

THE ROLE OF ORGANIZATIONAL SILENCE TO ENHANCE THE IMPACT OF ATTACKING EMPLOYEE BEHAVIOR ON THE QUALITY OF WORK LIFE AN EXPLORATORY STUDY OF A SAMPLE OF THE MINISTRY OF HEALTH AND ENVIRONMENT EMPLOYEES

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ABSTRACT

This study examined the effect of employee attack behavior on the quality of work life through an exploratory study of a group of Ministry of Health and Environment employees. This study aims to the extent of the impact of offensive behavior on the employee on the quality of work life and is represented by compensation and working conditions and the development of human capabilities and social integration. The role played by organizational silence in promoting this relationship, as the research attempted to provide a comprehensive theoretical framework for the most important presented by the book and researchers about the research variables, data was collected using a questionnaire-based survey consisting of 30 questions and was distributed to 123 employees from the Ministry of Health and Environment in the city of Baghdad. The research attempts to answer a set of questions. The body of the research problem (is there a correlation and effect between the dimensions of employee attacking behavior and the quality of work life, and between organizational silence and the quality of work life), in order to analyze the data obtained from the questionnaires, quantitative methods such as the medium were used Arithmetic, standard deviation, coefficient of variation, simple correlation coefficient, and structured equation modeling. The results showed that there were significant correlation relationships between employee incantation behavior, the negative behavior that the. Finally, reducing employee attacking behavior through a combination of methods, including continuous development, self-abilities, and continuing education.

Key words: *employee attack behavior, organizational silence, quality of work life.*

INTRODUCTION

The main topic of the current investigation is to study bullying or harassment within health institutions, through some individual cases. Health institutions that allow it to identify the problem, understand it, analyze it and work to solve it can improve the situation. As this study is important because the effect of this phenomenon affects the quality of life of the workers and consequently the performance, commitment and job satisfaction of the victim. The direct impact on the worker who is a victim of this harassment, as he has to modify his behavior at work, family and society, and this ends up destabilizing the work environment, which leads to giving up or giving up work. Identity with the problem involves various factors: psychological, social, ethical and legal consequences of a serious

personal, social, cultural, economic and political nature. Therefore, in order to study and understand these factors necessary to evaluate the relationship and its characteristics, which are influencing in the course of work, with changes in the personal, social and cultural aspects of the victim's life in the cases of attack, the deterioration and breakdown in relations becomes evident.

Therefore, this research was divided into four main sections, the first section represented by the research methodology, the second section came to explain the theoretical side of the research, while the third section came to explain the practical and analytical side of the research, and finally the research concluded with a set of conclusions reached by the research and important recommendations.

THE FIRST TOPIC: RESEARCH METHODOLOGY

First: The research problem and its questions

As a result of the complexity in business organizations, a set of problems and obstacles may arise, among which are: Employees may be exposed to harassment and attacks that may be verbal, physical or psychological by a person or group of people, and the result is one of the decline in the morale of the employees and the psychological impact on them. Thus, this affects the performance of the organization as a whole. As this behavior affects the exchange of information and cooperation between employees and individual work and the rejection of working as one team, and this stage in the organization is called organizational silence.

This research tries to reveal the nature of the relationship and the effect between the behavior of attacking the employee and the quality of work life. It also tries to determine the possibility of enhancing organizational silence as an interactive variable that enhances this relationship. On the one hand and on the morale of the employees on the other hand.

The issue of quality of work life is one of the vital topics that many pioneers of human resources management have referred to, because it has a great role in explaining the life of organizations, what is the appropriate environment for work, and what are the methods and methods that these organizations must provide for their employees to obtain a quality of professional life, Away from the psychological, physical and occupational risks that employees may suffer when they are bullied or attacked by a person or group of people in order to intimidate the employees and negatively control them. Thus, determining the strategies of attacking employees' behavior and its reflection on the quality of work life in interaction with organizational silence in the research sample is a problem in itself, and accordingly we can define the current research problem through the following questions:

- 1 -Are strategies and types of behavior available to attack the employee in the organization in question?
- 2 -Does organizational silence prevail in the researched organization, and what is the level of the organization's submission to silence?
- 3 -What is the quality of work life in the researched organization.
- 4 -Is there a correlation and effect between the dimensions of the employee's attacking behavior and the quality of work life, and between organizational silence and the quality of work life?
- 5- Does organizational silence enhance the relationship between the behavior of attacking the employee and the quality of work life?

Second: The importance of research

The importance of the current research is crystallized in the following points:

1 -The current research contributes to enlightening and directing the attention of the employees in the Ministry of Health and Environment, the research sample towards the strategies used in attacking the employee, the types of organizational silence, and the appropriate work environment as it is one of the important modern management concepts.

2 -The research topics (attacking employee behavior, organizational silence, quality of work life) are important and worthy of attention, due to the lack of Arab studies that brought together the three topics to the best of the researcher's knowledge, as there are few percentages of Arab studies that dealt with research on the nature of the relationship Between attacking employee behavior and work life quality by centering organizational silence.

3 -Business organizations in our time are trying to move away from the behavior of attacking the employee and conflict, and limiting themselves to the spirit of legal competition as one of the pillars of corporate success, because the behavior of attacking the employee is dragging business organizations towards employee dissonance and lack of cooperation and participation among them, and thus the poor performance of the organization as a whole.

4- The importance of the current research can be framed through the sector that has been highlighted, which is the health and environment sector, because it has an important role in the life of the general public, and forms a fundamental pillar in the service sector in a way that enhances the quality of work life.

Third: Research objectives

The objectives of the research can be embodied in the following points:

1 -Diagnosing strategies of attacking employee behavior and the quality of work life in the researched company?

2 -Exposing the effect of organizational silence in enhancing the relationship between the behavior of attacking the employee and the quality of work life.

3 -Determine the strength and direction of the correlation between the behavior of attacking the employee and the quality of work life, organizational silence and quality of work life.

4 -Diagnosing the relationship of the impact of the employee's behavior strategies on the quality of work life.

5- Exposing the interactive role of organizational silence in enhancing the impact of attacking employee behavior and the quality of work life.

Fourth: The hypothetical outline of the research

Based on what has been described in the research problem, its importance, and its essential objectives, a hypothetical structure was formulated and designed in Figure (1) that embodies the nature and type of the basic and secondary relationships between the research variables.

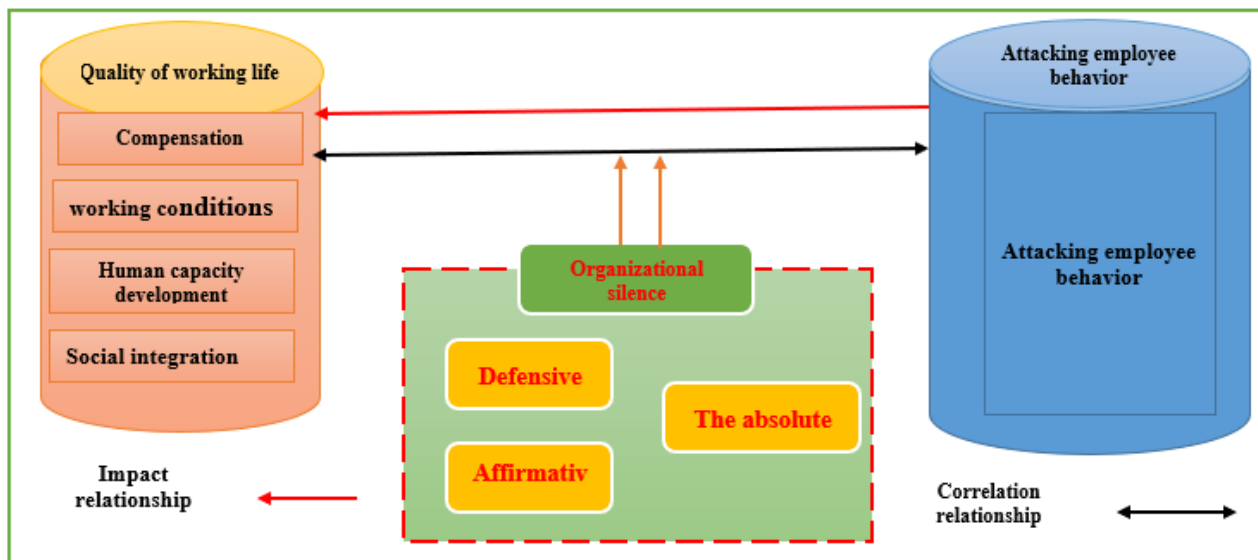


Figure (1) The hypothetical model of the research

Fifth Hypothesis

1- Correlation hypotheses

The first main hypothesis: There is a significant and moral correlation between the employee's attacking behavior and organizational silence, and three sub hypotheses are branched from it, as follows:

The first sub-hypothesis: There is a significant correlation between employee attack behavior and organizational silence (absolute).

The second sub-hypothesis: There is a significant correlation between employee attacking behavior and organizational silence (defensive).

The third sub-hypothesis: There is a significant correlation between employee attack behavior and organizational silence (positive).

The second main hypothesis: There is a significant and significant correlation between organizational silence and the quality of work life, and four sub hypotheses are branched from it, as follows:

The first sub-hypothesis: There is a significant correlation between organizational silence and compensation.

The second sub-hypothesis: There is a significant correlation between organizational silence and work conditions.

The third sub-hypothesis: There is a significant correlation between organizational silence and the development of human capabilities.

Fourth sub-hypothesis: There is a significant correlation between organizational silence and social integration.

1- Impact hypotheses

The third main hypothesis: There is a statistically significant effect of the behavior of attacking the employee on the quality of work life, and four sub hypotheses are branched out of it, as follows:

The first sub hypothesis: There is a statistically significant impact relationship for the behavior of attacking the employee in compensation.

The second sub-hypothesis: There is a statistically significant impact relationship for the behavior of attacking the employee in work conditions.

The third sub-hypothesis: There is a statistically significant impact relationship for the behavior of attacking the employee in developing human capabilities.

The fourth sub-hypothesis: There is a statistically significant impact relationship for the employee's attacking behavior in social integration.

The fourth main hypothesis: There is an interactive effect of organizational silence with the behavior of attacking the employee to affect the quality of work life. Three sub hypotheses are branched out as follows:

The first sub-hypothesis: There is an interactive effect relationship of (absolute) organizational silence with the behavior of attacking the employee to affect the quality of work life.

The second sub-hypothesis: There is an interactive effect relationship of organizational silence (defensive) with the behavior of attacking the employee to affect the quality of work life.

The third sub-hypothesis: There is an interaction effect of (positive) organizational silence with the employee's attacking behavior to affect the quality of work life.

Sixth: the research community and sample

The research community consists of (256) employees, divided into (14) departments among the directors and heads of departments and their representatives in the Ministry of Environment / Environmental Media Department. The research sample was represented after applying Richard Geiger's equation (142) employees. The questionnaires were distributed to the surveyed sample. After sorting, organizing and classifying the questionnaires in the statistical program, it was found that there are (19) that do not meet the conditions, and therefore the questionnaires suitable for analysis are (123) questionnaires.

Seventh: Research Approach: The researcher adopted the descriptive approach when formulating the research in the theoretical side, as well as analyzing the impact relationships and the correlation between research variables.

Eighth: Research limits

1 -Spatial boundaries: The research was limited to the employees of the Ministry of Environment / Environmental Media Department in Baghdad, as it represents a large segment in the service sector, its cooperation with the researcher and its geographical proximity.

2- Temporal boundaries: The period of research completion extended from 12/11/2019 to 17 /3/2020.

Ninth: Methods and tools for data collection

The researcher relied on foreign sources in the theoretical side of the research, which were books, articles, theses, and letters related to the current research topics, as well as the sources on the Internet. As for the practical side, the researcher relied on the questionnaire form as a main tool and the most consistent with the current research trends, and the five-point scale (Likert) was used and Table (1) illustrates the research variables and the paragraphs of the measurement tool.

Table (1) the variables, dimensions and paragraphs of the measurement tool

Sources	Coding	Number of paragraphs	The dimension	Variables
Erdogan&Yildirim,2017	MOBE	9	One-dimensional	Attacking employee behavior MOBE)(
Acaray Akturan,2015	ACS	3	Absolute silence	Organizational silence) ORSI(
	DES	3	Defensive silence	
	PRS	3	Positive silence	
Ouppara&Sy,2014	ADC	3	Fair compensation	Quality of work life (WOLQ)
	WOC	3	working conditions	
	DEH	3	Human capacity development	
	SOI	3	Social integration	

THE SECOND TOPIC: THE THEORETICAL SIDE

First: the behavior of attacking the employee

1- The concept of attacking employee behavior

This term was used in the early 1980s to define long-term hostilities and violence between co-workers Lyman, as it indicates that hostile and unethical communication directed in a systematic way by one or a few individuals mainly towards one individual is psychological terror or attack and this state is expected to persist. Every day, or a minimum of six months, then these actions directed at some people are interpreted as systematic emotional abuse and harassment regardless of the fact that the victims' problems have long been recognized (Aydan el at, 2012: 4859). (Sloan el at, 2010: 92)Attacking behaviors as threatening the professional situation and personality of employees, except for social environments, a lot of illogical actions, unexpected actions and physical harm. All these experiences leave intolerable negative effects on victims. These effects can be perceived in preventing

social contact. For the victim and removing the victim from other employees by affecting his social relationships, reducing self-esteem, burdening the victim with sterile tasks, and assigning the victim to life-threatening duties that lead to physiological disturbance. (k & Wagner 2001: 255) regarding the work stress and rebuke experienced by teachers in England, it was found that suffering from stress fatigue and especially from physical symptoms led to more days of no school attendance. Similar results were observed in a research study conducted by (Yazıcı 2009: 41) on teachers in Turkey, as the results of this study showed that teachers who suffer from attacking behavior develop stress and fatigue syndromes. (Manotas 2015: 1608) argued that attacking is when a person suffers from permanent negative actions from other people and faces difficulties in defending himself, and he presented the premise that power and negotiation are implicit components of attacking an employee and thus this phenomenon is used within an organization as a means of obtaining Power, pressure in this way with all moral and ethical aspects of the workers. (Davenport et al, 2003: 4) defined the behavior of attacking an employee as "psychological violence" or "psychological terror" by one or several persons against another person or several others through systematically hostile and unethical practices. Another defined, "Attacking an emotional attack for being the target of disrespectful and harmful behavior as it is described as forcing another person to resign by creating an aggressive atmosphere by provoking the other. People with their consent or without their consent against a person and they carry out persistent malicious acts and unjustified accusations (Görgülü et al, 2014): 504). Another defines attacking behavior as unethical and undesirable behavior that is directed systematically, planned or repeatedly by one or more persons to a person or group working in institutions that affects the psychological state and performance of the employee (Akıncı & Güven, 2015:1598).

1- The causes and stages of the attacking behavior of the employee

It is difficult to determine the causes of the attacker's behavior due to the complexity of the methodological problems of experimental research related to the phenomenon. It is nevertheless possible to identify the main areas and factors in which attacking behavior occurs.

(Leymann 1996: 177) asserts that there are four factors affecting the occurrence of attacking behavior in organizations: (1) deficiencies in work design, (2) deficiencies in leadership behavior, (3) the victim's social status, (4) ethical standards Low. (Zapf, 1999: 72) studied the factors affecting the experience of attacking behavior in Germany and found that they are (1) organizational factors, (2) factors related to the social system of a work group and (3) individual factors.

(B. Huberová 1995, 17) discussed four main causes of psychological terrorism in the workplace:

A - Stress caused by overloading or poor organization of work: Individuals are aware of the constant tension, time pressures, exaggerated demands, pressure from bosses, etc., which leads to a decline in thinking and a desire to help each other, increased aggression, misunderstanding and conflicts.

B- Monotony and boredom: the monotony of work, the excitement, the stereotype of the person, the desire for change, and if there is currently no suitable way to achieve this change, the easiest way to distract is to make life uncomfortable for others.

C- Bad management style: The personality of the manager plays an important role in this regard. The boss who is extremely responsible and inaccessible is completely inappropriate as a weak person who is not sufficient for his work and thus makes others nervous.

D- Competitive pressure and fear of unemployment: Vulnerable individuals bet on psychological terrorism if they feel that by intimidating them with competition and various "dirty" methods, they can get themselves up on the job ladder or avoid their dismissal.

As for the stages of attacking employee behavior. (Dahl, 2015: 21) discusses the attack into four stages:

A- Primary Conflict: Unresolved disputes that could originally have arisen as a result of simple "trivial" matters can spoil the general atmosphere in the workplace.

B - psychological terror: the victim becomes the target of regular attacks by one or more colleagues, with progressively impaired mental and physical performance.

C- The issue is formal: the bullying appears in the workplace openly and the situation must be resolved (it often happens that the victim is blamed, absenteeism, and low work performance, which gives the impression to others that the blame is on their shoulders).

D- Exclusion: Efforts to get rid of the disabled worker culminate, and meaningless changes and inconvenience generally serve as a means of forcing the victim to give up his or her place to leave.

(Novák & Capponi, 1996: 77) describes individual stages of attack in an unconventional manner in the context of the evolution of conflict in classical theater drama. As in the first stage, there were minor disagreements, misunderstandings, mutual misunderstandings, and sometimes provocations and their weakening, which led to a feeling of bitterness, disappointment and stronger ones that encourage increased criticism and aggression and the person who emerged from the first stage of the conflict becomes weaker. In the next stage - collision (isolation), the target of insinuations and small attacks increases, the psychological terror increases, and the individual lives under constant pressure. In the third stage (the crisis) the conflict reaches its climax and it is the problem that everyone knows and the victim tries to either actively defend himself or choose the option to escape, whether it is inability to work, find a new job, or dismiss. If a person really finds the necessary strength in himself and leaves his original job, he will reach the final stage by "running away", gaining in practice or at least getting rid of the immediate threat and possibly building certain defensive strategies that will help him adapt more easily to the situation.

1- Types and strategies of attacking employee behavior

At some point, harassment can take many forms, from complete ignorance to verbal assault to physical assault. Consequently, the basic methods and strategies for attacking in the workplace include widespread defamation, vague insinuations, isolating the victim, distorting the victim's performance, harming privacy or harming the victim's health. In this respect, he (Plzni, 2012: 26-28) presented a group of individual species that cannot be separated, as they often intertwine and interact with each other, which only increases the pressure on the victim. Likewise:

A- Gossip: Gossiping about others is now a common part of communication. It is a matter of keeping this criticism within acceptable limits, as the permissible level is exceeded at the time when defamation is intentionally sent with the intention of hurting or destroying the person concerned and it can be the motive for the spread of all kinds Half-truths and lies are simple envy and the desire for power, and an attempt to "please" someone. Malice lies in slander in the fact that the victim often does not even notice this form of psychological terror. Gossip can be seen externally as malicious whispers, various insinuations and unauthorized pointing of a finger as a result, both the credibility and public standing of the victim as well as one's self-esteem decrease.

B- Isolation: In workplaces where mutual communication and contact between colleagues are not or cannot be frequent there is an increased pressure burden because one does not have the opportunity to exchange information with others, consult with each other, or encourage. If such a situation is artificially established in an environment where peer-to-peer communication usually occurs, the consequences are worse, so when society intentionally pushes the individual into isolation it raises feelings of depression and insecurity and thus raises a number of questions and of course, the decisive factor is also who and how. The victim ignores the number of people and how they do so. There are a number of options such as refusing help or cooperation, blocking personal opinion, withholding new or important information, or excluding from daily social work.

C- Sabotage of work: systematic sabotage of work as another type of psychological horror is one of the most malicious methods, as no doubt should be cast on the perpetrator because it usually occurs without witnesses, as the documents or tools of work disappear from the victim mysteriously and appear again after a few Days or weeks, falsifying all kinds of documents and ruining the results of the work, there is also what's called spiritual theft when the creative ideas of the victim present himself as his own while the author usually does not know about it at all.

D- Poor performance and abilities: It is important to distinguish between documented criticism and isolated rebuke and psychological terrorism, so feelings of lack of necessity and self-worthlessness emerge at a time when the individual is wrongly deprived of the possibility of self-realization and the surroundings explain to him that he does not appreciate his professional abilities at all. Through constant criticism and regret, interrogation decisions and overall professionalism one easily loses ground, becomes uncertain, begins to doubt his abilities and his performance, and suddenly makes more mistakes which makes him enter a vicious circle. Loss of self-confidence can easily occur and grow into severe depression, reflecting feelings of self-failure. In private life.

E- Damage to privacy and personality: The more he wants to harm the hesitant, the more he uses malicious practices, as there is a very sensitive area for his attacks, which is the private life of the victim as well as his weak personalities who have become the target of ridicule, it must be said that the opponents do not protect almost anything and that their game clearly targets one target Destroying the victim. The most commonly chosen strategies for victory include, for example, joking about appearance, imitating and re-imitating the victim, drilling in open wounds, or shedding private life.

F- Damage to health: We are likely to face psychological terror from direct physical attacks. Attacking in the workplace also involves physical violence. Here, the matter depends more on the specific environment and the composition of the work team. Usually the aim of physical attacks on the victim is not direct harm or injury, but above all, intimidation and turmoil. The victim must face threats of various forms and all sorts of pitfalls, often mixing drugs with different effects in his drink or food, or he prefers to have a job harmful to his health. There is no need to describe the direct consequences of such attacks, they are based on specific actions, but the fear and fear that precedes these attacks will also affect the human being. Fears of further attacks and their escalation arouse one's feelings.

Second: organizational silence

1- The concept of organizational silence

Organizational silence is a behavioral issue where individuals do not express their thoughts, opinions, and suggestions that will help in detecting disturbances, improving organizational activities,

and creating a new process / product / service. (Morrison & Milliken 2000) used this term in the literature for the first time. The opposite of organizational silence is mentioned to him as a negative issue, as an organizational voice that individuals will be able to choose to be silent or to speak up when confronting a problem in their organization when individuals avoid discussions and remain silent (Alparsla, 2010: 1). Another indicated that organizational silence causes dissatisfaction among employees, and this leads to poor communication and undesirable behaviors, which ultimately lead to a deterioration in the overall performance of organizations (Elçi et al, 2014: 457). Others suggested that when most members of organizations choose to remain silent on organizational matters, silence becomes a group behavior referred to as organizational silence. (Dan et al, 2009: 1647).

Another explanation is that the employee's silence phenomenon may take different meanings depending on its underlying motives, as silence has been distinguished in two forms, which are silence "silence" and "stillness", in terms of silence "silence" represents intentional omission while silence "silence" is based on submission (Zehir & Erdogan, 2011: 1391). There are different definitions of organizational silence. Where (Fletcher & Watson, 2007: 157) indicated employee silence as involving the withholding of "real" expressions about organizational conditions by some members of the organization from those who are in a position to change those conditions. Another defined organizational silence as "intentionally withholding ideas, information related to work and opinions (Vakola & Dimitris, 2005: 441)." Another indicated that organizational silence is an ineffective organizational process that wastes costs and efforts and can take various forms such as silence in meetings, low levels of participation in suggestion schemes, reduced Collective voice levels (Dan et al, 2009: 1647)

1 -Reasons for organizational silence

The causes of organizational silence can be divided into three groups:

A- A set of administrative factors: One of the clear administrative factors for organizational silence is the continuous negative feedback from supervisors, when the employee submits to the supervisor a proposal and it is rejected, this type of employee silence is developed in the organization. The second important managerial factor that causes organizational silence is a set of unspoken beliefs that managers implicitly hold about employees, one of these beliefs is that employees care about themselves and do not deserve trust, recent business has confirmed that the economic model currently dominates the thinking of many managers. This model assumes that individuals are self-interested and distancing themselves from effort and can be expected to act in ways to maximize individual facilities rather than organization performance (Morrison & Milliken, 2000: 33).) Another management factor is when supervisors fail to address the actual problems that exist within organizations and to avoid these problems or seek "quick fixes" make matters worse and make employees feel hopeless for a solution. If employees are naive and do not trust their leaders, they will remain silent (Dan et al, 2009: 1649).

B- A set of organizational factors: (Slade, 2008: 25) identified many organizational causes, including (decision-making procedures, wage inequality, organizational inefficiency, poor organizational performance) and in addition, when the organization relies heavily on contract work Centralization of decision-making leads to organizational silence.

C- A set of personal factors: One of the reasons for the personal factors of organizational silence is that people are afraid to talk about problems because they think that if they do speak out, they will lose their

jobs. For their practices and they are expelled. Silence is associated with many virtues: modesty, respect for others, wisdom and decency, so employees keep silent on themselves to avoid embarrassment, confrontation and other noticeable dangers (Maria, 2006: 226).

1 -Ways to overcome organizational silence:

How to break the culture of silence and create a free atmosphere to encourage the voice of the employee are great challenges facing managers, because the effects of employee silence are devastating for the organization, and an organization differs from another organization in providing an atmosphere of silence that encourages a revolutionary change in the system. Theoretically, senior managers with different assumptions should be able to design different types of organizational system that will, over time, obtain frank upward communication (Shojaie et al, 2011: 1734).

(Vacola & Bouradas, 2005: 453) outline some ways to reduce organizational silence. Senior managers and supervisors should create a workplace where employees feel safe to express their opinions and they will be encouraged to offer their ideas and suggestions. If employees look at their managers and more importantly, supervisors are either not interested in hearing the truth or they will attribute their reasons for speaking about the behavior to their faulty source, then they will likely choose silence. Another way to eliminate organizational silence is to create a climate of procedural justice, where procedural justice exists when the majority of employees in the work group feel that their managers make decisions that involve employee input that are ethical, consistent over time and based on accurate information. Another way to encourage behavioral talk is to ensure communication opportunities and create formal systems to convey or exchange information, concerns, or ideas, as employees who have ideas or suggestions for improvement do not feel they can bring them to their superiors and can present them to a specific person who then provides the ideas for review. It would create some potential positive outcomes associated with the passage of ideas to improve the process in the hierarchy to offset what is now seen as potential negative consequences of upsetting one boss or being seen as critical.

2 -Eliminating organizational silence:

A- Absolute silence (receipt): Absolute silence is defined as an employee who withholds his views, ideas, and information related to work based on resignation. Employees in complete silence agree to the organizational terms and judge themselves in a kind of "trust and endure the status quo." In other words, the employee withdraws himself and is happy to continue the status quo, so this type of silence is a negative behavior that the employees intentionally show negative behavior and enter into unrelated behavior (Çakıcı, 2008: 87). Another indicated that employees in the behavior of absolute silence are not aware of many alternatives to changing conditions, so employees have accepted this position in despair and abandoned the correction of the conditions that cause dissatisfaction, because employees choose silence with the idea that speaking is a vain attempt (Bransfield, 2009: 41).

B- Defensive silence (calm): Defensive silence is the employee's behavior to defend himself against external threats consciously and proactively, as the employee refrains from expressing his thoughts and information due to his fear of the consequences of submitting proposals for change, and defensive silence can be diagnosed more proactively than absolute silence. Contains the realization, consideration and pursuit of alternatives after concealing thoughts, ideas, and information for self-preservation is a conscious decision about the best personal strategy at the moment, while absolute silence means passive obedience (Schlenke & Weigold, 1989: 30).

C- Social (positive) silence: Positive silence is the employee's behavior in hiding and concealing his views, ideas and information related to work in order to provide benefits to the organizations or other employee depending on the factors that others or collaborators think, as this type of silence occurs in two ways. The first is that the employee remains silent out of the motivation to protect the benefits of the organization, and the second is that the employee remains silent in motivation to protect the benefits of other employees, in the concept of organizational citizenship behavior positive silence is considered a proactive behavior that the employee believes that protects the benefits of employees and other institutions and not himself first. Instead of the instinct of self-preservation based on fear, priority is given to the interest of others and self-sacrifice for others in social silence, so the positive silence of organizational silence is considered a positive type of silence that contrasts with absolute silence and defensive silence (Acaray & Akturan, 2015: 475).

Third - Quality of work life

1 -The concept of quality of work life

Work life quality is the employee's reaction to their work, especially individual outcomes in the context of the job and mental health that emphasize personal outcomes, professional experience and how to improve one's job to meet individual needs (Salmani, 2003: 53). In this regard (Farahbakhsh, 2012: 32) believes that the quality of work life is one of the elements that contribute to the progress of the organization that provides the three factors of motivation, satisfaction, responsibility and commitment to the work of the person and this is achieved through the creation of a more humane and more democratic work environment and the involvement of employees in making The decision to improve the organization's performance. In addition, he considers that from the employee's point of view, the quality of work life is the satisfaction or dissatisfaction with the work environment.

Mirkamali (2003: 38) defines the quality of work life as giving employees an opportunity to decide on the most effective products, work services or workplace and states that the quality of life will improve and the positive feeling about the job and its faces will increase on the condition that the work is done under the appropriate psychological conditions and balanced cooperation. . Not only does this positive feeling fulfill personal needs and maintain personal and organizational goals, but it also increases physical and mental health, loyalty, efficiency and organizational effectiveness. And defined Quality of Work Life (QWL) is a philosophy or set of principles that states that people are the most important resource in the organization because they are trustworthy, responsible, and able to make a valuable contribution and should be treated with dignity and respect (Tabassum et. Al, 2011: 17).

Another pointed out that the quality of work life is basically a multi-dimensional concept and it is a way of thinking about people and work and organizing it, and it is important for organizational performance and it is an important factor that affects the motivation of employees at work (Hsu & Kernohan, 2006: 120). Another is a combination of strategies, procedures and atmosphere related the workplace that works to enhance and sustain employee satisfaction by improving working conditions for enterprise employees (Nazir et al, 2011: 10278).

2- The importance of studying the quality of work life

The quality of work life not only affects the job satisfaction of the employees but also affects the lives of the employees outside of work such as family, entertainment and social needs, as when you do

not fulfill the needs of the employees at work they are likely to face a lot of work stress that will have negative consequences on employee well-being and performance. Career (Emadzadeh et al, 2012: 438). Most of the studies focus on the relationship of QWL to some variables such as job satisfaction, organizational commitment, job performance, sales objective, and labor relations which play a critical role in determining the overall well-being of any industrial organization. However, there is a lack of empirical evidence on the QWL relationship and employee work participation. Work participation is essentially a motivational concept that represents the active allocation of personal resources towards tasks related to the work role (Christian, et. Al, 2011: 91).

Another pointed out that the importance of the quality of the work life culture is the creation of an organization free from fear that actively seeks to involve employees, and that it generates a high degree of mutual commitment between the needs of the individual and his development and the goals of the organization and its development (Ivancevich, 2005: 145). The quality of life on which the work is based is based on the development of total quality and is essential to the success of the TQM strategy (Thomas, 2006 :). In theory, the quality of work life is simple, it involves giving workers the opportunity to make decisions about their jobs and design their workplace and that they need to make products or provide services more effectively, so it requires management to deal with workers with dignity (Schuler, 2004 :).

3- Dimensions of the quality of work life

Several researchers have proposed a set of dimensions that represent quality of work life. Opinions differed about these dimensions according to the nature of the work. (Kanten & Sadullah, 2012: 361) proposed eight main conceptual categories related to QWL, which are (1) adequate and fair compensation (2) safe and healthy working conditions (3) an immediate opportunity to use and develop human capabilities (4) an opportunity for continuous growth and security (5) Social integration in the organization of work (6) Constitutionalism in the organization of work (7) Work and total area of life (8) The social importance of work life.

While each of (Ouppara & Sy, 2012: 119-120) identified four dimensions of the quality of work life which are (1) adequate and fair compensation (2) safe and healthy working conditions (3) human capacity development and security (4) social inclusion.

A- Compensation: It is essential that the quality of work life be affected by the extent to which measures are provided to obtain adequate and fair compensation, meaning that the compensation that employees receive is commensurate with the efforts they make to the organization, this means that the economic fruits of employee productivity are recognized. As for fairness, it is understood that the remuneration earned by the employee meets the socially determined level of sufficiency and can assure the employee that he can as well as the family to maintain a decent standard of living. (Weisboard, 2007: 213)

B - Work conditions: Many companies today are working to improve the quality of employees' working life by modifying the work environment. Under the Act (Certo, 2004) every employer has a "public duty" to provide a workplace that is "free from recognized risks". Moreover, they also have a special duty "to comply with all safety and health standards specified under certain provisions. While laws protecting the physical and emotional integrity of employees are certainly an incentive, many employers are motivated to provide desirable working conditions with their sensitivity to human needs and rights (Cummings 2007: 197)

C- Human capacity development and safety: In the field of human capacity development, the key informants mentioned that the company often introduces measures to achieve this factor. As companies provide differences in job design to enable the employee to use and develop his skills and knowledge, which affects his participation, self-esteem, and the challenge obtained from the work itself, the job design is reviewed regularly to ensure that it allows for substantial independence and self-control and permits the use of a multiple set of skills and empowerment. The worker is able to obtain meaningful information about the overall work they have been assigned to perform, so many people feel higher job satisfaction when they think their future prospects are good. These expectations may mean an opportunity to advance and grow with their current stream (Bohlander & Nell, 2007: 98)

D - Social Integration: Social integration is the process of changing or improving the job so that the employee is likely to be more motivated, and it provides the employee with the opportunity for more recognition, achievement, growth and responsibility, the lack of which can lead to increased worker isolation. The quality of social interaction is an essential component of social integration, as this quality factor is considered to be more subjective but very strong. People can stay in jobs they would otherwise have left because they felt that the quality of social interactions was so high that this outweighs the other negative aspects of the job. On the contrary, some people quit their jobs even if they liked the job but did not like the quality of their social connections at work (Ouppara & Sy, 2012: 120).

THE THIRD TOPIC: ANALYTICAL ASPECT AND TESTING OF RESEARCH HYPOTHESES

First: Test the normal distribution of the withdrawn data

Before starting the analysis of the research data and extracting the results that support the theoretical side of the research, these data must be subjected to tests of natural distributions, so that the researcher can know which tests are appropriate for the data drawn, so they will be tested using the ClumMicrove-Siminorov and Shapiro-Wellek tests, as their results can be interpreted depending on the value of (P-value), which is acceptable with greater significance ($P \geq 0.05$), and Table (2) shows the test of normal distributions of the data.

variable	Kol-smi	p-value	Sha-wil	p-value	variable	Kol-smi	p-value	Sha-wil	p-value
MOBE1	.312	0.05>P	.832	0.05>P	MOBE6	.265	0.05>P	.788	0.05>P
MOBE2	.232	0.05>P	.643	0.05>P	MOBE7	.265	0.05>P	.811	0.05>P
MOBE3	.376	0.05>P	.742	0.05>P	MOBE8	.298	0.05>P	.824	0.05>P
MOBE4	.297	0.05>P	.876	0.05>P	MOBE9	.321	0.05>P	.837	0.05>P
MOBE5	.298	0.05>P	.855	0.05>P					
MOBE	.123	0.05>P	.715	0.05>P					
ACS1	.376	0.05>P	.612	0.05>P	ADC1	.217	0.05>P	.796	0.05>P
ACS2	.177	0.05>P	.688	0.05>P	ADC2	.276	0.05>P	.819	0.05>P
ACS3	.265	0.05>P	.641	0.05>P	ADC3	.387	0.05>P	.854	0.05>P
ACS	.375	0.05>P	.711	0.05>P	ADC	.243	0.05>P	.877	0.05>P

DES1	.437	0.05>P	.813	0.05>P	WOC1	.336	0.05>P	.867	0.05>P
DES 2	.365	0.05>P	.854	0.05>P	WOC2	.317	0.05>P	.881	0.05>P
DES 3	.411	0.05>P	.778	0.05>P	WOC3	.361	0.05>P	.871	0.05>P
DES	.388	0.05>P	.853	0.05>P	WOC	.367	0.05>P	.812	0.05>P
PRS1	.133	0.05>P	.952	0.05>P	DEH1	.167	0.05>P	.931	0.05>P
PRS2	.298	0.05>P	.881	0.05>P	DEH2	.298	0.05>P	.796	0.05>P
PRS3	.217	0.05>P	.837	0.05>P	DEH3	.387	0.05>P	.837	0.05>P
PRS	.376	0.05>P	.812	0.05>P	DEH	.376	0.05>P	.641	0.05>P
ORSI	.240	0.05>P	.641	0.05>P	SOI1	.167	0.05>P	.854	0.05>P
					SOI2	.321	0.05>P	.854	0.05>P
					SOI3	.298	0.05>P	.778	0.05>P
					SOI	.217	0.05>P	.876	0.05>P
					WOLQ	.298	0.05>P	.760	0.05>P

Table (2) the normal distribution of the withdrawn data

When interpreting Table (2), it becomes evident that the results conform to the rule imposed for the normal distribution, as all the apparent results of the P-value were greater than 0.05 and for all the paragraphs of the variables, and this means the results that the researcher will reach can be generalized to society as a whole.

Second: The structural validity test of the measuring instrument

To ensure the stability of the research scale and the consistency of its paragraphs, a set of statistical tests related to measuring the stability of the scale must be performed, and the most prominent of these tests is the Crumbach Alpha Coefficient test, which assumes that the results are higher than (60%) in order to be acceptable. Table (3) shows Krumbach's alpha coefficient of the variables and dimensions of the current research.

Table (3) Krumbach's alpha coefficient of research variables and dimensions

Krumbach for the total search	Krumbach for dimension	Number of paragraphs	The dimension	Krumbach for variable total	variable
.940	.000	9	One-dimensional	2.92	Attacking employee behavior
	.874	3	Absolute silence	.972	Organizational silence
	.751	3	Defensive silence		
	.826	3	Positive silence		
	.833	3	Compensation	.965	Quality of work life
	.876	3	working conditions		
	.827	3	Human capacity development		
.841	3	Social integration			

Third: Description and diagnosis of research variables

1 -Description and diagnosis of the employee's attacking behavior variable

The results of Table (4) explain that the arithmetic mean of the variable of attacking employee behavior (MOBE) reached (4.02) with a standard deviation of capacity (0.567) and coefficient of variation (0.13) and a high level of answers, and with a relative importance of (81%), and these results explain that the studied sample It has a prognosis for attacking employee behavior with a high percentage. As it can be seen from Table (4) that the paragraph (MOBE3) came first with an arithmetic mean of (4.21), a standard deviation of (0.502), a coefficient of variation (0.12), a high level of answers, and a relative importance of (84%), and these results explain that the sample the surveyed diagnosed bullying of employees, with a high rate. While the paragraph (MOBE8) was ranked last, with an arithmetic mean of (3.08), a standard deviation of (1,190), a coefficient of variation (0.39), a high level of answers, and a relative importance of (62%), and these results explain that the surveyed sample determines the employees' confrontation with such Behavior is very little.

Table (4) Description and diagnosis of attacking employee behavior variable

Order of importance	Relative importance	Coefficient of variation	standard deviation	Arithmetic mean	Paragraph symbol	Order of importance	Relative importance	Coefficient of variation	standard deviation	Arithmetic mean	Paragraph symbol
The third	47%	0.39	0.903	2.34	PRS1	The first	85%	0.11	0.448	4.23	ACS1
The second	70%	0.20	0.695	3.51	PRS2	The second	82%	0.13	0.526	4.08	ACS2
The first	85%	0.15	0.657	4.26	PRS3	The third	78%	0.17	0.676	3.88	ACS3
The second	80%	0.23	0.905	3.97	PRS	The first	81%	0.12	0.502	4.06	ACS
****	70%	0.21	0.738	3.52	ORSI	The first	78%	0.15	0.6	3.91	DES1
						The third	71%	0.27	0.953	3.55	DES 2
						The second	73%	0.23	0.825	3.62	DES 3
						The third	60%	0.38	1.185	3.04	DES

2 -Description and diagnosis of the organizational silence variable

The results of Table (5) explain that the arithmetic mean of the organizational silence variable (ORSI) reached (3.52), a standard deviation of (0.738), a coefficient of variation (0.21), a high level of answers, and a relative importance of (70%), and these results explain that the studied sample was diagnosed. Eliminate regulatory silence and a high rate. As it can be seen from Table (5) that after Absolute Silence (ACS) it came first with an arithmetic mean of (4.06), a standard deviation of (0.502), a coefficient of variation (0.12), a high level of answers, and a relative importance of (81%), and these results explain The surveyed sample has a focus on answers, and it came after defensive silence (DES) in the third rank with an arithmetic mean of (3.04), a standard deviation of ability (1.185), a coefficient of variation (0.38), a high level of answers, and a relative importance of (60%), and these results explain The surveyed sample has a focus on answers.

Order of importance	Relative importance	Coefficient of variation	standard deviation	Arithmetic mean	Paragraph symbol	Order of importance	Relative importance	Coefficient of variation	standard deviation	Arithmetic mean	Paragraph symbol
الثالث	82%	0.28	0.905	3.17	DEH1	The second	71%	0.18	0.71	3.95	ADC1
The second	78%	0.26	0.953	3.61	DEH2	The first	76%	0.14	0.543	3.80	ADC2
The first	72%	0.17	0.581	3.38	DEH3	The third	72%	0.22	0.712	3.21	ADC3
The first	79%	0.15	0.657	4.12	DEH	The fourth	75%	0.25	0.798	3.12	ADC
The second	83%	0.16	0.622	3.74	SOI1	The third	73%	0.16	0.688	4.56	WOC1
The third	75%	0.18	0.594	3.28	SOI2	The second	64%	0.23	0.963	4.06	WOC2
The first	71%	0.10	0.50	4.91	SOI3	The first	78%	0.15	0.512	3.24	WOC3
The second	76%	0.16	0.543	3.26	SOI	The third	73%	0.20	0.765	3.76	WOC
						****	83%	0.18	0.657	3.52	WOLQ

Table (5) Description and diagnosis of a variable and the dimensions of organizational silence

3 -Describe and diagnose the quality of work life variable

When interpreting the results of Table (6), it becomes evident that the arithmetic mean of the work life quality variable (WOLQ) reached (3.52), with a standard deviation of (0.657), a coefficient of variation (0.18), and a high level of answers, with a relative importance of (83%). As it can be seen from Table (6) that after the development of human capabilities (DEH) came first with an arithmetic mean of (4.12), a standard deviation of capacity (0.657), a coefficient of variation (0.15), a high level of answers, and a relative importance of (79%), and these results She explains that the surveyed sample focuses on developing capabilities at a high rate. Whereas after compensation (ADC) it ranked last, with an arithmetic mean of (3.12), a standard deviation of (0.798), a coefficient of variation (0.25), a high level of answers, and a relative importance of (75%), and these results explain that the researched sample has weak interest. Next to employee compensation.

Order of importance	Relative importance	Coefficient of variation	standard deviation	Arithmetic mean	Paragraph symbol	Order of importance	Relative importance	Coefficient of variation	standard deviation	Arithmetic mean	Paragraph symbol
Sixth	80%	0.23	0.905	3.97	MOBE 6	The fourth	78%	0.15	0.61	3.90	MOBE 1
Seventh	71%	0.27	0.953	3.55	MOBE 7	The third	76%	0.14	0.543	3.80	MOBE 2
Eighth	62%	0.39	1.190	3.08	MOBE 8	The first	84%	0.12	0.502	4.21	MOBE 3
The fourth	85%	0.15	0.657	4.26	MOBE 9	Fifth	76%	0.19	0.728	3.77	MOBE 4
****	81%	0.13	0.567	4.02	MOBE	The second	81%	0.13	0.908	4.02	MOBE 5

Table (6) Description and diagnosis of variable and dimensions of work life quality

Fourth: testing hypotheses

Table (7) shows the correlational relationships between the research variables represented by attacking employee behavior (MOBE) and organizational silence (ORSI), as the first main hypothesis and the sub-hypotheses branching from it can be explained as follows:

	MOBE	ACS	DES	PRS	ORSI	ADC	WOC	DEH	SOI	WOLQ
MOBE	1									
ACS	.915**	1								
DES	.945**	.867**	1							
PRS	.977**	.874**	.945**	1						
ORSI	.967**	.973**	.922**	.958**	1					
ADC	.922**	.942**	.937**	.912**	.942**	1				
WOC	.950**	.972**	.957**	.945**	.921**	.985**	1			
DEH	.965**	.969**	.975**	.997**	.905**	.988**	.990**	1		
SOI	.931**	.984**	.970**	.912**	.948**	.946**	.943**	.972**	1	
WOLQ	.911**	.927**	.998**	.931**	.929**	.942**	.911**	.976**	.909**	1

Table (7) Correlational Relationships between Research Variables

**correlation is significant at the level (2-tailed), N=123, Sig.(2-tailed) =0.00

1- Correlation hypotheses

The first main hypothesis: which states (there is a significant correlation between the behavior of attacking employee (MOBE) and organizational silence (ORSI)).

It is evident from the results of Table (7) that there is a correlation between the behavior of attacking the employee (MOBE) and organizational silence (ORSI), and it has been described as a positive relationship of (.967 **) in addition to that the value of sig is less than (0.05), i.e. the hypothesis is accepted. The first president, which means that silence in organizations is the result of the negative behavior of the employee.

The first sub-hypotheses: There is a significant correlation between the attacking employee behavior ((MOBE) and organizational silence (ACS)).

It is evident from the results of Table (7) that there is a correlation between the behavior of attacking the employee ((MOBE) and organizational silence (absolute (ACS)), and it has been described as a positive direct relationship of (.915 **) in addition to that the value of sig is less than (0.05), as it indicates These results validate the first sub-hypothesis,

The second sub-hypotheses: There is a significant correlation between the attacking employee behavior (MOBE) and organizational silence (DES).

It was found that the relational strength of the organizational silence dimension (defensive (DES) reached (.945 **), knowing that all of them are below the level of morale less than (0.05), meaning that the second sub-hypothesis is accepted, which means that the interest in defensive silence taken by the employees is a response On the offensive behavior they are exposed to.

The third sub-hypotheses: There is a significant correlation between employee attacking behavior (MOBE) and organizational silence (PRS).

It became clear that the relational strength of the organizational dimension of silence (positive (PRS) reached (.977 **), knowing that all of them are below the level of significance less than (0.05), that is, the third sub-hypothesis is accepted, which means that positive silence is a kind of strategies to get rid of behavior Passive staff.

The second main hypothesis: which states (there is a significant correlation between organizational silence (ORSI) and work life quality (WOLQ).

It is evident from the results of Table (7) that there is a correlation between organizational silence (ORSI) and quality of work life (WOLQ), and it has been described as a positive relationship of (.929 **), in addition to that the value of sig is less than (0.05), meaning that it is accepted. The first main hypothesis which means the negative outcome of work life as a result of silence of employees. Four sub hypotheses are branched out from this hypothesis, namely:

The first sub-hypothesis: There is a significant correlation between organizational silence (ORSI) and compensation (ADC).

It is evident from the results of Table (7) that there is a correlation between organizational silence (ORSI) and compensation (ADC), and it has been described as a positive direct relationship of (.942 **) in addition to that the value of sig is less than (0.05), as these results indicate the validity of the hypothesis. The first subset, as it turns out, that the associative strength of the dimension of absolute silence (ACS) is equal to (.942 **) and for the dimension of defensive silence (DES) it reached (.937 **), and for the dimension of positive silence (PRS) it reached. That all of them are below the level of significance less than (0.05), that is, the first sub-hypothesis is accepted, which means that interest in the compensation policy is through developing proactive strategies and policies to get rid of silence within the researched organization.

The second sub-hypothesis: There is a significant correlation between organizational silence (ORSI) and working conditions (WOC).

It is evident from the results of Table (7) that there is a correlation between organizational silence (ORSI) and working conditions (WOC), and it has been described as a positive relationship of (.921 **) in addition to the value of sig less than (0.05), as these results indicate The second sub-hypothesis is correct, as it was found that the correlative strength of the dimension of absolute silence (ACS) is equal to (.972 **) and the dimension of defensive silence (DES) reached (.957 **), and for the dimension of positive silence (PRS) it reached (.945 **) Noting that all of them are under the level of morale less than (0.05), that is, the second sub-hypothesis is accepted, which means that attention to work conditions by developing proactive strategies and policies to get rid of silence within the researched organization.

The third sub-hypothesis: There is a significant correlation between organizational silence (ORSI) and development of human capacity (DEH).

It is evident from the results of Table (7) that there is a correlation between organizational silence (ORSI) and the development of human capabilities (DEH), and it has been described as a positive

relationship of (.905 **) in addition to that the value of sig is less than (0.05), as this indicates The results are the validity of the first sub-hypothesis, as it was found that the correlative strength of the dimension of absolute silence (ACS) is equal to (.969 **) and the dimension of defensive silence (DES) reached (.975 **), and for the dimension of positive silence (PRS) it reached (.997 **) Noting that all of them are below the level of morale less than (0.05), that is, the third sub-hypothesis is accepted, which means that the interest in developing the capabilities of employees by developing strategies and proactive policies to get rid of silence within the research organization.

Fourth sub-hypothesis: There is a significant correlation between organizational silence (ORSI) and social integration (SOI).

It is evident from the results of Table (7) that there is a correlation between organizational silence (ORSI) and social integration (SOI). It has been described as a positive direct relationship of (.948 **) in addition to that the value of sig is less than (0.05), as these results indicate the validity of the fourth sub-hypothesis, and it was found that the correlative strength of the dimension of absolute silence (ACS) is equal to (.984 **) After defensive silence (DES) it reached (.970 **), and for the dimension of positive silence (PRS) it reached (.912 **), noting that all of them are below the level of significance less than (0.05), that is, the fourth sub-hypothesis is accepted, which means The interest in social integration among employees is a result of reducing silence in the researched organization.

The third main hypothesis: which states (There is a statistically significant impact of the behavior of attacking employee (MOBE) on the quality of work life (WOLQ).

The third main hypothesis: which states (There is a statistically significant impact of the behavior of attacking employee (MOBE) on the quality of work life (WOLQ).

To test this hypothesis, the researcher constructed a structural modeling equation model, which illustrates the relationship between attacking employee behavior (MOBE) and the dimensions of work life quality (WOLQ). During the interpretation of the results, it is clear that the model matches the criteria for quality of conformity.

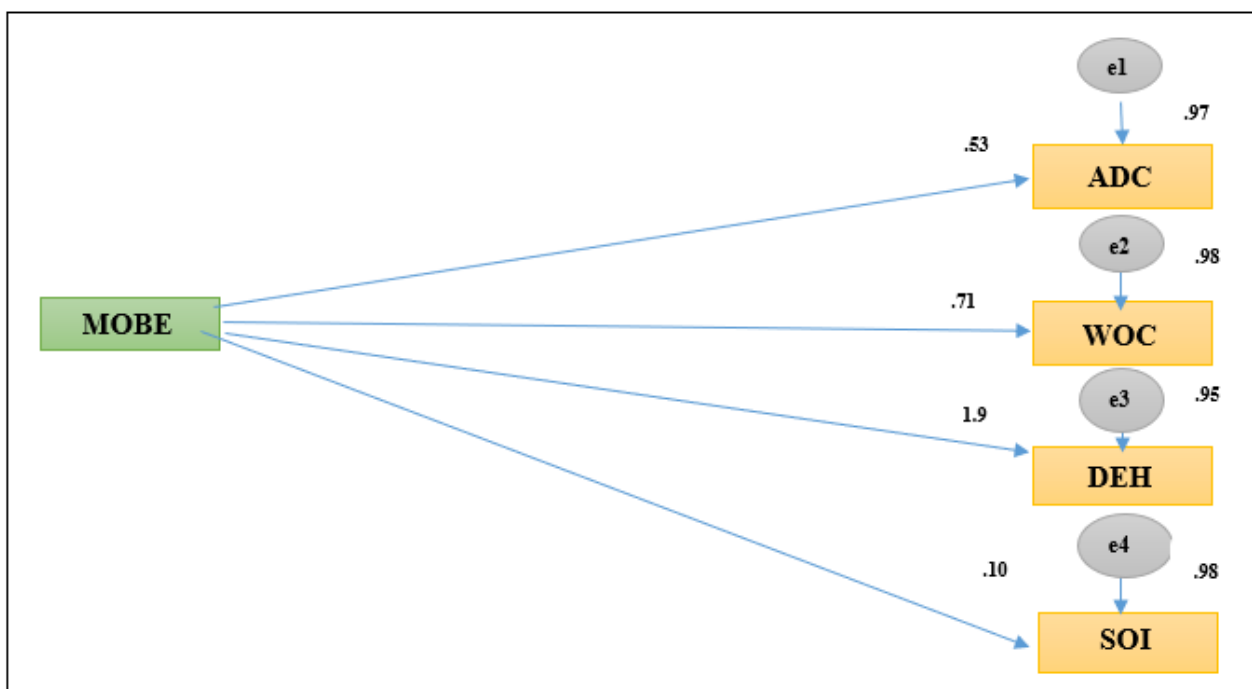


Figure (2) Standard Model The effect of attacking employee behavior on the quality of work life

As it becomes evident from the interpretation of the results of Table (8) and shown in Figure (2), the validity of the hypothesis following the behavior of attacking the employee (MOBE in the quality of work life (WOLQ)). Attacking with one unit increases work quality by (.104), standard error (.034), and critical percentage.(3.058)

As for the effect relationship between the attacking employee behavior (MOBE) and the dimensions of work life quality (WOLQ), it is a moral relationship, as the increase in attacking behavior by one unit leads to an increase in the compensation dimension (ADC) by (.537) and with a standard error (.025) And a critical rate (21.48), while an increase in attacking behavior by one unit leads to an increase in the WOC dimension of (.710) with a standard error (.054), and a critical rate (13.14). Increasing the attacking behavior by one unit leads to Increasing the dimension of development of human capabilities (DEH) by (.495) with a standard error (.023), and a critical percentage (21.52). Increasing attacking behavior by one unit leads to an increase in the dimension of social integration (SOI) by (.495) and with a standard error (.034), and a critical ratio (3.058). Based on the above, the second main hypothesis is valid.

Regression path)direct(Standard Estimates	Standard error	Critical ratio	Values R2	Probability)P(Type of effect
ADC	← MOBE	.537	.025	21.48	.971	***	moral
WOC	← MOBE	.710	.054	13.14		***	Immoral
DEH	← MOBE	.495	.023	21.52		***	moral
SOI	← MOBE	1.944	.105	18.51		***	moral
WOLQ	← MOBE	.104	.034	3.058		***	moral

Table (8) results of analyzing the impact of the employee attack behavior variable on the quality of service life dimensions

The fourth main hypothesis: which states (there is an interactive effect of organizational silence with the behavior of attacking the employee to affect the quality of work life).

That organizational silence interacts with the behavior of attacking the employee leads to enhancing the effect of behavior on the quality of service life, and therefore, in order to reveal the interaction of the interaction between the dimensions of the organizational silence variable and the behavior of attacking the employee, interactions must be made with the elements included in the analysis, the variables included in the analysis have been coded by giving them symbols As an indication, the interaction of absolute silence (ACS) with attacking behavior (MOBE) is indicated by the symbol (MOBEA), the interaction of defensive silence (DES) with attacking behavior (MOBE) by the symbol (MOBED), and the interaction of positive silence (PRS) with attacking behavior. (MOBE) with the symbol (MOBEP), and as shown in Figure (3). From this hypothesis, there are three sub hypotheses, which are:

The first sub-hypothesis: This hypothesis states that (there is an interactive effect of absolute silence with the behavior of attacking the employee to influence the quality of work life dimensions).

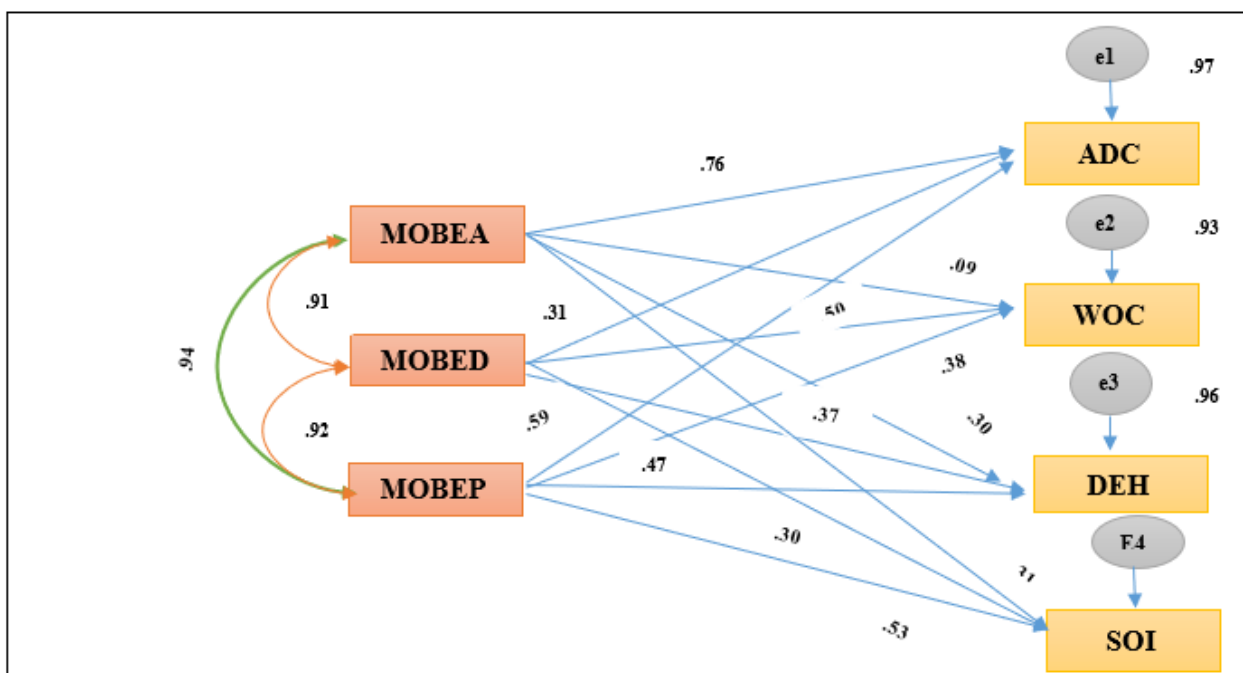


Figure (3) the standard model for the interaction of organizational silence with the behavior of attacking the employee in the quality of work life

The results of Table (9), shown in Figure (3), show the existence of an interaction effect of absolute silence with attacking behavior (MOBEA) in the compensation dimension (ADC), as increasing the interaction after absolute silence with the attacking employee behavior by one standard weight leads to an increase After quality service (.767), standard error (.008), and a critical percentage (95,875). And increasing the interaction after absolute silence with the attacking employee behavior by one standard weight leads to an increase in the dimension of work conditions by (.098) and by a standard error (.008), and by a critical rate (12.25). One standard lead to an increase in the dimension of human capacity development by (.308) with a standard error (.0010), and a critical rate (30.8). Finally, increasing the interaction after absolute silence with the attacking employee behavior by one standard weight leads to an increase in the social integration dimension by (. 313) with a standard error (.007), and a critical rate.(43.42)

From the above, this indicates the papers of the first sub-hypothesis of the fourth main hypothesis of the research, which states (there is an interactive effect of absolute silence with the behavior of attacking the employee to affect the quality of work life dimensions).

The second sub-hypothesis: This hypothesis states that (there is an interactive effect of defensive silence with the behavior of attacking the employee to affect the quality of work life dimensions)

The results of Table (9), shown in Figure (3), show the existence of an interaction effect after defensive silence with the attacking behavior (MOBED) in the compensation dimension (ADC), as increasing the interaction of the defensive silence dimension with the attacking behavior by one standard weight leads to an increase After compensations of (.313), a standard error of (.008), and a critical percentage (41.55). Increasing the defensive silence dimension with attacking behavior by one

standard weight leads to an increase in the working condition dimension of (.508) with standard error (.0010), and the critical ratio (50.8). While increasing the interaction of the absolute defensive dimension with the attacking behavior by one standard weight leads to an increase in the human capacity development dimension by (.313) with a standard error (.008), and the critical ratio (39.12). An increase in the defensive silence dimension with the attacking behavior by one standard weight leads to an increase in the social integration dimension by (.304) with a standard error (.007), and a critical ratio.(43.42)

From the above, this indicates the validity of the second sub-hypothesis of the fourth main hypothesis of the research, which states (there is an interactive effect of defensive silence with the attacking employee behavior to affect the quality of work life dimensions).

The third sub-hypothesis: This hypothesis states that (there is an interactive effect of positive silence with the behavior of attacking the employee to affect the quality of work life dimensions)

The results of Table (9), shown in Figure (3), show the existence of an interaction effect after positive silence with attacking behavior (MOBEP) in the compensation dimension (ADC), as the interaction of a dimension of positive silence with the attacking behavior of one standard weight leads to an increase in the dimension Compensation of (.594) with a standard error (.008), and a critical rate (39.12). Increasing the dimension of positive silence with the attacking behavior by one standard weight leads to an increase in the dimension of the working conditions by (.388) with a standard error (.008), and the critical percentage (43.11). Whereas, the effect of increasing the interaction after the interaction of a dimension of positive silence with the attacking behavior by one standard weight led to an increase in the human capacity development dimension by (.374) with a standard error (.009), and a critical rate (41.55). An increase in the interaction of a dimension of positive silence with the attacking behavior by one standard weight leads to an increase in the social integration dimension by (.534) with a standard error (.008), and a critical rate.(66.75)

From the above, this indicates the papers of the third sub-hypothesis of the fourth main hypothesis of the research, which states (there is an interactive effect of positive silence with the behavior of attacking the employee to affect the quality of work life dimensions).

Regression path)direct(Standard Estimates	Standard error	Critical ratio	Values R2	Probability)P(Type of effect
ADC	←--MOBEA	.767	.008	95.875	.97	***	moral
ADC	←--MOBED	.313	.008	39.12		***	Immoral
ADC	←--MOBEP	.594	.008	74.25		***	moral
WOC	←--MOBEA	.098	.008	12.25	.93	***	moral
WOC	←--MOBED	.508	.010	50.8		***	moral
WOC	←--MOBEP	.388	.008	43.11		***	moral
DEH	←--MOBEA	.308	.010	30.8	.96	***	moral
DEH	←--MOBED	-.374	.009	-41.55		***	moral
DEH	←--MOBEP	.470	.009	52.22		***	moral

SOI	←--	MOBEA	.313	.007	44.71	.94	***	moral
SOI	←--	MOBED	.304	.007	43.42		***	moral
SOI	←--	MOBEP	.534	.008	66.75		***	moral

Table (9) results of the analysis of the interactive effect of the organizational silence variable with attacking employee behavior on the quality of work life

THE FOURTH TOPIC

CONCLUSIONS AND RECOMMENDATIONS

First: the conclusions

Based on the researcher's findings of the practical results of the research variables: A set of recommendations have been formulated, namely:

1 -The results of the research revealed that there are significant and significant correlations between the behavior of attacking the employee, and organizational silence and its dimensions. This confirms that the Ministry's departments are concerned with diagnosing the negative behavior that the employee is exposed to, which will lead to the result of the reflection on the quality of work life.

2 -The results of the research revealed that there are significant and significant correlations between organizational silence and its dimensions, and the quality of work life and its dimensions. This confirms that the Ministry's departments are concerned with the effectiveness of organizational silence (absolute silence, defensive silence, positive silence), which will lead to the result of the reflection on the quality of work life.

3 -It was found from the results of the research that there are statistically influential relationships between the behavior of attacking the employee, and organizational silence and its dimensions. This confirms that the Ministry's departments are concerned with diagnosing the negative behavior that the employee is exposed to, which will lead to the result of the reflection on the quality of work life.

4 -The results of the research show that there are statistically influential relationships between organizational silence and its dimensions, and the quality of work life and its dimensions. This confirms that the Ministry's departments are concerned with the effectiveness of organizational silence (absolute silence, defensive silence, positive silence) which will lead to the result of the reflection on the quality of work life.

5 -The results of the analysis confirm that the employees of the surveyed ministry are exposed to offensive behavior and bullying by some of the bosses in the ministry, and this in turn is attributed to organizational silence, and this in turn reflects negatively on the quality of work life.

Second: Recommendations

1 -Reducing the offensive behavior on the employee through a set of means, represented by continuous development, self-abilities, and continuous education.

2 -Providing the Ministry's employees with training and development programs to disclose their internal talents and capabilities, in order for them to be able to keep pace with the technological developments and changes taking place in the field of banking industries.

3 -Providing effective means of communication, whether it is between employees (horizontal communications), or between higher management and the rest of the ministry's departments (vertical communications) so that they can transfer ideas and information as quickly as possible, and this in a cycle reduces organizational silence.

4- Establishing a network of alliances with internal and external stakeholders (employees, customers) to benefit from external opinions and proposals when providing the service.

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