

The Role of Organizational Silence on the Staff Performance from Administrators and Staffs Views in Tehran Tavanir

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ABSTRACT: *This study aimed to investigate the relationship between organizational performance and organizational silence tavanir company employees and managers in Tehran that the findings of applied research, descriptive survey. The population of 420 employees and managers (335 employees, 85 managers) company tavanir in Tehran city. The sample is stratified sampling method used, of which 260 questionnaires were randomly distributed among employees and managers that the 201 questionnaires were completed and were received back. Data collection tools included a questionnaire with 23 questions Brynsfyld organizational silence and organizational performance Achiu questionnaire has 42 items. The reliability of each of these components was determined by Cronbach's alpha coefficient 875/0 and 905/0. And then to check the normality of the variables of the Kolmogorov - Smirnov test and Spearman correlation coefficient was used to examine the relationship between the assumptions and results of the analysis showed that organizational silence and organizational performance between managers and employees is a significant relationship. Regression analysis showed that organizational silence and its components predictive power of enterprise performance management and staff are on two levels. Mann-Whitney test results also indicate a significant difference between the attitudes of managers and employees to remain silent was a tiny organization does not exist and the performance of organizational and personnel in accordance with Mann-Whitney U test was no significant difference.*

Keywords: *organizational silence, organizational performance, Tavanir*

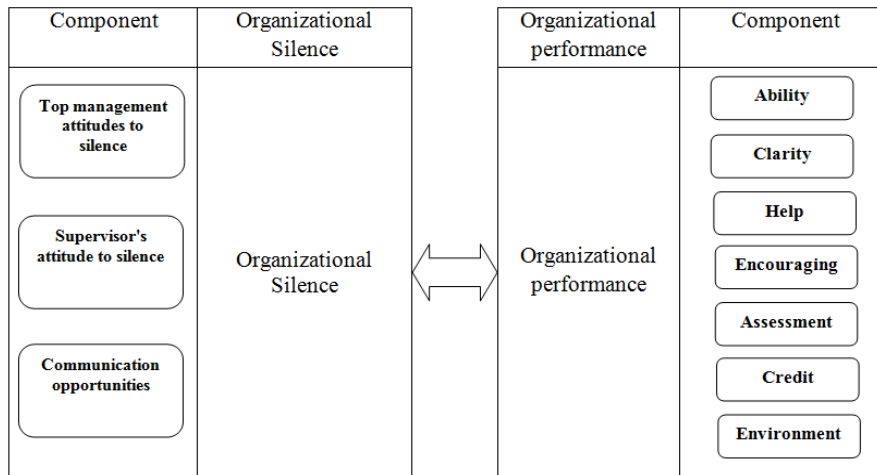
I. INTRODUCTION

Despite the current literature in the field of organization and management, with an emphasis on empowerment and creating communication channels open, the results show that many employees complain that their organizations communicate, share information and knowledge are not overt and covert support and these all could be the reason for the failure of plans and projects managers in organizations. One of the major obstacles to the success of the programs and goals of the organization, lack of information, lack of trust and lack of organizational silence is what researchers called it elaborated that following its refusal to express ideas, opinions and information relating to organizational problems.

Organizational Silence common phenomenon in organizations and existing reality and tangible for managers and employees. It is important that the motivations of employees, a certain kind of silence or phonetic search organization and thus its staff deliberately providing information, comments, ideas and opinions and refuse to generate a form of silence. The main factor in employee development and change in the organization, but their silence, the sound of breaking off the organization. Information, knowledge, ideas and opinions of employees in organizations, a crucial factor, but if employees do not share information, knowledge and creative ideas have no value and a negative impact on their performance (Rastegar & Rozban, 2014). And staff to provide information, ideas and concerns in relation to the issues and potential problems refuse to work (Brinsfield, 2009). Organizational Silence phenomenon is most common in most organizations; however, broad enough research has been done about it. Therefore, this study sought to examine the relationship between organizational silence is employee performance.

II. CONCEPTUAL MODEL

In this research, organizational silence by Brinsfield model, the company tavanir with 23 items examined and organizational performance based on Hersey and Goldsmith, who has seven components: the ability, obviously, help, encouragement, evaluation, reliability and the environment, is tested. Finally, the effect on the climate of silence behavior and its relationship with aspects of organizational performance can be evaluated. According to the literature and current research literature on the conceptual model is presented and studied.



Hypotheses:

- 1- There is a significant relationship between organizational silence and organizational performance among managers.
- 2- There is a significant relationship between organizational silence and organizational performance among staffs.
- 3- Between administrators and staff there are significant differences in the components of organizational silence.
- 4- Between administrators and staff there are significant differences in the components of organizational performance.
- 5- Organizational silence on the performance of managers is predicted roles.
- 6- Organizational silence on the performance of staffs is predicted roles.

III. METHODOLOGY

Survey and analytical study of the relationship between variables in measuring the presence or absence of correlation. In the classification by purpose, this study is an applied research component. This study explores the relationship between organizational silence territory subject and organizational performance from the perspective of employees and managers in Tehran's tavanir. This study was conducted in 2015 and the number of sample persons and number of employees 335 people, 85 managers are. To develop the theoretical foundations of reading library books and publications, including domestic and foreign study and search the databases were used. In response to the basic hypotheses of the study were used two questionnaires organizational silence and organizational performance. The survey questionnaires were valid and reliable. The reliability was obtained by Cronbach's alpha coefficient. To analyze the data, descriptive and inferential statistics were used. Kolmogorov-Smirnov test was used to determine the normality of the data. Spearman correlation test was used to test the hypotheses. SPSS software was used in all stages of analysis.

IV. RESULTS

Hypothesis 1 :

There is a significant relationship between organizational silence and organizational performance among managers

Table 1: The correlation coefficient between organizational performance and organizational silence from the perspective of managers

Variable	Sig	r	error	Test result	Direction
organizational performance	0.045	.566**	0.01	H ₁	direct
organizational silence					

Table 1. Spearman correlation coefficient between organizational performance and organizational silence indicates a manager's viewpoint. As can be seen from the perspective of the coefficient of correlation between organizational performance and organizational silence managers number shows (0.566). Therefore, we can say moderate correlation between these variables, there is a significant level (0.01), which means the first hypothesis and reject the null hypothesis is confirmed. So one can say with 99% confidence between organizational performance and organizational silence in Tehran tavanir company managers direct and positive relationship is established.

Hypothesis 2:

There is a significant relationship between organizational silence and organizational performance among staffs

Table 2: The correlation coefficient between organizational performance and organizational silence from the perspective of staffs

Variable	Sig	r	error	Test result	Direction
organizational performance	0.069	.430**	0.01	H ₁	direct
organizational silence					

Table 2. Spearman correlation coefficient between organizational performance and organizational silence indicates a staff's viewpoint. As can be seen from the perspective of the coefficient of correlation between organizational performance and organizational silence managers number shows (0.430). Therefore, we can say moderate correlation between these variables, there is a significant level (0.01), which means the first hypothesis and reject the null hypothesis is confirmed. So one can say with 99% confidence between organizational performance and organizational silence in Tehran tavanir company staffs direct and positive relationship is established.

Hypothesis 3:

Between administrators and staff there are significant differences in the components of organizational silence.

Table 3: Mann-Whitney U test

Variable	Group	n	Mean	SD	Rank	Mean Rank
organizational silence	managers	60	68.05	12.21	98.91	5934.50
	staffs	141			101.89	14366.50

Table 4: Test Statistics

Test	organizational silence
Mann-Whitney U test	4104.500
Wilcoxon W	5934.500
Z	-.333
Sig	.739

Grouping Variable: organizational level (Managers, Staffs)

Table 3 The results were significant differences between the two groups of managers and employees in organizational silence shows. A sign that rank among Group executives and rank, this variable is equal to 98.91 for Group employees is 101.89. Table 4 value and Mann Whitney, Wilcoxon and Z Shows. Achieved significant(0.739) suggests that significant differences exist between the two groups in terms of average. So between administrators and staff about changing organizational silence there is no significant difference. Therefore, the null hypothesis is not rejected, but hypothesized to be rejected.

Hypothesis 4:

Between administrators and staff there are significant differences in the components of organizational performance.

Table 5: Mann-Whitney U test

Variable	Group	n	Mean	SD	Rank	Mean Rank
organizational performance	managers	60	132.86	22.357	112.86	6771.50
	staffs	141			95.95	13929.50

Table 6 :Test Statistics

Test	organizational performance
Mann-Whitney U test	3518.500
Wilcoxon W	13529.500
Z	-1.886
Sig	.059

Grouping Variable: organizational level (Managers, Staffs)

Table 5 The results were significant differences between the two groups of managers and employees in organizational performance shows. A sign that rank among Group executives and rank, this variable is equal to 112.86 for Group employees is 95.95. Table 6 value and Mann Whitney, Wilcoxon and Z Shows. Achieved

significant(0.059) suggests that significant differences exist between the two groups in terms of average. So between administrators and staff about changing organizational silence there is no significant difference. Therefore, the null hypothesis is not rejected, but hypothesized to be rejected.

Hypothesis 5:

Organizational silence on the performance of managers is predicted roles.

Since this study is to evaluate the predictive variables So to determine the level of significance of each of the components of organizational silence prediction organizational performance Multivariate regression was used. Tables 7 and 8 shows the regression results.

Table 7: Model Summary

Sig	df ₁	df ₂	F	R ²	R
0.123	56	3	8.095	0.302	0.550

Predictors: (Constant), **Top management attitudes to silence, Supervisor's attitude to silence, Communication opportunities**

Dependent Variable: **Managers organizational performance**

As Table 7 shows, according to F observed value that is equal to 8.095, The value of 3 and 56 degrees of freedom is greater than the F table at 0.123 or 4.13 is critical. Therefore, the null hypothesis is rejected at 0.01 and therefore predictor variables(Top management attitudes to silence, Supervisor's attitude to silence, Communication opportunities) can predict the criterion variable(Managers organizational performance). The R-squared value is equal to 0.302 means that almost 30% of the variable component of organizational silence can predict organizational performance.

Table 8 :Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	78.793	18.286		4.309	.000
	Top management attitudes	.450	.478	.126	.942	.350
	Supervisor's attitude	1.311	.844	.225	1.554	.126
	Communication opportunities	1.822	.697	.331	2.603	.011

a. Dependent Variable: Managers organizational performance

Table 8 shows the absolute value of beta is about the attitude of managers to organizational silence 0.126. This means that for one unit change in attitude of managers to organizational silence 0.126 changes in organizational performance variable is created. The absolute value of beta is about the attitude of staff to organizational silence 0.225. This means that for one unit change in attitude of employees to organizational silence 0.225 changes in organizational performance variable is created. The absolute value of beta is about 0.331 communication opportunities. This means that for one unit change in the components of communication opportunities 0.331 change in organizational performance is created. So the components of organizational silence explanatory power and predict changes in organizational performance management and predictive power, higher communication opportunities.

Hypothesis 6:

Organizational silence on the performance of staff is predicted roles.

Since this study is to evaluate the predictive variables So to determine the level of significance of each of the components of organizational silence prediction organizational performance Multivariate regression was used. Tables 9 and 10 shows the regression results.

Table 9 :Model Summary

Sig	df ₁	df ₂	F	R ²	R
0.083	137	3	24.901	0.353	0.594

Predictors: (Constant), **Top management attitudes to silence, Supervisor's attitude to silence, Communication opportunities**

Dependent Variable: **Staff organizational performance**

As Table 9 shows, according to F observed value that is equal to 24.901, The value of 3 and 137 degrees of freedom is greater than the F table at 0.083 or 3.78 is critical. Therefore, the null hypothesis is rejected at 0.01 and therefore predictor variables(Top management attitudes to silence, Supervisor's attitude to silence, Communication opportunities) can predict the criterion variable(Staff organizational performance). The

R-squared value is equal to 0.353 means that almost 35% of the variable component of organizational silence can predict staffs organizational performance.

Table 10 :Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	54.34	9.704		5.600	.000
	Top management attitudes	1.365	.289	.439	4.724	.019
	Supervisor's attitude	.860	.661	.123	1.302	.195
	Communication opportunities	.543	.452	.105	1.203	.231

a. Dependent Variable: Staff organizational performance

Table 10 shows the absolute value of beta is about the attitude of managers to organizational silence 0.439. This means that for one unit change in attitude of managers to organizational silence 0.439 changes in organizational performance variable is created. The absolute value of beta is about the attitude of staff to organizational silence 0.123. This means that for one unit change in attitude of employees to organizational silence 0.123 changes in organizational performance variable is created. The absolute value of beta is about 0.105 communication opportunities. This means that for one unit change in the components of communication opportunities 0.105 change in organizational performance is created. So the components of organizational silence explanatory power and predict changes in organizational performance management and predictive power, higher communication opportunities.

V. CONCLUSION

If managers, employees to freely express their opinions, suggestions and criticisms do not encourage, They do not pay attention to comments Or if the top management of the tactics used That creates this picture was speaking at the cost of losing a job or promotion opportunities in the organization. Even if an administrator has provided the conditions for expression and communication opportunities also provide a semblance, employees fear the implications of the comments and ideas comes for them to speak not open. According to the research results Sadeghi (2014), Nasr esfahani(2012), Barati (2010), Mirzaee (2012), Rezazadeh (2011), Tolbas & Jolib (2012), Jamal Zohir & Abroardoghan (2011), Avri & Fang Jing (2010) and Dan leev & et al (2007) confirmed first hypothesis. So managers must for both speech and behavior are encouraging and supporting organizational silence And staff from the silent to the sound of their own organization. For example, if managers accept the views and suggestions of employees and encourage them to give suggestions and opinions. In that case the proposal as a kind of behavior is continuously confirmed and reinforced. The second hypothesis is that between organizational performance and organizational silence employees tavanir there is a significant relationship was also confirmed by the results of research Sadeghi (2014), Nasr esfahani(2012), Barati (2010), Mirzaee (2012), Rezazadeh (2011), Tolbas & Jolib (2012), Jamal Zohir & Abroardoghan (2011), Avri & Fang Jing (2010) , Dan leev & et al (2009) and Valvoka & Dimitrees(2007). According to the research results Mahdavi nik (2012), Danaee fard & et al (2010) and Tanjira & Ramanojam (2008) rejected.

According to Denison, according to organizations that research results and collaborative culture, which is the dominant feature, According to Denison, according to organizations that research results and collaborative culture, which is the dominant feature. On the other hand, as Lind and Tyler (1988) have suggested Milikn in this study motoring and Morrison argued that in the context of organizational silence, one of the most important ways through which employees feel they have control over their work environment expressing opinions and preferences is. Morrison and Milikn (2000) argue that when people feel able to express their ideas and concerns about issues not their work. The impression is created that they do not exercise any control over their working environment. So managers should provide conditions for employees who feel they have control over matters related to personal tasks. And hence their silence will be broken and will improve employee performance.

According to the definitions of organizational silence and organizational performance by true experts and research Sadeghi (2014), Nasr esfahani (2012), Aghapor Dehkordi(2012), Mosavian far(2012), Barati (2010), Mirzaee (2012), Rezazadeh (2011), Tolbas & Jolib (2012), Jamal Zuhair & Abroardoghan (2011), Whiteside & Barsely (2012), Avri & Fang Jing (2010), Dan leev & et al (2009) and Valvoka & Dimitrees(2007), Valvoka & Dimitrees(2007) and Vakola & Boradash(2005) hypothesis that the third and fourth between administrators and employees of the two variables there are significant organizational silence and organizational performance, be rejected. So given that these two conceptions of managers and employees are a thing, the managers assume that a participatory culture in the organization and in collaboration with their subordinate employees to develop performance standards apply and openness in the organization, staff encourage your comments and feedback to management Amla announce the results of which will break the organizational climate of silence.

In the fifth and sixth hypothesis is also true with Sadeghi (2014) and Jamal Zuhair and Ebru Erdogan (2011) that they comply with current research findings. In this study examines the relationship between organizational silence was paid to organizational performance in organizations. These findings hypothesis that organizational silence is a strong predictor for the performance of employees and managers, are confirmed. So wherever organizational silence is the high level of organizational performance is reduced And at any time that organizational silence is low, the performance of employees and managers has also increased dramatically. Therefore, managers should create an environment where organizational silence as an important variable to be considered And to encourage collaborative behavior by employees, providing opportunities to create good communication and formal systems to transfer or exchange of information, concerns and ideas to take the necessary action. The aim of this would be reduced and the loss of organizational climate and culture of silence and replace it with a culture of participation and improve organizational performance.

VI. SUGGESTIONS

- Management and supervision of the organization with timely support and appreciation of employees, development of appropriate management practices and imposing military culture offers would create mutual trust To employees in the safe environment without fear of negative feedback and the consequences thereof, raise objections and comments.
- Manage with justice, to explain the facts as well as adherence to ethical principles would boost morale among employees and create confidence in the integrity, dynamism, nonproliferation climate of silence and reduce transportation costs and employee turnover is at work.
- Help and advice in relation to employees are supervisors must play role and Formal and informal meetings and gatherings with his intimate relationship with their employees and maintain a sense of motivation, loyalty and commitment to job creation and prevent conflict in the organization.
- Managers and supervisors with staff ethical codes of their institutional voices and the benefits that come from this area and even managers are employees and supervisors to clearly express more distant the organization of silence and move to the sounds of the organization.
- Managers and supervisors with ongoing feedback and implementation of effective communication styles in order to be effective relationships with their employees, their active participation in corporate decisions to raise and growth opportunities in staff development and provide high levels of employment.

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