 Explain Destructive Role of Organizational Silence and Ways Out of this Matter

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ABSTRACT
In today's complicated world community witnessed a lot of competition for access to the newest technologies in the power field. Human resources are the most precious assets of the organization as a major source of change, creativity, knowledge and innovation are the factors crucial to the success of organizations, and have a valuable position. Nevertheless when employees do not reflect the ideas and opinions on issues and choose silence, management must feel great risk. This paper is followed to explain the phenomenon of organizational silence and its consequences, and finally shows ways out of this damaging matter.

INTRODUCTION

Efficiency and development of any organization largely depends on the correct use of human resources. Organizations for his survival needs people who respond to the challenges of the environment, are not afraid of sharing their knowledge and are committed to his own and their team beliefs. Also, companies increasingly demand that their employees are innovative and creative, asked to comment and to take more responsibility. But despite achieve these goals requires empowerment and open communication channels, many employees believe that their organization, do not support channels of open communication and sharing of information and knowledge, that is one of the reasons for the failure of change management programs. In other words, it means that when employees are facing obstacles and difficulties in their aspirations job, became disillusioned and isolation in their organization, this will leads to the phenomenon like organizational silence. Pinder & Harlos define organizational silence as expression of staff failed to assess the behavioral, cognitive and effective in organization situations. Also, Morrison & Milliken consider organizational silence as a social phenomenon that in this views employees refuse their concerns about organizational problems.

While the silence employees’ phenomenon overcome the organizations and will take to become a common phenomenon in organizations, but unfortunately little scientific research conducted about the silence of the staff. Thus, according to this matter that organizational silence is an new and unknown matter, the present paper seek to elaborate organizational silence concept and propose effective factor on organizational silence and its consequences, as well as introduce ways to get rid of this phenomenon in order to organizational silence reduction.

2. Elaborate issue:

In today’s changing world, organizations need employees to express their ideas. As well as organizations choose individuals who to express their ideas; through they feel more independent in their work and give them more worthiness feelings. However, considering that organization as a major source of change, creativity, learning and innovation play a major role in the success of organizations, whereas many employees are concerned about some issue, but do not express their views and opinions about many issues that occur in organizations (Liu et al., 2009).

This phenomenon is called organizational silence by scholars that can impose damaging effect on organization and faced managers with many problems. Thus, according to issue importance, the present research is seeking to answer this question that what kinds of factors are affective in organizational silence occur and what is way to get rid of this matter.

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3. **Organizational silence:**

Initial definition of silence consider this word equal to loyalty and stated that evade to shows the problems and expressing comments in fact is a wrong matter, but new research shows that organizational silence atmosphere can despite the desirable organizational outcomes (Aylsworth, 2008). Organizational silence is a behavioral choice that can affective on organizational performance. With the exception of emotional interpretation problems silence leads to more conflicts than it is for employees to participate. Silence can serve as a pressure mechanism for the organization, as well as for employees. Bagheri et al (2012) Morrison and Milliken stated that, while most members remain silent about organizational issues, silence becomes a collective behavior, which is called the organizational silence phenomenon (Bogosian, 2012).

Van Dyne et al. (2003) defined organizational silence as organizational behavior: Consciously refrain from expressing ideas, information and opinions related to job.

Henrikson and Dayton (2006) defined organizational silence as a collective phenomenon, very few people show involved in the response to the problems and issues faced by the organization.

Indeed, organizational silence is an inefficient organizational process that wasted cost and effort efficiencies that can manifest it in several ways. As well as, it’s including collective silence in meetings, low participation in plans and programs and low level collective voice (Shojaie et al., 2011). Therefore employees silent refers to situations where the staff is provide information that may be useful for organizations intentionally or hide unintentionally. So if the employees do not speak with the manager or supervisor, silence occurs (Subra Tangirala, 2008).

4. **Silence employee’s motivation in the organization:**

Because the main focus of this research is on organizational silence, but in order to understand it better, we need to examine the concept named organizational voice. Organizational voice means that employees are free to express their opinions and may affect the organization practice. Organizational voice and Organizational silence may be due to behavior issue seems two contradictory activities, because silence is not required to talk while the voice need to express their problems in an organization. But in fact, silence is not necessarily a phenomenon at odds with organizational voice (Zehir and Erdogan, 2011). In fact, the difference between silence and voice isn’t in speaking but also in their incentive to avoid in providing information, ideas and opinions with them (Donaghy et al., 2011). In this framework, three types of motivation associated with silence and voice are: withdraw behavior-based preventive submission and consent to anything, protective behavior based on fear and other behaviors caused by selfish desire to collaborate with others and create opportunities for them. These three types of motivation in employees, are leading to three types of silent (Pinder and Harlos, 2001). According to the three kinds of posed silence examine and explain each of them.

**Acquiescent silence:**

Pinder & Harlos (2001) the earliest form of silence named acquiescent silence which refrain from presenting ideas, information or comments on the submission and consent refers to any situation. So acquiescent silence shows a kind of withdrawn behavior that has more passive manner than be active. People with this kind silence, submission current situation, and no desire to try to talk participation or do not attempt to change the current situation.

**Defensive silence:**

Pinder & Harlos express defensive silence as intentional behavior based on fear of the person to providing the information. Indeed, people may be motivated by self-protection due to present ideas, thus avoid to presentation information or comments. Defensive silence rather than acquiescent silence, is more non-passive mode and involved more aware of alternative options in decision-making, while refrains from offering ideas, information and opinions as to the best strategy is appropriate time.

**Pro-social silence:**

Third kind of silence is pro-social silence. This kind of silence is based on Organizational Citizenship Behavior (OCB). That is, to refrain from expressing ideas, opinions and information related to the job with the aim to benefit other individuals and organizations motivated by altruism, or altruism and cooperation. Such as organizational citizenship, non-passive silence is intentional and altruistic behavior and the primary focus is on others. This silence rather than defensive silence, is achieved considerate the others and considering them. Instead of negative consequences personal fear that resulting from the presentation of ideas (Van Dyne et al., 2003).

5. **Effective factors on organizational silence:**
In the following are proposed brief description of the organizational and managerial variables and also individual variables that contribute to the development of organizational silence. Consequences of organizational silence are basically indebted to 1 - management fear of negative feedback, and 2 - set of implicit beliefs. These factors helps an element is called climate of silence. In this atmosphere, staff main reaction, rather than expressing opinions and ideas will be silence (Morrison and Milliken, 2000). Vakola and Bouradas according to Morrison and Milliken organizational silence model recognize three dimension of climate of silence. These three dimensions are considered organizational silence behavior prediction (Vakola and Bouradas, 2005). According to organizational silence Morrison and Milliken definition that whenever organizational silence changes to group behavior, the organizational silence happen.

- **Management fear from negative feedback:**
  
  One of the most important factors that facilitate to create a climate of silence, fear of senior management from receiving negative feedback especially from the subordinates. Argyris and Schon (1978) stated that many managers fear and escape from embarrassment, a sense of threat and vulnerability or lack of competence (Argyris and Schon, 1978). Thus, to avoid hear information that may be a sign of weakness, or their current actions. Also, there is strong evidence suggesting that people often consider threat of negative feedback against themselves and therefore trying to avoid. Thus, whenever receive negative feedback, often, trying to ignore the message or considered it inaccurate or to reject the credibility of the source.

- **Management implicit attitudes towards the organizational silence:**
  
  Another factor that is rooted in organizational silence is implicit set of beliefs that often managers have about the staff and management. The following are some of them:
  - Beliefs that employees have a personal interest and are not reliable. The result of this matter is that managers will react in explicit and implicit ways ascending upward connections (Redding, 1985).
  - It is believed that managers have the most information about the most important organizational issues. Redding indicated implicitly belief among managers that "persons employed or to be work or be silent." Because the employees follow their personal interests are very poor probability that know what is the organization benefit.
  - Believing that unity, agreement and consensus are signs of organizational health. Also, should be avoided controversy and opposition. In fact, senior executives believe that agreement existence is desirable in organizational decisions. Although several studies have shown that this has a negative impact on the quality of decisions and their outcomes.

- **Terms of management implicit beliefs reinforcing: staff senior management team feature and organizational and environment variables:**
  
  Because there are a set of beliefs about the staff that states they are following their own interests and are known as untrustworthy people, who are rooted in human economic models behavior, so the most people are find the proposed implicit beliefs that training and job experience is based on economic or financial resources, and these beliefs are strengthened when they counterparts begin to believe it (Pfeffer, 1997). Senior management team cultural background on also has an impact on employees beliefs. As well as the research about differences in demographic variables (such as gender, race, ethnicity, and age) senior management team compared with staff indicate that these differences lead to pessimistic views of senior management to staff (ChongWoo Park, 2009).

- **Environmental or organizational variables:**
  
  It is anticipated that organizations who operate in intense competition environments in order to survive themself must adapt to environmental changes. This Thread necessitates that managers can reward to their employees and their ideas are appreciate, also the reverse situation also occurs in adult environments with little change of pace. In such a situation, employees are accustomed to existing situation. This matter reduces the motivation, lack of progress and decline in individual learning, and ultimately leading to the employees silent. Above vertical resolution in the organizational structure can create difficulties in the organization and led to a climate of silence in organizations. As well as, recruit senior executives from outside the organization lead to create further distance between administrators and other employees. This matter refer to senior managers know employees untrustworthiness, and just considered themselves as the best one who are understand the organizational issues.

- **Organizational structures and policies and managerial practices:**
  
  When silence is a superior strategy in an organization and these beliefs are exists between managers that: 1) employees are looking for personal interests, 2) Management has the best information and 3) Difference of opinion is bad; In this case, management serves structures and policies which makes slow information upside to
bottom flow. This belief led to focus on decision-making within organizations, and the lack of formal mechanisms in feedback receiving. Thus, ignoring the employees in the decision-making is a method for avoiding opinion difference and negative feedback that may result in governing organizational silence.

- **Create a shared perceptions from collective concept:**

  The term organizational climate refers to the perceptions of shared perceptions in working environment. Organizational silence environment is an environment that based on two beliefs:

  1- Attempts to express ideas, information and opinions about organizational problems, it is vain and useless.
  2- Express ideas or concerns about the individual’s problems, is dangerous.

  Shared perceptions progress, is moderate relationship between organizational structure, manager policies and silence atmosphere. Thus, by this hypotheses that stated structural and managerial items lead to organizational silence. Similarity, sustainability, working trend join and social cohesion among employees, increase the likelihood of a strong silent atmosphere.

- **Demographic Dissimilarity:**

  Demographic dissimilarity between senior managements and low level staff is a factor leads to manager beliefs in creating silence. These variable is straightly helps the silence atmosphere in effect the beliefs and impressions low level employees.

6. **Employee silence consequences:**

- **Organizational Effects:**

  Employee silence can be extremely damaging and harmful for the organization. Thus, often causes increased levels of dissatisfaction among employees, resulting in frequent absences, which will cause to transfers and relocation of staff and other undesirable behaviors. Communication is key of any organization's success. But if the silence takes place in organizations, communication is altered in organizations and thus it thoroughly and suffers overall organizational performance. Organizational silence eliminates creativity and innovation in organizations. Because innovation and creativity in organizations requires a context in which employees feel they have the freedom to express their ideas, and indeed lack of suitable communication in an organization lead organization suffer more losses. Silence in an organization lead to indifference in staff. Indifference about job and organization and their work quality cause to further financial losses and shows poor performance. ... and ... noted two sign of silence in organization that stated: lack of information availability for decision making, blocking the negative feedback (Maria, 2006).

- **Effect of silence on Employee:**

  Many people think silence only hurts employee, but in fact employees silence hurts the organization and employees. Employees silence has many consequences for themselves. Indifferent staff is often causing to ignore employees silently in organizations. Organizational silence can affect the health of individuals, and it is leading to increased stress and depression. As a result, they feel guilty and often experience psychological problems. Silence led to the development of this attitude that you are indifferent. Morrison and Milliken stated that organizational silence led to decrease in motivation, satisfaction and job commitment between employees. Because overcome the silence atmosphere in an organization cause that are considered valuable members of staff who are unable to express their views freely and to feel worthless. Thus, this matter decreases commitment and confidence. Consequences of loss of trust and commitment may include: loss of motivation and personal satisfaction, psychological isolation, and even the departure of staff from the organization (Line and Tyler, 1988).

7. **Eradicate the organizational silence:**

  According to the concepts are presented in this paper, the common phenomenon of organizational silence and tangible reality for managers and employees in organizations is damaging and harmful to organizations and leaving it with one of the most serious challenges for administrators. Therefore, the following guidelines are recommended to reduce the phenomenon of behavior in organizations:

- To be clear mission and organization's goals and vision for employees and enthusiasm to motivate them to provide innovative ideas and proposals in line with the organization's success.
- Create open communication in order to reduce the atmosphere of silence and exchange information and ideas from employees.
- Changes in senior management in order to change the current status in the organization and changes in supreme chief attitudes toward employee silence.
- Create conditions and opportunities for the organization in which employees feel their ideas are effective.
- Create appropriate motivational techniques for employees to use their viewpoints on organizational decisions.
- Empowering employees and giving them the authority and the ability to manage assigned tasks.
- Establish an appropriate reward for creative and innovative ideas and proposals.
- Introduction of participatory management practices in the organization.
- Commitment to the organization's staff.
- Creating a justice atmosphere.
- Establishing programs to improve human resource management skills and involvement in decision-making problems.
- Organizational culture change toward learning organizations and organizational learning.

8. Conclusion:
Because modern organizational behavior encountered increasing complexity, managers and employees become more familiar with the complexities and is essential identify appropriate ways to deal with them. In many contemporary organizations whose employees provide comments and refuses concerns about organizational problems, that this collective phenomenon is called organizational silence. Silence domination in organization cause to organization not valued the employee comment. Thus, while most employees consider the truth about issues and problems that occur, but dare not speak about these issues. Silence is what makes the organization of variables subject to managerial, organizational, individual and group, which will lead to the strengthening of employee silence behavior. Generally, created silence has negative meaningful impact on progress and organizational consequences. These items can include: reducing the quality of the corporate limits of organizational change process, blocking the negative feedback and the inability to identify and correct errors, adverse reactions, such as employees experience psychological problems, reduced organizational commitment and job satisfaction and lack of recognition of the organization. According to the presented concepts, organizational silence can be taken as an institutional disease that can be a barrier to success and progress. Thus, if managers improve their organizations are thought to be in an atmosphere where employees can communicate freely with each other and they have no fear to express their opinion. The present paper is trying to propose issues that the organizations could overcome this phenomenon.

REFERENCE

