed to know the impact of organizational culture on organizational silence in the Sudanese banking sector. The descriptive analytical approach was used. The results of the study indicate that organizational culture partially affects organizational silence. The study recommends to Sudanese banking institutions the importance of conducting continuous field studies to find out the causes of organizational silence and determine ways to deal with them in a way that guarantees the interests of all parties.

Keywords: Values, norms, trends, isolation, experience.

JEL Classification Codes : XNN ; XNN

1. INTRODUCTION

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All organizations are affected by the values, ideas, and beliefs of the surrounding environment. On this basis, each organization can determine its starting points and methods that it will follow in accomplishing its work. Accordingly, an organization is affected and interacts with the cultural and social environment and is characterized by many of its characteristics and features. Accordingly, the essence of the administrative process is the working individuals. No organization can achieve its goals if it does not have the workforce with the capabilities and specifications that qualify it to reach its goals (Ghaniyat; Khaled 2021,7). The performance of employees in some banks was also linked to the phenomenon of silence, which led to a decline in performance. This is due, through the study that the researcher reached, to the lack of interest of senior management in Sudanese banks for the importance of dealing with this phenomenon.

problematic of research:

The study problem can be formulated in the follows question : What is the effect of culture of organizational on the silence?

1. Do organizational norms affect organizational silence?
2. Do organizational values affect organizational silence?
3. Do organizational trends affect organizational silence?

The hypotheses:

The Culture of organizational effect to organizational isolation

The values of Organizational Values effect to Social Isolation

The Organizational Beliefs effect to Social Isolation

The Organizational trends effect to Social Isolation

The Organizational culture effect to Lack of experience

The Organizational Values effect to Lack of experience

The Organizational Beliefs effect to Lack of experience

The Organizational trends effect to Lack of experience

The Organizational culture effect to Work Relationships

The Organizational Values effect to Work Relationships

The Organizational Beliefs effect to Work Relationships

The Organizational trends effect to Work Relationships

Objectives:

1. Knowing the impact of norms on silence
2. Knowing the impact of values on silence
3. Knowing the impact of trends on silence

Importance of the study:

Silence is importance topic has not took sufficient attention by scholars and writers, especially the banking sector, although this sector is the economic engine of the economies of countries and affected by technological changes. In light of the above, the importance of the study becomes clear in: -

Scientific importance:

1. This study is one of the literature that deals with the effect of culture of organizational on silence.
2. This study is a starting point for future research on the silence of organizational.
3. It is hoped that it will provide a new scientific addition, especially since this study will combine different variables that diagnose the interaction of the elements of its variables in a way that contributes to deducing new concepts, data and relationships.

Practical importance:

1. This study helps through the results it reaches and the proposals and recommendations it addresses related to organizational culture and silence and the possibility of benefiting from the study's outputs in practical reality in various banks.
2. This study helps decision-makers to know which dimensions of organizational culture have the most impact on silence.
3. The study can direct the attention of decision-makers to silence explaining to developing business results in banks.

Operational definitions:

Organizational culture:

It is the value system that is practiced to accomplish work to become a basic component based on a set of values, customs, norms, behaviors, and basics of dealing that influence their loyalty and behavior. (Qiza; Malah, 2023,24)

Values:

They are agreements and understandings between employees about what is required or not required from values of equality between them, interest in time, performance, and respect. (Yassin, 2019, 76)

Standards:

They are measurements and systems that employees in the organization adhere to, as they are valuable standards for the organization and its environment. (Luthans et al., 2007, 81)

Trends:

Attitudes and values are (the predisposition to respond to certain stimuli such as situations, events, individuals, topics, something in a specific way). Sometimes the individual's behavior does not agree with his attitudes, and this is a result of being imposed on him as a slave or subordinate. The individual's attitude is formed as a result of his contact with his external environment and the formal and informal institutions in it. (Akasha,2008, 64)

Organizational silence:

It is the employee's hesitation to talk about issues that occur at work for fear of being misinterpreted by his direct manager, which would reflect on the relationships between him and his fellow workers. (Zainab and Dhafer - 24-2019)

Fear of social isolation:

Talking about problems and concerns is viewed by managers as a negative behavior that will reduce trust and respect towards individuals and thus push them to remain silent for fear that their actions and positions may harm their social status within the organization .(Milliken & Morrison, 2003)

Lack of experience:

Past experience makes employees remain silent not only because of their experiences. (Milliken & Morrison, 2003)) previous bad personality but also from conversations with their colleagues and their consequences on them. (Erenler, 2010)

Fear of damaging relationships:

It is the fear of losing relationships with other colleagues, which they consider valuable things that cannot be compromised or lost. (Milliken & Morrison, 2003)

Work-related concerns:

People within the organization avoid mentioning their problems because they believe that it is risky, so they prefer not to explain their ideas for fear that others will

see them as creating problems, as well as fear of losing a promotion or being mistreated and unfairly treated by senior management (Vakola & Bouradas, 2005).

An organizational culture and an organizational silence:

Referring to previous studies that indicated the effect culture of organizational on silence, as in study (Al-Khattana, 2009), which addressed the effect of culture of organization on silence among employees in Jordanian public institutions, and through the results it reached a negative impact between culture and silence, this current research took to explain the relationship of organizational culture and organizational silence, and with sample that clearly identified as a sample of Sudanese banks, and it differed from the previous study, as the relationship of silence was explained in its various dimensions, which are among the strongest dimensions in studies (experience, relationships within work, and isolation). As the study (Nour, 2021) identify pressures of organizational silence with impact of organizational pressures in terms of (role burden, role conflict, role ambiguity, material conditions of work) on organizational silence in application to financial institutions for financing micro-projects), accordingly, and based on the results reached by previous studies, the current research is different from past researchs dimensions, and environment.

2. The Concepts and Theory:

2.1 Culture of organizational

Organizational culture is a modern science that appeared in the era of administrative sciences, as it is considered one of the important elements of organizations. (Al-Amyan, 2002). Organizational culture is considered part of the culture that an individual learns during his work. (Al-Sheikh, 1995). Organizational culture has been defined as a set of beliefs, standards, assumptions, values, and principles shared by employees. (Al-Hareem, 2004), Chaouki; Khedaoudj 2023,217).

2.1.1 The concept:

Organizational culture is considered to be the determinant of the identity of the individual and the organization. It is what creates the personality of the organization, making it unique in its qualities and characteristics in the eyes of employees and society. It is the organizational values, beliefs and principles. (Al-Khalaila and Al-Hamshari, 2015). Organizational culture is the organizing energy of society, and it is the component of the organization's personality, which must be unique and distinct in the eyes of employees and customers (Asfour, 2008: 47). Organizational culture is the provision of an integrated image that reflects the organization values, beliefs. (Husseini, 2006: 100). Through the previous definitions, the researcher sees that it is a set of values, rules and behaviors that direct the efforts of individuals to achieve common goals, and it distinguishes it from other organizations.(Baaj ; Basour, 2019,108)

2.1.2 The importance:

Strategic orientations, values and principles, behavioral trends, beliefs and traditions are what contribute to its success in the organization. Because culture affects the efficiency of the organization and provides a clear and insightful vision for accomplishing work and works to stabilize employees and respond to organizational decisions. (Al Arabi; Boumediene, 2022: 36).

2.1.3 Dimensions of organizational culture:

Writers and researchers have given several components of organizational culture, the most important of which are:

2.1.3.1 The Values:

Include interest, respect for customers, reducing costs, not accepting bribery, and cooperative relationships between workers. (Khair al-Din; Khanshour 2019, 213)
These values do not come from a vacuum, as they are derived from the environment, sources of values, religious teachings, social upbringing, previous experience, and the group to which the individual belongs.

2.1.3.2 Organizational Beliefs:

Beliefs are familiar ideas about an individual's behavior and relationships in society, while organizational beliefs and values are familiar ideas about work behavior and social life. (Qassa; Jamal 2021, 81).

2.1.3.3 Organizational trends: -

It is the readiness of members to do in a specific way. If the organization's management realizes the nature of the employees' trends and how to control them, then it can direct their behavior towards the public interest. It is important areas which has received attention of writers in the field of administrative sciences in state of its connection to the human element and its behaviors. It works to form work teams with different values and levels within the organization to achieve the set goals (Ghaniyat; Khaled, 2021,9), and is one of the important factors adopted by organizations in attracting suitable employees.

2.2 Organizational silence

The phenomenon of organizational silence has negative results of silence is that it hinders the process of development and change, and leads to a weakness in organizational trust, and the resulting inefficiency and weak organizational performance. Many thinkers such as (Ibrahim, 2022,75) have emphasized the importance of the flow of ascending information in the organizational environment.

2.2.1 The concept of organizational silence:

The definition differed according to the view of each researcher. (Koyluoglu et al., 2015) defined it as: negative behaviors derived from the prevailing standards of submission in some organizational cultures, which limit the individual's participation in presenting what he knows about organizational issues. This definition focuses on the fact that the main reason for organizational silence is due to surrender and conviction by employees that their opinions will not change anything and will be given attention by managers and officials. This is known as the silence of submission, according to the study (Dyne et al, 2003), and defined it as the tendency of subordinates in organizations to withhold information and suggestions from their superiors and to tell them about problems in order to avoid any negative reactions that may result from that. This definition focuses on the fact that the main reason for organizational silence is due to the individual's fear of reaction, such as criticism from colleagues, punishment from his direct supervisor... which is known as defensive silence according to the study (Dyne et al, 2003). Organizational silence comes as one of the problems that have become a concern for these organizations and negatively affect the effectiveness and efficiency of their performance and the achievement of their desired goals. The success of organizations needs continuous support from his boss, the boss also needs his subordinates to take the initiative to solve problems, put forward ideas, or information about various organizational problems, and thus take the necessary measures to confront them. As a result of globalization, openness and global competition, organizations require modernity, competitiveness and dynamism in the administrative structure, and

increased responsibility placed on the shoulders of employees, through the increasing need for employee initiative and creativity in work to deal with the surrounding variables, and this can only be achieved through effective communication between the different administrative levels based on consultation and participation to impose orders and instructions, and encourage employees to take the initiative and provide an appropriate climate that increases their creativity, in order to meet the increasing and constantly changing expectations of customers, and improve the quality of goods. Some believe that silence is the key to intuition, listening and humility, and that ideas come to a person during silence, and that silence at the individual level is a useful spiritual source and encourages the development of spiritual aspects and thinking about surrounding things, and that the practice of silence is deeply integrated with personality variables that are necessary for the effectiveness of the individual at work. Since the performance of workers, and also known as responsibilities, duties and activities, the difference in the achievement of work goals through employees It must take into consideration the study of the personal characteristics of its employees and the procedures required to achieve their personal goals. Consequently, the organization will obtain employee satisfaction and loyalty, a decrease in their absenteeism rates, and an increase in their creativity and productivity. However, the danger lies in the fact that silence in organizations today, regardless of their types, may indicate a state of encroachment on the freedom of those in charge of them, and the difference in motives between the types of silence is a more dangerous matter for these organizations. Silence based on submission is less dangerous than silence based on awareness, which may lead its organization over a period of time to what is known as opposition. This opposition has become a prominent and apparent feature in many organizations as a clear and obvious reaction to the repression and silencing of subordinates. Silence or taciturnity (publicity) as silence expresses a natural reaction to practicing autocratic leadership behavior, while taciturnity (publicity) behavior expresses practicing democratic leadership behavior that gives workers a higher ceiling of freedom, which requires linking the variables of silence and taciturnity when studying them. However, despite this, the phenomenon of organizational silence is clear in some Sudanese organizations that do not have complete freedom, trust, and cooperation between colleagues, which leads to workers suffering from negative dimensions and behavioral effects characterized by increased indifference, lack of vitality in performance, low productivity, and low morale, and thus increased costs usually associated with low performance, which may hinder the process of organizational development. Therefore, this study addresses the phenomenon of forming intentions to leave work among workers in Sudanese universities. Also, one of the definitions of silence is the employee's reluctance to talk about issues that occur at work for fear of being misinterpreted by his direct supervisor. The existence of the phenomenon of organizational silence in most organizations at different levels may be attributed to the presence of sarcasm, bullying, and others, in addition to weak psychological state due to the presence of such phenomena, which creates and enhances the state of organizational silence. Therefore, there are several reasons that push working individuals to silence, (Muslih 2009, p. 20)

2.2.2 Dimension of organizational silence

The most common reasons indicated by which are a direct cause of silence among working individuals are the organizational key, reactions from bias, characteristics, risk of speaking, fear, damaging relationships, different characteristics, cultural issues in the environment. (Dyne & Botero 2003) values Standards, authority.(Demir & Ozturk 2010,

Eroglu, 2011, Cakici, 2010). As for the past, it is a sign of commitment and adaptation, but at present it is known that silence is that to push employees to be silent, including: -

2.2.2.1 Administrative reasons

These problems and others occur because employees refrain from talking about them or discussing them and their belief that they will be punished if their opinions are opposing for Fear of negative responses from the organization's directions .(Rosemary, 2003)(Morrison & Milliken, 2003).

2.2.2.2 social isolation fear

The express problems within the organization, they will cause other problems, as the characteristics of the organizations themselves and their organizational structure may not allow employees to express problems related to the organization. Talking about problems and concerns is viewed by managers as a negative behavior that will reduce trust and respect towards individuals and thus push them to remain silent for fear that their actions and positions may harm their social status within the organization (Milliken & Morrison, 2003).

2.2.2.3 Lack of experience

Past experience makes employees resort to silence (Milliken & Morrison, 2003) but also from conversations with their colleagues and their results on them. We find individuals who were under the influence of the previous experience they went through avoid raising problems or discussing them with their colleagues or direct managers, although they rarely neglect the importance of standing on them early. They prefer to think about not raising such problems that may not be taken into account and may be the cause of problems with their managers. (Erenlce, 2010)

2.2.2.4 relationships damaging Fear

Despite employees' the weaknesses, the processes in the organization, but not to get solutions because they realize other individuals are going to be happy with these suggestions. Another main reason is the fear of losing relationships with other colleagues, which they consider valuable things that cannot be compromised or lost. (Milliken & Morrison, 2003).

2.2.2.5 Workplace concerns:

People within the organization avoid mentioning their problems because they believe that this is risky, so they prefer not to explain their ideas for fear that others will view them as creating problems, as well as fear of losing a promotion or being subjected to mistreatment and injustice by senior management.(Vakola & Bouradas, 2005).

3. Methodology

3.1 Study sample

The study relied on the convenient sample (non-probability) which is used during the exploratory stages of research projects, because it allows the collection of data from members of the community who are in comfortable conditions for the researcher (Saunders et al., 2009) in the service sectors for which there are accurate statistics for some banks within Khartoum State, as this number can represent a sample for a research community (Sekaran, 2004), and thus it is possible to be representative of a sector or part of the research community.

3.1.1 factor analysis Exploratory

3.1.1.1 organizational culture

The statistical package was used to conduct exploratory analysis of the variables, where all the statements were measured, and Table No. 1 shows the results of the factor analysis of the statements, which number 13 statements.

Table:1 culture of organizational.

	Component		
	1	2	3
Organizational Values1	.833		
Organizational Values2	.822		
Organizational Values3	.556		
Organizational Values4	.785		
Organizational Beliefs1		.566	
Organizational Beliefs2		.745	
Organizational Beliefs3		.919	
Organizational Beliefs4		.826	
Organizational Beliefs5		.755	
Organizational trends1			.912
Organizational trends2			.552
Organizational trends3			.614
Organizational trends4			.579
Kaiser-Meyer-Olkin Sampling Adequacy Measuring			0.868
Bartlett's Sphericity Testing	Chi-Square Approx.		1115,812
	Df		136
	Sig.		.000

Source: Prepared from study data (2022)

Through the results of the exploratory found the KMO value test reached (0.818) according to the rule (Kaiser, 1974), which states that the less acceptance of the KMO value may exceed (0.5), the extracted of the KMO value test is bigger than the fixed value.

3.1.1.2 Exploratory factor analysis of organizational silence

The statistical analysis program package (SPSS) was used to conduct the exploratory factor analysis process for the model, where each of the phrases used in table (2) process for the study consisting of a number of phrases (the total number of phrases is 10 phrases).

Table (2) Exploratory analysis for organizational silence:

	component		
	A	B	C
Fears of social isolation1	0.649		
Fears of social isolation2	0.678		
Fears of social isolation3	0.681		
Lack of experience1		0.859	
Lack of experience2		0.816	
Lack of experience3		0.738	
Relationship concerns at work1			0.871
Relationship concerns at work2			0.911
Relationship concerns at work3			0.803
Kaiser-Meyer-Olkin Sampling Adequacy Measuring			0.816

Bartlett's Sphericity Testing	Chi-Square Approx.	1228.823
	Df	136
	Sig.	.000

Source: Prepared from study data (2022)

Through the results of exploratory factor, it was found that the value of the KMO test reached (0.818) according to the rule (Kaiser, 1974), which states that the less acceptance of the KMO value may exceed (0.5), the extracted of the KMO value test is bigger than the fixed value.

3.1.2 Statistical analysis methods

3.1.2.1 The reliability

Internal consistency data range from zero to one, and if the alpha values are close to one, the internal consistency of the variables is considered high. (Nunnally, 1967) Reliability is based on the number 0.50 to 0.60, and increasing the reliability to greater than 0.80 may be an exaggeration, while (Hair et al., 2010) according to his suggestion that the alpha value should be greater than 0.70, however, the Cronbach's alpha value of 0.50 and above is considered acceptable. (Bowling, 2009).

3.1.2.2 Analysis of organizational culture reliability

Table3 : Cronbach's alpha reliability coefficient

	CR	AVE	MSV	MaxR(H)	Organizational Values	Organizational Beliefs	Organizational trends
Organizational Values	0.729	0.404	0.651	0.740	0.736	0.879	0.675
Organizational Beliefs	0.690	0.756	0.643	0.753	0.678	0.754	0.873
Organizational trends	0.710	0.381	0.566	0.715	0.739***	0.617	0.687

Prepared from the study data (2022)

The data in table 3, show the value of (CR) for most dimensions is greater than the acceptable limit set by (Hair. 2010) the value of a alpha must be bigger than 0.70. While the value of the average percentage of explained variance for all dimensions is less than the acceptable limit of 0.5.

3.1.2.3 Analysis of organizational silence reliability

Table (4) Cronbach's alpha reliability coefficient for the study model

	CR	AVE	MSV	MaxR(H)	Social Isolation	Lack of experience	Work Relationships
Social Isolation	0.729	0.404	0.651	0.740	0.636	0.764	0.541
Lack of experience	0.759	0.510	0.687	0.771	0.598	0.811	0.712

Work Relationships	0.710	0.381	0.566	0.715	0.739***	0.617	0.789
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Source: Prepared from the study data (2022)

From the table 4, the value of (CR) for most dimensions is greater than the acceptable limit set by (Hair. 2010) the alpha must be bigger than 0.70. While the value of the average percentage of explained variance for all dimensions is less than the acceptable limit of 0.5.

3.1.3 Averages and standard deviations

Table No. 5 shows the standard deviation and mean of the variables. The standard deviation of the variables is closer to one, which indicates homogeneity in the answers to all the variable statements.

Table:5 Mean and standard deviations

	N	Mean	Std. Deviation
Organizational Values	110	3.0237	0.67322
Organizational Beliefs	110	3.1463	0.68563
Organizational trends	110	3.5071	0.6723
Social Isolation	110	3.1021	0.6711
Lack of experience	110	3.2101	0.7011
Work Relationships	110	3.1091	0.6412

Source: Prepared from the study data (2022)

It is clear from Table No. (5) the following: Most of the questions have an average greater than the hypothetical mean (3), and this result indicates the sample members' agreement on these dimensions in the study community, achieving a high level of agreement, as all statements achieved an average of (3.46) with a standard deviation of (0.608) and a relative importance of (56%).

3.1.4 Correlation analysis (Person Correlation)

When the correlation coefficient approaches one, the correlation coefficient will be strong for the variables. When the correlation coefficient moves away from one, the relationship between the variables will be weak, and the relationship may be direct or inverse. The correlation coefficient is weak if the value is less than 0.30, and medium if the value ranges between 0.30 - 0.70. If the value is greater than (0.70), the relationship between the two variables is considered strong.

Table No. (6) Correlation analysis between study variables

	Organizational Values	Organizational Beliefs	Organizational Norms	Social Isolation	Lack of experience	Work Relationships
Organizational Values	1					
Organizational Beliefs	0.658	1				
Organizational trends	0.784	0.697	1			
Social Isolation	0.675	0.674	0.711	1		
Lack of experience	0.841	0.764	0.670	0.754	1	

Work Relationships	0.713	0.763	0.723	0.811	0.684	1
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Source: Prepared from the field of the study data (2022)

The study in order to reach logical results that support the hypotheses contained in the two parts of the study. Secondary sources are also used, which include literature that has addressed the topic as well as published research, scientific dissertations and articles in specialized journals. With regard to primary sources, a questionnaire will be prepared and designed for the purpose of the study and a description of the relationships between them in order to obtain an accurate and integrated scientific method for the phenomenon or problem, as its results.

3.2 Hypothesis testing

Table (7) Path analysis values of organizational culture and organizational silence

			Estimate	S.E.	C.R.	P	The result
Organizational Values	→	Social Isolation	.741	.135	5.511	***	There is an effect
Organizational Beliefs	→	Social Isolation	.151	.118	1.276	.202	There is no an effect
Organizational trends	→	Social Isolation	-.460	.186	-2.476	.013	There is an effect
Organizational Values	→	Lack of experience	.735	.100	7.360	***	There is an effect
Organizational Beliefs	→	Lack of experience	.755	.088	8.596	***	There is an effect
Organizational trends	→	Lack of experience	-.068	.138	-.491	.624	There is no an effect
Organizational Values	→	Work Relationships	.505	.127	3.970	***	There is an effect
Organizational Beliefs	→	Work Relationships	-.341	.112	-3.042	.002	There is an effect
Organizational trends	→	Work Relationships	.266	.176	1.510	.131	There is no an effect

Source: Prepared from the study data (2022)

4. RESULTS AND DISCUSSION

Summary of the results

Table (8): Summary of the result:

There is an effect of Organizational culture on organizational silence

Hypothesis	Proof Status
There is an effect of Organizational culture & organizational isolation	
There an effect of Organizational Values on Social Isolation	Yes
There is an effect of Organizational Beliefs on Social Isolation	No
There is an effect of Organizational trends on Social Isolation	Yes
Level of support for the hypothesis	Partially
There is an effect of organizational culture on Lack of experience	
There is an effect of Organizational Values on Lack of experience	Yes
There is an effect of Organizational Beliefs on Lack of experience	Yes
There is an effect of Organizational trends on Lack of experience	No

Level of support for the hypothesis	Partially
There is an effect of Organizational culture on Work Relationships	
There is an effect of Organizational Values on Work Relationships	Yes
There is an effect of Organizational Beliefs on Work Relationships	Yes
There is an effect of Organizational trends on Work Relationships	No
Level of support for the hypothesis	Partially Supported

Source: Prepared from the field of the study data 2022

Discussion & Recommendations

Through the analysis of the questionnaire, it became clear that organizational culture is practiced in three dimensions (values, norms, and attitudes) and that the study sample was positive towards most of the statements that measure the study variable, but the perception of the dimensions varied slightly according to the averages of the practice of those dimensions. The opinions of the research sample members were positive regarding the reasons for behind their silence, and they were as follows:

Experience came in first place in terms of relative importance, this may be effective role of experience in achieving the effectiveness of the organizational culture approach, since individuals who were under the influence of the previous experience they went through avoid raising problems or discussing them with their colleagues or direct superiors, since raising such problems may not be taken into account and may be the cause of problems with their managers. Concerns related to relationships within the workplace came in second place, which confirms that social relationships within the workplace are of great importance that makes employees avoid speaking for fear of losing their social relationship with their colleagues at work. Therefore, they remain silent rather than losing their colleagues. We also find that employee performance came in third place in terms of ranking, which indicates that bank employees prefer their performance without development and in traditional ways without developing their performance. This is due to the role of senior management or senior leadership and the way in which management is practiced, whether it is authoritarian, dictatorial or democratic. This shows the extent to which the research sample accepts their performance at work, due to the belief of employees that they will be punished if their opinions are contrary to the organization's directions, which is reflected in their performance. As for fears of social isolation, it came in fourth place, and here it becomes clear that individuals prefer silence within banks due to their fear that if they talk about problems and suggestions within the workplace, they will be in social isolation with their colleagues for fear of senior management. It also became clear to us that organizational norms, which represent a variable of organizational culture, came in fifth place. This indicates that bank employees have systematic norms that they must adhere to and cannot change, which shows the factor of silence among them. The reason for this came from fears related to work in sixth place, which indicates that the research sample is aware of fears related to work if they do not remain silent about what they see in the organization, which causes many measures taken against them, such as transferring them, not promoting them, or not allowing them to participate in any activities within the bank. The organizational values index came in seventh place, which indicates that there is positive acceptance by the research sample towards the availability of this dimension. We find that the organizational trends index has obtained the last rank,

which indicates the presence of a simple positive acceptance by the research sample towards the availability of this indicator, which shows that some banks have organizational trends that oblige employees to adopt a specific system in the bank, which in turn limits the performance process of employees.

Result of the main hypothesis: There is an effect of organizational culture on organizational silence.

The results showed from the data analysis that there is a relationship with an effect the silence dimensions (experience, isolation, work-related concerns) on organizational culture (values, norms, attitudes) and are consistent with the study (Nour, 2021). The study identified the effect of organizational pressures on organizational silence and the effect of organizational pressures in terms of (role burden, role conflict, role ambiguity, material conditions of work) on organizational silence in terms of (subordinates' fear of superiors, lack of organizational justice, isolation, decision-making). The role burden and the dimensions of organizational silence, as well as regarding the dimensions Organizational pressures on organizational silence according to variables and this result is consistent with the study (Bahman Saeidipour & others, 2021) where the study prompted the analysis intention to turn over for 115 employees from Payam Noor University in Kermanshah, Iran. The research results showed that workplace rudeness, this agreement is attributed to the importance of the topic of silence within the institutions studied. Accordingly, and through the hypothesis of the current study and previous studies, it became clear that the ratios of the mean and standard deviation analysis were high ratios and took on a high relative importance, which indicates that silence and variables of organizational culture is an inverse relationship, i.e. if there is silence, the workers do not adhere to the variables of organizational culture (values, norms, and trends), which were less important through the standard deviation and the arithmetic mean.

Recommendations

Through the results reached by the researcher, it was necessary to develop recommendations to address the research problem, including:

1. When hiring employees in banks, senior management should set the experience criterion as a basis for job acceptance to improve performance.
2. Work on conducting group discussions and participation in determining individuals duties consistent the abilities. It develops in them a spirit of not fearing relationships within the workplace and reduces social isolation between individuals. This in turn reduces the problems that some banks suffer from.
3. The need for banks to conduct field studies from time to time and determine ways to deal with it in a way that guarantees the interests of all parties.
4. Emphase solving problems raising performance levels by holding seminars and the dimensions of the phenomenon of organizational silence and the negative effects this phenomenon leaves on bank employees.
5. Bank administrations must establish trust between the individuals working between them and the banks through relationships within the work. 6- Banks must pay greater attention to increasing the awareness of employees to support and back them by participating in decisions to remove the silence within the banks, which leads to the

distinction of their performance and thus the distinction of the general performance of the banks in light of the conclusions presented.

5. CONCLUSION

The results of the data analysis tell that there is an effect between the dimensions of organizational silence (experience, isolation, relationships within the workplace, concerns related to work) and organizational culture (values, norms, attitudes). Based on the results, it is necessary to set the criterion of experience as a basis for job acceptance to improve performance and work on conducting group discussion and participation in determining the goals and duties that is consistent with abilities and capabilities.

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