THE EFFECT OF SOCIAL LOAFING ON ORGANIZATIONAL SILENCE: FIELD RESEARCH IN THE ANBAR HEALTH DEPARTMENT

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ABSTRACT:
This research aims to test the nature of the relationship and influence between each of the social Loafing and organizational silence in their sub-dimensions by clarifying and interpreting what is existing and practiced in the organization under study, as the descriptive analytical approach was adopted in the completion of the research, and a deliberate sample was chosen, represented by (92) managers of senior leaders and decision-makers in the Anbar Health Department, and the questionnaire was relied on as the main tool in data collection as well as personal interviews with the research sample. The data was processed and analyzed according to the (SPSS) statistical program. To a set of conclusions, the most important of which was the existence of a highly significant correlation and impact between the research variables represented by (social Loafing in its various dimensions and organizational silence), and the research recommended a set of recommendations, the most important of which was that discovering social Loafing as soon as possible will help the team improve their strategies and come up with plans to help The social Loafing to improve his behavior and that the treatment of social Loafing contributes to addressing the organizational silence in the organization in question, by assigning more efforts to consult with employees and consider it M as partners in the goals of the organization so that they make good suggestions to improve the quality of their working life and their job.

Keywords: Social Loafing, Organizational silence

I. INTRODUCTION:
Modern organizations have begun to focus more on the behavior of their human resources, which is of great importance in achieving success and excellence in this environment, and perhaps the service sector in general, including the health services sector, is one of the sectors that depends more on the performance of its employees because the behavior of employees in different Attitudes is of critical importance in influencing the development and growth of organizations.

Teamwork is one of the most prominent features of work in modern organizations, and studies of groups and modern work teams have shown some of the problems that afflict them. While working individually, it is one of the patterns of lost productivity of work teams and appears in teams that consist of three, four, or more people.

On the other hand, it has also been observed that employees are generally reluctant to speak to both their managers and supervisors, when they have valuable information or ideas to share with them, and this behavior is identified as organizational silence, which refers to the withholding of information and knowledge that is likely to They are useful or urgent problems that employees fail to share with those who are in higher positions (Alqarni, 2020:13). For fear of negative reactions to them or for other personal and organizational reasons.

II. LITERATURE REVIEW: SOCIAL LOAFING
1. Definition of social Loafing:
Social Loafing describes a phenomenon where group members perceive that their co-workers exert less effort than them, which leads to a reduction in the efforts and motives of the rest of the group members if they find that their co-workers are not working to their full potential and reap the benefit of the efforts of other group members (Teng & Luo, 2015: 260). Therefore, he described it (Gök & Koca, 2016: 356) as a disease that causes widespread effects in organizations, and it is social because it appears in the presence of others or as a result of their actions, and thus it cannot be said that there is socially Loafing in an environment, without there being a group or team specific work
within the organization. (Pratama & Wulanyani, 2018: 197) describes social Loafing as the employee’s tendency to perform little effort towards achieving group goals, and this behavior harms other group members because it creates unbalanced contributions and reduces the results achieved among team members, and it is necessary to find appropriate solutions to prevent The emergence of social Loafing in a group.

On the other hand, (Cicekdagi, et al., 2018: 45) considers social Loafing as a decrease in the efforts, motivations, and tendencies of employees, which means that less effort is exerted when working in a group, compared to their work individually. (Aulia & Saloom, 2013: 80) sees social Loafing as a decrease in motivation and effort saving that occurs when employees work collectively in groups compared to their work individually, and this means in practice that social Loafing can significantly reduce productivity in organizations.

2. Dimensions of social Loafing:

Most of the previous studies of social Loafing focused on these dimensions of social Loafing, which are: (apathy, Distractive Disruptive Behavior, Socially Disconnected, poor quality of work, team members make extra effort to complete neglected work and weak team performance), such as (Jassawalla, et al., 2009), (Azur et al, 2019), (Deleau, 2017) and (Atikah & Hariyadi, 2019: 56), which are shown as in Table (6), and can be mentioned in detail as follows:

a) Apathy: It deliberately lacks attention, focus and control, disturbs consciousness, and wastes resources and personal skills (Jassawalla, et al., 2009: 49). Apathy is characterized by a complete lack of interest in the task at hand, in addition to Apathy to the performance and quality of the task (Deleau, 2017:49), and the indifferent employees’ lack of interest in other team members, in addition to their noticeable laziness and their expectation that others will work for them (Jassawalla, et al., 2009: 45).

b) Distractive Disruptive Behavior: This concept refers to behavior that describes a member who is capable and qualified but does not work hard and engages in disruptive behavior in ways that induce social Loafing in other team members (Deleau, 2017:118). These distracting and disturbing behaviors are uniquely due to their detachment from social reality, rather than their apathy, i.e. dislike, mismatch with other team members and not belonging to the team, and it reflects current views of mistrust and anxiety caused by Socially Disconnected leading to distracting and disturbing behaviors (Jassawalla, et al., 2009: 49). You find the social dependent always making jokes and delaying the important work of the team, and this person is always procrastinating and out of the task environment (Jassawalla, et al., 2009: 46). These actions are intentional and designed to distract the team from its goals and objectives (Deleau, 2017:144).

c) Socially Disconnected: It is a behavior attributed to people with low social connectedness and to those who have weak abilities to manage their needs, emotions, and thinking, and are more likely to display low self-esteem, and socially separated people are also known to show low levels of trust towards others and suffer from high levels of self-esteem. Anxiety (Jassawalla, et al., 2009: 49). This behavior is also attributed to the negative nature of social relationships between the dependent and their team members as a result of their dislike or failure to get along with other team members or the same team as a whole (Deleau, 2017:29). These include activities, side conversations, texting, pranks, and arriving late, which invariably provoke a great deal of anger in other team members (Deleau, 2017:49).

d) Poor Work Quality: It is described as sub-standard performance in which a person has difficulty aligning, paying attention, meeting deadlines, and shifting the quality of work to an unacceptable level, and this contributes to a negative perception by other team members of their inability to perform well in these circumstances (Deleau, 2017:119). It seems that employees are concerned about their quality and its impact on their behavior, poor quality work leads to others doing the task more than those who depend and working harder, and this negatively affects the overall performance of the team (Jassawalla, et al., 2009: 48).

III. ORGANIZATIONAL SILENCE

1. Definition of organizational silence:

It should be noted that organizational silence is the absence of employee voice meaning employees remain silent and calm about certain aspects of the organization, due to lack of basic and organizational skills, fear, embarrassment, and unwillingness to involve friends (Fatima, et al., 2015: 846). This is because silence occurs
among employees to preserve themselves and their positions in the organization, as they tend to accept the majority opinion as a criterion in making the appropriate decision or behavior within the organization (Sağlam, 2016: 226). And when employees are not willing to report negative information to those who may have the ability to correct the situation or stop the project before disastrous results (Credo, et al., 2016: 11). Organizational silence that leads to illness, stress, old age, depression or fear occurs in the organization and managers must track its causes and remove them from the ground up, and neglecting this issue may lead to more serious events and even the death of the organization (Norouzi & Vazifeh, 2016: 169).

According to (Ai-Hua, et al., 2018: 21), employee silence is the behavior of employees to retain their opinions and personal information about the problems that occur in the organization. While (Harahap, 2019: 56) sees organizational silence as a collective and individual phenomenon that occurs when an employee chooses not to talk about work-related matters.

2. **Dimensions of organizational silence:**

Some researchers have mentioned other related dimensions and are widely circulated in the literature of organizational silence, and we find that most studies of organizational silence have focused on these three dimensions of silence, namely: (acquiescent silence, defensive silence, and social silence), such as (Van (Dyne., et al., 2003), (Ağırbaş and Yıldızhan, 2020) and (Cetin, 2020), which are:

a) **Acquiescent Silence:** Acquiescent Silence was first proposed by Binder and Harlos (2001), in which employees who follow a silent behavior accept existing conditions or problems and prefer to remain passive rather than share their knowledge and ideas with others (Ağırbaş & Yildizhan, 2020: 1036). On occasions where employees choose not to express their relevant ideas, information and opinions based on their desire to leave the job, this type of negative behavior manifests through low levels of participation (Umashankar & Padmavathy, 2015: 26). It also occurs when employees believe that their ideas are not worthy of senior executives, so they refrain from expressing their ideas (Managheb, et al., 2018: 75). And that deferential silence is the most dangerous dimension of organizational silence for employees, because it is difficult to discover by others within the organization (Morsch, et al., 2020: 39).

b) **Defensive Silence:** It is the deliberate withholding of ideas, opinions, information, and suggestions by employees because of the perceived risk of facing negative consequences (Imran & Nouman, 2017: 180) Fear of speaking openly and fear of suggesting change or development that will be expressed by new ideas (Bayram, et al., 2017: 424) Defensive silence can negatively affect the performance of organizations and may hinder employee development. Employees may use defensive silence as a strategy to protect themselves when they face a series of problems and challenges in the organization, fear of possible job loss, or because of uncertainty about the new manager and team members and because of the loss of control over the situation or problem that occurs within the organization (Song, et al., 2017: 1168).

c) **ProSocial Silence:** It is the withholding of ideas, information and opinions related to work within the organization (Shahjeehan & Yasir, 2017: 106). Engaging in pro-social silence may be due to an attempt to gain social capital or protect the employee’s social status and his relationship with the organization, and pro-social silence focuses more on the remaining dimensions of silence to avoid damaging personal relationships and remaining trustworthy in the eyes of their supervisors (Morsch, et al., 2020: 39). That is, social silence occurs in two ways: the first is for the employee to remain silent out of protection for the organization’s reputation, and the second is for the employee to remain silent out of the protection of other employees (Acaray & Akturan, 2015: 475).

IV. **REASONS OF ORGANIZATIONAL SILENCE:**

It is possible to diagnose many of the causes and overlapping factors that cause organizational silence, as (Shojuie, et al., 2011) considers that it can be categorized in general into three reasons as indicated, namely (organizational reasons, administrative reasons, and individual reasons), as follows:

a) **Regulatory reasons:** It is one of the most important reasons that lead to organizational silence, which includes the organizational climate, which is one of the most important factors that play a role in the development of organizational silence because the presence of an appropriate organizational climate in the organization can help employees participate in organizational decisions and show their creativity (Silavimansor & Gholami,
Organizational silence is linked to cultural norms because it is almost impossible to change the code of rules in the employee's subconscious, and the most common factors that because organizational silence are employee treatment culture, organizational climate, and organizational culture (Deniz, et al., 2013: 692). A culture of injustice in organizations (whether distributive, procedural, or interactive) can lead to organizational silence when the organizational model is characterized by an unfair environment (Fapohunda, 2016: 87).

b) **Administrative reasons:** Managers' fear of negative feedback, employee bias, managers' personality, and board homogeneity (Mengenci, 2015: 224). The lack of mechanisms or opportunities for communication, and the fear of counter-feeding the information received from subordinates, all push towards the tendency of supervisors not to encourage their subordinates to speak because the information received from subordinates may include criticism of them, and the lack of trust in supervisors helps silence employees (Rayan, et al., 2020: 2). The incompetence of officials, low performance, unfair attitudes, excessive practices, abuse, unethical behavior, and interpersonal conflicts lead to the conviction among employees that officials and administrators contribute to silence, whether intentionally or unintentionally (Sönmez & Cemaloğlu, 2018: 1953).

c) **Individual causes:** It includes the lack of trust between the employees themselves and in addition to what was mentioned between the employees and the manager, due to the dangers of speaking, the fear of isolation, the fear of harming relationships, and the personality of the employee (Mengenci, 2015: 224). On the other hand, employee personality which includes extraversion, openness, sense of responsibility, ability to self-monitor, self-esteem and fear control, willingness to communicate, adaptability, helplessness, fatigue, and loneliness are all personal factors that push towards organizational silence. Work experience, knowledge level, and employee gender are viewed as personality traits that influence an employee's choice of organizational silence (Bağ & Ekinci, 2018: 569). Finally, negative past experiences (resulting from past experiences of their managers' negative responses to voice-related situations), the uselessness of the perceived voice by employees, and the lack of managerial openness and (voice) organizational opportunities for employees (Knoll, et al., 2020: 5) all push in the same direction.

V. **RESEARCH METHODOLOGY**

1. **Research problem:** The features of this problem are embodied more clearly by the following questions:

   a) What is the concept of social Loafing and organizational silence?  
   b) What is the nature of the relationship and influence between each of the social Loafing with its various dimensions and organizational silence with its various dimensions in the organization under consideration?

2. **Research objectives:** This research seeks to achieve some goals that, through their achievement, can contribute to solving the research problem and clarify the ambiguities of its inquiries.

   a) This research aims mainly to determine the effect of social Loafing on organizational silence.  
   b) To identify the nature of the relationship and influence between each of the social Loafing and organizational silence in their sub-dimensions by clarifying and explaining what is existing and practiced in the organization under discussion.

3. **Research Methodology:** The analytical descriptive approach was followed as a method in dealing with the subject of the research, because it is appropriate for the study of social and administrative phenomena, as this approach is characterized by accuracy, and helps to measure hypotheses and elicit results by analyzing, interpreting, comparing and evaluating them based on a solid scientific methodology.

4. **Research Hypotheses:** The first main hypothesis: There is a positive moral correlation between social Loafing in its various dimensions and organizational silence, and to test the accuracy of this hypothesis, it was divided into the following sub-hypotheses:

   a) There is a positive significant correlation between Apathy and organizational silence.  
   b) There is a positive significant correlation between Distractive Disruptive Behavior and organizational silence.  
   c) There is a positive significant correlation between Socially Disconnected and organizational silence.
d) There is a positive significant correlation between the poor quality of work and organizational silence.

The second main hypothesis: There is a positive, significant effect of social Loafing with its various dimensions in organizational silence, and to test this hypothesis, it was divided into the following sub-hypotheses:

a) There is a significant positive effect relationship for apathy in organizational silence.

b) There is a significant positive effect relationship for Distractive Disruptive Behavior in organizational silence.

c) There is a positive significant effect of Socially Disconnected in organizational silence.

d) There is a positive significant effect related to the poor quality of work in organizational silence.

Figure (1) shows the hypothetical scheme of the research to explain the relationship and influence between the research variables (social Loafing with its various dimensions, and organizational silence with its various dimensions), which is an embodiment of the researcher's idea based on the intellectual literature.

Source: Prepared by the researcher.

5. **Sources of data and information collection**: The research relied on some tools for collecting information and data, as follows:

a) **Theoretical side**: The research relied on covering the theoretical side on Arab and foreign sources, which included books, letters, theses, and periodicals, as well as benefiting from the international network of Internet information to collect research, articles, and recent journals related to research.

b) **The practical side**: The questionnaire is the main source for obtaining data and information related to the practical aspect of the research to test the research hypotheses and reach the results. The questionnaire consisted of two parts, the first part representing social Loafing in its dimensions (apathy, Distractive Disruptive Behavior, Socially Disconnected, poor quality of work) (Jassawalla, et al., 2009) and used by researchers such as: (Azur, et al., 2019), (Deleau, 2017 and (Atikah & Hariyadi, 2019: 56), while the second part is organizational silence with its dimensions (silence). Compliance, defensive silence, social silence) (Van Dyne, et al., 2003) and used by researchers such as Ağırbaş and Yıldızhan, 2020) and (Cetin, 2020) and the five-
dimensional graduated scale (Likert) was used for the answers of the two subjects. So that the respondent chooses one answer out of five alternatives and the scale falls between 5 to 1 degree, which is one of the most used methods because it is easy and accurate.

6. Research community and sample:
   a) Research community: Anbar Health Department was chosen as an Iranian field side to investigate.
   b) The research sample: The researcher adopted the intentional sampling method. The research sample included the directors of the upper and middle administration, the decision-makers in the Anbar Health Department, represented by (the general manager, the general manager’s assistants, department managers, and people’s officials), when their number reached (93), as they were chosen on the basis that they More familiar with administrative information and research variables and experience with organizational problems and diseases that afflict employees in the organization, and their ability to deal with these problems. The number of non-retrievable questionnaires reached (1), and then the total sample subject to statistical analysis became (92) individuals.

7. Tests of validity and reliability of the research questionnaire:
   a) Apparent honesty measurement (Trustees Validity): The apparent validity of the questionnaire items was tested after it was prepared and presented to a group of (12) experts and specialists in administrative, financial, and statistical sciences from various specializations, colleges, and universities, and the percentage of arbitrators’ agreement on the validity of the questionnaire’s entirety was recorded. (82.85%), which is a high percentage, confirming the arbitrators’ agreement on twenty-nine out of thirty-five paragraphs.
   b) Measuring stability and internal harmony using the stability coefficient (Cronbach's Alpha): This paragraph shows the stability test to indicate the reliability of the data, using the most accurate and widespread stability methods, which is the (Cronbach's Alph) method, which is a statistical test conducted on the data of a form to give it legitimacy in the measurement or is done It was modified, as the value of the reliability coefficient (Cronbach's Alph) for all the resolution items was (0.856), as shown in Appendix (5), which is greater than (0.600), which confirms that the resolution items have been successfully skipped for the reliability test.

VI. THE PRACTICAL ASPECT OF RESEARCH
This part includes analyzing the correlation and influence relationships between the aforementioned research variables based on the answers of the research sample for the scale items, as the Pearson correlation coefficient and the coefficient of determination were used, as well as testing the impact hypotheses using (F) values and comparing them with tabular values.

1. Testing the correlations between the research variables:

The simple correlation coefficients were tested to determine the significance of the relationship between the main influential variable, which is socially Loafing in its four dimensions, which are (apathy, Distractive Disruptive Behavior, Socially Disconnected, and poor work quality), and the main responsive variable, which is organizational silence, as shown in Table (1) which shows The relationship between social Loafing with its dimensions and organizational silence with its dimensions, according to the Pearson Matrix, as follows:

Table (1): shows the relationship between social Loafing and its dimensions of organizational silence, according to the Pearson Matrix
Table (1) shows that there is a correlation between social Loafing and organizational silence, as the correlation between social Loafing and organizational silence is (0.588**). Social Loafing and organizational silence, and indicates the important and distinct relationship between social Loafing and organizational silence in the organization under study. The dimensions of social Loafing and organizational silence can be explained as follows:

a) **Apathy**: the correlation between Apathy and organizational silence has reached a totality of (**0.301), and this is a (weak) correlation at a level of significance (0.01) and indicates that the dimension of Apathy is weakly correlated with organizational silence, and in light of these results the hypothesis is accepted. The first sub-hypothesis emanating from the first main hypothesis (there is a positive moral correlation between Apathy and organizational silence).

b) **Distractive Disruptive Behavior**: The correlation between Distractive Disruptive Behavior and organizational silence was (**0.437), which is a (medium) correlation at a level of significance (0.01), and this result indicates that there is a positive moral correlation between Distractive Disruptive Behavior and organizational silence and that it. The greater the importance and role of Distractive Disruptive Behavior, the higher the role of organizational silence, and in light of these results, the second sub-hypothesis of the first main hypothesis is proven (there is a positive significant correlation between Distractive Disruptive Behavior and organizational silence).

c) **Socially Disconnected**: the results indicate that the correlation between Socially Disconnected and organizational silence amounted to (**0.575), which is a (medium) correlation relationship at a significant level (0.01). In light of these results, the third sub-hypothesis of the first main hypothesis is proven (there is a positive significant correlation between Socially Disconnected and organizational silence).

d) **Poor work quality**: The correlation between poor work quality and organizational silence was (**0.624), and this result indicates that there is a positive (strong) correlation at a level of significance (0.01) between poor work quality and organizational silence, and this shows the important and clear relationship between poor work quality and organizational silence and mutually, and in light of these results, the fourth and final sub-hypothesis of the first main hypothesis is proven (there is a positive significant correlation between the poor quality of work and organizational silence).

Table (2) summary of the results of the main hypothesis and sub-hypotheses

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Hypothesis test</th>
<th>The result</th>
</tr>
</thead>
<tbody>
<tr>
<td>first main</td>
<td>There is a positive moral correlation between social Loafing in its various dimensions and organizational silence</td>
<td>full acceptance</td>
</tr>
<tr>
<td>first sub</td>
<td>There is a positive moral correlation between Apathy and organizational silence</td>
<td>full acceptance</td>
</tr>
<tr>
<td>second sub</td>
<td>There is a positive significant correlation between Distractive Disruptive Behavior and organizational silence</td>
<td>full acceptance</td>
</tr>
<tr>
<td>The third sub</td>
<td>There is a positive significant correlation between Socially Disconnected and organizational silence</td>
<td>full acceptance</td>
</tr>
<tr>
<td>Fourth sub</td>
<td>There is a positive significant correlation between the poor quality of work and organizational silence</td>
<td>full acceptance</td>
</tr>
</tbody>
</table>

Source: Prepared by the researcher.
2. Testing the effect relationships between research variables:

The influence relationship between social Loafing in its dimensions (apathy, Distractive Disruptive Behavior, Socially Disconnected, and poor quality of work) and organizational silence will be tested and analyzed, as stipulated in the second main hypothesis and the sub-hypotheses emanating from it, through the use of simple linear regression. (F) To test the existence of an influence relationship or not, as well as display the values of the marginal slope coefficient (B) and the interpretation coefficient (R2) to measure the proportion of social Loafing in its dimensions for changes in organizational silence, and the value (t) to test the significance of the influence relationship, as the second main hypothesis states that (there is a positive, morally significant effect of social Loafing with its various dimensions in organizational silence). As in Table (3).

<table>
<thead>
<tr>
<th>social Loafing</th>
<th>organizational silence (Y)</th>
<th>Sig</th>
<th>t</th>
<th>R²</th>
<th>F</th>
<th>Beta</th>
<th>B0</th>
<th>B1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apathy</td>
<td>X1</td>
<td>0.004</td>
<td>2.997</td>
<td>0.091</td>
<td>8.984</td>
<td>0.301</td>
<td>50.750</td>
<td>0.530</td>
</tr>
<tr>
<td>Distractive Disruptive Behavior</td>
<td>X2</td>
<td>0.000</td>
<td>4.612</td>
<td>0.191</td>
<td>21.272</td>
<td>0.437</td>
<td>46.743</td>
<td>0.738</td>
</tr>
<tr>
<td>Socially Disconnected</td>
<td>X3</td>
<td>0.000</td>
<td>6.660</td>
<td>0.330</td>
<td>44.352</td>
<td>0.575</td>
<td>41.215</td>
<td>1.028</td>
</tr>
<tr>
<td>Poor Work Quality</td>
<td>X4</td>
<td>0.000</td>
<td>7.576</td>
<td>0.389</td>
<td>57.389</td>
<td>0.624</td>
<td>41.246</td>
<td>1.025</td>
</tr>
<tr>
<td>total social Loafing</td>
<td>X</td>
<td>0.000</td>
<td>6.902</td>
<td>0.346</td>
<td>47.637</td>
<td>0.588</td>
<td>37.601</td>
<td>0.306</td>
</tr>
</tbody>
</table>

**Tabular value (F) at the level of significance (0.01) and degree of freedom (1.91) = (7.08).**

*Tabular value (F) at the level of significance (0.05) and degree of freedom (1.91) = (4.00). N= 92*

The tabular value of t at the level of freedom of (1,91) = 2.60

Source: Prepared by the researcher based on the outputs of the SPSS program.

a) **Apathy:** The dimension of Apathy as one of the dimensions of social Loafing showed an influence relationship with the variables of organizational silence, as the calculated (F) value of Apathy and organizational silence reached (8.984) which is slightly higher than the tabular value of (F) which is (7.08), and this indicates the presence of an influence relationship between Apathy and organizational silence, and this, in turn, confirms that there is a clear reflection of Apathy in organizational silence, and this effect was significant in terms of the value of (t), as in the language of the calculated (t) value (2.997), which is slightly higher than the tabular value of (t) which is (2.60), and as shown in Table (16), the interpretation coefficient (R2) was (0.091), meaning that (9.1%) of the change that occurs in organizational silence can be explained in terms of Apathy and that the remaining value (90.9%) is due to other variables other than included in the research model, and the value of the marginal slope (B) between these two variables was (0.301), and this indicates that the change of Apathy of one unit leads to the change of organizational silence (30.1%).

b) **Distractive Disruptive Behavior:** The dimension of Distractive Disruptive Behavior as one of the dimensions of social Loafing showed the relationships of the effect of the organizational silence variable, as the calculated (F) value amounted to (21.272), which is higher than the tabular (F) value of (7.08), and this indicates the reflection of behavior Totally distracted in organizational silence, and this effect was significant at the (t) value of (4.621), which is greater than its tabular value of (2.60), and the interpretation coefficient (R2) for the Distractive Disruptive Behavior in organizational silence was (0.191), meaning that the ratio of (19.1%) of the change in organizational silence can be explained in terms of Distractive Disruptive Behavior, while the remaining percentage is attributed to the contribution of other variables not included in the research model, and the value of the marginal slope (B) between these two variables was (0.437), and this indicates that the increase in The Distractive Disruptive Behavior variable by one unit will lead to an increase in organizational silence by (43.7%).

c) **Socially Disconnected:** The dimension of Socially Disconnected, as one of the dimensions of social Loafing, showed an influence relationship with organizational silence, as the calculated (F) value amounted to (44.352), which is higher than the tabular (F) value of (7.08), and this indicates the existence of an effect of Socially
Disconnected. In organizational silence and its clear reflection, this effect was significant in terms of the value of \((t)\) of \((6.60)\), which is higher than its tabular value of \((2.60)\), and the coefficient of interpretation \((R^2)\) for Socially Disconnected with organizational silence \((0.330)\), meaning that the ratio of \((33\%\) ) of the change in organizational silence can be explained in terms of Socially Disconnected, and the value of the marginal slope \((B)\) between these two variables was \((0.575)\), and this indicates that increasing the Socially Disconnected variable by one unit will lead to an increase in organizational silence by \((57.5\%)\).

d) **Poor work quality:** There was an effective relationship for this dimension with organizational silence, as the calculated \((F)\) value amounted to \((57.389)\) which is higher than the tabular \((F)\) value of \((7.08)\), and this indicates an effect of poor work quality in organizational silence. And its reflection in it clearly, and this effect was significant in terms of the value of \((t)\) of \((7.576)\), which is higher than its tabular value of \((2.60)\), and the coefficient of interpretation \((R^2)\) for the poor quality of work with organizational silence \((0.389)\), meaning that the ratio \((38.9\%)\) of the change in organizational silence can be explained in terms of poor work quality, and the value of the marginal slope \((B)\) between these two variables was \((0.624)\), and this indicates that increasing the variable of poor work quality by one unit will lead to an increase in organizational silence by \((62.2\%)\).

e) **Social Loafing:** There was a relationship of social Loafing with organizational silence, as the calculated \((F)\) value amounted to \((47.637)\), which is higher than the tabular \((F)\) value of \((7.08)\), and this indicates the presence of an effect of social Loafing on organizational silence and its reflection in it in a way Clear, and this effect was significant in terms of \((t)\) value of \((6.902)\), which is higher than its tabular value of \((2.60)\), and the interpretation coefficient \((R^2)\) for social Loafing with organizational silence \((0.346)\), meaning that \((34.6\%)\) of the change in silence The organizational silence can be explained in terms of social Loafing, and the value of the marginal slope \((B)\) between these two variables was \((0.588)\), and this indicates that an increase in the social Loafing variable by one unit will lead to an increase in organizational silence by \((58.8\%)\).

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<td>first sub</td>
<td>There is a significant positive significant effect of Apathy in organizational silence</td>
<td>full acceptance</td>
</tr>
<tr>
<td>second sub</td>
<td>There is a significant positive effect relationship for Distractive Disruptive Behavior in organizational silence</td>
<td>full acceptance</td>
</tr>
<tr>
<td>The third sub</td>
<td>There is a significant positive significant effect of Socially Disconnected in organizational silence</td>
<td>full acceptance</td>
</tr>
<tr>
<td>Fourth sub</td>
<td>There is a positive significant effect relationship to poor quality of work in organizational silence</td>
<td>full acceptance</td>
</tr>
</tbody>
</table>

Source: Prepared by the researcher.

**VII. CONCLUSIONS AND RECOMMENDATIONS**

**Conclusion**

a) The results of the statistical analysis showed that there is a positive medium correlation and effect with a high moral level between social Loafing in its various dimensions and organizational silence. This contributes to increasing and strengthening organizational silence, and this conclusion indicates the existence of inter Loafing and integration between these dimensions at a medium level in the Anbar Health Department, and therefore the first and second main hypotheses can be accepted.

b) Through the results of the statistical analysis, it was found that there is a weak positive statistical correlation and effect with a high moral significance between the dimension of Apathy and organizational silence, and this correlation showed that the dimension of Apathy has weak importance in the field of organizational silence in the Anbar Health Department and this leads to the acceptance of the sub-hypothesis First.

c) The results of the statistical analysis indicated that there is a positive, medium, statistically significant correlation and effect between the dimension of Distractive Disruptive Behavior and organizational silence, as
every increase or decrease in Distractive Disruptive Behavior is matched by an increase or decrease in organizational silence with its various dimensions in the Anbar Health Department and leads This leads to the acceptance of the second sub-hypothesis.

d) The results of the statistical analysis showed that there is a positive, medium, statistically significant correlation and effect between the dimension of Socially Disconnected and organizational silence, as Socially Disconnected has a clear relationship in achieving organizational silence in Anbar Health Department and this leads to the acceptance of the third sub-hypothesis.

e) The results of the statistical analysis showed that there is a correlation and a medium positive statistical effect with a high moral significance between the dimension of poor work quality and organizational silence, and this conclusion indicates the existence of winter loafing and integration between the dimension of poor work quality, which contributes to increasing and strengthening and organizational silence in its various dimensions in the Department of Health Anbar, and this conclusion leads to the acceptance of the fourth sub-hypothesis.

Recommendations:

a) The discovery of social Loafing as soon as possible will help the team to improve their strategies and come up with plans to help the social worker to improve his behavior, and addressing social Loafing contributes to addressing organizational silence in the organization under consideration, by assigning more efforts to consult with employees and consider them as partners in organization goals so that they can make good suggestions for improving the quality of their working life and job.

b) Work more seriously to develop the skill level of employees in the Anbar Health Department. It is necessary to adopt modern methods and methods to eliminate Apathy and thus address organizational silence in its various dimensions by maintaining the support of employees and encouraging them to propose and present new ideas related to their work and strengthening the role of support departments Decision to collect and analyze data provided by employees to overcome managers' concerns about direct feedback provided by employees.

c) Managers must assign employees a task to achieve their goals and the goals of the organization together to keep them busy to keep them away from other employees to avoid distraction and help those who work to improve their work by guiding and teaching them to do better work and setting up a special system that allows them to follow the behavior and actions of employees within the organization and prevent and punish Distractive Disruptive Behaviors within the surveyed organization, and that this contributes to reducing organizational silence among employees in the Anbar Health Department by maintaining fair procedures to create a healthy environment in the surveyed organization.

d) It is necessary to strengthen the organization in question with cooperative and supportive work teams and groups by developing long-term plans through which to improve relations between the organization’s employees, as well as training supervisors on teamwork and team spirit and increasing their awareness of the value and benefits of the employees’ voice, and it must establish communication channels through which employees can express Express their opinions openly and freely to eliminate Socially Disconnected and thus address organizational silence.

e) It must reduce the poor quality of work among employees by working on the organization in question to adopt the standards or indicators of modern control over the performance and outputs of employees and to ensure that all employees have equal knowledge in all the tasks assigned to them as they can all deal with all types of tasks without having to To annoy other employees, to remedy the poor quality of work because everyone will participate in the contributions to the organization in part with their knowledge, experience and efforts so that organizational silence is reduced in the Anbar Health Department.

REFERENCES
