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**A STUDY ON THE EFFECTS OF ORGANIZATIONAL SILENCE ON
ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND CORPORATE IDENTITY OF
GOLESTAN MEDICAL UNIVERSITY STAFF**

**ALIAKBAR BASTAMI¹, HABIBOLLAH NAJAFI HEZARJARIBI^{2*}, MALEK
MAHMUDI³**

1: Department of Management, Aliabad Katoul Branch, Islamic Azad University, Aliabad Katoul, Iran

2: Assistant professor, Department of Educational Sciences and Psychology, Payamenoor University, PO
Box 19395 -3697Theran, IRAN

3: Department of Management, Aliabad Katoul Branch, Islamic Azad University, Aliabad Katoul, Iran.

*** Corresponding Author: E Mail: hnh_dr@yahoo.com**

ABSTRACT

This study aimed at studying the effects of organizational silence on organizational citizenship behavior and corporate identity of Golestan Medical University staff. The statistical population of the study included all of the staff working in Golestan Medical University who were 400 people, out of which 196 were chosen as samples, using simple random sampling. The method of the study was of a descriptive-analytical type. Moghimi organizational silence standard questionnaire was used in order to assess the variables of organizational silence, Neihoff and Moorman standard questionnaire was used for assessing the citizenship behavior, and Moghimi standard questionnaire was used for assessing the corporate identity. SPSS 20 was utilized for descriptive analysis and factor analysis of the data. Besides, LISREL 8.80 was used for assessing the hypotheses of the study and fitting a model from Structural Equations Modelling (SEM). The results showed that organizational silence affects the organizational citizenship behavior and corporate identity

**Keywords: Organizational Silence, Organizational Citizenship Behavior, Corporate
Identity**

INTRODUCTION

The governmental organizations include some parts, but generally they are given a human image, most of the times. Golestan Medical University is not an exception as well. Identity is one of these human features. It is recognized through one's appearance, behaviors and values. The identity of each organization affects the people working in it. Each organization, just like humans, has an identity. Identity is a set of features that differentiate someone or something from others. Corporate identity is defined as the organization's staff experiences, feelings, and ideas about it. Although most of the staff do not express their ideas and opinions, they are worried about what is happening in their organization. Organizations require the staff to be creative and responsible, and express their ideas, but most of the employees complain that their organizations do not allow open communication and sharing of knowledge, which itself is a reason for failure of change administration programs. Lack of information and trust are specifically among the main obstacles on change programs. Morison and Milikan (2000) define it as organizational silence. Since organizational silence is a brand new concept, its importance is mainly ignored by most of the

organizations. Golestan Medical University is one of these organizations. Organizational silence can prevent the staff from expressing their ideas. It may also lead in organizational citizenship behavior, i.e. the staff show their chivalry and philanthropy through organizational silence. This study researched the effects of organizational silence on organizational citizenship behavior and corporate identity, and since it is mostly ignored and is not dealt with properly in Golestan Medical University, it was chosen to study. The main question of the current study is whether organizational silence affects the organizational citizenship behavior or not?

There is a contradiction in most of organizations in which, the employees know the truth about specific matters and issues if the organization, but they are not courageous enough to tell the truth to the superior officials. This hypothesis can be supported by the literature from twenty years ago, though there are a few systematic researches available about the reason of this problem. For example, Argeriss suggested that there are a few powerful norms and manners that prevent the employees to express themselves and tell the truth about political and technical matters (Argeriss, 1997, p.3). Likewise,

Reding asserts that most of organizations provide their staff with information in an unclear manner, so they will not overreach themselves, due to challenging administrative policies and privileges (Reding, 1985, p. 4). Other researchers also suggest that generally, organizations have problems facing discrepancies and employees who are not willing to speak their problems out, something which is not tolerated by them. Possibly, hiding the ideas and worries about organizational issues is the dominant approach in most of organizations; a corporate phenomenon which is named organizational silence.

Although organizational silence is a well-known phenomenon in most of the organizations, its stealth presence, meaning and effects on the organization performance are not still fully known.

Organizational silence is related to limiting effectiveness of organizational decisions and change processes. What strikes most of the organizations is that they are not happy with the very low expressions of the employees' ideas. In such case, the quality of decision-making and change proceeding is going to be reduced. Besides, organizational silence, through thwarting negative feedbacks, is an obstacle on effective organizational

development, thus the organization is not able to assess and revise the errors (Miller, 1972, p. 35). Therefore, without negative feedbacks, the errors increase and even get more severe. Since revisional activities are not done in the due time, it can be said that organizational silence and the ways for obviating it is of a great importance and needs more attention from the authorities.

METHODOLOGY

The method is of a descriptive-analytical type, in which the relationship between variables is analyzed based on the objective of the study. Data gathering was done through library and field research methods. In terms theoretical framework and related literature, the library research was used and for gathering the statistical data, field research method is utilized. The data gathering instrument was standard questionnaire, and for each variable, the respective questionnaire was used. (Organizational silence: Moghimi organizational silence standard questionnaire including 23 questions, organizational citizenship behavior: Neihoff and moorman standard questionnaire including seven dimensions and 27 narratives, and corporate identity: Moghimi standard questionnaire including 12 narratives and three dimensions). All of the elements of the above said

questionnaires are used in Cinar (2013) as a consistent questionnaire. The sample population includes all of the staff in Golestan Medical University which are 400 people. Based on Gergsy and Morgan sample determining table and using random sampling method, 196 people were chosen out of these 400. Content validity was used to preserve the

validity of the study. For determining the reliability of the study, Cronbach's Alpha was used, for which, the obtained values were higher than 0.7 which means the study is reliable.

Data Analysis

The demographic and descriptive statistics are as follows:

Table 1: Demographic data

sex	frequency	percentage
female	155	20.2
male	41	78.9
age		
Under 30	69	37.5
30-45	115	58.9
46-60	8	3.2
60plus	4	0.4
education		
diploma	10	5.3
Associate degree	10	5.3
bachelor	140	69.8
Master and higher education	36	18.8
Work experience		
Under 10 years	56	30.2
10-15	48	25.8
16-20	62	27.9
20-25	20	10.7
Higher than 25	10	5.4

Theoretical framework

What makes the structural equations model a powerful one (beside its graphical figuration which leads to easier analysis) is its ability to calculate a set of relations between variables simultaneously. As Hair claims, "no previous method could calculate the causal relations of the model and investigate the measurement model, simultaneously". (Kumar, 2008).

Generally, structural equations model reveals the structure of variables internal relations, through a set of equations similar to multiple regression. Thus, in order to answer the main question of the study, structural equations model was utilized, with the aid of LISREL 8.8.

Factor Analysis

Doing factor analysis, first of all, we should make sure whether the current data can be used for analysis or not? So, we begin with assessing the propriety of the data for factor analysis. For doing so, there are a couple of methods among which, calculation of KMO can be noted whose value is always ranging from 0 to 1. In case the value of KMO is lesser than 0.50, the data are not appropriate for factor analysis. If it is from 0.50 to 0.69, one should be more cautious doing factor

analysis, but if it is higher than 0.7, the current consistencies among the data are appropriate for factor analysis (**Table 2**).

As it is shown in the **Table 3**, among all the variables, corporate identity has highest mean and on the other side, citizenship behavior has the lowest mean.

Regarding the significance rate ($\text{sig} < 0.01$), the **correlation** levels of the hidden variables are shown in the following **Table 4**:

Table 2: KMO and Barthlette test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.909
Bartlett's Test of Sphericity	Approx. Chi-Square	10625.087
	df	903
	Sig.	.000

Regarding the value of KMO (higher than 0.7) and significance of Barthlete test value ($\text{sig} < 0.05$), it can be said that the data are appropriate for factor analysis.

Table 3: Descriptive statistics of research variables

variable	sign	N	Minimum	Maximum	Mean		Std. Deviation	Variance
					Statistic	Std. Error		
Organizational silence	OS	196	1.00	5.00	3.9849	.05675	.89365	.799
Organizational citizenship behavior	OCB	196	1.67	5.00	3.9747	.04609	.72584	.527
Social ethics	CS	196	1.00	5.00	3.8785	.04926	.77575	.602
philanthropy	AL	196	1.60	5.00	3.8710	.04597	.72400	.524
Work consciousness	CO	196	1.00	5.00	3.9315	.04666	.73488	.540
Personal mutual correlation	MCS	196	1.67	5.00	3.9747	.04609	.72584	.527
civility	CI	196	1.00	5.00	3.8785	.04926	.77575	.602
chivalry	CH	196	1.60	5.00	3.8710	.04597	.72400	.524
Protection of organization	PO	196	1.00	5.00	3.9315	.04666	.73488	.540
Corporate identity	OI	196	1.25	5.00	4.0333	.04910	.77319	.598
correlation	CO	196	1.00	5.00	3.9315	.04666	.73488	.540
Support of organization	SO	196	1.25	5.00	4.0333	.04910	.77319	.598
Common perception	CP	196	1.00	5.00	3.9027	.04873	.76746	.589

Table 4: Correlation matrix of research variables

		OS	OCB	OI	CO	SO	CP
OS	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	196					
OCB	Pearson Correlation	.510**	1				
	Sig. (2-tailed)	.000					
	N	196	196				
OI	Pearson Correlation	.491**	.645**	1			
	Sig. (2-tailed)	.000	.000				
	N	196	196	196			
CO	Pearson Correlation	.454**	.566**	.538**	1		
	Sig. (2-tailed)	.000	.000	.000			
	N	196	196	196	196		
SO	Pearson Correlation	.506**	.592**	.674**	.590**	1	
	Sig. (2-tailed)	.000	.000	.000	.000		
	N	196	196	196	196	196	
CP	Pearson Correlation	.433**	.567**	.489**	.567**	.594**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	196	196	196	196	196	196
		**. Correlation is significant at the 0.01 level (2-tailed)					

Now we assess the hypotheses of the study, using LISREL.

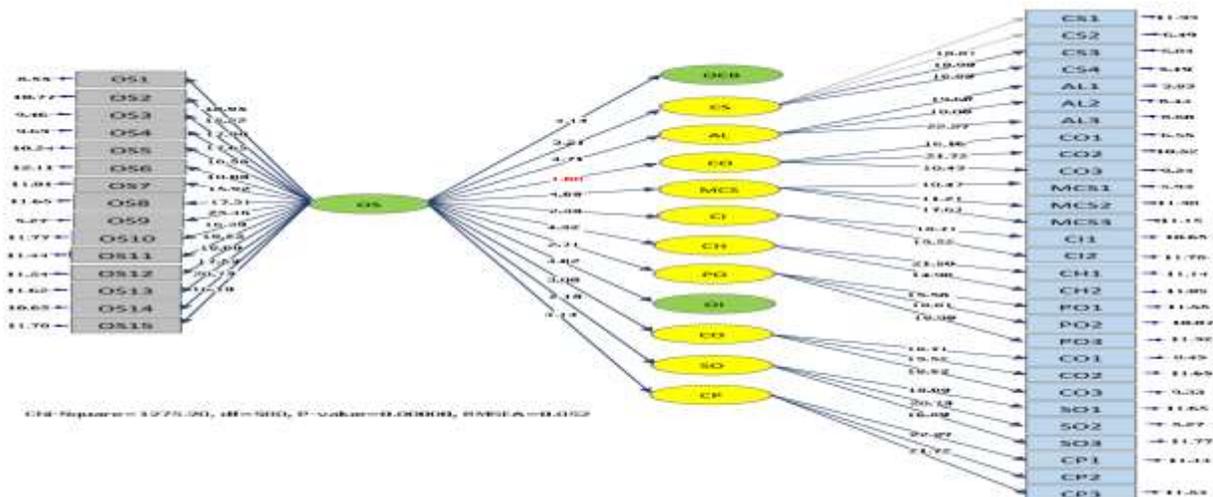


Table 5: The results of direct relations and significance coefficients of research hypotheses

Test result	Significant	Path coefficient	signal	Path
pass	4.14	0.25	OS---OCB	organizational silence----organizational citizenship behavior
pass	3.21	0.20	OS---CS	organizational silence----social ethics
pass	4.71	0.29	OS---AL	organizational silence----philanthropy
fail	1.00	0.06	OS---CO	organizational silence----work consciousness
pass	4.88	0.31	OS---MCS	organizational silence----personal mutual similarity
pass	2.38	0.15	OS---CI	organizational silence----civility
pass	4.32	0.35	OS---CH	organizational silence----chivalry
pass	2.71	0.19	OS---PO	organizational silence----protection of organization
pass	4.82	0.37	OS---OI	organizational silence----corporate identity
pass	3.08	0.23	OS---CO	organizational silence---- correlation
pass	2.18	0.16	OS---SO	organizational silence----support of organization
pass	4.18	0.15	OS---CP	organizational silence----common perception

DISCUSSION AND CONCLUSION

In this section, an analysis of the results obtained from the research hypotheses testing is provided, based on the theoretical framework, related literature, and the models and variables utilized so far.

This study aimed at investigation of the effects of organizational silence on organizational citizenship behavior and corporate identity of Golestan Medical University staff. Generally, the identity of every organization affect the people working in it. If the identity is intended to provide a positive image of the organization, it is essential for the administration to eliminate silence, so there won't be any threats from the administration for the staff expressing their ideas. Obviating organizational citizenship

behavior as a result of organizational silence, is very important for the organization in order for it to reach its goals. Organizational citizenship behavior is a failure for the employees to express their ideas. The employees feel that they need to hide the information important to the organization. Organizational citizenship behavior has reduced the performance of the organizations and businesses. If the employees do not express their ideas, their thoughts which is the propeller of the organization, would be fossilized. When the employees as the strategic resources of the organization, keep silent, the authorities should notice the high administrative risk. Although the employees are the main sources of creativity, education, and innovation (which are strategic factors in

reaching the organizations goals), the citizenship behavior is taken as a set of optional behaviors which exceed the job's needs. Regarding this viewpoint, organizational silence and organizational citizenship behavior are very crucial to the organization. According to the results, there is a significant relationship between organizational silence and organizational citizenship behavior, which is in line with the results of Danaei Fard study (1391), in which he concluded that vocational attitudes affect the silence behaviors. Poorsadegh (1391) studying the relationship between organizational silence and organizational citizenship behavior, concluded that there is a significant relationship between these two. Najimi (1390), in his study "the effects of self-image, identity, and organizational values on organizational citizenship behavior of Isfahan's Social Security Organization staff", asserted that self-image, identity, and organizational values affect the organizational citizenship behavior. Harbaligula (2014) studying the relationship between organizational silence and organizational citizenship behavior in seven universities, concluded that there is a significant relationship between organizational silence and organizational citizenship behavior.

Kliklar (2014) studying the relationship between organizational silence and organizational citizenship behavior in five hotels in Antalia concluded that there is a significant relationship between organizational silence and organizational citizenship behavior. Klink (2014), in a case study on the organizational silence and organizational citizenship behavior of the physicians and nurses, concluded that there is a significant relationship between organizational silence and organizational citizenship behavior. Cinar (2013) in a research: "studying the relationship between organizational silence and organizational citizenship behavior: a case-study in Turkey" concluded that there is a significant relationship between organizational silence and organizational citizenship behavior. The current study is in line with all of the above studies results and is supported by them. The results obtained from orientation coefficient test and significance on the relationship between organizational silence and organizational citizenship behavior showed a significant relationship between these two, in Golestan Medical University. It should be noted the the results of the current study is in line with those of soraki (1389),

Najimi(1390), Nasr Isfahani(1391) and Risner(2010) and is supported by them.

The staff's correlation in the organization affects the organizational silence, and longer it takes, longer is organizational silence, since employees' fear from superior administrator rises, especially when imperative leadership is employed.

According to the results of secondary hypothesis testing, it can be said there is a significant relationship between support of organization and organizational silence. These results are in line with a part of Soraki(1389), Nasr Isfahani(1391) and Risner(2010) studies. This shows that support of organization causes organizational silence, i.e. the more the employees are supported by the organization, the more organizational silence will be.

Results from the third hypothesis testing showed that there is a significant relationship between common perception and organizational silence. These results are in line with a part of sorai(1389), Najimi(1390), Nasr Isfahani(1391), Hay and Baroch(2099) and Risner(2010) studies. These results showed that employees' organizational silence affects their perception of common features, and with rise of common perception, specifically towards the managers, their organizational silence will increase.

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