

Identifying and Ranking the Affecting Factors on Organizational Silence from Staffs' Perspective and Presenting Relevant Approaches

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Abstract: *One of the common problems in organizations is organizational silence, which reduces the effectiveness of organizational decisions, and prevents development and organizational development effectively, by limiting the staffs' opinions. This study aims to investigate, identify and rank effective factors on organizational silence from perspective of the staffs of Novin insurance company, and to present relevant approaches. This research from point of view of target is practical, and from point of view of data compilation is descriptive-survey. The study population consisted of all the staffs of Novin insurance company (n = 133) that 97 staffs were selected using cluster random sampling. In this study, data collecting method is researcher-made questionnaire of organizational silence in the form of four components, and is adjusted for Likert scale. The Cronbach's alpha coefficient 89%. is calculated to check the reliability and validity and reliability. Both descriptive statistics (central and dispersion parameters) and inferential statistics (independent t test) are used to analyze the data. The results obtained from this study showed that from the perspective of staffs, organizational factors are the most important factor that affects the organizational silence, and other factors such as group factors, individual factors, and managerial factors do not have much impact on that.*

Keywords: *Organizational Silence, Staffs, Individual Factors, Managerial Factors, Organizational Factors, Group Factors.*

I. INTRODUCTION

In new management literature, management of human capital plays an important role. Efficiency and development of an organization is mostly depends on use of human capital. Organizations strongly demand their staff to be innovative, active and responsible due to competition, increase customer expectations and focus more on quality that shows the roles is changing. (Cinar. O. karcuglu. F. Aliogullari, 2013). Organizations as an open system have relation to each other and they have to be responsible to remain in market. Since human capital is most important part in so equipping and preparing resources for seeing problems is essential. And Organizations with any job must devote their most, time, program and investment t to teach their Staff in any scale (Jafar Zadeh, 2009). Nowadays in complication and evolution world which societies have a lot of competition for access to newest technologies in power sector, human capital, especially creative people with their new ideas are most expensive organizational assets that is a very valuable position? New organizational structures and human capital have been changed and their inputs affected by various threats, including phenomenon of "organizational silence". Organizational Silence is a common phenomenon and reality in organizations and that is tangible For administrations And Staffs (Karaca, 2013). One important point is that various motivation of staffs lead to special kind of Silence hence, Staffs abandon to Presenting their Information, Comments, Ideas and believes intentionally. And that lead to a new form of Silence (Rastegar and Roozban, 2015). Silence could be active, conscious, deliberate, purposeful, measurable and related to organizational concepts (Zehir & Erdogan, 2011). Organizational Silence Process is a Organizational Ineffectiveness that face Reaction Very little Staff At Difficulties Able The That One Organization With It Front Thus, The Find Viewfinder. Costs and attempts done And From Among Takes and the Can Figures Different to Own Take (Tulubas &, Celep, 2012). Van Dyne, Linn, Soon Ang and Isabel C. Botero (2003), Silence and to the subject One Behavior Organization, Such Definition done Have not Intentional and knowingly of expression Ideas, Information and believes Linked with Work. Pinder and Harlos (2001), they believe Organizational silence, refusing Staff from Expression Evaluations Behavioral, Cognitive And effective At Case Situation and Positions Organization, the People Is That at A place the have That Able to Change Conditions Have. When employees as capital of a strategy of an organization such as silent as a fashion you should be aware of the great

danger of that happening are. At Such conditions Staff Behavior Silence And At Ago Was And Organization As well as other Able will not were From This References Valuable Use The.

So one of the important factors that on Promotion performance level And Effectiveness Organizational Is, Silence categories Organizational Is. At Conditions Modern the more successful organizations are that To from This References and Factors Vital Own The best Shape Use Them. So Existence conditions That Employees can best efficiency And Effectiveness and from Own sign Day Essential and Vital Is. Existence Relations human And Interactions among People Including Factors Is That Must Case Attention the Place. Unfortunately In many From Organizations Spatial Prepared is not That Staff Able to Convenience To expressing Centers on Organizations Pay (Yildiz, 2013). From Morrison & et al (2000), when That More Member One Organization About subjects And problems Organizational Silent Stay And From Providing Comments And concerns Own At Case Difficulties Organizational Refusal Patriotic, Silence To One Behavior Group Becomes And This Phenomenon, Silence Organizational Called The (Nikmaram & et al 2012). Despite this reality that silence Employees to the face Phenomenon Common Organization And converted to Is, But Conceptual Is That So unknown is. Whereas That organizations Modern To Follow Management Knowledge And Sharing All are and Lack Attention To Organizational Silence Question Tool Will Was, But To the reason New to be the concept Silence Organizational At the literature Research And being complicated This Behavior Off, Research a little At This Background Performance By Is. One from reasons this Neglect, Lack Clean It from Variables Other. Silence Organizational Each Several Phenomenon Of Is That Possible Is Actively To Work Was Be, But To Easily Recognition Not. When Person Conversation Not clear is not and the and Attraction Not Slow (See Zuhair And Erdogan, 2011). Also Lack Participation Employees At Organization And, Conditions Created brings That At It People a little The Know That What work So that Changes At Organization Created brought, At result this Return Policy Of Adverse To Along Will The That The Can Yield Organizational weak (Morrison & et al, 2000).

However, organizational silence in organizations may be caused by many factors and processes. Many researches have been done on the factors affecting organizational silence. Morrison & et al kn (2000) to disappear as a cause of the phenomenon remain silent and continue to refer to it. Pinder and Harlos (2001) motivations people know the reason for the silence. The researchers believe that individuals may be due to behavior, other actions seeking to silence. Huang et al (2005) impact on power distance culture of silence, important to recognize. Vakola & Dimitris (2005) in their study admitted that the attitude of managers and supervisors can be effective in spreading silence. Detert & et al. (2007), sound effects organizational and employee performance evaluated on leadership style and organizational concluded that the voice on effective leadership style and employee performance. Liu, Wu and Ma (2009) on the impact of different leadership styles on inner emotional and mental state employees and their willingness to insist silence. Zuhair Et al (2011), the relationship between silence and sound different types of organization with moral leadership and employee performance review Turkey's multinational corporations. He concluded that the voices of moral leadership style and performance of an organization or community workers linked above. . Bagheri & et al (2012) featuring excellent group, organizational and environmental characteristics, employee engagement, management's beliefs, policies and organizational structure, management fear of negative feedback were identified. Tulubas & Celep (2012) believe that injustice and lack of appreciation and promotion and financial neglected, can the diffusion of ideas, knowledge and suggestions on organizational stop. Yildiz (2013) notion of disability manager at work, imagine you do not receive a positive response, the likelihood of injury to others, such as the reasons for employees to organizational silence is detected. Karaca (2013) to the management issues and lack of trust and communication opportunities as factors for silent attention.

Also Khanifar and colleagues (2011) in a study titled organizational silence (local model for organizations are scrambling to provide Iran) Factors Affecting silence in the four categories of factors: individual, organizational, group and manage explained. Rezazadeh (2012), management factors the organizational silence in the northern province of Kerman has electricity distribution Company. He came to the conclusion that these agents are effective on organizational silence. Ahmadi (2013), in a survey of corporate silence as the dimensions and factors affecting the organization's silence. He mentioned, as well as providing an extensive explanation on its review, the organization provides recommendations to reduce silence. Zarei Matin, Taheri & Sayyar (2013) Factors Affecting Organizational Silence in the form of behavioral factors, structural factors and factors that category. Kheiri (2014), an investigation as to evaluate and rank the factors affecting organizational silence commercial bank branches in the province, came to the conclusion that individual factors, managerial, organizational and groups of corporate silence is effective. Rastegar and Roozban (2015) three individual factors, organizational culture and organizational silence were useful. Afkhami, Rajabpour and Hashemi (2016), factors such as organizational culture, managers' personality characteristics and leadership style of the most important factors considered in Organizational Silence in the Library of oil. Rastegar and Nouri (2016) organization features, characteristics and attributes of management staff to understand the factors affecting organizational silence. So we can say that through the identification and review Silence

Organizational And Mel Factors affecting it and offering solutions to it, The Power Step Magnitude At Direction advancement Goals Harvest organization And conditions And Prepared Did That Comments, Knowledge And experiences Staff With Managers At Among Be laid. Many From researchers in abroad From years Ago Action To Check Silence Organizational And Its causes At organizations Own done Have, But From There That Basically, Each Organizational have Barley And Culture Special Is Relations People And Under the impact The That, The Should On Basis Barley And Culture Organizational Own To Follow Assess the causes Silence Organizational Own Is; Why That On Basis Research the face Taken, Root Of Silence At Each organization At Relations Unsuspected Among Staff And Organization Latent Is. In order to achieve this goal, the following questions were raised:

The main question: What are the affecting factors on organizational silence from perspective of the staffs of Novin insurance company, and how are their ratings?

Sub questions:

1. Do individual factors affect organizational silence form perspective of the staffs of Novin insurance company?
2. Do organizational factors affect organizational silence form perspective of the staffs of Novin insurance company?
3. Do group factors affect organizational silence form perspective of the staffs of Novin insurance company?
4. Do managerial factors affect organizational silence form perspective of the staffs of Novin insurance company?

After investigating literatures, the key factors affecting on organizational silence were identified, which majority of researches agree with them. Finally conceptual model of study has been presented in figure 1.

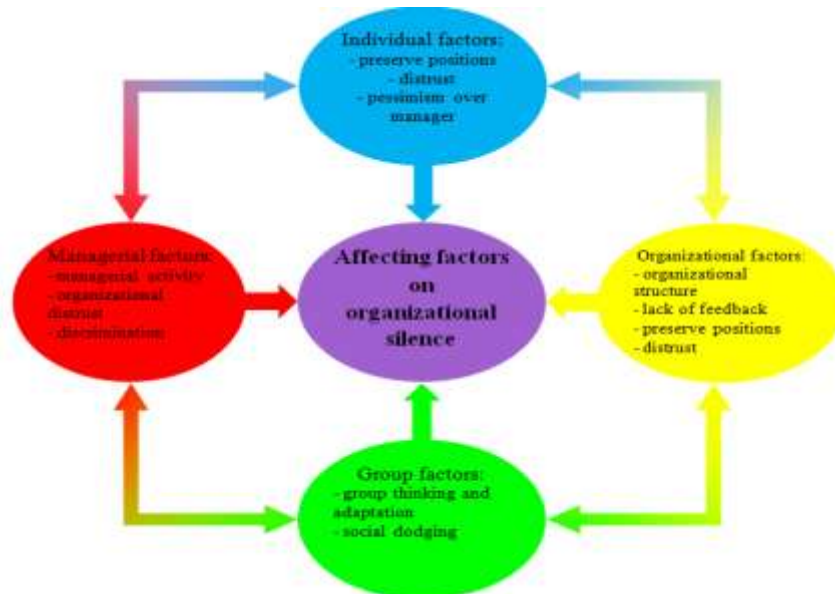


Figure 1: Affecting factors on organizational silence

II. METHODOLOGY

This research is an applied research because it studies specific relation among the statistical population practically. It tries to identify relation between effective factors on organizational silence and describe their ranking based on collected data, hence is also a descriptive one. Since it makes an effort to assess attitude of the staffs of Novin insurance company through questionnaire, it is a survey research. In this study, the statistical population includes all the 133 staffs of Novin insurance company, which 97 of them are selected based on cluster random sampling. Data collecting method in this study is researcher-made questionnaire for organizational silence in the form of Likert scale. In this scale 1, 2, 3, 4, and 5 refers to very low, low, average, high, and very high respectively. Questions 1 to 8 assess organizational silence, questions 9 to 26 assess administrative factors, questions 27 to 37 assess organizational factors, questions 38 to 47 assess group factors, questions 48 to 55 assess individual factors from perspective of the staffs. It also was used reliability to check the validity of the questionnaire so that it was presented to several professors including supervisor and advisors, and their comments on the questionnaire was applied. Cronbach's alpha to measure organizational silence of internal consistency or reliability. Cronbach's alpha for organizational silence questionnaire was calculated 0.73. The reliability of the factors affecting organizational silence for individual factors, group factors, managerial factors, and organizational factors was achieved 0.74, 0.7, 0.87 and 0.79 respectively.

Table 1: Information of questionnaire's questions

Variables		Number of questions	Number of questions
Organizational Silence		8	1, 2, 3, 4, 5, 6, 7, 8
Administrative factors	Management Measures	7	9, 10, 11, 12, 13, 14, 15
	Senior managers fear of negative feedback	11	16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26
Organizational factors.	Job inertia	4	27, 28, 29, 30
	Organizational policies and structure	4	31, 32, 33, 34
	Lack of feedback mechanism from bottom to top	3	35, 36, 37
Group factors	Conformity with the addition or adaptation	3	38, 39, 40
	Responsibility or social elusion	3	41, 42, 43
	Group thinking	4	44, 45, 46, 47
Individual factors	Maintain current situation	4	48, 49, 50, 51
	Distrust to Director	4	52, 53, 54, 55

Descriptive statistics methods (central and dispersion indices), inferential statistics to analyze data. Also, confirmatory analysis was used to be ensured of data fitting and variables with related components. Ultimately, structural equations model was used to check the hypotheses and questions. Structural equations model is one of the main methods of analysis of complex structures. Structural equation model is used to analyze *k* independent and *n* dependent variables. Since, there are several independent variables in this study that their effects on dependent variables should be examined, using structural equation model is necessary. PLS was used to analyze the fitting of model and to get the effect of variables.

Findings

It needs to be ensured that variables are normal, before checking the research questions, in order to use parametric or nonparametric tests according to normality or abnormality of variables. Kolmogorov–Smirnov test was used to check normality of components. If the level of significance is grater than 0.05 of error, distribution would be normal.

Table 2. Kolmogorov-Smirnov test in terms of staff

variable	Test	Significance level	result
Organizational silence	.804	.538	normal
Managerial factors	1.066	.206	normal
Organizational factors	1.092	.184	normal
Group factors	.796	.552	normal
Individual factors	.787	.566	normal

Considering that the significance level is greater than 0.05 of specified amount, all variables are normally distributed. Also according to above table, a simple t-test was used to check the variables.

Investigating the inferential results

The main question: What are the affecting factors on organizational silence from perspective of the staffs of Novin insurance company, and how are their ratings?

Table 3. Investigating the components of organizational silence from staffs' perspective.

Variables	T	Df	The significanc e level	The average difference	The 95% confidence		Variable status
					Minimu m	Maxim um	
Organizational silence	3.466	88	.001	.235	.100	.370	Medium to high
Proceedings Management	-.134	88	.894	-.010	-.169	.148	Average
the fear Managers Excellent From Feedback Negative	-.849	88	.626	-.037	-.191	.115	Average
Job inertia	4.586	88	.000	-.347	-.489	-.193	Moderate to low
Organizational policy And Structure	2.080	88	.040	.126	.005	.247	Medium to high
a lack of The mechanism Feedback From down To Top	-2.01	88	.047	-.140	-.278	-.020	Moderate to low
Conformity With Total Or matching	1.811	88	.074	.108	-.010	-.227	Average
Responsibility extension Or Social elusion	7.829	88	.000	-.526	-.679	-.392	Moderate to low
Group thinking	2.033	88	.045	.118	.002	.235	Medium to high
Protection position Modern	3.296	88	.001	.205	.081	.328	Medium to high
Distrust To manager	3.108	88	.003	-.279	-.457	-.110	Moderate to low

According to table 3, it is observed that distrust to managers, lack of low to high feedback mechanism, responsibility extension or social elusion, and job inertia are under average, due to the significant level is less than 0.05 and negative value of difference average. Preserving positions, group thinking, organizational policies and structure, and organizational silence are over average due to the significant levels are less than 0.05 and positive value of average difference. Other variables are in average due to significant level is 0.05.

The first sub-question: Do individual factors affect on organizational silence from perspective of the staffs of Novin insurance company?

Simple linear regression has been used in order to investigate this question. As one can see in the below table, the significance level is 0.455 and more than 0.05 which shows that there is not any relation between individual factors and organizational silence. Therefore individual factors do not have meaningful effect on organizational silence from perspective of the staffs' of Novin insurance company.

Table 4. Regression test of the first sub-questions; Impact of individual factors on organizational silence from perspective of staffs.

	Non-standard		Standard	T	The significance level
	Beta	standard error	Beta		
Constant	2.935	.405		7.246	0.000
Individual factors	.101	.135	.080	.751	.455
Significant level of ANOVA	.455	R	.005	R	.080

The second sub-question: Do organizational factors affect on organizational silence from perspective of the staffs of Novin insurance company?

Simple linear regression has been used in order to investigate this question. As one can see in Table 5, the significance level 0.006, and less than 0.05, which shows that there is a linear relation between organizational factors and organizational silence. The R Enforcement value is equal to 0.072 that indicates that 7% of changes in organizational silence are due to organizational factors. The correlation coefficient is 0.286 which indicates how organizational factors affect on predictive of dependent variable of organizational silence.

Table 5. Regression test of the second sub-question. Effect of organizational factors on organizational silence from perspective of staffs.

	Non-Standard		Standard	T	The significance level
	Beta	standard error	Beta		
Constant	2.153	.393		5.472	0.000
Organizational factors	.376	.135	.286	2.789	.006
Significant level of ANOVA	.006	R	.286	R	.072

Regarding to positive value of beta coefficient, we can say that the relationship between these two variables is positive, i.e. increment in one of them leads to increment in other one. As a result from perspective of the staffs of Novin insurance company, organizational factors have meaningful effect on organizational silence.

The third sub- question: Do group factors affect on organizational silence from perspective of the staffs of Novin insurance company?

Simple linear regression has been used in order to investigate this question. As on can see in Table 6, the significance level is 0.608, and greater than 0.05, which shows that between group factors and organizational silence there is no linear relation. As a result group factors do not affect on organizational silence meaningfully from perspective of the staffs of Novin insurance company.

Table 6. Regression test of sub-question third. The effect of group factors on organizational silence from perspective of staffs

	Non-Standard		Standard	T	The significance level
	Beta	standard error	Beta		
Constant	3.532	.579		6.069	0.000
Group factors	-.101	.179	-.055	-.515	.608
Significant level of ANOVA	.608	R	.055	R	.008

The fourth sub-Question: Do managerial factors affect on organizational silence from perspective of the staffs of Novin insurance company?

Simple linear regression has been used in order to investigate this question. As on can see in below Table, the significance level is equal to 0.736, and greater than 0.05, which shows that between managerial factors and

organizational silence there is no linear relation. As a result managerial factors do not affect on organizational silence meaningfully from perspective of the staffs of Novin insurance company.

Table 7. Regression test of sub-question third. The effect of managerial factors on organizational silence from perspective of staffs

	Non-standard		Standard	T	Significance level
	Beta	standard error	Beta		
Constant	3.136	.302		1.383	0.000
Factors Management	.034	.099	.036	.338	.736
Significant level of ANOVA	.736	R	.036	R.	.110

The correlation coefficients of the variables show that from perspective of administrators, organizational, group, managerial and individual variables have high priority in affecting on organizational silence respectively. Just organizational variables affect on organizational silence from perspective of staffs.

III. DISCUSSION

One of the important duties in human resources management in order to simplify effectiveness of an organization is evaluation of staffs' functionality, which is under effect of different factors. One of them is lack of open atmosphere for staffs at organizations to express their ideas, which is organizational silence. Staffs work at an environment that they can cooperate to get experience, and freely share knowledge by their scientific researches, and discuss about them and exchange opinions. So they should not work passively and silently. Recent studies show that when an organization criticizes its staffs, there is a concern that is a sign of organizational withdrawal and protesting activities. Silence can indicate a message or context. From this viewpoint, silence is something beyond of a passively acceptance. In other word silence is more than to say nothing.

The main question: What are the affecting factors on organizational silence from perspective of the administrators of Novin insurance company and how are their ratings? Effectiveness of factors on organizational silence is determined according to the results presented in Table 3. Because significance level is less than 0.05 and average difference is a negative value for distrust to managers, lack of low to high feedback mechanism, responsibility or social elusion, and Job inertia variables, they are below average. Preserving positions, group thinking, organizational policies and structure, and organizational silence variables are above average due to their significant levels are less than 0.05, and their positive value of difference average. Other variables are in average due to their significance levels are grater than 0.05. In general, the results of this study showed that from the perspective of staffs, affecting components and factors on organizational silence are organizational, groups, individual, and managerial variables, which organizational factors have more influence on organizational silence.

Organizational silence impact on organizational change and development negatively; since preventing of negative feedbacks decreases organizations' ability of identification and improvement. Impacts of negative consequences of silence on organizational change and decision making intensify at organizations with high level of variety of opinions and beliefs. These consequences are the most important barrier in rapidly changing environments. This study checks effective factors on organizational silence and ranking them at Novin insurance company. This is consistent with the findings of internal investigations, including Khanifar & et al (2011), Ahmadi (2012), Zarei Matin, Taheri & Sayyari (2013), Kheiri (2014), Rasteghar and Roozban (2015), afkhami, Rajabpour and Hashemi (2016), Rasteghar and Nouri (2017) and external research at Ashford (1998), Jordan (1988), Morrison and et al (2000), Pinder And Harlos (2001), Van Dyne (2003), Vakola & Dimitris (2005), Detert and et al. (2007), Liu, Wu and Ma (2009), Zuhair and Erdogan, (2011), Tulubas & Celep, (2012), Yildiz (2013), (Karaca, 2013) is consistent.

Explaining the first sub-questions: from perspective of the staffs of Novin insurance company, individual factors on organizational silence effectiveness. Table 4, shows that from the perspective of staffs of Novin insurance company, individual factors had no significant effect on organizational silence. According to the results presented in Table 4, the significance level is equal 0.455, and greater than 0.05 which showed that there is no linear relation between individual factors and organizational silence. This Found With Results Research Internal From Khanifar & et al (2011), Ahmadi (2012), Zarei Matin, Taheri & Sayyari (2013), Kheiri (2014), Rasteghar and Roozban (2015), afkhami, Rajabpour and Hashemi (2016), Rasteghar and Nouri (2017) and external research at Ashford (1998), Jordan (1988), Morrison and et al (2000), Pinder and Harlos (2001), Van Dyne (2003), Vakola & Dimitris (2005), Detert and et al. (2007), Liu, Wu and Ma (2009), Zuhair and Erdogan (2011), Tulubas & Celep, (2012), Yildiz (2013), (Karaca, 2013).

Explaining the second sub-questions: From Perspective of the staffs of Novin insurance company, organizational factors have meaningful effect on organizational silence. Table 5 shows that from the perspective of Novin insurance company individual and organizational factors has a significant impact on organizational silence. The data in Table 5 shows that the significance level is 0.006 and less than 0.05, which shows that between organizational factors and organizational silence, there is a linear relationship. The amount of R implementation of vomit is equal to 0.072 indicates that 07% of changes in the silence of organization By Organizational factors done. Also, the correlation coefficient of 0.286 shows the changing role of the organization in silence dependent variable predictive enterprise. This found with results research internal from Sentence Khanifar & et al (2011), Ahmadi (2012), Zarei Matin, Taheri & Sayyari (2013), Kheiri (2014), Rasteghar and Roozban (2015), afkhami, Rajabpour and Hashemi (2016), Rasteghar and Nouri (2017) and external research at Ashford (1998), Jordan (1988), Morrison and et al (2000), Pinder And Harlos (2001), Van Dyne (2003), Vakola & Dimitris (2005), Detert and et al. (2007), Liu, Wu and Ma (2009), Zuhair and Erdogan, (2011), Tulubas & Celep, (2012), Yildiz (2013), (Karaca, 2013).

Explaining the third sub-question: Group factors have meaningful effect on organizational silence from perspective of the staffs of Novin insurance company. Table 6 shows that from the perspective of a new insurance company staff had no significant effect on organizational silence. Also according to the results presented in Table 6, observed that the significance level is greater than 0.05 and 0.608 showed that among the group factors And Silence organization there is. This Found With Results Research Internal From Sentence Khanifar & et al (2011), Ahmadi (2012), Zarei Matin, Taheri & Sayyari (2013), Kheiri (2014), Rasteghar and Roozban (2015), afkhami, Rajabpour and Hashemi (2016), Rasteghar and Nouri (2017) and external research at Ashford (1998), Jordan (1988), Morrison and et al (2000), Pinder And Harlos (2001), Van Dyne (2003), Vakola & Dimitris (2005), Detert and et al. (2007), Liu, Wu and Ma (2009), Zuhair and Erdogan, (2011), Tulubas & Celep, (2012), Yildiz (2013), (Karaca, 2013) in line The Is. TOPSIS multi-criteria decision-making models were also factors management is of great importance.

Explaining the questions sub- Fourth: From Perspective Staff Novin insurance company Factors Management On Organizational silence effectiveness are. Table 7 shows that the new insurance company staffs view management factors had no significant effect on organizational silence. Also according to the results presented in Table 7, there is a significant level is 0.736 and more than 0.05, which shows that between managerial factors and organizational silence there is no linear relation. This found with results research internal from Khanifar & et al (2011), Ahmadi (2012), Zarei Matin, Taheri & Sayyari (2013), Kheiri (2014), Rasteghar and Roozban (2015), afkhami, Rajabpour and Hashemi (2016), Rasteghar and Nouri (2017) and external research at Ashford (1998), Jordan (1988), Morrison and et al (2000), Pinder And Harlos (2001), Van Dyne (2003), Vakola & Dimitris (2005), Detert and et al. (2007), Liu, Wu and Ma (2009), Zuhair and Erdogan, (2011), Tulubas & Celep, (2012), Yildiz (2013), (Karaca, 2013). Managerial factors on organizational silence on the Northern Electricity Distribution Company of Kerman province. He came to the conclusion that these agents are effective on organizational silence.

In summary, based on the findings, acknowledged that one of the main topics in the field of human resources is organizational silence. On the other hand prevent damage from the silence of difficult tasks managers. Because staffs often believe that when climate of silence prevails in the organization, will be the opportunity to express their views created it is wasted effort and cost. The hope is to avoid wasting money and effort undertaken in the organization Issue Case Authorities be given attention and control the effectiveness and entrepreneurial staff.

At the end regarding to the results of descriptive and to facilitate the effectiveness of the guidelines and recommendations in order to prevent the occurrence of this phenomenon in the organization are such as:

1. Necessity change at structures traditionally associated with growth due to rapid and wondrous new technologies
2. And use them to identify the capabilities and advantages of staffs in administrative and decision-making
3. Establish reward systems to increase the participation and creativity among staffs
4. Conducting workshops, public relations and communicate with other staffs and provide constructive comments and helpful to improve and progress
5. Develop regulations to protect workers and encourage them to provide comments
6. Free tribune system deployment without the least stress and anxiety and the fear of free expression
7. Create job security for staffs, using the knowledge and ability of staffs to favorable changes
8. Reduce organizational focus and delegation of authority to staffs to test their abilities
9. Reducing layers of management and reduce the vertical organizational structure
10. Change in organizational culture in order to achieve a position of learning organizations and organizational learning.
11. And division of labor groups and bringing their knowledge managers in achieving organizational goals, identifying and applying appropriate leadership style

12. Strengthening the participatory management style in the organization
13. Permanent group decision-making and the importance of working groups and committees in organizations

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