

العلاقة بين العدالة التنظيمية والصمت التنظيمي للعاملين: دراسة تطبيقية

The Relationship between Organizational Justice and Employees Silence: An Empirical Study

د. أمانى موسى عبدالجليل: دكتوراه الفلسفة في إدارة الأعمال، جامعة أسيوط، مصر

Dr. Amany Mousa Abdelgalil: PhD in Business Administration, Assiut University, Egypt, email: Amanyabdelglel@gmail.com

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الملخص:

استهدفت هذه الدراسة تحليل العلاقة بين العدالة التنظيمية وصمت العاملين، وقد أجريت على عينة طبقية عشوائية مكونة من (357) مفردة من العاملين بجامعة أسيوط في جمهورية مصر العربية، وقد تم اختبار الفروض باستخدام تحليل الانحدار البسيط والمتعدد باستخدام البرنامج الإحصائي (22) SPSS/PC. وتوصلت الدراسة إلى وجود علاقة سالبة معنوية بين العدالة التنظيمية وصمت العاملين للعاملين. وكذلك وجود علاقة سالبة معنوية بين العدالة الإجرائية وصمت العاملين إجمالاً، وصمت الإذعان، والصمت الدفاعي، بينما وجود علاقة سالبة معنوية بين العدالة التفاعلية والصمت الاجتماعي. وتمت مناقشة وتفسير هذه النتائج وربطها بالدراسات السابقة المتوافرة في مجال البحث، واستخلاص دلالاتها، ومضامينها، وكذلك تقديم توصيات الدراسة، وآفاق البحث المستقبلية.

الكلمات المفتاحية: العدالة التنظيمية، صمت العاملين، جامعة أسيوط، مصر.

Abstract:

This study aimed to analyze the relationship between Organizational Justice (O J) and Employees Silence (E S), conducted on a random stratified sample consisting of (357) employees of Asyut University in the Republic Arab Egypt, the hypotheses tested using simple and multiple regression analysis using the statistical program SPSS/PC (22). The study found there is a significant negative relationship between (OJ) and (ES), as well there is a significant negative relationship between Procedural Justice (P J) and Employees Silence (E S), Acquiescent Silence (AS), Defensive Silence (DS). while there is a significant negative relation-ship between Interactional Justice (I J) and Pro-Social Silence (PS). These results were discussed, explanation and linked to previous studies available in the field of research and extracted their implications, as well as recommendations for the study and future research.

Keywords: Organizational Justice (O J), Employees Silence (ES), Assiut University, Egypt.

1. Introduction

The human element is an important resource and asset for the organization, there are a number of factors, whether individual or organizational, that affect his performance. in order to preserve the human element and maximize its utilization. organizations must identify and develop variables that positively affect employees, as well as identifying those that negatively affect and working to reduce their impact and get rid of them.

The silence of employees is one of the relatively recent and unfamiliar phenomena, which studies have confirmed to be very common in organizations, as the percentage of silence reached 85% of employees (e.g., Tangirala & Ramanujam, 2008; Jahanbakhshian et al., 2015; Salah et al., 2015; Turunç et al., 2018), as well as its spread in the Arab work environment (e.g., Alhadrami, 2017:190), it is also undeniable to have its presence and widespread spread in the Egyptian work environment(e.g., Salim, 2012; Gouda et al., 2016; Abu Al-Maati & Fayyad, 2018; Mahdi, 2018; Abdel-Gawad, 2019; Hassanien & Abdul-Hamid, 2019; Abu al-Dahab, 2022).

Despite attention to employee silence recently. because it is considered dangerous contagious behavior and its connection with many negative effects, whether at the individual or organizational level, it leads to the emergence of many negative behaviors from employees, in addition to considering it a dangerous phenomenon that threatens the lives of organizations because it affects their efficiency, effectiveness and performance and hinders them from progress, development and achieving their goals(e.g., Mirmohhamdi & Marefat, 2014; Salah et al., 2015; Alhadrami, 2017; Erogluer & Erselcan, 2017; Radwan, 2017; Mohamed, 2019; Jibril & Al-Suwaie, 2020; Abdul Rahman et al., 2021; Kwak & Han, 2021). However, it still didn't get enough attention from the study (e.g., Salim,

2012; Mirmohhamdi & Marefat, 2014; Jahanbakhshian et al., 2015; Abdul-Qawi & Khalil, 2017; Alhadrami, 2017; Mohamed, 2019).

As for organizational justice is one of the basic requirements for organizations and one of the variables that affect both individuals and organizations because it represent the link between the organization and the employees, where the increase in employees' perceived of justice leads to more positive behaviors, while their perceived of injustice and the absence of justice will increase their negative behaviors. it also represent the indicator of organizations that reflects their integrity and helps them in raising the level of performance, productivity and effectiveness, achieving their goals, success and continuity (e.g., Aküzüm, 2014; Erdoğan, 2018; Gouda et al., 2016).

Most studies have confirmed the low perceived of employees of organizational justice in the Egyptian work environment (e.g., Al-Sabbagh, 2010; Gouda et al., 2016; Erdoğan, 2018; KhalafAllah, 2019; Al-Zahar & Al-Silenti, 2019; Radwan, 2020).

The problem of the study obviously show that although there are studies (e.g., Mirmohhamdi & Marefat, 2014; Erdoğan, 2018; Radwan, 2020; Al-Shdeifat, 2022) have indicated that organizational justice is one of the most important organizational factors that have the ability to explain many positive and negative behaviors of employees. it is one of the most important variables that help reduce many negative organizational phenomena, including the silence of employees. however, there are studies that confirm the absence of this effect (e.g., Al-Sabbagh, 2010; Erdoğan, 2018). in addition, most studies neglected the dimensions of the two variables, and focused on examining the effect of procedural justice on the silence of employees as a total (e.g., Tangirala & Ramanujam, 2008; Al-Qarni et al., 2015; Demiralay & Lorcu, 2015; Abu Al-Atta & Dowidar, 2018; KhalafAllah, 2019). even the few available Egyptian study on this

relationship either focused on the impact of the dimensions of organizational justice on employee silence as a total variable (e.g., Radwan, 2020) or on the contrary, it focused on the effect of the dimensions of silence on the dimensions of organizational justice (e.g., Gouda et al., 2016).

Many studies (e.g., Pinder & Harlos, 2001; Aküzüm, 2014; Mirmohhamdi & Marefat, 2014; Salah et al., 2015; Yangin & Elma, 2017; Abu Al-Atta & Dowidar, 2018; Erdoğan, 2018, Aldhafri & Alsaïdi, 2020; Kwak, & Han, 2021) recommended the importance of a study the relationship of organizational justice with employee silence, because there are major shortcomings in these studies.

Accordingly, this study comes as an attempt by the researcher to bridge this research gap and to understand the relationship between organizational justice and the silence of employees, as well as a scientific contribution different from the available studies, it aims to identify the most important dimensions of organizational justice (as a three-dimensional variable) influencing the silence of employees in its dimensions (as a three-dimensional variable) in the Egyptian work environment?

2. Background

2.1. Organizational Justice (OJ)

Studies (e.g., Mirmohhamdi & Marefat, 2014; Erogluer & Erselcan, 2017) indicated that the concept of organizational justice is back to organizational justice theory by Adams (1963), which focused on comparing employees between their inputs and their outputs, i.e. between the efforts they make and the benefits they obtain, and if a balance occurs, justice is achieved. As for the imbalance of this balance, it leads to employee feeling injustice and lack of justice, and that this concept has gone through three stages, the first It was concerned with distributive justice, and the second:

it focused on procedural justice, and the third: it dealt with Interactional justice.

Despite the multiple definitions of organizational justice, after the researcher reviewed a number of definitions (e.g., Mirmohhamdi & Marefat, 2014; Gouda et al., 2016; Erogluer & Erselcan, 2017; Al-Zahar & Al-Silenti, 2019; Radwan, 2020; Kwak & Han, 2021), it can be defined as the perceived of the employees that there is justice and a balance between the benefits and gains they receive and the efforts and work they put in, the fairness and objectivity of the procedures followed in all distributions and operations that take place within the organization and equality and non-discrimination in dealing with all employees.

Most studies agreed (e.g., Aküzüm, 2014; Erogluer & Erselcan, 2017; Erdoğan, 2018; Al-Zahar & Al-Silenti, 2019; Aldhafri & Alsaidi, 2020; Kwak & Han, 2021) organizational justice is a multidimensional concept, it includes three basic dimensions that are connected and affect each other. current study agrees with them, and it will be explained in the following:

- 1– Distributive Justice (D J): it refers to the employees' perceived of the fairness of the outputs they obtain, this is by comparing their efforts and the results they obtain on the one hand, between what others give and what they get on the other hand.
- 2– Procedural Justice (P J): it refers to the employees' perceived about the integrity of the procedures used in making decisions related to the distribution of outputs, and used in allocating the organization's resources and in resolving conflicts into the organization.
- 3– Interactional Justice (I J): it is the main driver of employees' perceived of justice in its various dimensions, it refers to the extent to which employees are aware of the fairness of the treatment they receive when procedures are applied on them. it include:

- Interpersonal Justice: it refers to perceived of employees the organization's preservation of their dignity and respect when applying the procedures and regulations.
- Informational Justice: it refers to employees perceived of the clarity of reasons for the decisions made regarding the allocation of resources.

Organizational justice has many consequences, whether positive and negative at the level of individuals and the organization, which the researcher summarized in two parts after reviewing many studies (e.g., Aküzüm, 2014; Alhabashy, 2014; Salah et al., 2015; Gouda et al., 2016; Erogluer & Erselcan, 2017; Erdoğan, 2018; Al-Zahar & Al-Silenti, 2019; Al-Shdeifat, 2022) as follows:

- 1- impact on organization: employees' perceived of organizational justice leads to higher rates of (job performance, job satisfaction, organizational commitment, organizational confidence, organizational citizenship, and the quality and sustainability of organizational processes), while their perceived of injustice leads to higher rates of (organizational conflict, counterproductive behaviors, work turnover, organizational silence, and organizational cynicism).
- 2- Impact on the employees: employees' perceived of organizational justice influences their beliefs, behaviors, and feelings. it leads to an increase in their sense of stability, psychological satisfaction, belonging and loyalty, and the value of work, the higher level of their ethics, while their perceived of injustice leads to increased feelings of stress, exhaustion, aggressiveness, high rates of work pressure and smoking.

2.2. Employees Silence (ES)

The concept of the silence of the employees back to the theory of Spiral of Silence by Noelle-Neumann (1974), which indicated that the employee usually compares the benefits with the expected risks or costs associated with the expressing of the opinion. Morrison & Milliken (2000)

study are among the pioneering studies in this field, on which all studies have based their definition of employee silence despite the multiplicity of definitions and the different names between job and organizational silence and employee silence (Elbanawy, 2017).

The researchers dealt with the definition of employee silence from two perspectives, as repressive behavior and voluntary behavior (Muhammad, 2019:63). Employee silence can be define as the employee's reluctance to provide information related to various work issues and withhold ideas and proposals that contribute to the improving and developing the organization, whether intentionally or for fear of any negative reactions that threaten their job position, relationships and continuity of work. this is an extract from a number of studies (e.g., Van Dyne et al., 2003 in Abu al-Dahab, 2022; Al-Qarni et al., 2015; Gouda et al., 2016; KhalafAllah, 2019; Jibril, & Al-Suwaie, 2020; Abboud & Hussein, 2021; Aboul Gheit, 2021; Hosny, 2021; Kwak & Han, 2021).

Studies have indicated that employee silence is not only a complex concept, but it is multidimensional (Yangin & Elma, 2017:331). Studies clearly differed in dealing with the dimensions of employee silence and trying to develop new dimensions(e.g., Brinsfield, 2013 in Abu Al-Atta & Dowidar, 2018; Radwan, 2017, 2020), However, this resulted in an overlap between many dimensions (see: Elbanawy, 2017), after reviewing many studies, we found that most of them depended on the study of Van Dyne et al.(2003), which was the basic nucleus on which studies in the field of employee silence were built, which dealt with it from three dimensions. which is in agreement with the current study, and is clarified as follows:

- 1- Acquiescent Silence (A S): which is the employee refraining to express his ideas and knowledge because he believes that speaking It is useless and will not affect the course of things, and because of his feeling of lack of interest, and that the work environment is dominated by fear and

repression, where ideas are limited to the ideas of the senior management.

- 2– Defensive Silence (DS): is the employee's tendency to hide personal mistakes and new ideas for self-protection, self-defense and safety. it is caused by fear of speaking and its consequent negative reactions.
- 3– Pro-Social/ Protective Silence (PS): it refers to the employees' retention of information or ideas and suggestions related to work issues and problems. in order to protect the confidentiality and privacy of the organization, take into account the feelings of others and maintain good relations with everyone.

The researcher believes that by looking at the previous dimensions, we find that the employees' goal of silence is not absolutely negative, but sometimes his goal is positive. this is the same as indicated by a number of studies (e.g., Ahmad, 2017; Jibril & Al-Suwaie, 2020; Hosny, 2021).

There are many reasons for employee silence, after reviewing a number of studies (e.g., Jahanbakhshian et al., 2015; Salah et al., 2015; Abdul-Qawi & Khalil, 2017; Ahmed, 2018; Erdoğan, 2018; Mahdi, 2018; Akilat, 2019; Hassanien & Abdul-Hamid, 2019; Abboud, 2021; Aboul Gheit, 2021; Kwak & Han, 2021) it can be divided into the following:

- Organizational and administrative reasons, including: structure, culture and organizational climate, continuous negative feedback, the rigidity and centralization of decision-making, the conflict of goals between employees and management, the leadership style and the characteristics of the leader, weak communication systems, low levels of organizational justice, strict control systems and heavy reliance on temporary employees.
- Personal reasons, including: cultural values of individuals, demographic factors, past experiences, and lack of experience, preservation of job

position, the employee's fear of: failure, isolation and damage to relationships, negative reactions. as well as the employee's feeling of: bias, uselessness of speaking, mistrust, injustice, lack of authority, psychological insecurity, increased work pressure, ambiguity and disparity in job roles.

The silence of the employees also has many negative consequences, which can be summarized as follows:

- Impact on the organizational level: the silence of employees leads to a number of negative organizational outcomes, including: obstruction of organizational change and development, and low levels of: commitment, citizenship, job engagement, quality of services and products, performance, productivity, and effectiveness. while high rates of: withdrawal and turnover, problems and crises, and organizational inertia.
- Impact on the individuals level: silence leads to an increase in employees' feeling of: disorder, stress and depression, fatigue, worthless, job burnout. the imbalance between their beliefs and behaviors. and health and psychological problems. and a decrease in their feelings of confidence, contentment, creativity, innovation and morale (e.g., Salim, 2012; Aküzüm, 2014; Mirmohhamdi & Marefat, 2014; Gouda et al., 2016; Ahmad, 2017; Alhadrami, 2017; Erogluer & Erselcan, 2017; Yangin & Elma, 2017; Turunç et al., 2018; Jibril & Al-Suwaie, 2020; Radwan, 2020; Abdul Rahman et al., 2021; Al-Shdeifat, 2022; Abual-Dahab, 2022).

Despite the negative outcomes mentioned above. many studies(e.g., Tangirala & Ramanujam, 2008; Beheshtifar et al., 2012; Acaraya & Abdülkadir, 2015; Pacheco & Suzana, 2015 in Ahmad, 2017) indicated to the positive results of pro-social silence, as it achieves the positive mental health of the employees and it may help them to adopt citizenship behavior. Silence may also be beneficial because it can help employees reduce

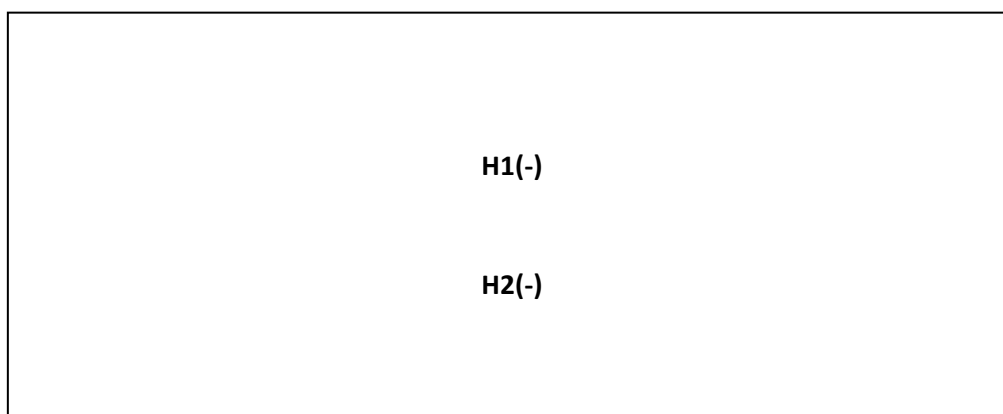
managerial information overload, reduce conflicts between them, and increase information privacy. Thus, it plays a powerful role in achieving organiza-tional success.

2.3. The relationship between organizational justice (EJ) and employee silence (ES)

Studies indicated (e.g., Pinder & Harlos, 2001; Mirmohhamdi & Marefat, 2014; Al-Qarni et al., 2015; Demiralay & Lorcu, 2015; Salah et al., 2015; Abdul-Qawi & Khalil, 2017; Abdel-Gawad, 2019; KhalafAllah, 2019; Aldhafri & Alsaïdi, 2020) that organizational justice leads to employees adopting positive behaviors, including the organizational voice, while the absence of organizational justice leads to the silence of employees. based on the theory of social exchange, the existence of an organizational climate dominated by justice will reduce the level of employee silence. therefore, it is expected that there is a significant negative correlation between organizational justice and employee silence.

3. The study model and Hypotheses

Based on previous studies and the objectives of the study, the study model and its hypotheses were proposed as follows



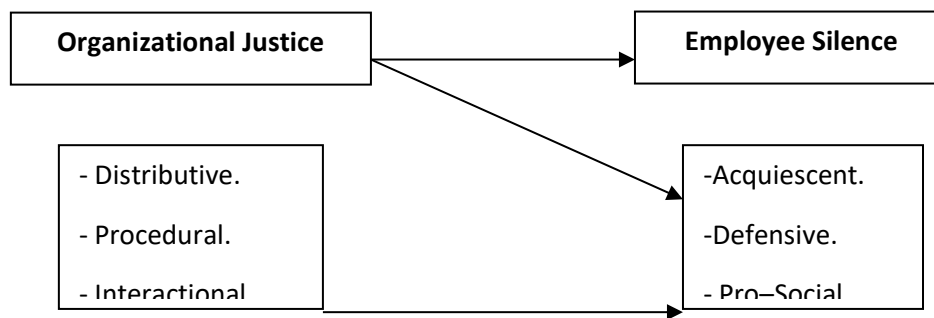


Figure (1) Study model

This model shows the expected relationships between the study variables.

Based on the study model and previous studies, the study hypotheses formulated as follows:

H1: organizational justice is significant negative correlated with employee silence.

H2: organizational justice dimensions (distributive, procedural, interactional) is significant negative correlated with employee silence.

H3: organizational justice dimensions (distributive, procedural, interactional) is significant negative correlated with dimensions employee silence (acquiescent, defensive, pro-Social).

Three sub-hypotheses emerge from this hypothesis (H3₁, H3₂, H3₃) as follows:–

H3₁:organizational justice dimensions (distributive, procedural, interactional) is significant negative correlated with dimensions acquiescent silence.

H3₂:organizational justice dimensions (distributive, procedural, interactional) is significant negative correlated with defensive silence.

H3₃:organizational justice dimensions (distributive, procedural, interactional) is significant negative correlated with interactional silence.

4. Study Methodology

4.1. Application, Population and Sampling

Assiut University was chosen as a field of application in particular, because it is the first and largest university in Upper Egypt. in addition, this study is consider a larger extension of the study KhalafAllah (2019), which dealt with the effect of procedural justice on the silence and confirmed the existence of a negative effect and also indicated a higher average silence and a lower average justice for employees at Assiut University.

The study population consists of only permanent employees in the educational department of the university, and their number is 12378 single and the sampling unit represented of employees in specialized jobs (category 1, 2 and 3) and their total number is 4197 single.

The stratified random sample was used because of the heterogeneity of the research community and its large size. the sample size was 357 at 95% confidence level and significance level of 5%; the sample was distributed according to the according to proportional distribution. after completing the data collection, it was found that the number of valid lists was 332, a percentage 93%. table (1) shows the population and sample of the study, and its distribution according to the proportional distribution as follows:

Table (1) the study population and sample

Jobs	Total count	Sample	100%
Employees category (1)	1072	90	25%
Employees category (2)	1775	150	42%
Employees category (3)	1350	117	33%
Total	4197	357	100%

Source: Assiut University Statistical Bulletin, in 10/1/2022

4.2. Study variables and Measurement

This study based on two variables, each of which has dimensions that serve the objectives of the study, and used to test its hypotheses, and they are as follows:

Organizational justice: it is the independent variable in the study, it previously defined and its dimensions determined in the theoretical part, according to the objectives of the study. the study relied on the Niehoff & Moorman (1998) scale, which many studies have relied on (e.g., Erdoğan, 2018), confirmed Radwan study (2020) that it is considered one of the most widely used measures organizational justice and that many studies have relied on it (e.g., Al-Sabbagh, 2006; Martha et al., 2008; Abdel-Fattah, 2009; Radwan, 2014), consists of three parts contain 24 item. it includes (1-6, 7-16, 17-24) that measure distributive, procedural and Interactional justice, respectively.

Employees Silence: its the dependent variable in the study, it previously defined and its dimensions determined in the theoretical part, according to the objectives of the study. the study relied on the Van Dyan et al., (2003) scale, which most foreign studies relied on, and many Arabic studies translated it (e.g., Radwan, 2017; Al Banawi, 2017) to fit with it. consists of three parts contain 15 items. it includes the statements (1-5, 6-10, 11-15) that measure acquiescent, defensive, pro-social/ protective silence respectively.

all ratings were on 5-point Likert scales, Table (2) shows the Cronbach Alpha coefficients and validity coefficients for the study variables.

Table (2): Cronbach Alpha Coefficients

Variables	Cronbach Alpha	Validity coefficients	Items
Organizational justice, its dimensions:	0.95	0, 97	24
1– Distributive justice	0.81	0, 90	6
2– Procedural justice	0.91	0.95	10
3– Interactional justice	0.88	0, 94	8
Employee silence, its dimensions:	0.86	0, 93	15
1– Acquiescent silence	0.73	0, 85	5
2–Defensive silence	0.83	0, 91	5
3– Pro– social silence	0.74	0, 86	5

Source: Statistical analysis of data

N = 60 Single

Validity coefficients = $\sqrt{\alpha}$

The data of Table (2) indicate that Cronbach Alpha for the study variables were acceptable, all of which were above 60%, conducted on 60 Single (Sekaran & Bougie, 2013:324). as for the validity coefficients recorded high coefficients for all study variables. which means the validity of the scale.

4.3. Methods of data analysis

Data analyzed using the statistical package SPSS / PC (22). relying on the following methods:

- Analysis of reliability using Alpha–Cronbach analysis.
- Descriptive statistics: mean, standard deviation and correlation coefficients.
- Simple Regression Analysis to test H1 and Step–wise Multiple Regression to test H2, H3(H3₁, H3₂, H3₃).

5. Study results

Table (3) shows Mean, Standard Deviation and correlation coefficients for study variables as follows:

Table (3) Mean, Standard Deviation and correlation coefficients

V	Mean	SD	OJ	DJ	PJ	IJ	ES	EA	ED	EP
OJ	2.70	0.79	1							
DJ	2.58	0.95	.806**	1						
PJ	2.66	0.82	.915**	.546**	1					
IJ	2.85	.905	.957**	.712**	.841**	1				
ES	3.0	0.69	– .368**	– .229**	–.423**	–.385**	1			
EA	2.65	0.82	– .431**	– .198**	–.487**	–.424**	.892**	1		
ED	2.75	1.02	– .270**	–.107	–.344**	–.235**	.910**	.717**	1	
EP	3.22	0.82	– .360**	– .329**	–.278**	–.373**	.848**	.628**	.672**	1

*** P value < 0.001 **P value < 0.01 *P value < 0.05

N=357

The symbols (V) refer to Variables, (OJ, DJ, PJ, IJ, ES, EA, ED, EP) refer to organizational justice, distributive, procedural, interactional justice, employee silence, acquiescent, defensive and Pro-social silence

The data in the previous table indicate that the arithmetic mean of the organizational justice variable and its dimensions is less than the average, in contrast to the employee's silence variable and its dimensions, its arithmetic mean near to the average and higher than it. the values of the standard deviation coefficients also recorded high values. most of the correlations are significant $p < 0.01$, except correlation between DJ and ED.

Table (4) show the results of hypothesis testing H1, H2, H3 through simple regression analysis, stepwise multiple regression as follows:

Table (4) simple regression analysis, stepwise multiple regression of ES on OJ

Simple regression analysis of Employee Silence (ES) on Organizational Justice (OJ)								
Variables	R	R ²	Adj.R ²	ΔAdj.R ²	B	Beta	T	Sig.T
Constant					3.924		27.853	.000
OJ	0.398	0.158	0.156	–	–.394	– .398	–7.873	.000
*** P value <0.001								
Stepwise multiple regression of Employee Silence (ES) on OJ dimensions(DJ, PJ, IJ)								
Variables	R	R ²	Adj.R ²	ΔAdj.R ²	B	Beta	T	Sig.T
Constant					3.935		29.677	.000
PJ	.423	.179	.177	–	–.405	– .423	–8.488	.000
*** P value <0.001								
Stepwise multiple regression of Acquiescent Silence(AS) on OJ dimensions(DJ, PJ, IJ)								
Variables	R	R ²	Adj.R ²	ΔAdj.R ²	B	Beta	T	Sig.T
Constant					3.949		29.356	.000
PJ	.487	.237	.235	–	–.491	– .487	–10.134	.000
*** P value <0.001								
Stepwise multiple regression of Defensive Silence(DS) on OJ dimensions(DJ, PJ, IJ)								
Variables	R	R ²	Adj.R ²	ΔAdj.R ²	B	Beta	T	Sig.T
Constant					3.892		21.696	.000
PJ	.344	.118	.116	–	–.430	– .344	–6.657	.000
*** P value <0.001								
Stepwise multiple regression of Pro- social Silence(PS) on OJ dimensions(DJ, PJ, IJ)								

Variables	R	R ²	Adj.R ²	ΔAdj.R ²	B	Beta	T	Sig.T
Constant					4.188		30.237	.000
IJ	.373	.139	.136	–	–.338	– .373	–7.293	.000

*** P value <0.001

It is evident from the results of the previous table (4) that the results of the hypothesis test are as follows:

The results of H1: the values B, Beta, Sig.T indicated a significant negative relationship between organizational justice(OJ) and employee silence(ES), Adj.R² indicated that organizational justice contributed to explaining about 15.6% of employee silence. accordingly, **H1 is accepted.**

The results of the H2: the values B, Beta, Sig.T indicated a significant negative relationship between procedural justice(PJ) and employee silence(ES), Adj.R² indicated that procedural justice contributed to the interpretation 17.7% of employees' silence, while distributive and interactional justice have been removed, which means that there is no effect for them. accordingly, **H2 is partially accepted.**

The results of the H3, includes three sub-hypotheses as follows:

The results of the H3₁: the values B, Beta, Sig.T indicated a significant negative relationship between procedural justice(PJ)and acquiescent silence(AS), Adj.R² indicated that procedural justice contributed to the interpretation 23.5% of acquiescent silence, while distributive and interactional justice have been removed, which means that there is no effect for them. accordingly, **H3₁ is partially accepted.**

The results of the H3₂: the values B, Beta, Sig.T indicated a significant negative relationship between procedural justice(PJ) and defensive silence(DS), Adj.R² indicated that procedural justice contributed to the interpretation 11.6% of defensive silence, while distributive and interactional

justice have been removed, which means that there is no effect for them. accordingly, **H3₂ is partially accepted.**

The results of the H3₃: the values B, Beta, Sig.T indicated a significant negative relationship between interpretation justice(PJ) and pro-social silence(PS), Adj.R2 indicated that interactional justice contributed to the 13.6% of pro-social silence, while distributive and procedural justice have been removed, which means that there is no effect for them. accordingly, **H3₃ is partially accepted.**

6. Discussion the results

The results H1 showed a significant negative relationship between OJ (total) and ES (total), this result agreement with the results of some studies (e.g., Pillai et al., 1999 in Erdoğdu, 2018; Pinder & Harlos, 2001; Cingoz & Karacaoğlu, 2009 in Demiralay & Lorcu, 2015; Duan et al., 2010 in Erogluer & Erselcan, 2017; Mirmohhamdi & Marefat, 2014; Radwa, 2020). also, this result is logical according to the theory of social exchange, as it becomes expected to decrease the level of silence of the employees in response to what they perceive of the organization's treatment of them in a fair manner.

The results H2 showed a significant negative relationship between PJ and ES (total), while there is no impact of DJ and IJ and this result partially agrees with the results of many studies (e.g., Rahim et al., 2000; Zoghbi, 2010; Tolobus, 2012 in Mirmohhamdi & Marefat, 2014; Tangirala & Raman-ujan, 2008; ve Celel, 2012 in Erogluer & Erselcan, 2017; Al-Qarni, 2015) which emphasized that employees' perceived of procedural justice reduces their level of silence. also KhalafAllah (2019) indicated that the logicity of this result that can be back to the two theories of Argyris about the contradiction between the individual and the organization and the theory of the psychological field.

as for the disappearance of the impact of DJ and IJ, it the opposite of expected, especially with the previously mentioned that the dimensions of justice are not separate, and this needs further studies, especially since most of the studies referred to have dealt with organizational justice as a one-dimensional variable that consists of PJ only.

The results of H3 showed an agreement between the results of H3₁, H3₂, where there a significant negative relationship between PJ and both AS, DS. while the results of H3₃ showed a significant negative relationship between IJ and PS. this result with respect to H3₁, H3₂ agrees with many studies that confirmed a significant negative relationship between PJ and both AS, DS (e.g., Tan, 2014 in Aküzüm, 2014; Abu Al-Atta & Dowidar, 2018; Al-Dhafri & Al-Saidiya, 2020; Kwak & Han, 2021), as partly agreed with the study of Demirlay & Lorcü (2015) which confirmed the existence of a negative non-significant relationship between PJ and DS.

This result means that PJ has the ability to predict both AS, DS, this may be back to the employees perceived of PJ that were clear to them through the official regulations that apply to everyone without exception, led to a decrease in their feeling of submission, surrender, the need for self-protection, this was reflected in an increase in the expression levels of their ideas and suggestions and a decrease in their sense of threats that force them to remain silent to hide their mistakes and problems and fear negative reactions towards them.

As for result H3₃ showed a significant negative relationship between IJ and PS, this is consistent with the study of Aküzüm (2014), it also partially agrees with the results of study Yangin & Elma (2017) which concluded that there is a significant negative relationship between IJ and OS.

This finding means the ability of IJ to predict PS, this may be because whenever higher the employees perception that the work environment is characterized by friendliness, mutual respect and clarity about the reasons

for making decisions. whenever they feel an increase in the freedom to expressing information and suggestions related to work issues and problems, without fear of announcing their opinions or considering expressing their opinion as a kind of divulging of university secrets or ignoring the feelings of others. this may be due to the nature and characteristics of the research community that belongs to Upper Egypt and is known for its frankness and lack of fear in expressing its opinions if there is a climate of human relations.

These results need more future research to confirm or refute them, especially there is a great difference and contradiction in the results of the mentioned studies about the relationship between the dimensions of OJ and the dimensions of ES. which confirm the importance of the need several studies to find out the relationship between the dimensions of the two variables.

7. Study implications

The discussion of the results of the study resulted in the existence of some implications at the theoretical and applied levels, as shown in the following:

- The results of the study confirmed the existence of a significant negative relationship between OJ (as a total) and ES (as a total), between some dimensions of OJ and ES whether as a total or its dimensions. it gives a scientific evidence that OJ is one of the predictors of ES.
- The results of the study confirmed the dominance of PJ only in relation to the dimensions of OJ with the ES, AS, and DS. while the effect of DJ completely disappeared from all relationships. this gives practical evidence to decision makers at Assiut University for their great success in adopting specific procedures that cannot be deviated from, whether when allocating resources and resolving conflicts. while not succeeding in achieving distributive justice and related to the money aspect.

- The arithmetic mean of the study variables gives an indication to decision makers at Assiut University that it is important to develop strategies to reduce the levels of employee silence and increase their perception of organizational justice.

8. Recommendations

According of the results, which confirmed that organizational justice is one of the indicators of employee silence, a set of recommendations can be submit as follows:

- Recommendations aimed at contributing to raising employee perceived of organizational justice and its dimensions in the organizations under study, including: 1–appointing and selecting administrative leaders characterized by transparency, integrity and justice. 2–holding courses, programs and training workshops about organizational justice and its benefits for administrative leaders at all levels. 3–setting strict standards that reflect the transparency and integrity of the procedures governing the work (through: a booklet Regulations specifying work rules and procedures). 4–distributing work outputs in proportion to the inputs of each individual, fairness in distributing the workload, and linking extra effort with returns additional, adding some financial incentives that distinguish the hardworking employee, reviewing the job description card for the employees in a way that clarifies the tasks of each of them. 5–giving employees the opportunity to participate in administrative decision–making (through: holding periodic meetings, the open door system, and making sure that all necessary information is available to everyone without favoritism, Courtesy or discrimination in dealings, with an emphasis on friendliness and mutual respect).
- Recommendations that would reduce the level of silence of employees in the organizations under study, including: 1–providing communication systems that motivate employees to express their opinions, especially the direct service providers (through: holding periodic meetings to hear

them, forming committees to study their complaints and providing rewards Financial for the owners of distinguished proposals for the development of work, emphasizing that fighting corruption is a priority, activating the role of the workers union). 2–encouraging employees to maintain Pro–social social silence (through: taking care of their desires and needs, clarify the importance of their role in maintaining the good image of the university in front of society). 3–focusing on building collective work teams. 4– increasing the awareness of administrative leaders of the concept of employee silence, and its negative effects on achieving organizational goals (through: lectures, bulletins and specialized workshops).

9. Limitation and Future research

There are a set of study limitation, the most important of which can be identified in:

- The difficulty of generalize the results of the study to workers in organizations other than the organizations under study.
- The design of the study was Cross Sectional.
- The results of the study open up points for future study, include:
- The dominance of some dimensions of organizational justice, while the disappearance of others in their relationship to employee silence and its dimensions, with a large difference between the results of previous studies, specifically with regard to distributive and interactive justice, needs more studies to understand the nature of this relationship in multiple cultures and different environments.
- This study did not deal with the relationship of demographic factors with the two variables of the study, and this opens the way for researchers to study it in the future.

- In order to broaden the generalization of the results, it is good to reapply the study to other organizations, such as industrial organizations, or to apply it to other service organizations.

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