

# Survey of the Relationship between Organizational Silence and Organizational Commitment of Junior Secondary and Senior Teachers of Azna City

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## Abstract

The present study has been done in descriptive methodology of the correlation sort with the aim of investigating the relationship between organizational silence and commitment of the high school teachers in Junior secondary and senior schools in the city of Azna. The statistical community of this investigation includes all 312 teachers of the mentioned city from which the number of 175 persons has been chosen through Kukran sample formula and according to classified accidental sample proportionate with the capacity of the community. The tools for gathering data were three questionnaires. i.e., organizational silence (Vakula & Buradas, 2005) with 23 questions and organizational commitment of Allen and Mey (1991) with 24 questions whose content and formal fluency was confirmed by several responders and a few statistical communities and their credit was provided as 0.90, 0.92, by Koronbach Alfa coefficient respectively. The analysis of the data has been done in two levels of descriptive and conceptual statistic through Pierson's correlation coefficient. The findings of the analysis of the investigation questions showed that there is a negative meaningful relationship between the organizational silence and its dimensions with organizational commitment.

**Keywords:** organizational silence, organizational commitment

## 1. Introduction

Organizations are the essential component of today's world. So that the today world is also known as the organizational world. One of the most fundamental challenges of contemporary organizations in the era of information and communication with the acceleration of global knowledge is the challenge of human capital capable and dynamic (Matin, Taheri, & Sayyar, 2012). Because manpower is the capital of any organization. Human resources, creative people, innovative entrepreneurs, especially managers, owners of new ideas are as the most valuable assets of any organization (Ahmedi, 2013), which can play an important role in the success of their organizations. But when employees as strategic assets are silent (Hosseinpour & Askari, 2012) is not produced any Knowledge for the organization, because the language is the tool of human interaction and knowledge generation in organizations. Although this purpose requires empowerment and open communication channels, many employees also believe that the organizations do not support open communication channels and sharing information and knowledge (Fard, Fani, & Barati, 2011). Thus, because of the failure of the management plans change. In particular, one of the main barriers of changing is lack of information, lack of confidence and what is known as the organizational Silence by Movysn and Mylykin (2000). Organizational silence is as a barrier for organizational change and development (Eriguc, Ozer, Turac, & Songur, 2014, p. 151). From organizational silence numerous definitions have been made. In a defined, organizational silence is defined as a phenomenon in which the employees deliberately refrain express ideas, opinions and information on matters of organizational issues, (Bagheri, Zarei, & Nick, 2012).

In many cases the accepted belief is that employees do not have the necessary experience to understand the issues. They lack the power and authority, they are not good team players, and their behavior can only create problems and cause to create a negative impression of their participation. Managers ironically believed that they encourage their employees for obvious remark, but on the other hand, used to the formal method to silence opposing views of the staff (Dimitris & Vakola, 2007, p. 21).

Organizational Silence influences organizational characteristics including the decision-making process, understanding employee's management processes, and culture (Dimitris & Vakola, 2007, p. 18). It is associated by limiting the effectiveness of decision-making and organizational changing processes. This problem is now gripped organizations, and makes that most organizations suffer from commenting too little of staffs. When that happens reduces the quality of the decision and the amount of change. Also, according to Miller (1972) organizational silence by negative feedback inhibition is an effective barrier to change and organizational development, hence it will not have the ability to review and correct the errors (Dalvi & Sefid, 2012). Organizations are increasingly asking their employees to be innovative and to comment and accept more responsibility but not adhere to it in the current situation. That's why a lot of people know the facts in relation to organizational problems, but due to fear of their leaders dare not express it.

Organizational Commitment is of the issues discussed in any organization (Alijanpour, Dousti, & Alijanpour, 2013, p. 46). One of the important issues is motivation that based on strongly obtain the identity of the person in the organization, be involved in the organization, blends in, And enjoys joining it.

Organizational Commitment means the degree of psychological and affiliation to an organization that the individual works for it (Mahdad, 2010).

A review of the conceptual process of organizational commitment shows that the views of Meyer and Allen (1991) conceptual realm of organizational commitment, and its dimensions have been considered more attention than others, And over the past few years has been mostly used in organizational studies (Cohen, 2007). From the perspective of Colquitt (2009), organizational commitment is the ability of binding individual identity and organizational. And is the process of belonging and loyalty to the organization, which includes efforts to conserve resources and organization's success (Colquitt, 2009). The concept of commitment for the first time was investigated by White. And also by many scholars such as Porter, Mowdy, Stears, Allen, Meyer and Baker were developed (Demiray & Curabay, 2008). Allen and Meyer (1991), after reviewing the literature of organizational commitment identify three distinct themes in the definitions of commitment. The first commitment as an emotional and psychological attachment to the organization, the second commitment as the costs of leaving the organization, and the third commitment as a moral duty to stay in the organization. They called these three kinds of commitment: affective commitment, continuance and normative commitment (Hajloo, Sobhi, & Emami, 2012). There is no doubt that despite the dedicated and efficient manpower the organization's reputation seem important in the community, And Provides the growth and development of the organization to achieve optimum organization. Having professional staff, loyal, consistent with the values and objectives of the organization, with strong motivation, oriented and committed to the organization's membership is an essential basic needs of any organization (Mahdad, 2010). The importance of the commitment of employees is to the extent that Culverson knows it as the strong driving force in the success of an organization (Culverson, 2002). Because the stability and development of any society in the quality and level depends on employee's commitment (Alijanpour, Dousti, & Alijanpour, 2013, p. 46). Organizational commitment has a positive relationship with consequences such as job satisfaction, organizational behavior, and occupational function, and negative relation with leaving job (Nazarian & Mokhtar, 2013). One of the intangible factors affecting the performance of the employees is their commitment (Jazani, 2013, p. 67). Organizational commitment not only increases Meta-role behaviors that will lead to better performance in the future. (Piryai'i, Arshadi, & Neysi, 2013). It has shown interested to employees and loyal to the organization has higher job performance. But also their tendency to remain in the organization is more. Their incentive to work is more and their approval and support with organizations changing is more (Saatchi, 2007, p. 43).

### *1.1 Literature Review*

Panahi and colleagues (2012) in a research as empirical analysis of the factors affecting organizational silence and its relationship with organizational commitment concluded that there is a significant negative relationship between atmosphere of silence and commitment of staff. Also, there is a negative correlation between the attitude of chief management and supervisors to workers about the opportunities attitude of silence of staff. Nikmaram et al. (2012) study "the relationship between organizational silence and commitment in Iran" showed that the phenomenon of organizational silence leads to job dissatisfaction and loss of organizational commitment level. The results showed that despite the correlation between the perceived atmosphere of silence, the silence of staff and organizational commitment, there is a significant negative relationship between chief management and low level of workers in terms of commitment. Sygan's study (2011) "the relationship between affective commitment and organizational silence" showed that there is a negative relationship between the organizational silence, and organizational commitment (affective commitment). Dennis et al. (2013) in a study entitled "The relationship between staff silence and organizational commitment" in a private company's health concluded that between

silence and commitment, there is a significant negative correlation. In addition, the emotional commitment as the most important predictor of organizational commitment affected the performance of the employees. There is a negative correlation between affective commitment and silence of employee (silence defense).

## 2. Hypothesis

The main hypothesis of this study is: there is a relationship between commitment and organizational silence of junior secondary and senior school teachers of Azna city.

### 2.1 Sub-Hypothesis of Research

- 1) There is a relationship between organizational silence and organizational commitment.
- 2) There is a relationship between the attitude of chief management of organization from silence with organizational commitment.
- 3) There is a relationship between the attitude of the heads of organizational silence and organizational commitment.
- 4) There is a relationship between opportunities for communication between the organization and organizational commitment.
- 5) There is a relationship between the behavior of the staff of organizational silence and organizational commitment.
- 6) The dimensions of organizational silence can predict the commitment 3.

## 3. Research Methodology

This study in terms of purpose is applied research and in terms of methods (study design) is descriptive (non-experimental), and the research is correlational.

The statistical population consisted of all teachers in secondary schools in the academic year of 2014-2015 that have been working in Azna city. According to the Statistics of Department of Education the number of participants 312 people. Table (3-1) shows the number of the population.

Table 1. Statistics of of junior secondary and senior teachers of Azna city

Course	Male	Female
Secondary school	99 people	71 people
High school	75 people	67 people
Total	174 people	138 people

Source: Department of Education of Azna city.

In this study, using the table of krejcie and Morgan, 175 people were selected to participate in research. In order to select a sample size, stratified random sampling was used.

Table 2. Population size and sample size in terms of sex and education

Course	Women Population	Men Population	Women Samples	Men Samples	Total
Secondary school	99 people	71 people	55 people	40	170
High school	75	67	42	38	142
Total	174	138	97	78	312

In this study, in order to collect data from two questionnaires were used as follows; To measure organizational silence in this study, the questionnaire of Bouradas and Vakola (2005) with 23 items has been applied. The scale of this questionnaire is the 5-point Likert.

Organizational Commitment Questionnaire (Allen & Meyer, 1990) was used. The questionnaire has 24 questions, and the scale of this questionnaire is a 7-point of Likert.

To analyze the data in Spss software version 19 was conducted, and descriptive and inferential statistics were done.

In inferential statistics, multiple regression test, and Pearson correlation coefficient was used.

#### 4. Research Findings

##### 4.1 Analytical Findings

In this section, analytical research findings based on research questions have been set and discussed.

Hypothesis 1: There is a relationship between commitment and organizational silence.

Table 3. The correlation coefficient between organizational silence and organizational commitment

Organizational Commitment		
Correlation coefficient	The square of the correlation coefficient	Significance level
-0.266	0.071	0.003
Organizational silence		

Shows results of Table 3 significant correlation between organizational commitment and organizational silence. This means that between organizational silence and organizational commitment ( $r = -0.266$ ). There is a negative significant relationship. Based on the coefficient of determination 7.1 percent of the variance of organization silence is common with organizational commitment. Therefore the Hypothesis (1) that there is a relationship between organizational silence and organizational commitments, is confirmed.

**Hypothesis (1-1):** There is a relationship between the attitude of chief management of organizational silence and organizational commitment.

Table 4. The correlation coefficient between the attitude of chief management of organizational silence and organizational commitment

Organizational Commitment		
correlation coefficient	The square of the correlation coefficient	Significance level
-0.110	0.012	0.192
Attitudes of chief management		

Results of Table 4 shows the correlation between the attitude of the heads of the organizational silence with commitment is not meaningful. That means there is not a significant correlation between the attitude of supervisors from the silence of the organizational members with organizational commitment ( $r = -0.110$ ). Based on the coefficient of determination only 1.2 percent of the variance of attitude of the heads of the organizational silence is common with commitment. Therefore the Hypothesis (1-1), that there is a correlation between the attitude of supervisors from the silence of the organizational, is not confirmed.

**Hypothesis (1-2):** There is a relationship between the attitude of supervisors of organizational silence and organizational commitment.

Table 5. The correlation coefficient between the attitude of supervisors of organizational silence and organizational commitment

Organizational Commitment		
correlation coefficient	The square of the correlation coefficient	Significance level
-0.208	0.043	0.015
Attitudes of supervisors		

Results of Table 5 shows the correlation coefficient between the attitude of the heads of organizational from organizational silence with commitment is significant. That is There is not a significant correlation between the attitude of supervisors from the silence of the organizational with organizational commitment ( $r = -0.110$ ). Based

on the coefficient of determination only 1.2 percent of the variance of attitude of the heads of the organizational silence is common with commitment. Therefore the Hypothesis (1-2), that there is a correlation between the attitude of supervisors from the silence of the organizational, is confirmed.

**Hypothesis (1-3):** There is the correlation between existence of communications opportunities of organizational silence and organizational commitment.

Table 6. Correlation coefficient between existence of communications opportunities of organizational silence and organizational commitment

Organizational Commitment		
correlation coefficient	The square of the correlation coefficient	Significance level
-0.102	0.010	0.239
Attitude of communication opportunities		

Results of Table 6 showed the correlation between existence of communications opportunities of organizational silence and organizational commitment is not meaningful. That is there is not significant correlation between the existence of communications opportunities of organizational silence and organizational commitment ( $r = -0.102$ ). Based on the coefficient of determination, 1 percent of the variance of existence of communications opportunities of organizational silence is common with organizational commitment. Therefore the Hypothesis (3-1), that there is a correlation between existence of communications opportunities of organizational silence and organizational commitment, is not confirmed.

**Hypothesis (1-4):** There is a correlation between the silence behavior of the staff of organizational silence and the Organizational Commitment.

Table 7. Correlation coefficient between silence behavior of employees of organizational silence with organizational commitment

Organizational Commitment		
Correlation coefficient	The square of the correlation coefficient	Significance level
-0.268	0.072	0.001
Silence behavior of staff		

Results of Table 7 showed that the correlation between the silence behavior of employees of organizational silence and organizational commitment is significant. That is There is a negative significant correlation between the silence behavior of employees of organizational silence and organizational commitment ( $r = -0.268$ ). Based on the coefficient of determination, 26.8 percent of the variance silence behavior of employees of organizational silence and organizational commitment is common. therefore the Hypothesis (4-1) that there is a correlation between the silence behavior of employees of organizational silence and organizational commitment, is confirmed.

## 5. Conclusion

### 5.1 Discussion and Commentary of Research Hypotheses

Hypothesis 1: There is a relationship between commitment and organizational silence.

Results of Table (4-10) showed that there is a significant correlation between organizational commitment and organizational silence. This means that between organizational silence and organizational commitment, there is a negative significant relationship ( $p < 0.01$ ). So according to the assumption (1) that says there is a relationship between organizational silence and organizational commitments, is confirmed.

The findings of this part of the study are consistent with the findings of Danaee and panahi (2010), Sygan (2011), Panahi et al. (2012), Nikmaram et al. (2012), Dennis et al. (2013), Imran and Nas (2013), Panahi and Vyseh (2013). According to a Danaee and Panahi (2010), there is a negative correlation between the peaceful silence of staff with organizational commitments. However, the silence of the employees in the organization increases, the

commitment will come down. Also, in the attitude dimensions of management to silence, and attitude of the head to silence with organizational commitment, there is a negative correlation. Whatever the attitude of management and head to silence with a negative attitude towards the employees will reduce the organizational commitment. Sygan (2011) found a negative relationship between affective commitment and organizational silence. Panahi and colleagues' study (2012) showed a negative and significant relationship between the dimensions of silence and organizational commitment, Also showed that there is a negative relationship between the attitude of chief management and supervisors with staff attitude about the behavior of the staff of silence. Nikmaram et al. (2012) also showed that the phenomenon of organizational silence leads to increased job dissatisfaction and decrease the level of organizational commitment. Dennis et al. (2013) showed that the organizational silence can reduce the areas of organizational commitment in the organization which ultimately affect the organization's performance. Imran and Nas (2013) also showed that organizational silence negative impact on innovation, creativity, organizational performance, leadership style, culture and commitment. Panahi and Viseh (2013), believe that the silence of the organization will lead to dissonance among other variables, so the motivation reduces the satisfaction and organizational commitment. In explaining these findings when employees feel they can not express their ideas and opinions, give them a sense of worthlessness. The feelings of worthlessness will impact commitment and organizational performance of staff. In general, the organizations that has a strong and competent culture, their employees has a sense of commitment to the values and goals of the organization and their responsibilities. The purpose of the organizational commitment is linking and psychological dependence to the organization. Where they feel involved in the work, loyalty and belief in the values of the organization is located. Organizational commitment taken by the staff of procedural justice and distributive justice within the organization. In this case, when workers see a fairer result of their work, are eager to participate in social exchanges that goes beyond the normal expectations of their role. However, all three outcomes of silence; the lack of control over work, feelings of worthlessness, and cognitive dissonance, will reduce job satisfaction, commitment and motivation of the staff.

Hypothesis (1-1): There is a relationship between the attitude of chief management of organizational silence and organizational commitment.

Results of Table (4-11) showed the correlation between the attitude of chief management and organizational commitment is not significant. That is the attitude of chief management of organizational silence and organizational commitment ( $r = -0.110$ ) there is no significant relationship ( $p < 0.01$ ). That there is a relationship between the attitude of senior management of organizational silence with organizational commitment, is not confirmed.

Managers as a pattern in any organization undertake the main task, and must make decisions that employees evidently understand this issue that expressing views on issues of organization is not dangerous. Management ideas can have a powerful effect on how employees behave. When managers assume that employees hate their job it can not be trusted to do the job well. As a result, managers will create control mechanisms to prevent dodge, and the staff do not trust the manager and following it decrease orientation and employee loyalty to the organization and the effort is reduced. Because resistance management in contrast to the entrance of staff will lead to a situation of silence. The task of the senior managers is to establish a psychological safety net in the attitude and behavior of their employees that employees in addition to feel safe, to reach this degree that valuable inputs that provides for the organization is valuable for the organization, and this will cause that the organization's goals and values are accepted and do great efforts for the success of their organization. Hence it can be said that the staff are always expected to have their support of senior managers of the organization as a supporter and facilitator, and they are demanding organizational support. Any inappropriate organizational behavior of senior management creates field of staff abdication of duty and extra-role behavior, and lead them to organizational silence and thus reduce commitment. Thus, the relationship between these two variables will be explained. In the present study because of the hypotheses and also kind of research tools which is a kind of self-report this relationship has not been explained.

Hypothesis (1-2): There is a relationship between the attitude of the head of the organization of organizational silence and the organizational commitment.

Results of Table (12-4) shows the correlation between the attitude of the heads of the organizational silence with commitment is meaningful. That is there is a negative correlation between the attitude of supervisors from the silence of the organizational with organizational commitment ( $p < 0.01$ ). Therefore the hypothesis (1-2), that there is a correlation between the attitude of supervisors from the silence of the organizational, is confirmed.

Supervisor's attitude to silence is some of the factors that in creating this phenomenon has an effective role. As was

discussed in the literature review, supervisor's behavior affects various aspects of the employee behavior. Therefore, negative attitudes and the supervisor-subordinate relationship cause that supervisors fear from providing comments on appropriate, and timely performance. In the face of such comments to be defensive. As a result, the heads rings of employees with the senior management of the organization. They due to low distance of the structure of staff, has been the most trusted and employees feel comfortable and more secure with them. They transfer the demands of employees to senior management. Thus, their behavior is extremely important for employees. Any inappropriate behavior of supervisors leads to staff indifference and as a result to be pushed towards reducing their willingness to continue. Hence it can be said that the relationship between these two variables is significant.

**Hypothesis (1-3):** There is a relationship between dimension of communications opportunities of organizational silence and organizational commitment.

Results of Table (13-4) showed the correlation between existence of communications opportunities of organizational silence and organizational commitment is not meaningful. That is there is not significant correlation between the existence of communications opportunities of organizational silence and organizational commitment ( $p < 0.01$ ). Therefore, the Hypothesis (1-3), that there is a correlation between existence of communications opportunities of organizational silence and organizational commitment, is not confirmed.

When the managers of an organization believed that the staff have been arbitrary and unreliable, they will act implicitly and tacitly that prevent upward communication, and often "such beliefs are not conscious". When employees coordinate their activities during the working groups with sectors, greater opportunities for the exchange of information and common perceptions of working groups will be created. Thus, as the staff trying for making structural features such as, top-down decision-making and closed feedback channels, they are more likely to be closer together. Centralized decision-making, lack of feedback mechanisms, the chief management resistance to the input of staff, and lack of feedback downward will lead to a climate of silence so that the middle and lower level staff only make the connection between themselves. The size of the interactions and relationships between staff of middle and lower levels are positively associated with social identity, sustainability task force, working and the intensity and density dependence of the informal social networks. It is obvious that when there is no positive and productive relationship between the higher levels of the organization and the operational level, and communication networks are not effective employees to express their opinions will use through informal networks and in the absence of such networks would prefer organizational silence. Hence it can said that effective communication with subordinates, supervisors, colleagues is cause of a tendency to continue to work, and organizational commitment. In this study, for various reasons, including lack of confidence (low social capital), the respondents may have refused to express certain opinions, and have been cautious, and conservative, therefore this relationship has been clarified.

**Hypothesis (1-4):** There is a relationship between the silence behavior of employees of organizational silence and organizational commitment.

Results of Table (4-14) showed that the correlation between the silence behavior of employees of organizational silence and organizational commitment is negative and meaningful. That is there is significant correlation between the silence behavior of employees of organizational silence and organizational commitment ( $p < 0.01$ ). Therefore the Hypothesis (4-1) that says there is a correlation between the silence behavior of employees of organizational silence and organizational commitment, is confirmed.

Silence of employees happens when the staff refrain providing information, opinions or concerns in relation to the issues and problems of the work, the most common issues that employees are reluctant to express them include: concerns about job performance of supervisors and colleagues, problems related to poor organizational procedures and practices, and issues related to organizational justice is one of the main reasons for the silence, about these issues for fear of retaliation, punishment, fear of destruction, fear of troublesome is considered. At this time, the staff become silent, this silence contains negative consequences for the organization, such as frustration, pessimism, pressure, stress, and low interest to work derives from emotional commitment. The promotion of commitment is one of the key goals of maintaining human resources. And this is a concept which shows the extent to which adapted itself to the objectives of the organization, knowing membership in the organization valuable, and tends to make every possible effort to achieve the organization's goals. To what extent that the employees can speak more freely and easier about organizational problems, they will achieve a higher commitment. In fact, whatever organizational silence broken lower, employees have more opportunities to express their opinions. Therefore, organizational commitment increases. In contrast, an increase of silence, reduces organizational commitment.

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