

The Impact of Organizational Silence on Effective Communication Regarding the Mediator Role of Demographic Variables

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Abstract

In globalization era, the organization's employees should have an active participation in organization's management through the development of organizational voice and effective communication; while formal and informal educational systems are in charge of the main role of the development of these two components, the abundance of circular letters and instructions is an obstacle in the path of this goal.

The aim of the present study is to examine the impact of organizational silence on effective communication regarding the mediator role of demographic variables. The study is practical in respect of its purpose and is descriptive survey from the point of view of its methodology. The statistical population of this study is the whole staff of Kashan Department of Education. Library and internet resources have been used to collect data related to theoretical principles and extracting primitive factors and indices, standard questionnaire has been used to collect information and data required to examine hypotheses, and Cronbach's Alpha Test has been used to verify permanency that its rate was 0.866 for organizational silence, 0.946 for effective communication, and 0.938 for the whole questionnaire. To examine hypotheses, Pearson Correlation Test and Multivariable Regression have been applied. The findings of the study show that the organizational silence and its dimensions have a significant impact on effective communication and there is no significant difference among demographical components in having this impact.

Keywords: Organizational Silence, Effective Communication, Organizational Voice.

1. Introduction

While managers' popular words emphasizes employees' empowerment and using their visible and invisible capabilities, evidences and results of the studies indicate employees' dissatisfaction because of no support to their participation in order to develop communication and share knowledge (Dimitris, B., And Vokala, M, 2007). Managers' inattention to employees' growth, mental development and playing their role in organization management will lead to job disillusionments and seclusion in the organization; this in its turn will result in phenomena like organizational silence. Organizational silence is a phenomenon which will make employees to

intentionally restrain themselves from making remarks, ideas and information about organizational issues and problems; and indifferently close their eyes on problems.

So, it is expected that the more silent employees in an organization, the less creativity, innovation, and fruition in the organization (Shirani Alireza, 2004). Morrison and Milliken (2000) believe that in many contemporary organizations, employees restrain themselves from expressing their viewpoints and anxieties about organizational problems and this phenomenon is named organizational silence (Morrison, E.W. & Milliken, F.J. 2000). Brinsfield et al (2009) define silence as people's restraining from expressing ideas, beliefs, or anxieties which begins from individual level and may influence team members and organization (Zehir, C. & Erdogan, E. 2011).

Communication is the cause of organization's revival and dynamism; effective communication is one of the key factors of managers' success that not only leads to organization's development but also the continuance of organization's existence depends on it (Alipour, F.H. 2011). Communication concentrates on managers' performance. More than 75 percent of managers' time is allocated to communication (Carriere, J. & Bourque, C. 2009). Communication which exists in the organization indicates repeated contacts in the organization which provide more opportunities for exchanging feelings and information and expression of problems. Communication is the process of exchanging information and common understanding from one individual to the other (Remus, M. & Aurelian, N. 2012). Effective communication is a mutual process that depends on the expertise and attempt of the sender and the receiver and it occurs when the receiver of the message interprets it the same as what has been intended by the sender (Akor, P.U. & Udensi, J.N. 2013). Robbins has considered using multiple communicative channels, simplification, active listening, excitement control, using feedback and informal communicative network as the components of effective communication (Robinz, Stephen, P, and Senzo, David, E. 2000); which is also used in this study. Employees' silence confines the effectiveness of organizational decisions and change processes; in such a situation, the quality of decision-making and performing changes decreases. Moreover, organizational silence prevents from receiving negative feedbacks which in its turn prevents from organizational changes and development. Educational organizations without receiving negative feedbacks cannot examine and correct errors and as a result, errors increase; the reason is that corrective action is not performed in the appropriate time. Therefore, it can be said that the issue of organizational silence and finding ways to resolve it is very important in educational system and needs to administrators' real attention in order to develop organizational voice and critical thinking.

Organizational silence is a new phenomenon that in which an organization's employees for whatever reason restrain from making remarks on organization's problems and remain silent. Silence is a signal for organizational illness and managers should find its main cause and resolve it. Inattention to this issue can result in organization's inertia and even its death. If employees choose silence, the motor of producing organizational knowledge would stop working. Organizational silence is in serious reverse relationship to internal organizational variables like motivation, satisfaction, commitment, etc. and to external variables like fruition reduction, profit decrease, etc. It means that if silence overcomes the organization, the employees will lose necessary motivation and this leads to reduction in their job satisfaction and this in its turn will result in reducing general performance of the organization. Nowadays, the problem of the organizations is that most of them are discontent of employees' too low remarks. In such a situation, the quality of decision-making and change performing decreases. One of the most important factors of

organizational silence is inattention to communication in the organization. Existence of effective and correct communication in the organization is always considered one of the important elements of management success. Experience has verified that if there is no correct communication in the organization, works will become disrupted and disordered. Communication ties the elements of the organization and results in organizational unity. The results show that there is a reverse relationship between effective communication and organizational silence; meaning that increase in effectiveness in the communication causes decrease in organizational silence and vice versa (Sayed Hashemi, Sayede Nadia; Salavati, Adel; Yarahmadi, Yahya.2014) The existence of communication among individuals and groups in all organizations is a vital need and an organization without communication becomes a collection of individuals that do separate duties. If an employee chooses silence, in fact, he/she suffers from non-existence of appropriate communication; as a result, the general performance of the organization is damaged. Therefore, as it has been said previously, the present study aims at discovering the relationship between organizational silence and effective communication.

2. Purpose of the Study

The principle purpose of this study is recognition of the influence of organizational silence on effective communication among employees of Kashan Department of Education. Also, other purposes of the study are:

1. Indication and recognition of the influence of defensive silence on effective communication among employees of Kashan Department of Education
2. Indication and recognition of the influence of obedient silence on effective communication among employees of Kashan education Department of Education
3. Indication and recognition of the influence of altruistic silence on effective communication among employees of Kashan education Department of Education
4. Indication and recognition of the influence of demographic variables on organizational silence and effective communication

Questions and Hypotheses

The study includes one main question and four subordinate questions that based on them the hypotheses of the study have been planned and will be subsequently explained.

Main Question

Does the organizational silence have a significant influence on effective communication among employees of Kashan Department of Education?

Subordinate Questions

1. Does the defensive silence have a significant influence on effective communication among employees of Kashan Department of Education?
2. Does the obedient silence have a significant influence on effective communication among employees of Kashan Department of Education?
3. Does the altruistic silence have a significant influence on effective communication among employees of Kashan Department of Education?

4. Do the demographic variables have a significant influence on organizational silence and effective communication?

To answer the above questions, following testable hypotheses have been considered:

Main Hypothesis

Organizational silence has a significant influence on effective communication of employees of Kashan Department of Education.

Subordinate Hypotheses

1. Defensive silence has a significant influence on effective communication of employees of Kashan Department of Education.
2. Obedient silence has a significant influence on effective communication of employees of Kashan Department of Education.
3. Altruistic silence has a significant influence on effective communication of employees of Kashan Department of Education.
4. Demographic variables have a significant influence on organizational silence.

Conceptual Model of the Study

To achieve above-mentioned purposes and clarify the way of impact of organizational silence on effective communication, the following model has been selected. According to Dyne, Ang, and Botero (2003), dimensions of organizational silence include altruistic silence, defensive silence, and obedient silence and the effect of organizational silence on effective communication including using multiple communicative channels, simplification, using feedback, active listening, using informal communicative network, and excitement control will be considered based on Robbins' model (2005).

Organizational Silence Literature

Morrison & Milliken (2000) applied the term organizational silence to delineate a collective phenomenon that its characteristic is employees' extensive restraint from expressing their information, ideas, or anxieties about the issues and problems related to their job. What makes a difference between Morrison & Milliken's concept of organizational silence and previous concepts of organizational silence is that they believe that organizational silence is a collective phenomenon while previous concepts emphasized individual level of silence. Moreover, Morrison & Milliken explained the point that why employees deliberately choose silence (instead of explaining why they do not collectively choose to make their remarks).

Morrison & Milliken (2000) introduced some organizational factors that may cause organizational silence. These factors are: 1) organizational actions and structures 2) the characteristics of the high ranking management team 3) communicative methods 4) demographic characteristics of managers and employees 5) collective sense-making process (Sayed Hashemi, Sayede Nadia; Salavati, Adel; Yarahmadi, Yahya. 2014)

Morrison & Milliken (2003) offered 5 types of employees' predicted negative fears or consequences that influence their decisions for silence. These 5 types are:

Fear that others' good mental imaginations about the individual may be destroyed. Fear that the individual may be considered troublemaker or may be looked with a negative attitude. Fear of destruction of relationships. Fear of retaliation, punishment, and penalization. Fear of having negative effects on others (Zehir, C. & Erdogan, E. 2011).

Definitions of Organizational Silence from the Point of View of Researchers

a) Morrison & Milliken (2000)

Current theories of organizational silence are based on Morrison & Milliken's assumptions; they consider silence in an organizational level a collective phenomenon that in which employees restrain from expressing opinions and ideas about potential organizational difficulties (Morrison, E.W. & Milliken, F.J. 2000).

b) Pinder and Harlos (2001)

Pinder & Harlos define the employee's silence as "restraining from expressing reality in any way about the individual's cognitive, behavioral and/or effective evaluations of the events and occurrences that he/she confronts in the organization to those who are supposed to be able to make useful changes or perform corrections". They know organizational silence a deliberate, willful, intentional, and active behavior and hold that organizational silence is an inefficient organizational process that is costly; needs endeavor; and can have different forms like collective silence in meetings, low level pragmatism in offered planning and programs, low level collective voice, etc. (Pinder, C.C. & Harlos, K.P. 2001).

c) Porlo (2003)

This researcher holds that organizational silence occurs when organization's members restrain from speaking about differences to prevent from discussions that may eventually lead to trouble and difficulty. To describe these situations, he uses the term "silencing conflict" and describes it as the circumstances when individuals neither confront each other's differences completely nor express them. He found that this behavior by individuals occurs even when they cannot make each other to understand their thoughts (Afkhami Ardakani, Mahdi; Khalili Sadrabadi, Afsar; 2000).

d) Hendrickson and Dayton (2006)

"Organizational silence" denotes a collective level phenomenon that indicates little or no remarks or actions in response to important problems that the organization confronts. (Bowen and Blackmon, 2003).

e) Organizational Silence From the Viewpoint of Dyne, Ang, & Botero

Dyne et al (2003) have divided silence into three kinds of obedient silence, defensive silence, and altruistic silence. (Van Dyne, L., Ang, S., & Botero, I. C.2003)

- Obedient Silence

Employees suppose that their thoughts have no value for senior managers; so, they restrain from expressing their ideas. In another definition, obedient silence is defined restraining from expressing ideas, information or viewpoints in order to surrender or to be satisfied with any status in the organization (Pinder, C.C. & Harlos, K.P. 2001).

- Defensive Silence

The motivation for this kind of silence is the feeling of fear from reporting information. In fact, individuals may sometimes restrain from expressing ideas, information or viewpoints because of protecting their situation and position (self-protection) (Hanifi, Hiwa; 2015).

- **Altruistic Silence**

Altruistic silence is to restrain from expressing ideas, information or viewpoints related to job based on altruistic motivations, joint effort, and collaboration so that other individuals in the organization benefit (Podsakoff, P.M., Mackenzie, S.B., Paine, J.B. & Bachrach, D.G. 2000). Whatever the organization managers believe in cases such as employees' participation in decision makings, trusting employees to tell them information, using teamwork through performing organizational support, and appreciating good performance, the status of manpower in the organization would be in more desirable conditions (Seiedjavadin, S.R., Heydari, H. & Moradi, S. 2009). The role of participation, in addition to improving information flow in the organization and improving decision making process will accelerate the formation of a group of promoters and can lead to improvement of dimensions of manpower's fruition (Kakhki, A. & Zahedi, SH. 2012).

Communication Literature

Communication is the process that through which individuals and organizations achieve their goals. We share our attitudes, values, wishes, demands, and needs with others through communication.

Communication means transfer of concepts (Yazdani, B. 2001). To have a successful communication, not only its concept should be transferred but also it should be understood. So, communication means transfer and understanding of a concept. Communication helps members of the organization achieve individual and organizational goals, use and response to organizational change, make compatible organizational activities, and enter all related organizational behaviors (Danaeefard, H., Fanny, A. & Barati, A. 2011).

Communication Process

Communication is a mutual process. Simply speaking, communication occurs when a person transfers a message to another person. Communication is successful when the sent message is the same as the received message. To minimize intensive difficulties of communication and convenience of effective transfer of information, it is necessary to know components of this process. Communication includes sender or the source of the message, encoding, medium, decoding, receiver or responder, and feedback process.

1. **Source**

Source is the sender or the establisher of the communication from whom the message originates.

2. **Encoding**

Encoding may be oral (like a speech or a dialogue), written (like a letter or a report) or pictorial (like a diagram, a map, and/or any other symbol) that the sender considers appropriate for message transfer. The main problem that should be paid attention to determine the encoding symbol is the probability of wrong interpretation of the message by the receiver. Encoding is a process in which sender changes his/her thoughts and ideas into transferable methodical symbols.

3. **Medium**

After encoding the message, sender should decide about the most effective method of information forwarding. The way of transferring the encoded message has a significant influence on how it may be received. Selection of an appropriate method reinforces communication but selection of an inappropriate method may stop this process. Medium is the communicative method or instrument that is selected for message transfer.

4. Decoding

People mainly rely on their past experiences and knowledge when decoding messages. If the symbol of the message has the same meaning for both sender and receiver, then the decoding will be successful. Otherwise, any difference between sender's and receiver's interpretation of the symbol will cause wrong information. Decoding is a process in which the receiver interprets and understands the message.

5. Receiver

The receiver's type of interpretation and decoding depends on his/her individual characteristics, features, and experiences. Receiver or responder is an individual or a group to whom the message is addressed and who can choose decoding or non-decoding of the message, attempt to interpret the message, or any other subsequent action.

6. Feedback

In an effective communication, usually, it is necessary to be informed of results. Communication feedback is the information that the sender acquires and indicates that if the receiver has interpreted the message correctly or not (Boroumand, Zahra; 2011).

Effective communication

Effective communication is a mutual process that depends on sender's and receiver's expertise and endeavor and occurs when the message receiver interprets it the same as what the sender has intended. In other words, as Feldberg (1975) mentions, agreement in communication occurs when sender's expectation conforms to receiver's reaction . Making good, effective, and constructive communication needs a well and free environment; an environment without anxiety and fear that in which all individuals can control their feelings and confront problems truly, sincerely, and conciliatorily.

Effective communication is measured in respect to following 6 factors:

Multiple communicative channels usage: when multiple channels are used to transfer a message, two causes increase the probability of clarification; first, a number of receiver's feelings are involved and second, people have different abilities to absorb information.

Simplification: communication is effective whenever a message is both received and understood. Depended on addressee's type, message understanding increases by language simplification.

Active listening: listening is active search for meaning and simplifies true content of the message.

Excitement control: excitements change message transfer.

Feedback usage: feedback means a response from receiver to the message source. Most communicative problems directly come from misunderstandings and carelessness. However, when the manager is sure of existence of feedback cycles in communication process, these problems occur less.

Using informal communicative network: managers can use informal communicative networks as a worthy feedback source (when they are members of these networks) in order to quickly transfer information, and to evaluate how

different decisions are reacted to before their final selection (Sayed Hashemi, Sayede Nadia; Salavati, Adel; Yarahmadi, Yahya. 2014).

3. Research Literature

Domestic Research Literature

Gheraati (2002) in his thesis titled “consideration of component factors of organizational effective communication” in headquarters of cooperation ministry verified the following results: for managers and employees, there is a significant relationship between organizational culture and organizational effective communication. For managing directors, the style of management has more influence on organizational effective communication compared to organizational structure but the staff has an opposite view. Moreover, the factor of promoting the culture through influence on making intimate relationship and mutual trust would have more influence on effective communication compared to other indices of effective communication (Gheraati, F. 2002).

Dalvi and sefiddashti (2012) in the study of influence of internal marketing on organizational silence in Isfahan tax office concluded that there are positive significant relationships between internal marketing and organizational silence, between internal marketing and obedient silence, and between internal marketing and altruistic silence but the effect of internal marketing components on defensive silence component has shown that there is no significant relationship between payments and defensive silence. In addition, there are negative significant relationships between job environment and defensive silence, and between employees’ participation and defensive silence, but there is no significant relationship between managerial styles and defensive silence (Dalvi, Mohommadeza; Sefiddashti, Farzaneh; 2013).

Samadi and keivan (2013) considered “the role of managers’ emotional quotient in making effective communication’ in their study. They concluded that emotional quotient influences managers’ effective communications. In other words, to make an effective communication, the most important factor is having emotional quotient and the ability to use it correctly (Samadi, Abas; Keivan, Nadia; 2013).

Foreign Research Literature

In a research conducted by Chen, Silverthorne, and hang (2005) ‘the relationship among organizational communicative levels, job anxiety, organizational commitment, and organizational performance’ in American and Taiwanese companies was considered. The results indicated that there are low differences among specialist employees regarding organizational communication and job anxiety between US and Taiwan, but regarding organizational commitment and organizational performance, many differences were observed among the employees of these two countries that can be attributed to cultural differences. In addition, one of the strengths of these companies in both countries was employees’ using effective communicative processes and channels that led to commitment and better performance (Sayed Hashemi, Sayede Nadia; Salavati, Adel; Yarahmadi, Yahya. 2014)

Lolli (2012) in a study titled ‘inter-individual communicative skills and hospitable young leaders; are they ready?’ state that young leaders who enter organization may be responsible for supervision on older employees and this is effective in stablishing inter-individual relationships , because they should gain special position in terms of respect and authority. Moreover, communicative style is different among them (Sayed Hashemi, Sayede Nadia; Salavati, Adel; Yarahmadi, Yahya. 2014)

4. Methodology

Regarding that recognition of the relationship between organizational silence and effective communication is useful for managers who look for improving effectiveness, and providing academic literature in Persian language to be used by students, researchers, and other eager individuals seems necessary, the present study is practical from the point of view of its purpose. In addition, regarding conceptual model of the study and extracted indices from the literature that explains status quo, the study is descriptive in respect to its method. Today, manpower is known the worthiest capital of the organization, and educational system too will not be successful in its other missions without this worthy resource. Managerial employees' participation and remark as the headquarter part is necessary to formulate and progress the programs of the organization, but its precondition is developing their effective communication to adopt true policies and appropriate strategies. Therefore, all employees of Kashan Department of Education were selected the statistical population that is a homogenous population including 107 individuals from the management of Kashan Department of Education. Appropriate statistical population for the research was calculated 84 individuals according to sampling formulation for restricted population, with alpha (α) level of 0.05. Dyne, Ang, and Botero's (2003) standard questionnaire was used to measure organizational silence and Robbins' (2005) standard questionnaire for effective communication was used to measure dimensions of effective communication. So, the questionnaires of the research were randomly distributed among 84 employees. In this study, as it was mentioned previously, after collecting data from the early samples, data was inserted in SPSS 19 and Cronbach's Alpha Quotient was calculated.

Table 1. The results of permanency of questionnaire's scale

variable	Number of questions	Cronbach's Alpha value	The status of variable's alpha
Organizational silence	13	0.866	High permanency
Effective communication	28	0.946	High permanency
Whole questionnaire	41	0.938	High permanency

As it can be observed in the above table, alpha values are respectively, 0.866 for organizational silence variable, 0.946 for effective communication variable, and 0.938 for the whole questionnaire.

Descriptive Statistics

Descriptive Information of the Gender of the Responders

Table 2. Frequency distribution of respondents according to gender

gender	Absolute frequency	Relative frequency	Relative cumulative frequency percentage
Female	24	28.6	28.6
Male	60	71.4	100
Sum	84	100	

Descriptive Information of the Age of the Responders

Table 3. Frequency distribution of respondents according to age

Age	Absolute frequency	Relative frequency	Relative cumulative frequency percentage
20-30	17	20.2	20.2
31-40	50	5.59	7.79

41-50	16	19.0	98.7
Older than 50	1	1.2	100.0
Sum	84	100.0	

Descriptive Information of the Educational Degree of the Responders

Table 4. Frequency distribution of respondents according to educational degree

Educational degree	Absolute frequency	Relative frequency	Relative cumulative frequency percentage
A.A	6	7.1	7.1
B.A	45	53.6	60.7
M.A	32	38.1	98.8
Ph.D.	1	1.2	100.0
Sum	84	100.0	

Descriptive Information of the Employment Record of the Responders

Table 5. Frequency distribution of respondents according to employment record

Employment record	Absolute frequency	Relative frequency	Relative cumulative frequency percentage
5-10	19	22.6	22.6
11-15	10	11.19	34.5
More than 15	55	65.5	100
Sum	84	100.0	

Deductive Statistics

Some tests are used to examine the statistical distribution of the variable. In this section, in order to consider hypotheses, Kolmogorov-Smirnoff test has been firstly used to show data distribution.

Table 6. the results of normality (Kolmogorov-Smirnoff) test

variable	Sig(significance)	α (alpha value)	Test result
Defensive silence	0.141	0/05	Data is normal
Obedient silence	0.398	0/05	Data is normal
Altruistic silence	0.125	0/05	Data is normal
Organizational silence	0.478	0/05	Data is normal
Effective communication	0.127	0/05	Data is normal

As it is observed, all variables are normal, so parametric methods (Pearson Correlation) should be used. In other words, there is no reason to reject the researcher's theory regarding the abovementioned hypothesis and it should be admitted that there is a negative significant relationship with the value of -0.540 between altruistic silence and effective communication of the employees of Kashan Department of Education.

Table 7. the general results of hypotheses test

hypothesis	Correlation coefficient	Sig(significance)	α (alpha value)	Significant relationship
Main	- 0.592	0.000	0/05	exists
Subordinate 1	- 0.380	0.000	0/05	Exists
Subordinate 2	- 0.508	0.000	0/05	Exists
Subordinate 3	- 0.540	0.000	0/05	exists

The results of the test of hypotheses show that in reliability level of 95%, regarding that p value is lower than α value, a significant relationship can be accepted among effective communication, organizational silence, and components of defensive silence, obedient silence, and altruistic silence; therefore, it will be verifiable in main population of sample group with the α value of 0.05 and it should be admitted that there is significant relationships among effective communication, organizational silence, defensive silence, obedient silence and altruistic silence respectively with the values of 0.582, 0.380, 0.508, and 0.540.

Multivariable Regression Test

To use linear regression, normal data is needed. Since data related to intended variables are in normal status, regression can be used for data. In table 8, organizational silence, defensive silence, obedient silence, and altruistic silence variables as independent variables are inserted into regression model with simultaneous method to predict the changes of dependent variable of effective communication.

Table 8. regression and Durbin-Watson

Model Summary						
Model	R (correlation coefficient)	Square root of correlation coefficient	Balanced coefficient	Standard deviation	Durbin-Watson	t(path coefficient)
Effective communication of organizational silence	.582a	.339	.331	.5054	1.640	21.201
Effective communication of defensive silence	.380a	.145	.134	.5749	1.382	18.257
Effective communication of obedient silence	.508a	.258	.249	.5353	1.539	22.979
Effective communication of altruistic silence	.540a	.292	.283	.5230	1.639	24.261

Regarding the values of Durbin-Watson statistics which are respectively, 1.64, 1.382, 1.539, and 1.639, the hypothesis of non-correlation among errors is not rejected and regression can be used. Regarding the value of correlation coefficient in the table, the correlation among independent and dependent variables is good. In respect to the value of the square root of correlation coefficient, independent values of organizational silence and altruistic silence play a more significant role in determination of the variance of dependent variable. In other words, the intended model can fit out data to a desirable extent. In above table, the balanced coefficients are 0.331, 0.134, 0.249, and 0.283 that show that independent variables of organizational silence, defensive silence, and altruistic silence, respectively, determine 33.1, 13.4, 24.9, and 28.3 % of changes of dependent variable of effective communication.

Table 9 includes variance analysis of regression in order to examine the certainty of the existence of a linear relationship between the two variables. Here, since p value is lower than 0.05, the hypothesis of a linear relationship

between these two variables is proved. F value indicates that if regressive model of the study is a suitable one. Regarding f values in above table which are 42.001, 13.86, 28.56, and 33.80, it is significant in α level lower than 0.05. Namely, independent variables are very determinative and thoroughly justify the dependent variable's variance.

Table 9. ANOVA Table (the results of regression analysis)

Variance analysis							
Model		Sum of square roots	df Degree of freedom	Average of square roots	F	t(path coefficient)	significance
organizational silence	regression	10.73	1	10.73	42.001		0.000
	remainder	20.95	82	0.256			
	sum	31.682	83				
defensive silence	regression	4.58	1	4.58	13.86		0.000
	remainder	27.10	82	0.33			
	sum	31.68	83				
obedient silence	regression	8.18	1	8.18	28.56		0.000
	remainder	23.49	82	0.28			
	sum	31.68	83				
altruistic silence	regression	9.25	1	9.24	33.80		0.000
	remainder	22.43	82	0.27			
	sum	31.68	83				

Demographic Deductive Statistics

1. The difference between men and women in respect of organizational silence

	Degree of freedom	F	significance
Difference in gender groups (men and women)	1	0.071	0.79

The results of ANOVA test showed that there isn't a significant difference between men and women respecting organizational silence variable ($p > 0.05$).

2. The difference among age groups in respect of organizational silence

	Degree of freedom	F	significance
Difference in age groups	2	0.914	0.41

The result of ANOVA test showed that there isn't a significant difference among various age groups in respect of organizational silence variable ($p > 0.05$).

3. The difference among educational groups in respect of organizational silence

	Degree of freedom	F	significance
Difference in educational degrees of groups	2	0.146	0.93

The result of ANOVA test showed that there isn't a significant difference among various educational groups respecting organizational silence variable ($p > 0.05$).

4. The difference among groups with various employment record in respect of organizational silence

	Degree of freedom	F	significance
Difference in employment records of groups	2	3.445	0.04

The result of ANOVA test showed that there is a significant difference among individuals with different employment record respecting organizational silence variable ($p < 0.05$). To determine the point of differences among various groups, Tukey Test was used. The results of the test are shown in the following table.

Group 1- Group 2		Difference of groups	Standard deviation	significance
5 to 10	11-15	-0.72	0.275	0.028
	15-20	-0.252	0.187	0.373
11 to 15	15-20	0.47	.24	0.124

As it can be observed in the table, the significant difference is only observed between the two groups with employment records of 5-10 and 11-15; so that the more the employment record, the more the organizational silence.

5. Conclusion and Suggestions

The results of the findings of the main hypothesis show that from the responders' viewpoints, organizational silence has had a significant impact on effective communication and regarding achieved correlations, the kind of correlation is negative and reverse. The analyses of this study indicate the point that if the employees' organizational remarks and voices are not supported or the employees feel that their views will be confronted with resistance or hot temper, in all probability, they will choose silence or wrong responds.

Appropriate approaches in intra-group communication will lead to consensus about problems, group cohesion, and attachment to teamwork. When the manager of the organization involves individuals in communication, silence

behavior reduces. The findings of the study are in line with the findings of the study carried out by Panahi, Veisheh, Divkhar, and Kamari (2012). They concluded that there is a relatively serious negative correlation between employees' communicational opportunities and job attitudes and their silence behavior (Panahi, B., Veisheh, S., Divkhar, S. & Kamari, F. 2012).

The results of the findings of subordinate hypothesis 1 show that from the respondents' point of views, defensive silence has a significant impact on effective communication and the type of this correlation is negative and reverse. It means that less individuals' motivation for expression of information, the more the defensive silence in the organization; because the motivation for this kind of silence is the feeling of fear from expression of information.

The results of the findings of subordinate hypothesis 2 indicate that obedient silence has a significant impact on effective communication and regarding the achieved correlation values, the type of this correlation is negative and reverse. Therefore, if the employees suppose that their thoughts seem worthless to their senior managers, they will restrain themselves from expressing their ideas and obedient silence will overcome the organization; because they believe that talking is useless and making any change in the status quo through talking is mind-boggling.

The results of the findings of subordinate hypothesis 3 show that from the respondents' point of views, altruistic silence has a significant impact on effective communication and the type of this correlation too is negative and reverse. The analysis of the study verifies that whatever employees restrain from expressing ideas, information, and viewpoints related to work to the benefit of other individuals in the organization, based on altruistic, joint effort, and collaborative motivations, this type of behavior will be more in the organization; hence, restraining from groaning and complaining (silence) indicates refusal of pure attention to personal affairs and showing altruistic behaviors of patience, politeness, and humility toward others.

Suggestions:

Regarding consideration of effective variables on organizational silence, the following suggestions are offered in order to reduce this behavioral phenomenon in the organization.

- a. Managers of the organization should use communicative networks to attain fast feedbacks and suitable results.
- b. Managers should benefit from verbal communication like telephone, face-to-face communication, and collective meetings to have informal communication and perform operational duties.
- c. Managers should establish appropriate system to reward employees' ideation and proposals in order to encourage employees to express their ideas and organizational problems.
- d. Also, managers should have a feedback appropriate to performance; this will lead employees feel they are impressive.

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