

Considering effects of organization silence on organization personnel's emotional commitment: A case study on Ardabil Tamin Ejtemaee hospital

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ABSTRACT: the present study aimed at considering the effects of organization on silence on Ardabil Tamin Ejtemaee hospital personnel's emotional commitment. The methodology used in the study was measurement, which data accumulation was performed by questionnaire. 250 questionnaire were distributed among the personnel of mentioned hospital, randomly the result of analysis indicated that shared aspect of four variables (obediently silence, defensive silence, friendly silence, conservatively silence, emotional commitment) was more 60 percent than variance of emotional commitment, whole special amount of variable friendly silence was alonly 72.95 percent of variance. Also, friendly silence variable (890) was effective on personnel's emotional commitment than other variables.

Keywords: organization silence, obediently silence, defensive silence, friendly silence, conservatively silence, emotional commitment.

INTRODUCTION

Today's most of organizations are going to encourage and motivate their personnel's to innovation, providing ideas and making them more responsible (Eriguc et al., 2014). Through successful organizations, one may often observe free current of ideas, suggestion and believes raised from personnel's individual knowledge and experiences, which generally can influence positively on efficiency and promotion of the organizations (Lu and Xie., 2013).

However, most of employees and going to share their information to organizations and look forward to open communication channels, are not supported by their organizations (Eriguc, 2014) even in modern organizations. It is observed that, due to fear leaders' reprimanding, personnel's provide just reports which are gratifying their leaders, and avoid offering their own ideas which is unpleasant for management (Lu and Xie., 2013) because they fear about losing their jobs (Eriguc, 2014) these factors can fail the change management programmes of management. Particularly, one of the most significant barriers of success of change management programmes is the lack of information, trust so-called organizations silence which is defined as personnel's avoidance of providing their views and ideas about problems of organizations by Morrison and Miliken (Lu and Xie, 2013).

Cinar, (2013) believe that silence will be harmful for organizations and personnel. According to Perlow and Repenning, (2009) and Nickmaram, (2012), Ones who can not provide their ideas, views and information and be silent, will ultimately be depressed and anxious, thus their employment commitment and interest will be decreased, these are some factors which can be considered as the cause of leaving jobs by individuals (Ardakani and Khalili, 2012). This phenomenon will cause feeling valuelessness, lack of control and cognitive imbalance and lead to low levels of motivation and commitment of personnel (Sharifi and Islamiah, 2013).

While existing commitment human sources along with decrease in absence, delaying and displacement will lead to significant improvement of organizations performance, personnel's better clearing of organizations and individual goals. Pinder and Harlos, (2001) Explain that organizations silence is often neglected by scholars though it has been extended (cited in Danaifard and Panahi, 2010) the present study, given Deniz et al.; 2013 recent study

with the goal of considering effects of organizations silence on personnel's emotional commitment, as a case study has investigated and analyzed these relations and provided some effective alternatives for improving organizations performances.

Problem statement

human forces as one of the most important and valuable human capitals, is considered as the most significant competitive advantage and a scarce source of today know ledge - oriented economy and one of influencing elements of meeting goals any organizations (zarandi and amirji- naghandar, 2013; naghavi – mughaddam and fahim, 2013) specialized, skilled, motivated, committed, and innovative personnel make possible better performance of organizations than others through creating novel methods the importance of this factor is so than organizations commitment has changed a strategic issue within exist organizations(keshavarz, 2013); thus, to maintain a high level of efficient organizations organization commitment is very significant for survival of organizations (de Groot and cross, 2000) the process of exchangement and communication, whether inside or outside of organizations throughout present modern organizations is very complicated and verified . As a result, personnel act as a source enriched by feedback and problem – solving within organizations commitment however, studies indicates that personnel, encountering management pressures due to providing their ideas. Often feel insecurity; for they suppose than their ideas and suggestions will likely be considered unpleasant from management point of view (deniz etal , 2013) within such conditions, avoiding from providing ideas , views and information about organizations problems would be a reasonable performance. This mentioned insecurity feeling perceived by personnel will lead to making decision for silence, either consciously or unconsciously. Also, recent studies show than personnel commitment within organizations can be arised from increasement or decreasement of personnel's silence (deniz etal , 2013) the present study is going to determine the ratio of effects of organizations silence on Ardabil Tamin Ejtemaee hospital personnel's emotional commitment. Our main research question is what is the ratio of effects of organizations silence on Ardabil Tamin Ejtemaee hospital nurses; emotional commitment.

Review of literature

The related literature indicated that organizations commitment id individuals; emotional dependence on organizations, in other words, it is a kind of loyalty and willingness of personnel to stay in organizations and following organizations purposed. Also , it a mean used for reducing the of giving employment up or absence of personnel, lowering considerable costs of human sources management through lowering the level of personnel's leaving, improving their motivation, improving organizations performances, progressing personnel's total performances, achieving to organizations goals and their job – satisfaction (rajabi, 2014) organizations commitment and organizations exchange are considered as the solution of many problems organizations, while organizations silence would cause many organizations complications (bahmani, 2011).

according to zareei – matin (2011), organizations silence stemmed from manager's fearing of receiving negative feedback and management implicit ideas; thus, its mis-effects would be evident on efficiency of organizational decisions, variation process and personnel's behaviours.

also, organizations silence, through preventing negative feedback , would stop efficient variation and development, hence, organizations would not be able to consider and reform mistakes, clearly , no employee can be said that interested to be silent so. What makes them to be silent, and what be influenced by their silence, should be identified, identification of the relationship between organizations silence and emotional commitment can be considered as one (Rajabi, 2014).

Following there are definitions of dependent and independent variables and conceptual model of the study. Organizations silence: it refers to not providing ideas views and information by employees (Tulubas and celep, 2013). Obediently silence: it is related to personnel's voiding from providing their views, Ideas and information, according to the behavior submission and acceptant of conditions' in fact, it is an explanation of ashamed manner of employees and a representation of neglect and low levels of individuals' participating in organizations affaire, (Deniz, 2013).

Defensive silence: it is kind of silence including to avoid from providing information, correcting and denying realities of problems, due to threatening personal interests and prevention of being culpable of problems (zareei – matin, 2011).

Friendly silence: it is based on the literature of citizenship behaviours, including avoidance of providing ideas, views and information, reading other individuals' interest within organizations. it is an active and delebratly manner which at first step, is focused on accumulative interest (deniz, 2013).

Conservatively silence: it is an intentional behavior with the goal of preserving individuals' relationship with colleagues and organizations by avoidance of providing ideas views and information, which has been motivated by preventing creation of conflicts (deniz, 2013).

Emotional silence: it is most the most important element of organizations commitment. It refers to emotional dependence of personnel on, being identified by, And coopration to organizations; also, correlated to the feeling of dependence and faithfulness of personnel to the organizations (Michael, 2009).

Given to the fact that carious factors can influence on personnel's organizations commitment and that level of organizations commitment has an important role in success and failure of organizations, and consequently, its decreasement can has negative effects on personnel's performances and continuing their job within organizations , and given that organizations silence is a relatively new issue in the domain of management and organizations , because of which there are a few studies have been conducted on that, the relationship among variables of this study in the form of conceptual model (figure 1) have been accumulated regarding Deniz 's, (2013) model relations. Regarding above mentioned model, the main hypothesis of the study is: "organizations silence can influence on personnel's emotional commitment."

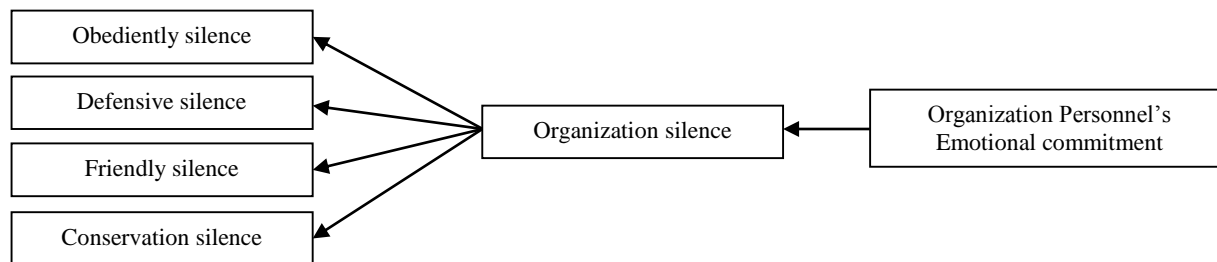


Figure1. a conceptual model of the study

Research hypotheses

- h1: the rate of defensive silence of Ardabil Tamin Ejtemaee hospital personnel can influence on their emotional commitment.
- H2: the rate of obediently silence of Ardabil Tamin Ejtemaee hospital personnel can influence on their emotional commitment
- H3: the rete of conservative silence of Ardabil Tamin Ejtemaee hospital personnel can influence on their emotional commitment
- H4: the rate of friendly silence of Ardabil Tamin Ejtemaee hospital personnel can influence on their emotional commitment.

MATERIALS AND METHODS

Considering the goal of study, it is a functional study and its method of data gathering is measurement. Sample population of the study was total personnel of Ardabil Tamin Ejtemaee hospital in 2014, Among which 250 questionnaires were distributed, randomly the author of the study have employed three questionnaires including vendain 's (2003) questionnaire, Brins fields'(2009) organizations commitment questionnaire and miere and alem's (1996) organizations commitment questionnaire - emotional commitment dimension –; and research variables have been measured through Likert five – points spectrum. In order determine formal and content admissibility of questionnaires, some experienced professors studied and confirmed them also, split half method was used for confirming durability and Spirman – brown correlation coefficient of that was (92).

RESULTS AND DISCUSSION

In order find correlation matrix of main component influencing Ardabil Tamin Ejtemaee hospital personnel's emotional commitment, and to determine the relations of variables of study, we have used causative analysis.

Fitness ratio of for conducting causative analysis has been measured by K.M.O criterion an Bartlett's test. As canbe observed, the number obtained by K.M.O is (0.739); given to max. and min. of test, it has a level of "Very good". On the other hand, the measured one by bartlett's test was $p < 0.001$; thus, it can be concluded that considered data are suitable for performing causative analysis, so, obtained results are generalizable.

Table 1. K.M.O and Bartlett's test

K.M.O and Bartlett's test	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy	0.759
Bartlett's Test	558.443
Degree of Freedom	6
Meaningful level	0.001

As can be observed from table (2), the rate of variables commitments were higher than 60% which indicated the ability of determined factor for presenting variance of variables. Among rates of commitments, however, there were some differences; so that, commitment of friendly and obediently silences were (0.793) and (0.759), respectively. Also, in terms special rate of variable friendly silence it present a variance of 72.95 percent, lonely.

Table 2. commitment rates, agent, special rate and accumulative percentage

variable	Accumulative percentage	Special rate	agent	Communality
Friendly silence	72.95	72.95	1	0.793
Defensive silence	86.48	13.52	1	0.759
Conservation silence	95.35	8.87	1	0.640
Obediently silence	1000	4.64	1	0.727

Table of component matrix show the rates of variables within agents. According to this table, variable friendly silence with a rate of (0.890) have the most considerable causative volume on Tamin Ejtamaee hospital personnel's emotional commitment.

Table 3. component matrix

Components	Rate of variable within agents
Friendly silence	0.890
Defensive silence	0.971
Conservation silence	0.800
Obediently silence	0.853

CONCLUSION

Generally, organization silence is an insufficient process, most aspects of which have negative effects. Undoubtedly, its mis-effects on personnel emotional commitment is evident. Obtained results of present study along with Deniz's recent study demonstrate the effects of organization silence on personnel's emotional commitment. Generally, more than 60% of Ardabil Tamin Ejtamaee hospital personnel's emotional commitment is influenced by organization silence. Respecting to the results of this study and other investigations, we have provide some alternatives for decreasing amount of organization silence, taking these ways into consideration, may decrease organization silence and increase personnel's organization commitment.

- 1- To pay attention to the affective role of organization silence on the decline of personnel's emotional commitment.
- 2- To decrease organization decisions and giving freedom and authority to the personnel.
- 3- To conduct training sessions and to explain the importance of providing views and attitudes about problems of organization by personnel and to emphasize on the individual roles of personnel for achieving goals of organization.
- 4- To settle open tribunes for providing ideas, freely and taking the system of rewarding from senior managers for affective and useful ideas by personnel.
- 5- To design protection programs for supporting personnel's useful ideas, and forming some teams and groups self-efficiency and organization commitment.

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