

Organizational Silence A Predictor of Organizational Commitment in Higher Education Institution

Muhammad Wajahat Hussain¹ Ahsan Ali¹ Mehran Khalid¹ Muhammad Nouman Shafique²
Hussain Ahmad¹

1.Federal Urdu University of Arts, Science & Technology Islamabad, Pakistan
2.Ph.D Scholar Preston University, Islamabad

Abstract

Purpose-The purpose of this paper is to answer the question: how the organizational silence is related with organizational commitment and how it affects the employees. The focus is particularly on the higher education institutions in the federal territory.

Design/ Methodology/Approach-The scientific data which has been collected from the teachers of higher education in the form of survey questionnaire on which statistical techniques were implied. The sample size was consist of 80 teachers of public educational institutions out of which 55 were received and 44 were stand correct. The approach adopted in this study is exploratory in nature in order to explore relationship between organizational silence and organizational commitment.

Findings-In our findings any relationship of the dimensions of organizational silence in context of reasons why employees remain silent is not found with organization commitment. We believe that this must be related to the chosen organization. The correlation is found positive between organization silence and organizational commitment but regression analysis shows in significance of organizational silence with organizational commitment

Research limitations/ Implications-The sample used is relatively small due to lack of time and resources. The research is based upon higher education sector only.

Practical implications-Managers will find the study useful in evaluating the environment of organization for employees which feel silence behavior, including the level of organizational commitment for the employees.

Originality/Value-The study is focused on the different dimensions of organizational silence which include in the scale and correlates to something that is lacking in the literature. The paper will give birth to the debate and discussion of different dimensions of organizational silence in with the relationship of organizational commitment, and contribute or plugin new experimental fact findings. It also focus on the increasing importance of the organizational silence which is prevailing in the organizations of the current era.

Keywords: Organizational silence; Organizational commitment; Higher education sector; Federal territory

Introduction

In organizations employees are important source of the factors that are critical such as invention, revolution, change and for the success of the organization. Moreover majority of the employees have very critical ideas and thinking in relation to the organization, so the preference become to remain silent. Current scenarios shows that corporations are becoming dynamic day by day so the employees continuously discuss their knowledge, opinions and practices (Liu, Wu, & Ma, 2009).It is observed by Aylsworth (2008) that although the employees seem to be committed and loyal toward their organization when they remain silent, past research shows an environment in the in the corporation produce an incapacity to attain the projected benefits of the staff loyalty and job satisfaction.

It is discussed by Cakici(2008) that it would be very beneficial to work on that situation in which staff of the organizations alert on the matters which are the compulsory for the development of the organization, conversely hesitate to discuss with the top management. Advanced management practices are giving very shining chances for the flow of the information and communication which is conduct in the form of the meetings, face to face discussion, feedback and open door policies with in the corporation. In addition that it also contain some fears such as losing colleague , respect & trust and seem to be as a potential complainant ,fear associated to loss of job or taking at stake the promotion for the flow of information between employees and top management so the employees remain silent.

It had been empirically examined by Aylsworth (2008) that silence is considered to the equal of the loyalty in prior discussions and not to give suggestions is not the challenging situation but is proved by the recent researches that an environment of silence in the corporations will discourage the commitment of the employees. And commitment of the employee toward the organization is the total contribution of an employee toward the organization is observed by the (Shirbagi, 2007).

Simultaneously organizational commitment is a variable which can be used as an independent and dependent variable. Additionally it is stated that organizational commitment not only touches other variables but also deeply effects them. Some researchers have shown that organizational silence have relationship with the

organizational commitment. It had been argued by (Rusbult et al., 1982) and Ferrell (1983) that staff of the organization shows slow and negative behavior in some situations and this will result to the waste of the organization.

Rationale of the Study

The topic of organizational silence has been studied a lot in context of defensive, prosocial and acquiescent. Now there is need that this topic is to be explore in other context. There are other dimensions which can explain organizational silence that should be searched and find relationship between new dimensions of organizational silence. Moreover, another area that should be examine in context of research is the association between organizational silence and organizational commitment. There is an assumption that organizational silence have effect on employees behavior of speaking or right to remain silent. (Zehir & Erdogan, 2011)

Problem Statement

The focus of the managers in this era is to make employees committed towards the organizational interest, for this the managers do employ full efforts to make employees committed towards the organizations. It is believed by the managers that through shared management employees of the organizations earn commitment and it would reduce calamitous behavior which means attendance, hardiness and turnover to most little possible level. Moreover, developing an environment of negativity and doubt will result to feel the staff unsafe in contact with their manager and discourage to give opinion making and speaking but as a fact such managers provide strength to the organizational silence (Liu, Wu, & Ma, 2009)

Objectives of the study

The purpose of this study is to research the relationship among variables such as organizational silence. And new dimensions of organizational silence in case organizational silence have relationship with organizational commitment.

Research Questions

- Is there a relationship between employee silence and organizational commitment?
- Is there a negative relationship between Organizational Silence and organizational Commitment?

Literature Review

It was observed by (Milliken, Morrison, & Hewlin, 2003) that organizational silence as a typically collective act of employees consciously not sharing their knowledge, beliefs, thoughts, ideas, and experiences with the management about the issues for their work or to improve their working environment. In this dynamic situations the idea of the organizational silence is considered an important concept and is topic of discussion of the subject of public administration literature and recently studied by (Tangirala & Ramanujam, 2008; Cakici, 2008; Ozdemir & Sarioglu Ugur, 2013). It was empirically found by (Pinder & Harlos, 2001) that organizational silence exhibit as a reaction from the employees on the other hand the employees generally stand with the change in the workplace and they normally hesitate to provide their emotional assessment, natural behavior on work oriented issues.

The strategy to remain silent in the corporation generates negative outcome for the employee and for the corporation also. The most precious contributions in context of opinion, experience and feedback from the perspective of the organization from the employee become unavailable due to silence. All of the elements in delaying decision making, change and performance enhancement is organizational silence and from the side of the employees committing silence in the organization create problems in the workplace (Morrison & Milliken 2000; Premeaux 2001).

It was defined by (Detert & Edmondson 2005; Milliken & Morrison 2003) employees feel committed, faith, job satisfaction and result to the job registration and moreover it would become very difficult to commit silence behavior especially on the matters when they capable which finally result to demoralization, worrying and unpraised. It was critically observed by the (Park & Keil, 2009) silence has its three dimentions. Silence would be intentional. Employees know better solution and they remain silent intentionally. Defensive silence is the second kind in which they secure their own benefits not oppose others and the third one is the silence can be jointly decision of the employees a reaction not to provide valuable suggestions, knowledge, thoughts and ideas to the others.

It was claimed by the (Bowen & Blackmon, 2003) organizational silence leads to the new dimensions of the problems by limiting the collective sharing of the ideas, Problem recognition collective thinking and its potential solutions in the workplace matters. It was proposed by the (Ellis, Van Dyne, Greenberg, & Edwards, 2009) that this conduct should be banned before it would become a complete culture and become damaging for the organization.

It has been empirically designed by Cakici (2008) that the reasons and dimensions of the organizational silence keep employees to remain silent at the work place. The dimensions which has been identified are administrative and organizational reasons, fears related to work, lack of experience, fear of isolation and fear of damaging relationships. Previously it was examined by Cakici (2008) that this research is conducted in the city police department located in the eastern region of the Turkey. The above mentioned reasons describe the extreme to which the employees remain silent in the work place of their organization.

Organizational Commitment

“Organizational commitment describes the attitude and behavior of an employee towards goals of the organization. Organizational commitment shows psychological association from the workplaces ”(Meyer, Allen, & Smith, 1993). People in the different corporations work with different set of abilities, knowledge and skills and expect to explore a climate of working where they can employ their set of abilities for the satisfaction of their desires. The commitment of the employees would be increased if that organization become successful in providing those chances to the employees (Bouradas & Vakola, 2005)

It is indicated by the (Milliken, Morrison, & Hewlin, 2003) Organizational silence will lead to the cognitive dissonance, perceived lack of control and not being viewed value which ultimately result to low commitment of the employees. It was discussed by (Morrison and Milliken, 2000) that employees are strongly stick to their organization and organizational commitment will enhance slowly. It has been exhibited by (Milliken, Morrison, & Hewlin, 2003) that corporations that suffer from organizational silence would have lack of feedback , information, analysis of ideas and discussion of possible outcomes which leads to low organization commitment.

It is observed by (Folkman, Lazarus, Dunkel-Schetter, DeLongis, & Gruen, 1986) that higher level of the commitment would be beneficial in countering some situations while on the other hand the employee would be in mental stress and weak on workplace if that commitment is low. So organizational commitment has both positive and negative aspects on organizational silence depending upon the particular commitment of the employee.

It is found by (Dimitras and Vakola, 2003; Amah O. and Okafor C., Alvani M., 2012) that organizational silence is found among the different groups of the organizations and can be eliminated that by introducing different management styles and open discussion among the employees because the employee remain silent due to different reasons and if those in and out is eliminated then organizational silence would be removed. This will lead to the feeling of employee more secure which improves organizational commitment.

Conceptual Framework



H1: The organizational silence have association with Organizational Commitment.

H2: The Organizational Silence have negative association with Organization Commitment.

Methodology

Organizational Silence is the most challenging issue for Organizations and Corporations in the current situations .The organizations are categorized into public and private sectors we have collected the data from both public and private sectors of higher education in Pakistani context. We have taken both sectors so that the results of each sector can be separately generalizable .The population was composed of ---. To which 80 Teachers from higher education were selected by the simple random sampling from both the public sector and private sector. The information regarding the teachers was provided by the human resource department of organization. Names and E-mail addresses were provided on the backside of the survey questionnaire in order to ensure that every teacher has equal chance. The total of 80 questionnaire were distributed out of which 55 were collected and 44 were considered correct and response rate was 55% from public sector. In private sector 80 questionnaire were distributed and 60 were received back to which 50 were stand corrected and the response rate was 62.5%.

Survey Instrument

The scale was used and established by the Cakici (2008) which evaluate the different dimensions of the organizational silence that why employees remain silent in the organization .Cakici (2008) twelve academicians served as “referee” in order to enable content validity. The survey form was applied on 10 academic 10 administrative personnel as a pre-test. In this form, the. The factors which were identified and established are administrative and organizational reasons (13items), Issues related to work (6 items), fear that damage the relationship are (3 items) , lack of experience (4 items) and Fear related to work(6 items).The instrument used

to measure organizational commitment (4 items) was developed by Babin & Boles(1996)

The study was carried out between January-February 2015. In the study confirmatory factor analysis was done in order to see how much the statements included in the survey which is developed by Çakıcı (2008) explain variables which were aimed to measure in the sense of organizational silence of nurses. The analysis show extent to the data set complies with variables.

In the study, SPSS 16.0 program was used in order to do reliability analyses. After this Confirmatory Factor Analysis were Conducted (CFA). In (CFA) analysis of private sector it is observed that admin and organization issue item 4 and item 9 is excluded because they are giving value below .500

Findings and Discussion

It has been observed in the table 1.1 that the administrative reasons due to which teachers remain silent the value of that items Cronbach alpha is 0.828 , value of item due to which teachers have fear related to their work is 0.683 , value of item of lack of experience due to which teachers remain silent is 0.674, the item to which teachers prefer to remain silent due to fear of isolation is 0.645, value of fear of damaging relationship is 0.881 and value of organizational commitment towards the organization is 0.708.

Table 1.1: Reliability Statistics of Scales

Constructs/Variables	Number of Items	Cronbach's Alpha Coefficient r	Cronbach's Alpha Coefficient p
Admn&Org. Reasons	13	0.828	0.899
Fear related to work	6	0.683	0.844
Lack of Experience	4	0.674	0.493
Fear of isolation	4	0.645	0.753
Fear of damaging relationship	3	0.881	0.893
Organizational commitment	4	0.674	0.861

Table 1.2 shows the demographic information with respect to the gender, age, qualification and total job experience. It indicates that 50 per cent respondents were male and 50% of respondents were female. The results from the Table reveal that 38.6%of the respondents were those which belong in the age between 26-30 years, 50.0% belong in the age between 31-35years. Further, 9.1% respondents were between the ages of 36-40 years.

Table 1.2 also indicate that the demographic information about the respondents with respect to the qualification which were taken in this research. The results from the Table revealed that 11.4% of the respondents were possessing Bachelor degree. 47.7% of the respondents have the Masters education. Remaining 49.9% were belonging to higher education.

Table 1.2 shows the demographic information about the respondents with respect to the total job experience. The results from the Table revealed that 4.5% of the respondents belong to experience below 1 year, 38.6% between 1-5 years' experience, 38.6% respondents belong to experience between 6-10 years.

Table 1.2: Demographics of Respondents

Variable	Category	Frequency	Percentage
Gender	Male	22	50.0
	Female	22	50.0
Age	26-30	17	38.6
	31-35	22	50.0
	36-40	4	9.1
	40 ABOVE	1	2.3
Qualification	BEACHELOR	5	11.4
	MASTER	21	47.7
	ABOVE	18	40.9
Total Experience	BELOW 1	2	4.5
	1-5	17	38.6
	6-10	17	38.6
	11-15	8	18.2

An evocative study is a devise that attempts to expand supplementary information about a meticulous feature within a fastidious field of study (Ismail, 2005). According to Triola (2003) espoused descriptive statistics were momentous in recounting a set of data. Three descriptive calculations of statistics present insight about (a) the characteristics or form of the allocation, (b) the delegate values such as average, (c) and the gauge of dispersion or difference from the data. Evocative figures reveal key distinctiveness of a known deposition of test data. Triola (2003) affirmed the formation of Tables, and graphs improved the organization of record

findings when summarizing statistics.

Table 1.3 indicates the descriptive statistics, including a score for mean and standard deviations. The value of mean for the administration and organization issues is 2.68, which basically shows that most of the respondents have shown neutral (neither agree nor disagree) response for the admn and organizational issues. The score of standard deviation for the perceived fairness is 0.76, which indicate that the deviation of data from a mean of admn issues. The value of mean for the fear related to work is 3.01 high, which basically shows neutral (neither agree nor disagree) response for the fear related to work. The score of standard deviation for the performance feedback is 0.89 which showing the deviation of data from the mean. The value of mean for lack of experience is 2.63, which indicates that respondents showed a neutral response for the lack of experience.

The value of mean for the fear of isolation is 2.92, which basically indicate that most of the respondents have shown neutral response to the fear of isolation. The score of standard deviation for fear of isolation is 0.98, which shows that the deviation of data from the mean. The score for mean and standard deviation for fear of damaging relationship are shown on this Table. The value of mean is 2.5 which basically indicate that most of the respondents are in a position of agree and neutral. The score of standard deviation for the effectiveness of performance appraisal is 0.91, which shows that the deviation of data from the mean. The value of mean of OC is 2.81 which shows respondents are neutral and the value of S.D is 0.82 which shows deviation of data from the mean.

Table 1.3: Mean, Standard Deviation and *Correlation*

	Mean	S.D	1	2	3	4	5	6
ADMN&ORG ISSUES	2.68	.76						
FEAR RELATED TO WORK	3.01	.89	0.564**					
LACK OF EXPERIENCE	2.63	.78	0.662**	0.696**				
FEAR OF ISOLATION	2.92	.98	0.169	0.174	0.315*			
FEAR OF DAMAGING RELATIONSHIP	2.50	.91	0.173	0.435**	0.325	0.200		
ORGANIZATIONAL COMMITMENT	2.81	.82	0.539**	0.607**	0.591**	0.850	0.425**	

Table 1.3 signifies the correlation between the variables of study. The correlation between OC and fear related to work is (0.607; $p < 0.01$). The correlation between the OC and lack of experience is amounted (0.591; $p < 0.01$) which shows the positive and significant relationship between these two variables. The correlation between OC and fear of isolation is accounted as (0.850, N.S) which shows the negative and insignificant relationship between these two variables. The correlation between OC and fear of damaging relationship is (0.425; $p < 0.05$) which shows the positive and significant association.

Conclusion

The prime focus and purpose of this paper is to research the relationship between employee silence and organization commitment. Although there is an increasing awareness about silence in organizations. In this paper we examined organization commitment because it makes employees feel they are a necessary section to their institution, accept the main aims and values, work happily and are proud of their organization.

By concluding this it would show us there is a positive and significant relationship between organizational silence and organizational commitment which rejects the second hypothesis. In our research any relationship of the other silence forms could not be found in the context of dimensions. We believe that this must be related to the chosen organization and may be the structure of that organization is designed in such a way. Additionally we can say that there is some relationship between organizational silence and organizational commitment which means that it would accept our first hypothesis that there is some relationship between these two.

Research Limitations

The research conducted has some limitations. The Sample size taken is very small due to lack of time and resources. So it would be better to take higher sample size in order to generalize the results more adequately. The research has another limitation that it is based upon the teachers of higher education of the federal capital education sector. So it would be better to extend the work to other sectors.

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