

### **Case Report**

## **The Effect of Organizational Silence and Voice on Organizational Learning in Elementary School Teachers (Iranian study)**

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### **ABSTRACT:**

The present study is the applied descriptive-survey one which tried to investigate the effect of organizational silence and voice on organizational learning of teachers in primary school in Babol. To this end, among 1137, 290 subjects were calculated by Morgan. The sample size was based on simple Random sampling. For data collection, three standard questionnaires were used. To assess the reliability of the questionnaires, Cronbach alpha [organizational learning (0.92), organizational silence (0.91), and organizational voice (0.89)] and to assess validity, the content validity was used. For data analysis, structural Equation Model with Lisrel was used. The results of the study indicated that organizational Silence has significant and indirect effects and organizational voice has significant and direct effects teachers in primary school in Babol.

**Key words:** organizational silence, voice on organizational learning, school teachers

### **INTRODUCTION**

In present era, listening to employees speech has significant importance for organization, because employees ideas and can be useful for organizational problems on one hand and also they reflect their wills from organization manager on the other hand. (1) in addition, many organizations have found that most employees know realities to organizational problems, but they don't dare to say realities to their leaders. Organizations should know if organizational mouths are closed, organizational thoughts, which produce organizational knowledge, will change into fossil. In addition, reduction productivity, performance, job satisfaction, and commitment will happen in human capital, organizations and their managers will burn in fire of envy from what they could use this valuable source for global competitiveness, but didn't do. Various factors play role in making and forming this phenomenon (2). On the other hand, by knowledge and technology development and extending business

fields such and virtual organizations or network, economic agencies have been developed and business environment has changed into challenging and competitive environment and new paradigm is formed making survival difficult for many agencies. In such environment, it is natural competitive score change. The biggest competitive advantage in new paradigm of business is learning. Therefore, the new paradigm core is learning. (3)

### **Problem Statement**

We are in an age of increasing living changes. Today's organizations face a changing environment and unpredictable. (4) The educational organizations are not exempt from this. According to the competitive environment for organizations to be acknowledged that one of the important factors in the survival and viability of the organization, human resources, and staff of the organization. Therefore, organizations need employees who help the organization to express

their ideas and opinions. In contrast, people tend to choose the organizations that welcomed their comments because both managers and employees in an environment that is far from the silence of motivation and higher performance will be enjoyed (5). Organizational silence can have devastating effects on the decision-making process and making changes in the organization to have (6). Appelbaum, SH, et al (2000) argued that organizational change, employees with various issues, including job loss, uncertainty and loss of control conditions are met in which case the prevailing climate of silence on the organization and to change the is seen as a great danger and hindrance. Morrison, EW, Mililiken, F. J (2000) created organizational silence structured social phenomenon and know that at an organizational level. It affects different organizational components. In this regard, Pinder, C., and Harlos, KP (2001) organizational silence refused to speak to staff evaluations, behavioral, cognitive, and effective opportunities for the organization. In fact, organizational silence is an inefficient process that destroys all human efforts (7). The phenomenon of organizational silence, multi-dimensional phenomenon and is under investigation in several ways.

As the dimensions it includes the attitude of top managers, supervisors' attitude and considers communications opportunities. Organizational silence are intertwined components of strategic communication, which controls the expression or refer employees to refrain from expressing opinions (8). The broad concept is sound and positive comments by the staff only means of expression, but sometimes it can be detrimental and destructive behavior. The result should be determined what factors can support a voice organization and eliminate the negative aspects. Morrison, organizational voice consists of three basic components knows that, including safety, encourage and efficient.

The main reason is the tendency to silence among employees of an organization of leaders and decision-makers are often busy due to issues and

problems that employees face able to see are not and assume proverb this is the "no news is good news" is that they and their conception of what is happening in the organization aware (9). This ensures that they can understand the issues and adopt a constructive decision, therefore, the quality of work life for those who enjoy the rights and benefits of adequate and good heads, good working conditions and challenging job down comes in. it is clear that people in the organization as intellectual capital, ideas, opinions and knowledge that the title, can play an important role in the fate of their organizations and improve their work. However, some stated these ideas But some of these ideas.

They (phonetic organizations) and some hold to their opinions (organizational silence). It must be understood that silence is not a phenomenon against. In fact, the difference between the two to speak but refused to provide information on individuals' motivation in itself. On the other hand, given that in recent decades the international community has stepped into a new era and a new era as the age of information has occurred, indeed, organizational learning and organizational knowledge necessary to store competitiveness in the information age (10), Richard James character and Marge were the first ones who in 1963 put two words together and learning and organizational learning as an organizational phenomenon that, from the perspective of organizational learning Fayol & Lyles (1996) process improvement actions through better knowledge and understanding is most effective research, learning as a process that companies can gain new knowledge from shared experiences of employees, so that the knowledge on the behavior and improve the ability to affect the company in the same way as the accumulation of organizational learning processes and experiences through various activities are introduced in the organization .

According to the importance of the role of teachers in the country and the training of students, teachers must be able to keep pace with

changes in the environment and organizational learning have step in this regard and the role of sound and silence in the organization of many organizational variables and according to the literature, This study will provide a structural model to answer the following questions:

"Are organizational silence influential on organizational learning in primary school teachers Babol city?"

#### **Research Hypotheses**

- Silence on organizational learning in primary school teachers in Babol city is impressive.
- Sound corporate organizational learning in primary school teachers in Babol city is impressive.

#### **Conceptions and Ideas**

##### **Literature in Iran**

This study not only confirmed the mediating role of organizational commitment on silence, argues that organizational culture has a positive effect on organizational commitment and the commitment of a significant negative impact on silence. In general, direct and significant relationship between organizational culture and behavior, there was silence.

(Bozorgnia and Hosseini ,2013)(11) in their study to investigate the relationship between organizational silences with the performance of mid-range Mazandaran University of Medical Sciences, has been discussed. For this purpose, the researcher of Mazandaran University of Medical Sciences mid-range between the 340 employees, 181 people selected by simple random sampling as is. The findings showed that organizational silence and performance of employees as well as the resolution of organizational silence, organizational support, and participation in decision-making, employee motivation, employee assessment, and organizational environment is negative and significant. But a significant positive correlation between organizational silence and the ability of employees.

(Dustar et al. , 2013 )(1) investigated as organizational justice and its impact on organizational silence Carried out, the population

included faculty members of Guilan, using heuristic analysis and phonetic aspects of organizational justice was identified and then hypotheses were tested using confirmatory factor analysis results indicate that the three dimensions of justice on phonetic altruistic but the two types of phonetic sounds of defense had been obedient and had no significant influence, and also results show that organizational justice is on job performance .

##### **Research Background in Foreign**

(Dagmara M. Weckowska ,2015) (12)study "learning in university technology offices: transactions-focused and relations-focused approaches for the commercialization of academic research" did. His research case study conducted on six university and came to the conclusion that learning based on interaction and relationships lead to the commercialization of academic research in most universities are predominantly communicative and learning in universities is essential for competitive advantage.

(Mehrabi et al. ,2013)(13) examines the impact of organizational silence have to reduce the quality of working life. This study was descriptive and a questionnaire quality of work life and organizational silence is used. The results showed that all the components of the quality of working life impact on organizational silence.

(Deniz et al. ,2013)(14) in a study to examine the relationship between organizational silence and organizational commitment in a private medical companies have paid. The findings of the study showed that a significant positive relationship between organizational silence and organizational commitment has been investigated. The results also show a negative relationship between the dimensions of organizational silence (silence emotional) commitment was emotional.

-( Kleiner et al ,2011)(15) study "the amnesia and individual and organizational learning" was done in this study showed that forgotten by employees on a production line or the organization as a principal features of the production process. They found that although forgetfulness is important and

attractive issue, it is not effective like other factors and provided an acceptable mathematical model for organizational forgetfulness role on productivity and workforce.

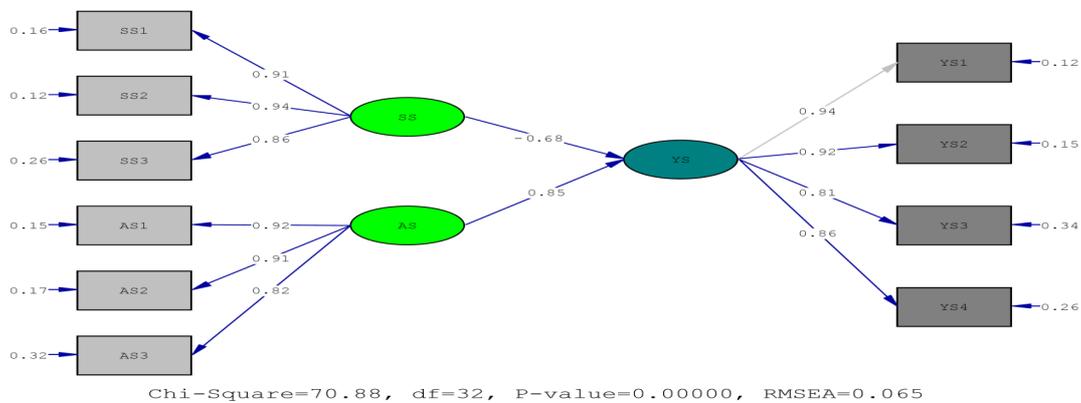
**METHODOLOGY**

Research method is descriptive-explorative. The study population included all primary school teachers in Babol city is that in 1137 people are little. In this study, the sample size of the Morgan and the sampling and sample size was randomly 290 people are considered.

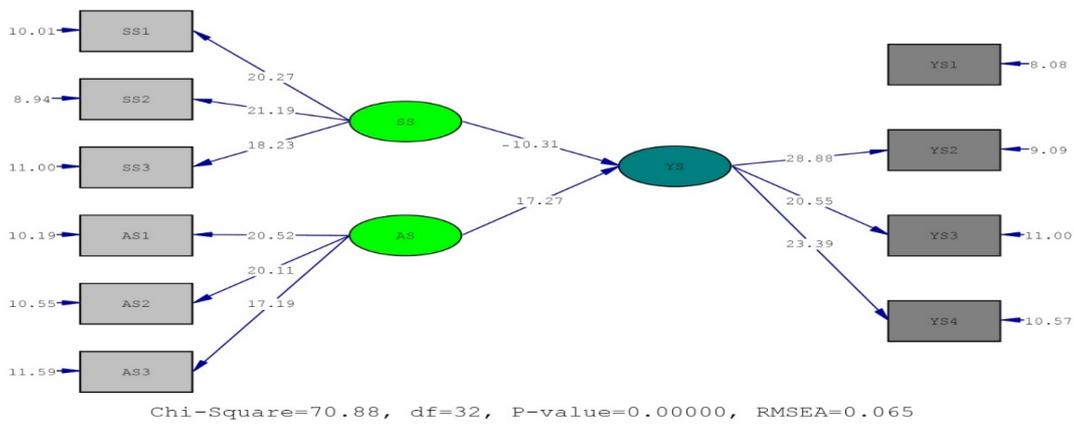
**Data Analysis and Hypotheses Test**

To analyze the data, descriptive statistics such as frequency, percentage, frequency distribution, mean, and standard deviation were used. In inferential statistics and structural equation modeling software is used Lisrel 8.5.

The effectiveness of organizational silence on organizational learning with the integration model and balanced based on relationships between variables were calculated using LISREL software was presented in Figures 1 and 2 and Table 1.



**Figure 1.** Standard chart of the estimated research model



**Figure 2.** T-Value chart of the estimated research model

**Table (1):** The results of the model at a significance level 0.05

Row	Model assumptions	Statistics	Standard factor	Result Test
1	Significant adverse impact on organizational learning and organizational silence.	-10.31	-0.68	Confirmed
2	Voice direct and significant impact on organizational learning organization.	17.27	Vary from 850	Confirmed

Figure 1 and 2 and Table 1, the direct effect of exogenous latent variables (organizational silence) on endogenous latent variable (OL) shows. Based on standard factors listed in the chart,

impacting organizational silence on organizational learning 0.68 times - and times vary from 850 organizational learning is impacting organizational voices. Measurement error at 95% confidence level and degrees of freedom  $\alpha=0.05$  &  $df=32$ , in all cases,  $t > 1.96$  is calculated, the standardized coefficients and path analysis confirm attention to significant numbers, have been approved and show assumptions related variable that is confirmed. The negative impact on organizational learning organizational silence (inverted) and a significant positive impact on organizational learning and organizational Sound (direct) and significant. The final structural model fit indices impact of organizational silence on organizational learning based on LISREL output Table 2:

Table 2. The results of the measurements at the 0.05 level

**Table (2):** The results of the model at a significance level 0.05

Results	Calculated Index	Measure of Index	Index	Row
Confirmed	2.215	<3.00	(X <sup>2</sup> /DF)	1
Confirmed	0.065	<0.08	Root Mean Square Error of Approximation (RMSEA)	2
Confirmed	0.047	<0.05	(RMR) Root Mean Square	3
Confirmed	0.94	>0.9	(GFI) Goodness-of-Fit Index	4
Confirmed	0.91	>0.9	(NFI) Normed Fit Index	5
Confirmed	0.92	>0.9	(NNFI) Non-Normed Fit Index	6
Confirmed	0.92	>0.9	(CFI) Comparative Fit Index	7
Confirmed	0.90	>0.9	(AGFI) Adjusted Goodness-of-Fit Index	8
Confirmed	0.93	>0.9	(IFI) Incremental Index of Fit	9
Confirmed	0.94	>0.9	(RFI) Relative Fit Index	10

The results in Table 2 show that, Chi-2 value is 70.88 and the degree of freedom 32 and estimate the degree of freedom of the chi-square is equal to 2.215. Since this index value of less than 3 indicates that model, so the model is a good fit for the show. The root mean square errors approximate estimate is 0.065 in the index values of less than 0.08 indicates the suitability of the model.

Good indicators of the model were as fit index 0.047, goodness of fit index 0.94, 0.91 index model, not the norm fitness index 0.92, comparative fit index of 0.92, 0.90, adjusted goodness of fit index, the index rose 0.93 fitness and fitness index ratio is 0.94. In the above indicators, values above 0.9 indicate a perfect fit model. So in general we can say that the proposed model as appropriate, with each other and the relationship between variables is significant.

## DISCUSSION AND INTERPRETATION

At the present time listening to the voices of employees for organizations of particular importance, because on the one hand ideas employees can opens the door to many

organizational problems and on the other hand reflects the interests and wishes of the management of the organization. In addition, many organizations have found that more staff to this apparent dilemma, consider the facts in relation to organizational problems, but do not have the courage to say this truth to their leaders. Organizations need to realize that if the organizational mouth be pressed to silence, that opinion organizational structure-generating organizational knowledge will be fossils and in addition, reduced productivity, performance, job satisfaction and commitment will occur in human capital. Moreover, research has been done about it. According to research Bozorgnia Hosseini (2013) as the relationship between organizational silences with the performance of mid-range Mazandaran University of Medical Sciences has studied he negative and significant relationship between organizational silence and performance are. However, a significant positive correlation between organizational silence and the ability of employees. The result of the research that is negative and significant relationship between the main variable is consistent with the approved

organizational silence. According to a study by the Nasr Esfahani and Aghababapour Dehkordi (2013) as examine the relationship between organizational silence corporate identities with employees: the study of university staff, have done. The results were positive and significant relationship between corporate identity and organizational silence.

The result is in contrast to results and significant negative relationship between organizational silence and other main variable was approved and the results showed no significant impact on job performance is organizational justice, which is typical with results that impact on knowledge management and organizational silence confirmed that is consistent. According to research Mehrabi et al. (2013) under the effect of reducing the quality of working life have organizational silence. The results showed that all the components of the quality of working life have an impact on organizational silence. The results are in line with the results of this study, according to research Deniz et al. (2013) as the relationship between organizational silence and organizational commitment in a private medical companies have paid. The findings of the study showed that a significant positive relationship between organizational silence and organizational commitment has been investigated. The results also show a negative relationship between the dimensions of organizational silence (silence sentimental) emotional commitment that these results are in line with the results.

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