

Professional silence and its Relationship to psychological combustion among employees-in the Algerian textile and technical industries corporation in Sebdou Tlemcen province-

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Abstract:

employees, as well as identifying the prediction of professional silence through psychological burnout, and the degree of differences in professional silence depending on certain variables (gender, work seniority). To achieve the study objectives and answer its hypotheses, the descriptive approach was relied upon and a purposive sample of (177) employees was selected. depending on their different variables in the Algerian Textile and Technical Industries Corporation in Sebdou, Tlemcen Province. We applied on them the professional silence and the burnout. After collecting the data, statistical treatments were conducted through the Social Science Statistical Package (SPSS) version 26 by relying on the following statistical methods: percentages, arithmetic mean, standard deviation, Person coefficient, simple regression coefficient, one-way analysis of variance (ANOVA), and T-Test. The study therefore concluded the following results:

- There is a link to the dimensions of professional silence and psychological burnout of workers.
- There is a prediction of professional silence through the psychological burnout of workers.
- There are no statistically significant differences in workers' professional silence attributed to the gender variable.
- There are no statistically significant differences in workers' professional silence attributed to seniority years' variable.

Keywords: professional silence, psychological burnout, the Algerian Textile Corporation workers

-Introduction

Professional silence is one of the behavioral concepts that has attracted the attention of many researchers recently, and has become part of their research interests aimed at creating positive change in organizations. The concept of Professional silence is due to "Hirschman" (Hirschman, 1970) who was the first to try to define it, he defined a Framework for silence as a negative response, and since that date psychologists continue to equate Professional silence (Isa, 2010, p.235). Employees of various organizations strive to make the maximum possible effort to help the organization achieve its goals and to face some obstacles and difficulties in their Field of work, which often prevent them from fulfilling their role in an integrated manner. In the same context, workers are exposed to many pressures that make them feel upset and stressed, which would have a negative impact on them both in their lives in general and in their Field of work in particular. Perhaps the most prominent negative psychological phenomena facing workers in work environment is the phenomenon of psychological burnout (Job Burnout). This phenomenon occurs on a large scale, especially in the industrial enterprises sector, because this sector is characterized by direct interaction with employees with their different native environments, cultural orientations and knowledge backgrounds. Therefore, we will discuss in this context the research on the nature of the relationship between Professional and psychological silence among the workers of the Algerian institution for textile and technical industries in the city of Sebdou, Tlemcen state, where a review of previous studies indicates

-within the limits of our knowledge

-the scarcity of foreign and Arab studies that have focused on the relationship with Professional silence and psychological burnout.

1-the problem of studying : The human resource is one of the most important resources available within the framework of industrial enterprises, as the role of these enterprises depends on the simultaneous performance of activities in more than one department, where intensive functional integration among departments is one of the most important characteristics of work in this sector, which is attributed to the Multitasking Team input. In this context, '(Eroglu, 2011 :127) points out that discussions among team members play an important role in sharing information among the members of the organization, in solving business problem, and therefore it is the Duty of these institutions

to create a safe atmosphere that encourages the members of the organization to Share and exchange information, proposals, opinions among the selves. This on the one hand and on the other can manifest negative phenomena in the work environment. Where Professional silence is one of these phenomena that threaten the Security of the organization and the safety of its workers, it is a danger that threatens the effectiveness of organizations in general. Therefore, organizational silence is one of the Dangerous factors that lead to more serious manifestations, most notably psychological burnout, hence the importance of studying and determining the nature of the relationship between Professional silence and psychological burnout, which requires further research in the field of Health care, due to the Risk of its consequences, which usually threaten the Security and safety of employees. Most researchers almost agree that the concept of psychological burnout refers to a state of exhaustion or physical and emotional exhaustion, as a result of constant exposure to high stress, and also stands out in a range of negative phenomena, including : fatigue and exhaustion, a feeling of helplessness and loss of importance to others, depression, doubt in the value of life, social relationship and negative self-concept (Askar, 2003, p.68). According to our knowledge, there are a limited number of studies that have focused on clarifying the nature of the relationship between Professional silence and psychological burnout, and the importance of employees ' sense of fairness of procedures because of their positive impact on expression, speaking and participation in solving the problem of the organization. On the contrary, if employees feel social injustice, this leads to an increase in organizational silence behaviors. White a study (oglu 2011) on the existence of a significant relationship between the dimensions of organizational silence and the dimensions of job burnout among 174 teachers working in 18 special education centers in the Ordu t Region of Turkey. On the basis of this intellectual conception, the problem of the current study crystallizes into the following main question : Is there a correlation between the dimensions of Professional silence (administrative reasons, lack of experience, work-related concerns, fear of social isolation, fear of damaging relationship within the work) and psychological burnout, among the workers of the Algerian industrial and technical tissue establishment sebduin Tlemcen

1.1 sub-questions :

- Can Professional silence be predicted by the psychological burnout of workers
- Are there differences in Professional silence among the respondents due to a variable (gender, educational level, seniority)

2 - hypotheses of the study : Depending on the questions of the study, we propose the following hypotheses :

2.1 general hypothesis : There is a correlation between professional silence with its dimensions (administrative reasons, lack of experience, work-related concerns, fear of social isolation, fear of damage to relationships within work) and psychological burnout among the respondents

2.2 partial hypotheses :

- Professional silence can be predicted by psychological burnout in the subjects.
- There are differences in professional silence among the respondents attributed to the gender variant
- There are differences in professional silence among the respondents due to the variable years of seniority at work ?

3-objectives of the study : The current study pursues the following objectives :

- Revealing the nature of the relationship between the dimensions of professional silence and psychological burnout among the respondents.
- Identification of the ability to predict professional silence through psychological burnout among the sample members.
- Detection of the degree of differences in professional silence depending on some variables (gender, years of seniority at work).

4-the importance of studying : The relevance of the current study can be illustrated in the following points :

- The study contributes to the development of academic literature regarding the relationship between professional silence and psychological burnout.
- The lack of academic studies in this direction, of course, within the limits of our knowledge, as well as the focus of most of the on such studies in foreign countries.
- The contribution of the current study to approaching the sample of workers in order to find strategies that help them integrate Professional by getting used to making decisions, as well as seeking to alleviate psychological stress and frustrations that appear in the professional environment.

5. procedural definition of study terms :

- Professional silence : it is the tendency of subordinates in an organization to avoid providing information, proposals, and problems to their superiors for fear of any negative feedback or unsatisfactory results (Khalil, 2020, P.91). It is defined procedurally as the score that workers get by answering the paragraphs of the organizational silence Behavior Scale (Zeinab, 2015).

- Psychological burnout :Zaoui, Amal, and Meziane Mohamed define it as" a state of physical, emotional, and mental exhaustion produced in response to long

-term exhaustion in emotionally charged situations due to exposure to emotional work stress, dullness of feeling, and lack of a sense of personal achievement (absous, 2019, P.16).

Procedurally, it is the set of workers ' responsesonthe dimensions of the psychological burnout scale (emotional burnout, inhumanity or dulling of feelings, low sense of achievement for (naamouni, 2014).

6-previousstudies :

* Hawala and al-Bakr Study (2018)" the study aimed to find out the reality of organizational silence among female leaders of secondary schools in Riyadh from the point of view of female teachers and supervisors.the study community consists of (922) female teachers and (60) male teachers. The results of this study indicated : the most important reasons for organizational silence is the lack of support from the Education Department for staff concerns, attention to professional development, and improving the objective conditions of the school environment.Which is negatively reflected on employees by psychological, physiological, behavioral and social stresses.

* RhetoricalStudy (2018) " this study aims to reveal the reality of organizational silence among employees in the directorates of education in Irbid governorate (problems and solutions).Therestudy communityconsistedof all 253 employees in the education directorates, and the results of the study showed that the level of organizational silence was average, with no statistically significant differences in the responses of the study sample members about the reality of organizational silence.It is attributedto a variable(gender, specialty, educational level, professional experience).

* The study(Husrevsaki2015) " aimed at choosing the relationship between the exposure of teachers to organizational bullying in their Workplace and the manifestation of organizational silence behavior.the most important results came: that there is a statistically significant positive relationship between the levels of organizational bullying and organizational silence, and that teachers show organizational silence behavior out of fear because of their exposure to organizational bullying and this leads them to psychological, emotional and social pressures.Shealso stressedthat the most experienced workers in the field avoid raising problems while adhering to professional silence, which exposes them to psychological pressure.

* Study (kinkurt 2014) " aimedto revealthe relationshipbetween the schoolclimatandthe behaviors of organizational silenceamong employees, and the most important results came :the level of school climate among teacherscameto an averagedegree, and that the schoolclimatesignificant affectsthe levels of organizational silenceamong teachers. And that a goodclimatemakesthecategory of workersnotafraidof the work they do, because they feel safe and confident towards the management and express their opinion, and a good climate is a protection from psychological pressure.Withnodifferencesinthe levels of professional silence, the study of Amira Faiq Amin al-Sayed (2016) The current study aimed to reveal the level of psychological burnout in its five dimensions in light of both Age, educational level and length of experience of administrative staff in courts of both sexes, and to identify the nature of the differences between males and females in the level of psychological burnout in light of the previous demographic variables, the study was conducted on a sample of 160) of the employees of the courts and (160) of the general employees of the courts, the average Age of the employees was(89.26) years with a standard deviation and (21.7) years while the averageThe Age of the female employees is (15.39) years with a standard deviation and (90.8) years, and the educational level starts from the average to the University, the duration of marriage and work is not less than a years, and all the members of the sample had at least one Child, and the researchers used the descriptive analytique method, and the psychological burnout the results of the study found that there are significant differences from the dimensions of psychological burnout only due to the type, namely the cognitive and physiological dimension, where the cognitive and physiological burnout increases in females more than males, while there are no differences due to the type in the rest of the dimensions, as well as the overall degree .It has also been foundthat there are no differencesin the level of combustion attributed to the level of education at the level of the cortical dimensions and the degree of dog among the male and female employees, except for the physiological dimension of combustion for female employees, and increases for middle-éduquâtes female employees.Italso turnedout that there are no differences attributable to the Age group of male and female employees at the level of most dimensions and the overall degree of psychological burnout, except for the cognitive dimension of burnout among employees, where cognitive burnout increases among Young employees more than the elderly.Withregard to the duration of the experience, the results concluded that there were no significant differences at the level of most of the percutaneous dimensions and the total degree of combustion among male and female employees, except for the cognitive dimension among female employees (Amira Faiq, 2016, p.566)Dueto the variableyearsof experienceand scientific qualification

* Study of GhaithAhmedSaadal-Adwan (2021) EntitledThe degree of psychologicalburnoutamongprimarieschoolteachersin Jordanian public schools-an appliedstudy, where the study

aimed to find out the degree of psychological burnout among primary school teachers in Jordanian public schools in the field of emotional stress, the field of dulling emotions, and the lack of a sense of achievement, and the descriptive analytical curriculum was employed. To achieve the objectives of the study, the researcher worked by selecting a sample of (208) primary school teachers from (16) schools, using the random stratification method, the researcher used the study tool to identify psychological burnout, the researcher chose the descriptive curriculum in his study, and a data analysis program was employed, and the study reached the following conclusions that the degree of psychological burnout among primary school teachers in Jordanian public schools is low in all fields combined and individually, the researcher recommended providing a greater amount of psychological and social support to teachers in Jordan, and this will have a positive impact on learning outcomes and the quality of school education in Jordan, committed to improving the school climate according to well-thought-out mechanisms in order to achieve the goals set by the responsible state bodies (Ghaith Ahmed, 2021, P.312).

7- Theoretical framework of the study :

7.1 the concept of Professional silence: The concept of Professional silence behavior can be presented, but it is difficult to define a specific concept for it. Morrison (2003, 706) defined it as "preventing the spread of information about possible problems by employees. And the harem knew him (1997, p.297) That it is a state of awareness on the part of employees to retain important information and not share their ideas and knowledge with management regarding work issues and its improvement, and That organizational silence is not individual behavior and That it spreads through the organization. As for (Subra, 2008, p.180) " She points out That the organizational silence is such a Fear and the Failure to declare them in order to avoid the negative consequences of them. As for (Dyne (2003, 200) confirmed That organizational silence in the past is a signal of commitment and adaptation, It is known That silence is a reaction and social withdrawal towards the situation occurring in the organization. From the above, we conclude That Professional silence represents a conscious and deliberate behavior on the part of employees, the direction of work issues and everything related to management, decision-making, organizational policies and job problems, by not speaking out and disclosing them by expression and expressing an opinion, due to employees' fear of negative reactions from management officials such as threats and imposing sanctions.

7-2 reasons for Professional silence :

- Administrative reasons : are the decision-making processes in the organization, the inability of managers to make a decision, low organizational efficiency and organizational performance as a whole (Dyne, 2003, 96) .
- Fear of social isolation : the main reason for the silence of individuals towards organizational problems, is the fear of social isolation within his work and his belief that " if he expresses problems within the organization will form other problems (Morrison, 2003, 160). - Lack of experience : employees resort to silence not only because of their previous bad professional experience, but from conversations with their colleagues and their consequences on them (Nikman, 2012, 102)
- Fear of damaging relationship within the work : although employees are aware of the weaknesses of the organizational structure and processes within the organization, they decide not to propose solutions to them because they realize that other people will not be happy with these proposals. (Vacola et al, 2005, 88).
- Work-related concerns : here people within the organization avoid mentioning their problems because they think it is risky. (Vacola et al, 2005, 90)

7.3 the concept of psychological burnout: The concept of psychological burnout is one of the relative modern concepts, and Freudenberg (Freudenberg) is considered the first to use this term in the seventies to refer to the physical and emotional responses to work pressures among workers in humanitarian professions, including the profession (teaching), who exhaust themselves to achieve difficult goals, and the concept of psychological burnout has become a widespread term, she explained Maslach (Maslach). The phenomenon of psychological burnout affects professionals, causing them to be deficient and unable to perform their tasks at the required level (Duany et al., 1989). Therefore, the more teachers in education at various levels and functions are more aware of psychological burnout, its prevention and the ability to minimize its negatives and effects, the more it will lead to better effectiveness in the educational process, and despite the multiplicity of definitions about the concept of psychological burnout, there is agreement between researchers and administrators in this field and below we provide some definitions of the concept of psychological burnout: Pines and Taronson (1981) defined it as "a physical, mental, and nervous stress disorder, due to the result of working with people, dealing with them for a long time and for periods that require double emotional efforts (Petal, 1999). From the foregoing, we conclude that psychological burnout is a state of emotional exhaustion, due to which the working individual is subjected to stress, in addition to his inability to fulfill the requirements of the profession.

7-4 dimensions of psychological burnout :

7.4.1 the first dimension: emotional stress or the so-called emotional stress includes fatigue at work does not go away with rest, accompanied by a sense of defeat and emptiness, which makes the individual irritated and feels that his emotional and physical resources have been exhausted and provoked, so the individual has difficulty sharing with others emotionally. one of the most prevalent symptoms of emotional exhaustion is the individual's feeling of dread, dread, when thinking about going to work every Morning.

The second dimension : the dullness of feelings or (dehumanization) dullness of feelings refers to the attempt to leave a distance between the worker and Customer, so that meeting their requirements becomes easier if they are considered as objects, i.e. human elements in the field of work. (Nasr Yusuf interview, 1996).

The third dimension: the feeling of lack of professional achievement: The feeling of lack of professional achievement or professional effectiveness is considered to be about the inability to make psychological efforts and not feeling the effectiveness of the effort expended, and therefore reducing the Energy used to complete the work and solve the functional problems that the employee receives in his work environment, in addition to his tendency to evaluate himself in a negative way that makes him feel ineffective in front of the beneficiaries of his services. (Shahab, 2021)

8- Field procedures for the study:

8-1 study method: the current study is a descriptive correlational research, where the descriptive method was followed because it provides an understanding of the nature of the relationship between occupational silence and psychological burnout among textile workers in the city of Sebdou, Tlemcen state, as well as it describes the study variables as they are among the sample members without the researcher having a role in adjusting the variables subjects to measurement.

8-2 study limits: the current study was limited to the following limits:

- Spatial boundaries : this study was carried out at the Algerian Institute for industrial and technical tissues, based in the city of Sebdou, South of Tlemcen province.

- Time limits : the current study was conducted during the following period: Survey study : for a period from : August 16, 2020 to August 23, 2020. (As for the basic study : from the period : September 14, 2020 to September 25, 2020)

8-3 community and study sample: the study community consists of (600) workers from the national institution for textile and cotton industries in the city of Sebdou, with different variables in terms of gender and years of seniority at work. As for the sample of the study, it included the workers of the Algerian national institution for industrial and technical tissues in the city of Sebdou, Tlemcen state, and therefore it was selected in an intentional way, estimated at (177) workers from the indigenous community.

8-4 study tools : the current research was based on two main scales, namely :

- **The scale of professional silence. (Zeinab, 2015) :** it consists of three dimensions, the first dimension: silence of acquiescence (4 paragraphs), the second dimension defensive silence, work (5 paragraphs), the third dimension: social silence (5 paragraphs), and to ensure the truthfulness and stability of the scale, the two researchers calculated the internal consistency using the Cronbach's Alpha equation, a stability value of (0.79) was observed, which indicates a good stability of the scale, as for the truthfulness of the scale, according to the previous study, the correlation coefficient Pearson according to the following results: After the acquiescence silence, it was estimated at (0.79), after the defensive silence, it was estimated at (0.78), after the social silence, it was estimated at (0.70), and the total score of the scale was estimated at (0.77), which are all values indicative of the scale's acceptable honesty

- **Psychological burnout scale. (Sabah, 2016) :** it consists of three dimensions the first dimension: emotional exhaustion (5 paragraphs) the second dimension dulls feelings work (5 paragraphs), the third dimension: low sense of achievement (5 paragraphs), and according to the previous study contains the truthfulness and stability of the scale, the two researchers calculated the internal consistency using the alpha Cronbach equation, a stability value estimated at (0.76) was observed, which indicates a good stability of the scale, as for the truthfulness of the scale, a correlation coefficient was calculated Pearson according to the following results: After emotional exhaustion, it was estimated at (0.64), after Feelings became dull, it was estimated at (0.78), after a low sense of achievement, it was estimated at (0.80), and the total score of the scale was estimated at (0.77), which are all values indicative of the scale's acceptable honesty. These two measures were used directly from previous studies and are highly reliable and tested measures.

8.5. Psychometric characteristics of study instruments :

A-the scale of professional silence : The psychometric properties of the scale were verified in the current study, for the stability of the scale, the coefficients of the internal consistency of the scale were extracted, using the Cronbach's Alpha equation according to the statistical program (SPSS). Therefore, an acceptable stability value of 0.94 was detected based on our application of the Cronbach's Alpha equation. Thus, we can say that the scale is characterized by acceptable stability. As for the honesty of the scale, we monitored the internal consistency, where the Pearson correlation coefficient was calculated between each paragraph and the total score of the scale, in addition to

calculating the correlation coefficients of the score of each dimension with the total score of the scale through the internal consistency method to identify the extent of internal homogeneity of the scale. From it, we observed acceptable values that express the truthfulness of the scale, so the scale values ranged between (0.19*-0.84**), which are functional acceptable values at the level of significance of 0.01 and 0.05 indicating that the scale has acceptable truthfulness.

B-psychomotor burnout scale : Also for this psychomotor scale, the psychometric properties of the scale were verified in the current study, for the stability of the scale, the coefficients of the internal consistency of the scale were extracted, using the cronbach's Alpha equation according to the statistical program (SPSS). Therefore, an acceptable stability value of 0.84 was detected based on our application of the cronbach's Alpha equation. Thus, we can say that the scale is characterized by acceptable stability. As for the honesty of the scale, we monitored the internal consistency, where the Pearson correlation coefficient was calculated between each paragraph and the total score of the scale, in addition to calculating the correlation coefficients of the score of each dimension with the total score of the scale through the internal consistency method to identify the extent of internal homogeneity of the scale. From it, we observed acceptable values that express the truthfulness of the scale, so the scale values ranged between (0.33*-0.82**), which are functional acceptable values at the level of significance of 0.01 and 0.05 indicating that the scale has acceptable truthfulness.

9-presentation, analysis and discussion of the results of the study :

- Presentation and discussion of the results of the first partial hypothesis : "Professional silence can be predicted by the psychological burnout of the respondents," it reads. For testing.

Table no. (01) shows the coefficients (PTA) of the contribution of the independent variable (professional silence) in the

For a model		R	2 Correlation coefficient	2 Modified link box	Standard error of estimation	Value (T)	Value (F)	Level of significance
Professional silence	Psychological burnout	0.78	0.65	0.62	2.58	16.99	288	0.00

dependent variable (psychological burnout).

* Data the level of significance (0.05).

It is clear from table (01) that the value (Q) of the linear regression model is equal to 288 at the significance level of 0.00, which indicates the existence of a statistical significance of the simple linear regression model, which was combined with the dependent variable psychological burnout with the indication of professional silence at the significance level of 0.00

It also turns out that the value of the correlation coefficient is equal to 0.78 and when squared, the value of the determination coefficient becomes equal to 0.62.

That is, the model explains 62% of the total variance of the dependent variable, and after adjusting the effect of the independent variable in the model, the (T) rate became equal to 0.62, which means that the model explains 62% of the total variance of the dependent variable and the remaining 38%.

The model is therefore fairly plausible, achieving 62 percent of the predictions.

From the above, we conclude through

Table No. (03) that the ability to predict the professional silence of the respondents through psychological burnout was estimated at 62% of the respondents. This result was consistent with the results of a study (al-Qarni and al-Zaidi, 2016), which indicated that there was a prediction of professional silence through the ethical leadership of faculty members at Tabuk University by 38%. Therefore, this result can be explained from the premise that a good and ambitious organization, according to future strategies, can predict what is going on inside and outside the organization and the risks it faces and is fully aware of the problems, compulsions and pressures felt and felt by its employees, and therefore does a deep analysis to all these problems and solves them in a smart way to serve the employee and the organization. To find out the degree of contribution of the independent variable to the dependent variable, the standard bit coefficients were calculated as shown in the following table.

Tableno. (02): showsthe results of a simple linear regression analysisof
 professionalsilencethroughpsychologicalburnout

The independentvariable	The dependentvariable	Uncalibratedtransactions		Standardcoefficients	Levelof significance
		CoefficientB	Standarderror	Value (beta)	0.00
Professional silence	Psychologicalburnout	0.78	0.09	0.62	

It is notedfrom TableNo. (02) that there is a prediction of professional silence through psychological burnout at the level of significance 0.00. Therefore, we conclude that the current study proved that professional silence has an impact on the sample members, due to the lack of a good atmosphere and effective communication by the management and workers, listening to their concerns and realizing their demands, and this affects their lives and generates psychological burnout, therefore, an institution that cannot invest in human resources is inevitably a failed institution.

- Presentation and discussion of the results of the second partial hypothesis :

Its text : "there are significant differences in the level of professional silence among the respondents attributable to the gender variant.

TableNo. (03) : shows the results of the T-test. TEST to detect differences between average estimates of Occupational silence attributed to gender variable

	Source of variability	Totalsquares	Averagesquares	Degreeof Freedom	Value(F)	Levelof significance	Resolution
Professional silence	Amongthe groups	1068.001	534.00	2	1.11	0.330	Non-d
	Withinthe groups	83200.214	478.162	175			
	The total	84268.215		176			

According to table No. (03), There are no statistically significant differences at the level of (0.05) in professional silence attributable to the sex variable, where the (statistical significance SIG:) was $(0.99 \geq 0.05)$ and here we reject the alternative hypothesis that there are differences in professional silence among the respondents attributable to the sex variable and accept the null hypothesis that there are no differences in the level of professional silence attributable to the sex variable. This is consistent with a study (al-Qarni, 2016) that indicated that there were no significant differences in the answers of study subjects regarding the behavior of professional silence depending on the gender variant. Therefore, it can be said that females and males do not differ in the sense of the level of professional silence in the Algerian institution for textile and cotton industries in the city of sebdou, Tlemcen province.

- Presentation and discussion of the results of the third partial hypothesis :

It reads : "There are statistically significant differences in the level of professional silence among the respondents due to the variable of years of seniority at work.

Tableno. (04) : shows the results of the single variance analysis test (one way Anova) for the estimates of the study sample of Occupational silence among individuals according to the variable of years of seniority at work

The variable	Issue	Arithmeticmean	Standarddeviation	Degreeof Freedom	Value(T)	Levelof significancesig
Males	137	65.07	22.07	175	0.012	0.99
Females	40	55.55	21.47			

It can be seen from table(04) that the value of(Q) for the total score was (1.11) and the significance level Was (0.330), which is greater than the significance level $(0.05 \leq \alpha)$, that is, there are no statistically significant differences between the estimation of the study sample members of the professional silence among the sample members depending on the variable of years of seniority at work. Therefore, we reject the alternative hypothesis that there are statistically significant

differences in occupational silence due to the variable of years of seniority among workers and accept the null hypothesis that there are no statistically significant differences in occupational silence due to the variable of seniority among workers. Therefore, this result agreed with the results of a study (hefnawi, 2013), which indicated that there were no significant differences in the respondents' responses about the reality of professional silence due to the experience variable. On the other hand, this result completely contradicted the results of a study (Husrevsahi, 2015), which confirmed the existence of statistically significant differences between the levels of professional silence attributed to the variable years of professional experience. In general, this result can be explained from the premise that the workers of the Enterprise did not differ in the assessment of professional silence due to the variable of years of experience, and this is due to the fact that the workers in this enterprise do not enter the factor of experience as a justification for professional silence among different workers for various reasons, including that this enterprise after its bankruptcy in the nineties and the economic, social, political and security conditions prevented the development of these institutions. This led to the layoffs of workers, and with the beginning of the years 2000, this compound turned into a partnership with the military establishment with the import of modern Equipment from Advanced machines of weaving, spinning, dyeing, changing the Labor Policy, in addition to hiring workers on a temporary basis with a Reduction in Labor and pre-employment contracts in the establishment, this is what led the workers to remain silent and not to express their opinions and ideas to the custodian administration.

Presentation and discussion of the results of the general hypothesis :

"There is a statistically significant correlation between the dimensions of professional silence and psychological burnout in the respondents," it reads. To test this hypothesis, the Pearson correlation coefficient was calculated between the Occupational silence variable with its dimensions and psychological burnout, the following table shows it

Tableno. (05) : shows the correlation coefficient between the dimensions of Occupational silence and psychological burnout

Banishing Professionals silence	Psychological burnout	Sig significance level	Resolution
	Degree of correlation		
Administrative reasons	1.00	*0.00	Function
Lack of experience	0.542	*0.00	Function
Work-related concerns	0.665	*0.00	Function
Fear of social isolation	0.646	*0.00	Function
Fear damages relationship at work	0.646	*0.00	Function
Professional silence	1.00	*0.00	Function

*** Indicates the significance of the correlation coefficient at a significance level (0.001)

It is clear from table (05) that the correlation coefficients between the dimensions of professional silence and psychological burnout came from average to good, as the correlation value between the dimension of administrative reasons and psychological burnout is 1.00, which is a strong and very high value at the indicative level (0.01), while the correlation ratio between the dimension of lack of experience and psychological burnout was (0.542), which is an average value, while after work-related concerns and psychological burnout was estimated at (0.665), which is above the average at the indicative level (0.01). As for the fear of social isolation and psychological burnout, it reached (0.646), which is above the average. This is followed by a correlation after the fear of damaging relationships within work with psychological burnout with an estimated value of (0.646), which is also above the average. Within this context, the findings can be explained by linking the results of the first dimension of administrative causes of psychological burnout with the study of hawala and al-Bakr (2018), which was represented by the lack of support of the Education Department for the concerns of employees, attention to professional development and improving psychological and social conditions. The results of the lack of experience with psychological burnout matched the results of the husrevsahi (2015) husrevsahi study, which aimed that the most experienced field workers avoid raising problems while adhering to professional silence, which exposes them to psychological stress. While the results of the work-related fears of psychological burnout were represented by the results of the disguise study (2014) Altinkurt that the relationship between the organizational climate and organizational silence behaviors, as a good climate makes the working class not afraid of the work they do, as they feel safe and confident towards management and express their opinion, and a good climate is a protection from psychological stress. Results after the fear of social isolation by psychological burnout confirmed by the results of the Al-Qarni Study (2016), which indicated that the

more good moral leadership, the less social isolation, and matched with the Naamouni study (2014), " organizations that do not share their workers in the successes they achieve make workers unaware of the importance of jobs, and this is what develops a sense of disappointment and this is what leads over time to individuals separating from their work, their achievements weaken and their sense of Failure rises, exposing them to psychological and professional pressures. As for the fear of damage to relations within the work by psychological burnout, it matched the results of the study of Al-Qarni (2016) "there is an impact of ethical leadership among the heads of academic departments on employees, and this leads to damage to relations within the work. In addition, this result can be explained through the Survey study that the research sample is fully aware that talking about problems with the management will cause them penalties and deterrent decisions by the management to which they belong and therefore causes them psychological, social and physical stress, which makes the situation develop into a psychological burnout spiral that leads to serious consequences for the lives of workers.

Conclusion :

So in general, it can be said that professional silence is one of the negative phenomena that significantly affect the working environment and the psychological health of workers. When people avoid expressing their opinions or problems for fear of the consequences, stress and psychological pressure accumulate. This silence may be one of the factors leading to psychological burnout, as the worker feels exhausted, loss of motivation and frustration. Therefore, promoting channels of open dialogue and encouraging communication within the work environment becomes a necessity to ensure the well-being of employees and improve productivity. Addressing this phenomenon requires cooperation between management and employees to build a healthy work environment that supports dialogue and encourages positive **interaction:**

Therefore, in the light of the presented conclusions, we propose the following recommendations and suggestions :

- The interest of enterprises in adjusting and improving the appropriate atmosphere and climate suitable for the nature of work.
- Taking care of working individuals by giving them the opportunity to express their opinions, developing effective communication systems between them and their subordinates, developing flexible organizational structures and giving them confidence to raise their concerns and what they deem appropriate problems in order to reduce the reasons for their organizational silence.
- Increasing the tasks and responsibilities of some tires with high levels of competence and giving them wide powers to make constructive decisions.
- Work on conducting discussion and collective participation in setting goals and duties by working individuals, creating a collective cooperative atmosphere and minimizing some work-related concerns.
- Emphasizing the importance of the administrative process and its role in solving problems, listening to the concerns of employees, raising performance levels, transparency and Freedom of expression, and giving Great importance.

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