Research Article

THE RELATIONSHIP BETWEEN ORGANIZATIONAL SILENCES WITH SILENCE BEHAVIOR OF EMPLOYEES

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ABSTRACT
Organizations require using creative entrepreneurial and dynamic human sources to survive and remain environmentally competitive. If the organizations word of mouth become silent, the staff as one of the most important institutional investments refuse to submit comments and ideas organizational problems and the organization will face a big threat named, organizational silence that makes life difficult or impossible for the organization. A phenomenon which causes refrain from commenting on the problems of organization is called organizational silence.Analysis of responses to the questionnaire, 201 employees of organizational silence by correlation and path analysis was performed using SPSS software. The results of the present study with the hypothesis1 and 3 sub-hypothesis, suggests that the dimensions of organizational silence and the silence of employee is significant.

Keywords: *Organizational Silence, the Silence of the Staff, the Manager's Attitude to the Silence, Supervisors' Attitudes about Silence, Communication Opportunities*

INTRODUCTION
Productivity and organizational development largely depends on the correct use of human resources in organizations. The larger organizations become the more human resource problems will be. In a competitive environment that is focused on providing high quality service is essential due to the high expectations of customers. Organizations are looking for innovative and creative employees and are trying different ways to maintain innovative management staff and other resources for their innovations.
Corporate executives think that when a person is hired, you accept all the terms of the organization and must be under their control, with reward they try to get satisfaction. If the staffs do not see the organization's directors, their motivation and work gradually lose their values to the organization and the staff will face frustration and isolation. This in turn leads to phenomena such as, institutional silence and organizational stagnation (Maria and Dimitris, 2006).
Expression and Significance of the Subject Matter
Senge (1999) in expression of silence on climate change, states that the organization operates with a closed mind, in which the staff investigate the issues related to their duties and neglect to interact. As a result, the problem of organization in a non-institutional environment that enhances the atmosphere of discontent organization is discussed (Senge, 1999).
Arjeris (1977) stated that there are norms and procedures that often prevent them from speaking or understanding people and the organization. While there is a culture of silence among the members, they encountered a clear contradiction, so that most employees know about organizational issues and they provide accurate information, but they didn't have courage to give the information to the manager or the supervisor (Molykin and Morrison, 2000).
Molykin and Morrison show that "The Silence of the structural organization of a social phenomenon that has been established at a level of organization and organizational characteristics is very important." The enterprise features such as management processes and culture define the behavior of silence for each employee based on how well it is. They say that when most of the members of the organization are silent on issues of organizational silence, silence becomes a collective behavior of the phenomenon of "organizational silence" is called. According to Morrison and Molykin (2000) Employee silence is feeling worthless, perceived lack of control and creates cognitive dissonance that leads to decreased motivation, organizational commitment, and job satisfaction (Molykin and Morrison, 2000). Pinder and

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Trehalose (2001) define employee silence as staff refused to speak assessment of behavioral, cognitive and effectiveness of the organization. Diane von (2003) stated that organizational silence as an organizational behavior has been defined as "consciously refrained from expressing ideas, information and opinions related to the job.Henrikson and Dayton (2006), said that organizational silence is defined as a mass phenomenon and very few people participate and comment in response to the problems faced by the organization.

Vakvla and Bvrdavs (2006) empirically tested and investigated the model and the implications of organizational silence of Morrison Molykin. These two researchers survey 677 corporate employees in the technology sector, they identified the three dimensions atmosphere of silence: senior management attitude to silence, supervisors attitude to silence, and to and communication opportunities. These three dimensions predict the behavior of the staff's silence.

Silence of Staff

Molykin and Morrison noted that silence has become a powerful force in the organization, but a serious review of the research has been done about it. They define this content and show that organizational silence is a social phenomenon which Exists in an organizational level and are influenced by many organizational characteristics. The characteristics are such as decision-making processes, management, culture and understanding of the factors influencing employee's behavior (Molykin and Morrison, 2000). Although managers are committed to their job role, but they feel that the landscape by examining the role, responsibilities and functions are threatened. They feel the need to defend and fear that their performance is not always correct, and their rights are not satisfactory. Consequently, the problem is considered non-self-blame and they prefer negative testimony of their subordinates and unclear objectives and incompetent organization. This type of behavior creates an atmosphere of silence, where employees when being penalized directly or indirectly for their mistakes, cannot trust their managers.Employee silence leads to feelings of worthlessness, loss of control and cognitive dissonance that leads to low motivation and commitment (Boradas and Maria, 2007).

Employee silence can have detrimental effects on the decision-making process and evolution. This refusal by offering different alternatives, negative feedback or information is correct. They indicate that the silence is the result of the opinions and attitudes of the manager. Director's fear of negative feedback, Director's implicit beliefs about human nature based on the fact that people are lazy, Special features such as the management of financial history or culture are conductive to the development of organizational silence.

Molykin and Morrison showed results that may include incompatibility organizational silence, indicating the low motivation, commitment and job satisfaction (Morrison and Molykin, 2000). Employee silence limits the effectiveness of organizational decisions and processes of change in the relationship. It is still gripped by organizations and companies, that most organizations have too few employees' comments which is really upsetting. In such circumstances the quality of decision-making and performance declines. The organizational silence by negative feedback inhibition is an effective barrier to change and organizational development; hence the ability to review and correct errors will be taken away from the organization. Therefore, no negative feedback, errors become more and more severe. Because corrective actions are not taken in time of need (Dimitris and Vakola, 2007). So we can say that the issue of organizational silence and finding ways to resolve issues of importance in the modern organization require the organization's manager's serious attention. Morrison and Molykin show that organizational silence leads to cognitive dissonance among other variables, so it leads to lower motivation, satisfaction and commitment.

Research History

Danae and Panahi (1389) examined the attitude of employees of government agencies and silence atmosphere explaining organizational behavior and organizational silence in their paper.

This paper presents the results of a research study that was conducted on 280 employees of government agencies. It shows that between the silence of the organization and its components of organizational commitment and job satisfaction of employees of government agencies, there is a significant relationship.

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Danai *et al.,* (1390) examined, clarifying the role of organizational culture in the public sector of organizational silence in their research. The results of data analysis using SPSS software show that between organizational culture and organizational silence in Tehran University of Medical Sciences, there is a significant relationship.

Zarei *et al.,* (1390) examined the effect of management on organizational silence in their paper. The result of the analysis using SPSS software shows the significant impact of management on organizational silence.

Samere (1391) show in the paper that organizational silence is one of the new phenomena of human resourceswhich affects organizational commitment and employee involvement and job satisfaction.

Sharifie and Eslamie (1392) studied in their paper, the analysis of the relationship between personality characteristics and organizational culture and silence. Data from the questionnaires was received from 260 people on the sample table Karjesi Morgan and was analyzed by SPSS software. It showed that between personality characteristics and organizational silence and between personality characteristics and organizational culture, there is a significant relationship.

SampleConceptual Research
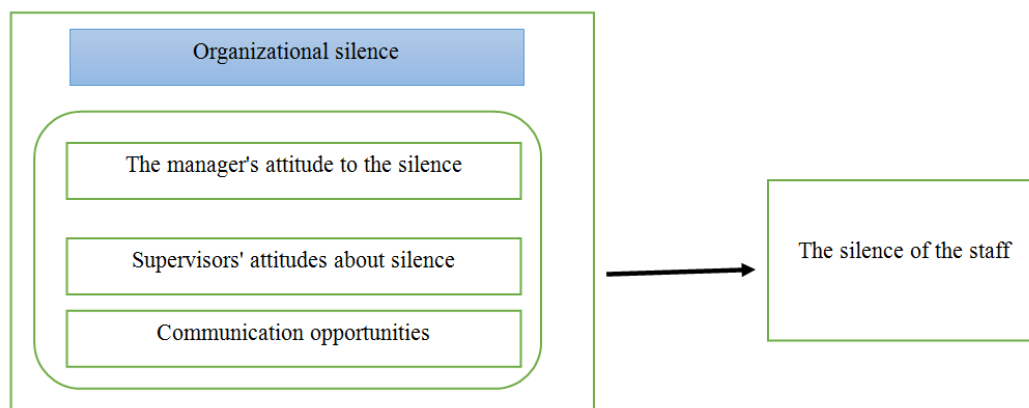
Research Questions

Main question: Is there a significant relationship between perceived silence atmosphere and staff silence?

Sub-questions

The first sub-question: Is there a significant relationship between the attitude of senior management about silence and staff silence treatment?

The second sub-question: Is there a significant relationship between the attitude of supervisors about silence and silence of the staff?

The third sub-question: Is there a significant relationship between silence of the staff and opportunities for communication?

Research Methodology

This research is objective and regarding the method it is a cross-correlation. The population of this study was Golestan's Teachers who were selected by stratified random sampling. The population was 420, sample size is 201 which is determined using the Cochran formula and including a 5% chance that the returned questionnaires, 211 questionnaires were distributed among the target population. SPSS software was used for data analysis.

Collection and Analysis of Data, Validity and Reliability of Data Collection

The questionnaire used in the study of Maria Vokola and Boradas Dimitris article entitled "The Silence of the enterprise as a new challenge for human resource management" is extracted. The questionnaire has 19 Seoul, of which it has 5 questions to measure the attitude of senior management in silence, 5 questions to assess the attitudes of supervisors to silence, 4 questions to assess opportunities for communication, 5 questions were designed to measure the variable silence behavior of employees. Because the

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questionnaires are now standard, thus ensuring content validity of the questionnaire was approved. For most of its validity, the questionnaire to a number of experts in knowledge management to review that all of the content provided to questions, with slight modifications and additions were approved and the content validity of the questionnaire was confirmed. Reliability of a questionnaire during two consecutive days was distributed and was collected from 30 subjects whose reliability was calculated using Cronbach's alpha equal to 0.885. To analyze the data and verify the hypotheses of the study, coordinated by the faculty supervisor, consultant and advisories of statistical descriptive analysis techniques such as frequency distribution tables, frequency, mean and appropriate statistical analysis techniques such as the chi-square test charts and the coefficient of Spearman correlation was used for all the calculations performed using SPSS software.

Conclusion and Recommendations

The main objective of this study was to explore whether the two variables in organizational silence, the silence of employee and their components, there is a significant relationship or not.

Direct and significant correlation coefficients table results in this research (correlation)

Hypothesis	Direction		The correlation coefficient	Significant (t-value)	Test result
Main hypotheses	Organizational silence	The silence of the staff	0.439	0.00	Confirmation
Subsidiary hypotheses	the manager's attitude to the silence		0.336	0.00	Confirmation
	supervisors'attitudes about silence		0.392	0.00	Confirmation
	communication opportunities		0.368	0.00	Confirmation

This research is discussed based on three sides, and one main hypothesis. According to the table and acceptance of three secondary hypotheses, followed by the main hypothesis of this research can be as of silence of the enterprise, silence of the staff a significant relationship was found, meaning that on the main hypothesis of this study, as the atmosphere increases the perceived silence, the silence of staff increases.

Undoubtedly, Stress and fear in the organization forced employees to remain silent and do not to participate in the organization's activities and it has high costs for the organization and without doubt trade costs of organization silence is more than good communication opportunities and participatory management to pay enough attention to employee comments and ideas. One of the ways that lead to encouraging employees to contribute to the achievement of organizational goals of participatory management is creating opportunities for communication and information transfer and exchange of ideas, opinions and ideas from employees.

The results are consistent with statements Vakola and Berodas. In their view, if senior management, don't encourage employees to express ideas and views or do not pay attention to their comments and to employees who are constantly looking to solve organizational problems and proposed solutions, even if there is good communication opportunities in the organization, fear of losing their jobs or benefits they will avoid participating in solving organizational problems.

The results of this study with the results of studies conducted in other countries are the same. But according to the new topic in the field of human resource management and organizational silence, In our country, the work has not been done on it, Further research is needed with different samples to be examined.

Considering the results of the study, the following recommendations can be made to reduce the silence in organizations:

1. Devolution and decentralization in the organization based on empowerment.

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2. The establishment of a system to reward innovative proposals.

3. Question and answer sessions with the complete freedom to express opinions like freely Tribune.

4. Staff training and deployment of collaborative management.

5. Increased job security and emotional bonding of the staff and many of whom are involved with organizational goals.

6. Improve communication systems appropriate staff and align employee goals with organizational goals.

Suggestions for Future Research

According to the research topics that could be investigated under the terms proposed.

1. Identify the causes and consequences of failure to identify and resolve the organizational silence in public and private organizations.

2. The relationship among each of the components of organizational silence with other organizational concepts such as organizational culture, perceived organizational support, organizational justice, burnout and the projects should be considered.

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