

IMPACT OF GOSSIP IN WORKPLACE ON JOB BURNOUT MEDIATED BY THE EMPLOYEE'S SILENCE

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ARTICLE INFO	ABSTRACT	المخلص
<p>Received: 20 June Accepted: 25 August Volume: 2 Issue: 3</p>	<p>The research reviews the nature of the impact of gossip in the workplace, with its dimensions, on the dependent variable, job burnout, mediated by the employee's silence with its dimensions, through analysing the relationship between the dimensions of the variables. The research aims to help the researched organization address job burnout. The research began with a problem that included questions, including (the extent of the researched organization's interest in addressing the impact of Gossip) and the results showed this through the importance of the research. Using a questionnaire form, a purposive sample (all teachers) of (282) teachers was adopted in the College of Education for Human Sciences / University of Kerbala. At the same time, the statistical tools were represented by linear regression, correlation coefficient, structural equation modelling, and path analysis. Structuring the equation, a set of conclusions was obtained, the most important of which was (that increasing gossip in the workplace in the presence of employee silence leads to a high increase in employee burnout). The most important recommendation was (the need for the studied institution to work to reduce the level of gossip at work, burnout, and employee silence. Following the following administrative practices (development and training, empowerment, incentives and rewards, organizational justice, credibility, managing relations between employees, and administrative trust), not only setting codes of ethical behaviour and urging employees to adhere to them, as well as conducting educational guidance workshops and training courses on negative and deviant behaviours in a way In general and gossip in particular, about its dangers and causes on society and the institution studied.</p>	
Keywords : Gossip in Workplace, Job Burnout, Employee Silence, University of Kerbala, Iraq		

INTRODUCTION

In light of scientific and cognitive development and the diversity of educational knowledge, addressing the causes of work pressures that generate job burnout has become necessary. The first primary hypothesis was (that there is a statistically significant correlation between workplace gossip and job burnout in its dimensions.) The second hypothesis is (there is a statistically significant correlation between gossip in the workplace and its dimensions and job burnout in its dimensions.) A statistically significant correlation between workplace gossip and its dimensions and job silence in its dimensions. While the third central hypothesis was (there is a statistically significant correlation between job burnout and job silence in its dimensions.), the analytical research method was used. The research community was represented by teachers from the College of Education for Science Humanities, as the sample amounted to (282) teachers. It is a purposive sample, as all teachers were accredited by the College of Education

for the Humanities. The most important conclusion after conducting the analysis was that (gossip in the workplace is a fundamental determinant of the nature of job burnout and its strength). In light of the conclusion, the recommendations came from it. Determining the causes of gossip in the workplace and adopting the best methods to address it) The research consisted of four sections: the first dealt with methodology, the second section dealt with the theoretical aspect, and the third section was devoted to the practical element, while the research concluded with the fourth section, conclusions, and recommendations, which were presented in light of the statistical effort.

1- LITERATURE REVIEW

1-1- Gossip in Workplace

Gossip is a behavior that may be positive or negative. Positive behavior represents the process of praise and recognition of the competence of working individuals by others in their job performance. In contrast, negative gossiping behavior expresses discussions about a person's deviation in unethical behavior or negative signals related to job work, such as lack of interest and neglect. (Liao et al., 2022: 239). It represents a conversation between two people about a third person who was not present with them, discussing some of his personal affairs in an unfriendly manner and contrary to normal and good relations. (Begemann et al., 2023: 297). Yan, & Zahang (2021:1) stated that it is a conversation between individuals working within the organization that is negative through the description in words that address a specific party who does not know that description or about the nature of work. They feel fun and entertained to escape the monotony of their reality, creating chaos in the organization.

From the conceptual context, gossip in the workplace is a negative situation. Still, it may sometimes come through social interactions as a beneficial situation and has positive effects because it comes from a trusted co-worker. Hence, the information is trustworthy, meaningful, and helpful in taking some appropriate actions (Hassona, 2022: 345). Leach (2018: 9) explained that although it is considered a negative phenomenon, it is a source of information, an opportunity for human communication, and a space to rest from worries. It reveals behaviors that deserve praise from members of the organization, as well as behaviors that are not encouraged and are addressed in the workplace. Thus, it works to develop relationships at work. Gossip contributes to helping employees of business organizations spare themselves the burden of personal and daily routine problems, stay away from negative aspects, and shift attention to another topic that provides social interaction through communication between co-workers, as interaction in the workplace contributes to faster business progress and directs employees to share results. The efforts put into task accomplishments motivate (Alshehre, 2017: 127).

The dimensions indicated by (Kuo et al., 2015) were adopted, which are work-related gossip and non-work-related gossip, as follows:

1- Work-related gossip: Job-Related Gossip: Individual workers share personal information, and that information may be mishandled by expanding the scope of sharing to other colleagues and its widespread in the workplace will have an impact on performance, whether service or production performance (Howell, 2015: 3). Work-related gossip is an effective way for obscure individuals to identify and promote themselves by communicating with others through gossip to obtain a higher status and wider reputation (Martinescu, 2019: 45).



2- Non-work-related gossip: Non-Job-Related Gossip: It is a talk outside the scope of work related to individuals' social concepts and characteristics. It falls within the idea of the social network (Difonzo & Bordia, 2007: 19). It is described as informal, negative, and evaluative discussions between members of the organization about another member of the organization, and among its characteristics is that it is not related to the workplace, is indirect, hidden, and is difficult to diagnose, and is characterized by negative and evaluative information, represented by personal details, emotional relationships, and family life (Wu et al., 2018: 803).

1-2- Job Burnout

Tiwari (2023:820) stated that burnout occurs due to job pressure or factors associated with it, such as long working hours, lack of role clarity, or other environmental factors related to that job that generates stress for the employee. (Zhou et al., 2022: 1359) explained that job burnout is a term used to describe work problems resulting from the job burden and its factors in the long term. It impacts the intellectual and physical safety of the employee, efficiency decreases, work relationships are affected, and then it negatively impacts the organization and employees. (Wu et al., 2019: 4) indicated that the employee is exposed to a group of negative feelings in the work environment, represented by physical and intellectual fatigue, as well as a decrease in work completion and enthusiasm to provide helpful everything to the organization. Job burnout represents a problem that affects the employee and negatively affects his physical and intellectual health, which leads to a decrease in productivity, job commitment, and organizational loyalty as performance becomes weak. The organization's performance decreases (Xu et al., 2020: 1). There are many adverse effects resulting from job burnout, which affects the employees and the work environment. Employees may consider leaving their jobs, which leads to turnover and is a cost; therefore, the organization must address burnout (Rai, 2022: 490).

The scale of Maslach & Jackson (1981: 102) was adopted as follows:

1- Emotional Exhaustion: Gharakhani & Zaferanchi (2019:111) refers to the negative feelings carried by the employee, which lead to the loss of physical and intellectual strength and the inability to communicate with others (employees and management). It is the most obvious dimension of job burnout, where employees feel a sense of failure in completing work despite having appropriate working hours. The reason is the burden of the job and the difference in its requirements, as well as the lack of harmony with others and management and the inability to solve problems with role conflict (Gaur & Jindal, 2023: 629).

2- Loss of Personality: It represents the negative response of employees towards the work environment, which causes a feeling of dissatisfaction. There is a gap between employees when they seek to find themselves and the possibility of excellence in the future and control their needs and desires when they are in good health, away from pessimism and feelings of frustration or isolation that dissipate personality (Bin Zaid & Mohammed, 2019: 128). Sak, (2018: 2) pointed out that an employee feels depersonalized when he realizes that he cannot

control the course of his job. In such a case, the employee will deal with colleagues and customers physically instead of human interaction and stay away from others working with him.

3- Low Achievement: As explained (Imam, 2018: 323), it is a feeling of low personal achievements, negative self-evaluation, and high feelings of failure, then low feelings of competence in successful actions and interaction with others, then the employee's feeling that punishments will come to him from the direct supervisor. Between (Mamomenidis, 2017:1), the employee believes that his job achievement is not what is required and his feeling after satisfaction and acceptance of the work he has provided. Here, the employee lacks a feeling of accomplishment.

1-3- Employee Silence

(Kilinc & Ulusoy 2014: 26) Confirmed that it means employees' refusal to disclose behaviors, failure to provide knowledge, and abstention from participating in providing excellent and valuable information to the organization, as well as failure to contribute to putting forward ideas and initiatives and finding solutions to some problems. Job silence is also considered one of the essential and influential elements in developing and improving the performance of any organization, as it interacts with relevant job silence factors that influence the sustainability of performance (Bordbar et al., 2019:96). (Shalini et al., 2019: 13) indicated that it represents the withholding of any logical expression of the behavior, knowledge, and experience of human resources or the practical evaluation of the conditions of the organizational environment surrounding those human resources who are believed to be able to accomplish the tasks and goals of change. (Cetin, 2020: 16) it represents reality due to the absence of interaction and discussion, and this means firstly accepting what is presented to them and secondly not revealing the information and ideas they have to share with management in various areas of work.

Job silence affects the well-being and psychological state and increases employee dissatisfaction, so absence and turnover increase. To address this, management works to involve employees in business activities (Nikaeen et al., 2012: 49). Bagheri et al., (2012: 50) showed that the importance of silence is evident through addressing two types of influence:

1- Impact on the organization, as the silence in support of society intersects with the organization and leads to dissatisfaction, thus increasing absenteeism and turnover, which reflects negatively on performance.

2- Impact on the employee. Ignoring silence leads to developing attitudes and adverse effects on the employees. It increases tension and their feeling of the difficulty of change, leading to low morale and lack of performance.

The dimensions adopted by Acaray & Akturan (2015: 474) were adopted as follows:

1- Acquiescent Silence: It is described as forced silence, the refusal to provide relevant information, ideas, or opinions based on compliance with any condition. Absolute silence means non-support instead of a voice considered support or acceptance. (Pinder & Harlos, 2011: 339). (Emmanuel et al., 2022, 122) Indicated that it is the process of choosing not to express the information, experiences, and opinions that it carries about a specific decision or

behavior taken by the supervising body, and this type is the opposite of the voice that is considered an expression of support.

2- Defensive Silence: It is a proactive defensive method by the employee against threats, as he refrains from discussing and contributing ideas and information. At the same time, it includes awareness, thinking about alternatives, and following up after this silence, which is more effective than the silence of submission (Acaray & Akturun, 2015:474). Defensive silence is also described as quiet silence, which is an interaction based on personal fear of the consequences of speech, as ideas, information, or opinions that the employee holds related to the organization are withheld, and it is an effort that works for self-protection due to his expectation of losing (reputation, trust).

3- Prosocial Silence: Explain (Van et al., 2013: 35). This type of silence maintains a good relationship with the organization, as employees prefer to remain silent and not inform about existing indicators, believing that others disagree. They do not participate in solving problems and conflicts as an example of this. Withholding information or opinions about work-related ideas to benefit others outside or within the organization represents an approved behavior that focuses on preserving the benefits of others rather than focusing on personal benefits (Emmanue et al., 2022, 122).

2- METHODOLOGY

2-1- The Problem

Defining the problem with its scientific and practical aspects is the framework for research in general and can be detailed in light of several questions. To clarify the problem, the following questions are posed:

- 1- What is the effect of workplace gossip on job burnout?
- 2- What is the effect of workplace gossip on employee silence?
- 3- What is the indirect effect between employee silence as a mediating variable, gossip in the workplace as an independent variable, and job burnout as a dependent variable?

2-2 Objectives

- 1- Explaining the importance of adopting gossip in the workplace in contributing to the growth of organizations.
- 2- Explaining the strength of influence between the variables that develop job burnout.
- 3- Utilizing the mediating variable in developing gossip in the workplace.

2-3- Importance

- 1- The intellectual and practical importance of research variables through the vision of the variables.
- 2- The conclusions reached by the research support the organization's positive adoption of the changes.
- 3- The importance of the organization under study is evident from its link to its rapid development's scientific and cognitive aspects.

2-4- Hypothetical Model

It represents the logical relationships that clarify the picture of the reality you are interested in.

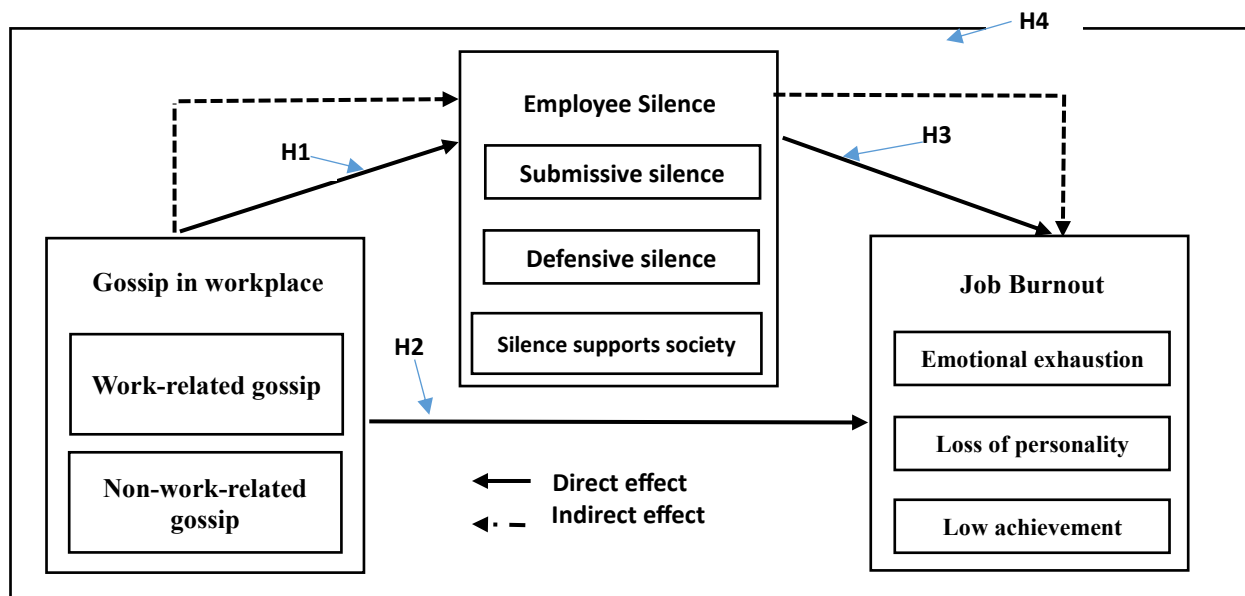


Figure (1) Hypothetical Model of Study

2-5- Hypotheses

Through the title of the research, we can formulate hypotheses according to the following:

- 1- There has direct impact on the situation of workplace gossip on employee silence in the university educational institution studied.
- 2- There has direct impact on the situation. of workplace gossip on job burnout in the university educational institution studied.
- 3- Employee silence has a direct, significant effect on job burnout in the university educational institution studied.
- 4- There is a significant indirect effect of gossip in the workplace on job burnout through the silence of the employees in the university educational institution studied.

2-6- Research Methodology

The descriptive analytical method was adopted to frame the theoretical aspect and study and analyze the trends of influence between the research variables.

2-7- Population and sample

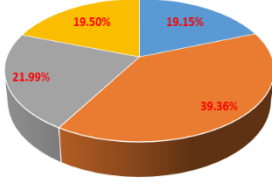
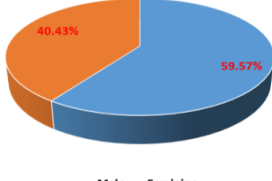
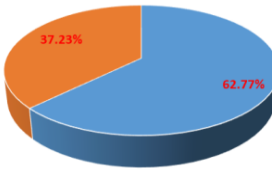
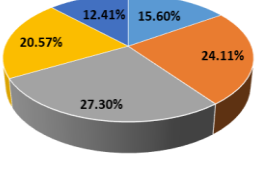
The appropriate choice of the place to apply the study and the studied community is among the essential aspects that achieve the accuracy and validity of the results and test the study's hypotheses. Therefore, the College of Education for Human Sciences / University of Kerbala will be chosen as a practical place to implement the study because of the great importance that this studied university educational institution occupies in the sector. Iraqi education in general and in Kerbala Governorate in particular, where purposive sample size was chosen from teachers from the College of Education for Human Sciences / University of Kerbala, as the researcher believes that this sample achieves the goal and purpose of the study, and at the same time it is directly related to the problem of the study, as it was distributed (288) questionnaires on the chosen purposive sample, and due to its large size, it represents the population well, as shown in the table below.

Table (1) Response of Members of Researched Sample

Condition	Distributor	Falsehood	Non-Refundable	Suitable For Analysis
The Number	288	1	5	282
Percentage	100.00%	0.35%	1.74%	97.92%

The study sample obtained different characteristics, whether in terms of personal or professional characteristics, which were represented by (age, gender, academic qualification, and number of years of service), as shown in the table below:

Table (2) Demographic Information For Study Sample

 <p>ratio</p> <p>■ 25 - 30 years ■ 31 – 40 years ■ From 41 - 50 years old ■ 51 years and over</p>	Ratio	Freg.	Age
	19.15%	54	25 - 30 Years
	39.36%	111	31 – 40 Years
	21.99%	62	From 41 - 50 Years Old
	19.50%	55	51 Years And Over
	100	282	Total
 <p>ratio</p> <p>■ Male ■ Feminine</p>	Ratio	Freg.	Human Kind
	59.57%	168	Male
	40.43%	114	Feminine
	100	282	Total
 <p>ratio</p> <p>■ Master's ■ Ph.D</p>	Ratio	Freg.	Qualification
	62.77%	177	Master's
	37.23%	105	Ph.D
	100	282	Total
 <p>ratio</p> <p>■ 5 years and less ■ From 6 to 10 years ■ From 11 to 15 years ■ 16 years to 20 years ■ 20 or more</p>	Ratio	Freg.	Number Of Years Of Service
	15.60%	44	5 Years And Less
	24.11%	68	From 6 To 10 Years
	27.30%	77	From 11 To 15 Years
	20.57%	58	16 Years To 20 Years
	12.41%	35	20 Or More
	100	282	Total

3- RESULTS AND DISCUSSION

3-1- Measuring Reliability Coefficient, Coding Study Scale, and Normal Distribution of Data

The researcher intended to code the variables and dimensions of the study for ease of dealing with the data in the programs SPSS.28 and Amos.v.26. It appears from the table below that all coefficients of flatness and skewness ranged between (± 1.96) and indicate that the data follows a normal distribution, and therefore Parametric methods will be adopted in conducting subsequent statistical analyses, based on (Hair et al., 2010). The study used Cronbach's Alpha as a measure of reliability, which research suggests is considered satisfactory when values above 70%, determined by the results. The table below displays the Cro-Nebach coefficient alpha values, which ranged from 87.33% to 92.87%. This range suggests that the results will remain consistent if the tool is used multiple times on the same sample at different points in time, considering the variables and dimensions of the research. (Nunnally & Bernstein, 1994). The conditions for normal distribution and reliability coefficient of the scale were met, as in the following table:

Table 3: Study Scale Coding

The dimension	Cod.	Number of questions	Kurtosis	Skewness	Cronbach alpha	Scale
Work-related gossip	WG	5	-.019-	-.888-	88.83%	Abo-Nahel, et al, 2020
Non-work-related gossip	NG	5	.335	-.645-	92.22%	
Gossip in the workplace	WIG	10	.306	-.720-	90.53%	
Silence of acquiescence	SI	5	.625	-.386-	91.15%	Yusiliza, et al, 2021
Defensive silence	DS	5	.572	-.327-	86.23%	
Silence supports society	SO	5	.322	-.584-	89.19%	
Employee Silence	ES	15	.770	.140	88.86%	
Emotional exhaustion	EX	5	.621	.111	89.27%	Junior, 2021
Loss of Personality	LP	5	.806	-.090-	92.87%	
Low achievement	LA	5	.772	.033	87.33%	
Job burnout	JB	15	.461	-.414-	89.82%	

3-2- Descriptive Statistics for Study Variables

Through this paragraph of the analysis, we seek to identify the reality of the study variables by studying the dimensions of each variable from the opinions of a sample of my teaching staff at the College of Education for Human Sciences / University of Kerbala (144) respondents, where the level of response to the opinions of the sample studied will be determined according to their answers based on the five-point Likert scale. In light of the sample's answers to the

questionnaire questions. The range of the answers was calculated to reach the length of the category for each of the five-point weighting degrees, and the result was as follows:

Class length=	Term
	Number of categories

The range is the difference between the smallest value and the most significant value (most considerable value - smallest value), range = 5 – 1 = 4

Class length=	4	0.80
	5	

The table below displays the results of measuring the descriptive indicators of the responses of the intentional sample studied.

Table (4): Weighted Average and Response Level

Answer direction	Weights		Weighted average		Answer scale
I strongly agree	100%	84.2%	5	4.21	very good
I agree	84%	68.2%	4.2	3.41	good
neutral	68%	52.2%	3.4	2.61	middle
I disagree	52%	36.2%	2.6	1.81	weak
I strongly disagree	36%	20%	1.8	1	Very weak

3-2-1- Gossiping in the Workplace

It is clear from the table the statistical description of the variable (gossip in the workplace), as it appears from the results that the total weighted arithmetic mean is (high) and tends towards (agreement), as it was estimated at (3.610) with an overall standard deviation of (0.805) and an overall coefficient of variation (C.V) of (0.805). (22.29%), with an agreement rate of (72.19%), as it explains the high availability of the university educational institution studied for gossip in the workplace. This variable was measured through two dimensions (each has five items). This high evaluation of the variable and the dimension of its paragraphs explains that there is a high availability in the university educational institution studied for gossip through work colleagues talking about the private lives of their colleagues, monitoring and transmitting what other colleagues are talking about, talking about others about their personal lives and what they own, and staying away from work ethics. When there is a conflict of interest, co-workers talk about others not performing their duties to the direct manager and convey news to the direct manager to get closer to him. As for the level of dimensions, the results showed the following:

After (work-related gossip), He attained a mathematical mean of (3.567) where the standard deviation is equal to (0.876). At the same time, his coefficient of variation (C.V) reached (24.56%), as he occupied the (second) level in terms of the order of availability, consistency, and homogeneity in the respondents' answers. After (gossip not related to work), the arithmetic mean reached (3.652) where the standard deviation is equal to (0.733), on the other hand, its coefficient of variation (C.V) accomplished (20.07%), as it occupied the (first) level in terms of the order of availability, consistency, and homogeneity in the answers of the respondents.

Table (5) Summary of Descriptive Indicators of Dimensions of Workplace Gossip Variable

Dimensions Of Gossip In Workplace	MEAN	S.D	C.V	Agreement Rate	NO.
Work-Related Gossip	3.567	0.876	24.56%	71.34%	2

Non-Work-Related Gossip	3.652	0.733	20.07%	73.04%	1
Gossip In The Workplace	3.610	0.805	22.29%	%72.19	

3-2-2- Employee's Silence

It is clear from the following table, the statistical description of the variable (employee silence), as it appears from the results that the total weighted arithmetic mean is (high) and tends towards (agreement), as it was estimated at (3.619) with an overall standard deviation of (0.869), and an overall coefficient of variation (C.V) of (0.869). (24.01%), with an agreement rate of (72.39%), as the high level of availability of the studied university educational institution explains the employee's silence. This variable was measured through three dimensions (each has five items). This high evaluation of the variable and the dimension with its paragraphs explains that There is a high degree of employee silence in the studied university educational institution through employees not wanting to put forward proposals for change at work due to the help of colleagues, avoiding employee disputes with the boss by not presenting ideas, and abstaining from submitting work development ideas to maintain good relations between work colleagues. Ensuring that employees do not lose their jobs requires employees to avoid putting forward development ideas for them, in addition to the confidentiality of information that requires employees not to reveal it for public discussion. As for the dimensions, the results showed the following:

- In the dimension (the silence of submission), He attained a mathematical mean of (3.411) where the standard deviation is equal to (0.999). At the same time, his coefficient of variation (C.V) reached (29.29%), as he occupied the (third) level in terms of the order of availability, consistency, and homogeneity in the respondents' answers.
- In the dimension (defensive silence), He attained a mathematical mean of (3.798) where the standard deviation is equal to (0.754). At the same time, his coefficient of variation (C.V) reached (19.85%), as he occupied the (first) level regarding the order of availability, consistency, and homogeneity in the respondents' answers.
- The dimension (Silence in Support of Society) achieved a mathematical mean of (3.649) where the standard deviation is equal to (0.854). At the same time, its coefficient of variation (C.V) reached (23.40%), as it occupied the (first) level regarding the order of availability, consistency, and homogeneity in the respondents' answers.

Table (6) Summary of Descriptive Indicators for Dimensions of Employee Silence
Variable

Dimensions Of Employee Silence	MEAN	S.D	C.V	Agreement Rate	NO.
Submissive Silence	3.411	0.999	29.29%	68.22%	3
Defensive Silence	3.798	0.754	19.85%	75.96%	1
Silence Supports Society	3.649	0.854	23.40%	72.98%	2
Employee Silence	3.619	0.869	24.01%	72.39%	

3-2-3- Job Burnout

It is clear from the following table and figure, the statistical description of the variable (job burnout), as it appears from the results, that the total weighted arithmetic mean is (high) and tends towards (agreement), as it was estimated at (3.715) with an overall standard deviation of

(0.816), and an overall coefficient of variation (C.V) of (0.816). (21.97%), with an agreement rate of (74.31%), as explains the high level of availability of the university educational institution studied for job burnout. This variable was measured through three dimensions (each dimension has five items), so this high evaluation of the variable and the dimension with its paragraphs explains There is a high degree of job burnout in the studied university educational institution through increased emotional exhaustion for some employees, some employees feeling frustrated in their jobs, inappropriate working conditions (motivation, development) of employees, the presence of a climate of disharmony among employees, as well as some employees' feeling of lack of Possessing intellectual and physical energy and feeling that qualifications are more significant than their job description. At the dimensional level, the results showed the following:

- In the dimension (emotional exhaustion), He attained a mathematical mean of (3.799) where the standard deviation is equal to (0.639). At the same time, his coefficient of variation (C.V) reached (16.82%), as he occupied the (first) level in terms of the order of availability, consistency, and homogeneity in the respondents' answers.
- In the dimension (loss of personality), He attained a mathematical mean of (3.645) where the standard deviation is equal to (0.933). At the same time, his coefficient of variation (C.V) reached (25.60%), as he occupied the (third) level in terms of the order of availability, consistency, and homogeneity in the respondents' answers.
- In the dimension (low achievement), He attained a mathematical mean of (3.702) where the standard deviation is equal to (0.877). At the same time, his coefficient of variation (C.V) reached (23.69%), as he occupied the (first) level in terms of the order of availability, consistency, and homogeneity in the respondents' answers.

Table (7) Summary Of Descriptive Indicators For Dimensions Of Job Burnout Variable

Dimensions Of Job Burnout	MEAN	S.D	C.V	Agreement Rate	NO.
Emotional Exhaustion	3.799	0.639	16.82%	75.98%	1
Loss Of Personality	3.645	0.933	25.60%	72.90%	3
Low Achievement	3.702	0.877	23.69%	74.04%	2
Job Burnout	3.715	0.816	21.97%	74.31%	

3-3- Testing and Analyzing Study Hypotheses

Structural equation modeling is a statistical method for studying and modeling the relationship between variables. Which shows the dependence of one variable, called the dependent variable, on one or more variables, called independent variables, and a variable and an intermediary, called the covariate. In the following paragraph, the outcomes of the impact hypothesis tests will be reviewed, and the hypotheses will be tested in a sequential manner:

- 1. First Primary Hypothesis (H¹): There has direct impact on the situation. of workplace gossip on employee silence in the university educational institution studied.** To test the study hypotheses, the researcher designed a structural model below:

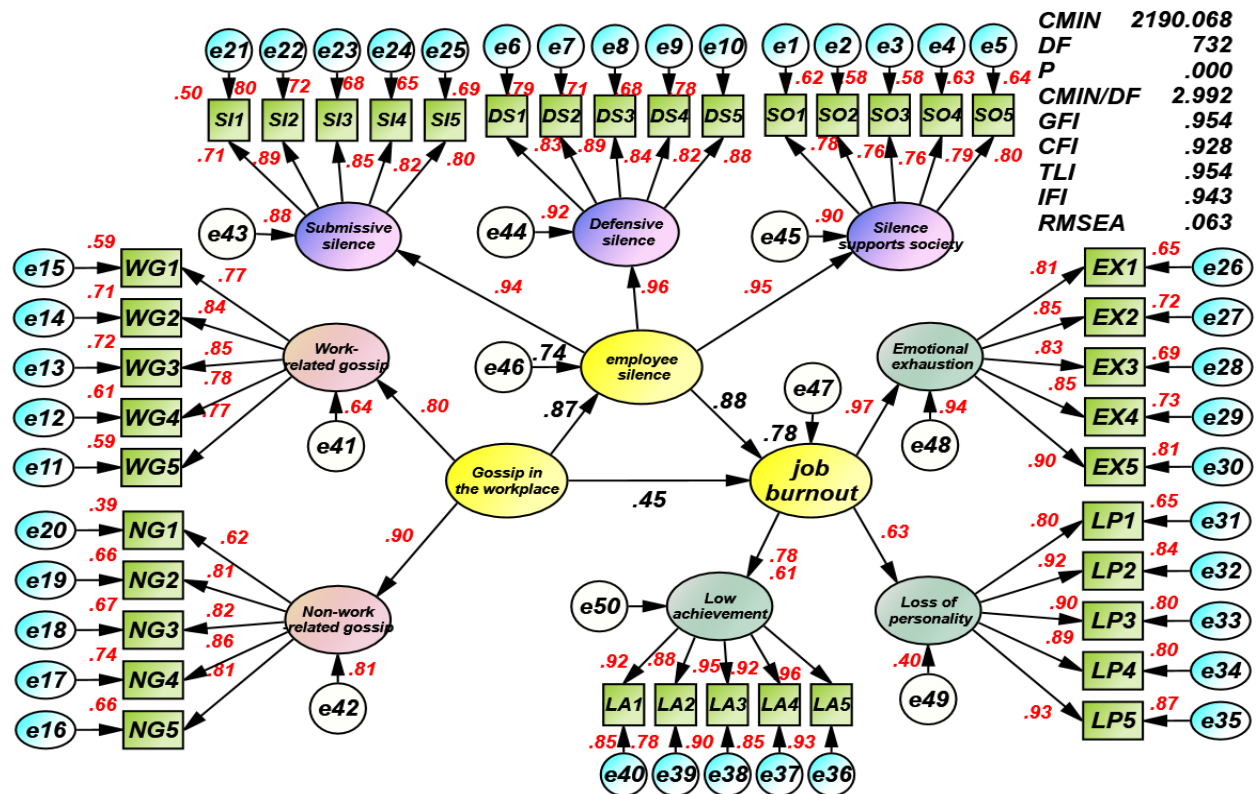


Figure (2) Regression Model For Direct and Indirect Effect of Study Hypotheses

The following table includes the results obtained by the researcher from the statistical analysis related to the criteria for accepting or rejecting the impact model:

Table (8) Direct and Indirect Impact Of Study Hypotheses

Path					Indirect Effect	Direct Impact	S.E	C.R.	R ²	Sig.
Gossip in workplace	<---		Employee Silence		---	0.872	0.067	14.421	0.743	0.000
Employee Silence	<---		Job burnout		---	0.876	0.049	17.098	0.784	0.000
Gossip in workplace	<---		Job burnout		---	0.451	0.144	4.111	0.183	0.000
Gossip in workplace	<	Employee Silence	<	Job burnout	0.764	---	0.029	29.221	0.583	0.000
The Amount Of Improvement Brought About By The Employee's Silence										
Gossip in workplace	<	Employee Silence	<	Job burnout	0.313	---	0.115	25.11	0.400	0.000

The results of the table that is located above demonstrate the existence of a relationship that is a direct consequence. An rise in the value of gossip in the workplace by one unit leads to an increase in the employee's silent axis by (0.872) and by a critical percentage of (14.421), which is a significant number because the p-value was equal to zero and hence smaller. In other words, the value of gossip in the workplace is increased by one unit. In addition to the fact that gossip in the workplace explains a percentage of (74.3%) of the variance that occurs in the employee's silence, the remaining percentage of (25.7%) is related to other variables that were not included in the study model. This assumption is based on the significance level of 5%. Consequently,

this indicates that an increase in the amount of gossip that occurs in the workplace leads to an increase in the amount of silence that employees exhibit within the educational institution of the university.

2. Second Primary Hypothesis (H^2): There is a direct, statistically significant effect of employee silence on job burnout in the university educational institution studied. The results of the table that is located above demonstrate the existence of a relationship that is a direct consequence. In other words, a rise in the value of the employee silence axis by one unit leads to a rise in the job burnout axis by (0.876), with a critical ratio of (17.098), which is a significant value because the p-value was equal to zero and consequently less than the threshold for statistical significance. In addition to the fact that the employee's quiet explains (78.4%) of the variance that occurs in job burnout, the threshold of significance is 5%. The remaining percentage, which is equivalent to 21.6%, is related to other variables that were not included in the study model. On the other hand, this indicates that the level of job burnout (emotional weariness, loss of personality, and low achievement) in the university educational institution that was researched is proportional to the degree to which the employee's silence grows.

3. Third Central Hypothesis (H^3): There is a direct, statistically significant effect of workplace gossip on job burnout in the university educational institution studied. The results of the table that is located above demonstrate the existence of a relationship that is a direct consequence. To put it another way, a one-unit increase in the value of the workplace gossip axis results in a 0.451-unit increase in the value of the job burnout axis, with a critical ratio of 4.111. This is a significant value because the p-value was equal to zero, and hence it is less than the 5% level of significance. A further point to consider is that the presence of gossip in the workplace accounts for 0.183 percent of the variance that is associated with job burnout. The remaining 81.7% of the variance is attributed to other variables that were not incorporated into the study model. meaning that this is the percentage of influence and explanation. Average, that is, the increase in gossip in the workplace through some workers talking about others not performing their duties to the direct boss, staying away from work ethics for some workers when there is a conflict of interest, conveying false information to some workers about their colleagues, such as (lack of experience) to the direct boss, as well as some workers monitoring Conveying what their other colleagues say increases job burnout among workers (emotional exhaustion, loss of personality, low achievement) in the university educational institution studied on a moderate level.

4. Fourth Sub-Hypothesis (H^4) There is a statistically significant indirect effect of workplace gossip on job burnout through employee silence in the university educational institution studied. The results of the table that is located above demonstrate that an increase in the amount of gossip that occurs in the workplace in the presence of employee quiet by one unit leads to an increase in job burnout by one standard weight of (0.764), with a critical value of (29.221) and a standard error of (0.029). From the data presented in the table above, it can be seen that workplace gossip plays a significant role in explaining (58.3%) the variation in job burnout that occurs when employees remain silent. On the other hand, the remaining value is a result of elements that were not taken into consideration in the study.

The results of the table above show that the employee's silence contributes to increasing the effect of gossip in the workplace on job burnout. This is because the results show an



improvement of (0.313) in the standard estimates, and this is accompanied by a decrease of (0.115) in the standard error. Based on the information presented above, it is possible to say that the results of the table show that the employee's silence was a contributing factor. An improvement in the critical value reached (25.11), and the results also showed a noticeable increase in the interpretation of job burnout in the presence of employee silence, amounting to (0.400) of the variance occurring in job burnout. That is gossip increases in the organization through some employees not conveying the truth about others when speaking, relaying news to the immediate superior to get closer to him, talking about others about their personal lives and what they own, and talking about others out of anger, through the mediating variable. At the same time, some Employees do not want to put forward proposals for change at work due to the help of their colleagues. They withhold information because the college does not adopt a fair assessment of competencies, and they abstention from presenting work development ideas out of concern for their good relations with their colleagues, as well as the fact that the college dean is not severe in discussing proposals and opinions, which exacerbates and increases job burnout, among employees (emotional exhaustion, loss of personality, low achievement) in the highly studied university educational institution.

To verify that the mediator (employee silence) affects the relationship between (workplace gossip and job burnout), it will be tested using the Sobel test, as is apparent in the figure below, as it appears from the Sobel test value of (10.453), which is greater than the value of the Sobel test. The tabular t (1.94) confirms that the mediating variable has an impact on the relationship between (gossip in the workplace and job burnout)

Input			Test statistic:	p-value
t_a	<input type="text" value="24.669"/>	Sobel test	<input type="text" value="10.45338900"/>	<input type="text" value="0"/>
t_b	<input type="text" value="7.54"/>	Aroian test	<input type="text" value="10.00877613"/>	<input type="text" value="0"/>
		Goodman test	<input type="text" value="10.11149004"/>	<input type="text" value="0"/>
		<input type="button" value="Reset all"/>	<input type="button" value="Calculate"/>	

Figure (6) Sobel Test

As can be seen in the figure that is located above, the saturation values for the independent variable, which is gossip at the workplace, the mediating variable, which is employee silence, and the dependent variable, which is job burnout, all exhibited a saturation percentage that was larger than 0.40. Additionally, the relevance of these values was demonstrated. In addition, the researcher discovers that the saturation percentages are present, which indicates that the prerequisites for confirmatory factor analysis have been satisfied. Compared to 0.40, the things were significantly more striking, and they were also significant. There was a comparison made between the criteria for goodness of fit, and all of them were very similar to the conditions. Additionally, it was discovered that each and every one of them was higher than the critical value (CR) of 1.96, which is an indication that it provides support for the measurement's goodness of fit to the data.

3- DISCUSS THE RESULTS

1. The variable (gossip in the workplace) achieved an overall weighted arithmetic mean of (high). It trended towards (agreement), as it was estimated at (3.610) with an overall standard deviation of (0.805), an overall coefficient of variation (C.V) of (22.29%), and an agreement percentage of (72.19%), as it explains the high level of availability of the university educational institution studied.
2. The variable (employee silence) achieved an overall weighted arithmetic mean of (high). It trended toward (agreement), as it was estimated at (3.619) with an overall standard deviation of (0.869), an overall coefficient of variation (C.V) of (24.01%), and an agreement percentage of (72.39%), as the high level of availability of the studied university educational institution is explained by the silence of the employee.
3. The variable (job burnout) achieved an overall weighted arithmetic mean of (high). It trended toward (agreement), as it was estimated at (3.715) with an overall standard deviation of (0.816), an overall coefficient of variation (C.V) of (21.97%), and an agreement rate of (74.31%), as it explains the high level of availability of the studied university educational institution for job burnout.
4. An increase in the value of gossip in the workplace by one unit leads to an increase in the employee's silence axis by (0.872) and by a critical percentage of (14.421), which is a significant value since the p-value was equal to zero and therefore less than the 5% significance level. This indicates that an increase in gossip in the organization increases employee silence.
5. An increase in the value of the employee silence axis by one unit leads to a rise in the job burnout axis by (0.876) and by a critical percentage of (17.098), which is a significant value since the p-value was equal to zero and therefore less than the significance level of 5%. This indicates that an increase in the silence of employees in the studied organization increases job burnout among employees.
6. An increase in the value of the workplace gossip axis by one unit leads to a rise in the job burnout axis by (0.451), with a critical ratio of (4.111), which is a significant value since the p-value was equal to zero and therefore less than the 5% significance level, and this indicates the increase in gossip in the studied organization increases job burnout among employees on an average basis.
7. Increasing gossip in the workplace in the presence of employee silence by one unit leads to an increase in job burnout by one standard weight of (0.764), with a critical value of (29.221) and a standard error of (0.029). This indicates that increasing gossip in the studied organization in the presence of employee silence increases job burnout among employees to a high degree.

4- CONCLUSIONS AND RECOMMENDATIONS

4-1- Conclusions

1. Weak interest in the variable of gossip in the workplace, which affects the variable of job burnout for faculty members in the organization.
2. Neglecting the variable of job burnout has a significant negative impact on the work outcomes of teachers.
3. There is an apparent effect of the variable of job silence.



4-2- Recommendations

1. the studied institution needs to reduce the level of gossip at work, burnout, and employee silence by following administrative practices (development and training, empowerment, incentives and rewards, organizational justice, credibility, managing relations between employees, and administrative trust).
2. The need to work on fairness and attention to employees with postgraduate studies by placing them in appropriate administrative levels
3. There is a need to establish harsh procedures and penalties for appropriate jobs for them. Those who practice gossip and gossip in the studied institution, by preventing gossip and gossip and placing material and non-material penalties on those who practice gossip.
4. Establishing a financial reward for the best ethical and committed employees to encourage them to stop practicing gossip.
5. Establish codes of ethical behavior and urge employees to adhere to them, as well as conduct educational guidance workshops and training courses on negative and deviant behaviors in general and gossip in particular about their dangers and causes to society and the institution being studied.
6. The studied institution must create a psychological climate among employees based on love, affection, and cooperation among all employees and cultivate a culture of collaboration in service of the common good.
7. The management of the researched organization must contain the causes of job burnout through moral and scientific support.

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