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Factors Affecting The Organizational Silence of Academics Employed at The Universities in Pakistan

Pakistan'daki Üniversitelerde Çalışan Akademisyenlerin Örgütsel Sessizliğini Etkileyen Faktörler

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ABSTRACT

This study aims to reveal various factors affecting the organizational silence of academics employed at the universities in Pakistan. The teaching staff of the universities in Pakistan is among the most experienced and intellectual individuals and represents the elite sections of the society and the nation. For this reason, their opinions are considered to be very important for the generations of posterity. The teaching staff at the universities is also composed of planners, analysts, supervisors, and evaluators. The survey was conducted on 410 teaching staff such as lecturers, assistant professors, associate professors, and professors of various universities from six different provinces: public, private, and army. The data were analyzed through the Statistical Package for Social Scienses (SPSS) program. Organizations generally hire employees who have some experience, ideas, knowledge in order to develop their organizations. In summary, it can be said that there are generally two options for the staff working in any organization when perceiving wrongdoing in their workplace. They must either decide to speak up or continue to be silent While trying to find out factors affecting organizational silence, the observers believe that fear is one of the main factors in staff decisions to be silent about the issues and concerns in organizations. To overcome organizational silence, polyphony is accepted as one of the ways to solve the existing problem.

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ÖZ

Bu araştırmanın amacı, Pakistan'daki üniversitelerde görev yapan akademisyenlerin örgütsel sessizliğini etkileyen farklı faktörleri ortaya çıkarmaktır. Pakistan'daki üniversitelerin öğretim üyeleri, toplumun ve milletin seçkin kesimlerini temsil etmenin yanı sıra en deneyimli ve entelektüel kişiler arasındadır. Bu nedenle onların görüşleri gelecek nesiller için çok önemli kabul edilmektedir. Üniversitelerdeki öğretim üyeleri aynı zamanda planlamacılardan, analistlerden, denetçilerden ve değerlendiricilerden oluşmaktadır. Çalışma altı eyaletten çeşitli kamu, özel ve askeri üniversitelerde çalışan Okutman, Yardımcı Doçent, Doçent ve Profesör 410 öğretim elemanı üzerinde gerçekleştirilmiştir. Veriler Sosyal Bilimler için İstatistik Paketi (SPSS) paket programıyla analiz edildi. Organizasyonlar, genellikle kendilerini geliştirmek amacıyla bazı deneyimlere, fikirlere ve bilgiye sahip olan elemanları işe alırlar. Özetle, herhangi bir kuruluşta çalışanlar işyerinde yanlış bir şey algıladıklarında kendileri için genel olarak iki seçenek olduğu söylenebilir; ya çekinmeden konuşmalılar ya da sessiz olmaya devam etmelidirler. Araştırmacılar, örgütsel sessizliği etkileyen faktörleri bulmaya çalışırken, örgütlerdeki sorunlar ve endişelerle ilgili personelin sessiz kalmasına karar vermelerinde korkunun ana etkenlerden biri olduğuna inanmaktalar. Örgütsel sessizliği yenmek için çokseslilik, mevcut sorunu çözmenin yollarından biri olarak kabul edilir.

1. Introduction

Human resources are the most important sources of wealth to countries. Among them, academics occupy the most critical position as they are the people who generate information and use technology for the universities where they work and enable the development and growth of nations as being locomotives for development. Academics need to produce information in the field of politics and

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management within governments, as well as producing information and technology for the universities where they work.

Manpower is one of the most critical variables of work-life in organizations since organizations' success often depends on the changing conditions of the world today. Growing worldwide competition among the organizations is proliferating nowadays. The importance of human resources and information sharing is increasing in organizations. Organizations need to utilize human resources. Human power, such as the employees' knowledge, information, and skills, is needed to survive. However, many employees prefer remaining silent. They do not desire to share what they know. The number of professionals who desire to keep silent is not at the preferred level. Companies need to be more at peace with their employees to be successful in their conscious and unconscious act as catalysts to remain silent (Korkmaz, 2018; Soycan, 2010). This empirical study targets to measure factors affecting organizational silence. Hence, the purpose of this research paper is to find out to what extent the teaching staffs of universities in sub-continent Pakistan speak up, are concerned about their organizational issues, or withhold their opinions. The universities' professors are the most intellectual people to generate, produce, share ideas, and lead societies. Not only societies are affected, but also organizations.

Organizational silence is commonly seen in organizations. In contrast, there are not enough empirical studies related to this issue, especially regarding teaching staff at universities worldwide. Hence, this paper investigates the dimensions of organizational silence factors as they are perceived by teaching staff of universities and exploring the effects of these dimensions (Vakola & Bouradas, 2005) on educational organizations.

In today's changing conditions, human power is one of the most critical variables of working life in organizations since the success of organizations generally depends on human resources (Soycan, 2010). For this reason, the positions of the employees were examined from a different perspective. One of them was employees' speaking up behavior. It was not accepted as the organizational silence until the influential work of some writers such as Morrison and Milliken. For instance, Morrison and Milliken (2000), termed "Organizational Silence" or "climate of silence" to describe the collective-level phenomenon of employees keeping information, opinions, or concerns regarding work-related problems or issues. According to them, organizational silence is the result of essential beliefs propounded by directors, executives, such as directors, executive's fear of negative feedback, and a set of implicit beliefs cherished by directors, senior managers, which lead to the configuration of the organizations (Rodriguez, 2004). Some top managers fear receiving negative feedback from the subordinate. They try to force them to feel compelled to remain silent, to create a climate of silence (Sayğan, 2011). With silence, employees of organizations can suppress interest related to difficult organizational issues. Hence, it can be said that silence in organizations should be considered meaningful beyond simply the absence of speaking-up (Brinsfield, 2009; McGowan, 2002; Pinder & Harlos, 2001).

Decision making and changes in organizations are affected significantly by those directorial beliefs and organizational structures, which generate a climate of organizational silence. This situation does not lead to the quality of decision making, as it is challenging to express multiple points of view because employees hesitate to develop ideas. It blocks feedback. Hence, there is no ability either to detect or correct mistakes within an organization. Blocking feedback may lead to the poor performance of the organization. Through organizational silence, there cannot be proper, relevant knowledge transfer, development sessions, improvement of employees' abilities, and critical positive changes (Alparslan, 2012; Rodriguez, 2004). Other negative effects of organizational silence affecting the organization are that there may be no critical self-examination of ideas or course of action, stress and anxiety, and feeling of no control (Morrison & Milliken, 2004). However, according to Erdoğdu (2018), organizational performance can either increase or decrease with organizational silence behavior. He points out that organizational silence is an operational process of indicating a disagreeable state of affairs in the organization.

Effectiveness in an educational organization, as effectiveness is the degree-effort of the manager or the organization to achieve the goals previously determined; the success of the stakeholders in the management of the parameters that show the effectiveness of education and their approach to the goals is the measure of effectiveness (Akbaba, 2018). Organizational silence negatively affects organizations' development and success by decreasing the effectiveness of stakeholders in achieving better goals.

Changes in decision making and organizations are significantly affected by these executive beliefs and the organizational climate that creates an organizational silence environment. This situation does not allow it to decide on the quality of decision-making. There cannot be multiple perspectives, alternatives, high strategy formation, and innovation because employees hesitate to come up with ideas. It prevents feedback, so it is not capable of detecting or correcting errors within the organization. Blocking feedback can result in poor performance of the organization. There can be no appropriate, relevant information transfer, development sessions, employees' skills, and critical positive changes (Alparslan, 2012; Rodriguez, 2004). Other adverse effects of organizational silence on the organization are that the course of ideas or action, stress and anxiety, feeling uncontrolled cannot be critical review or control (Morrison & Milliken, 2004).

The definition of organizational silence and employee silence differ from person to person. However, still, it would be better to define the differences between organizational silence and employee silence. While organizational silence is seen as an event predominantly at the organizational level, the focus of employee silence is predominantly at the level of individual analysis (DeShon, Kozlowski, Schmidt, Milner & Wiechmann, 2004; Pinder & Harlos, 2001). However, since both terms are used interchangeably in advanced analysis, employees' silence can turn into phenomena at the team and organizational level (Çetinkaya & Karayel (2019). Employee silence can be defined as the intentional not speaking up of questions, ideas, concerns,

information, or opinions concerning problems and issues regarding their work and organization. As mentioned earlier, organizational silence can be accepted, although conceptually similar to employee silence, a collective level phenomenon of employees of an organization keeping information with themselves not sharing with others, especially with directors, managers, or CEOs (Brinsfield, 2009). According to Aboramadan, Turkmenoglu, Dahleez, and Çiçek, (2020), employee silence can be defined as a behavior where an employee purposefully and deliberately does not disclose important and vital information and does not share important information with authorized persons and the organization where he/she works. One of the main reasons employees keep silent is because they often think that sharing information will not change their work environment.

It is said that employees can be a more significant resource or element of transition in organizations, innovation and creativity, learning process, and other aspects that can have a critical effect on overall organizations' success. However, in some organizations, workers do not get the chance to participate through their suggestions and "say" in the decisions made by higher authorities/executives or managers. There is the possibility that they could be afraid to contribute to the organizations with their expertise. On the other hand, successful and well-performing organizations should have employees with knowledge, skills, and knowledge and share not only for this but also for organizational success and development, leading to organizational success. (Nikmaram, Yamchi, Shojaii, Zahrani, & Alvani, 2012).

Aboramadan, Turkmenoglu, Dahleez, and Cicek (2020), also pointed out that in some sectors, such as education and health, employees' silence may adversely affect their work. If employees do not remain silent, they can find solutions to negative problems in the business and share them with other colleagues. This situation can help to stop the wrong sequence in the organization. Therefore, it is beneficial for authorized and influential people to create an atmosphere where employees can express their thoughts comfortably. Otherwise, silent employees cannot improve themselves. They can lose their motivation, and they cannot be satisfied with their works, then they can experience work-related stress. Since this prevailing situation has negative effects on the employees' attitudes and behaviors, its spillover effect can also be on overall organizational performance negatively.

Nikmaram et al. (2012) indicate that there are two different kinds of researchers related to the descriptions of organizational silence; 1) who accepted silence as loyalty, not to voice ideas, and concerns, 2) who accept organizational silence as opposite to anticipated outputs, such as job satisfaction of employees and organizational commitments. Employees' intention to quit and the organization's overall contribution to the organization are evaluated throughout their organizational commitments (Nafei, 2016; Shirbagi, 2007). According to Slade (2008), it is a collective phenomenon while the organization's employees keep their thoughts and concerns related to possible organizational issues.

The employees' detailed information of the organization can help generate both individual and organizational outcomes, such as improved depression, condensed performance, and satisfaction (Brinsfield, 2009). However, with silencing, it can be said that problems and concerns are made invisible in the organization (McGowan, 2002). It is crucial to find out how members of organizations, members of education care organizations in particular. Do they collectively do what they did not do as individuals? It is also essential to know whether they demonstrate their abilities to convey their concerns and beliefs honestly and faithfully. It can be easily seen how collective reality can be misperceived while open and truthful communication is impaired or silence is interpreted as harmony. As a result of this, companies can take action or fail to take action in paradox to what may be planned (Henriksen & Dayton, 2006). Silence has a strategic role as a form of communication to affect others (Nafei, 2016). In some cultures, silence is an indicator of showing respect or disrespect towards an individual (Brinsfield, 2009).

Regarding the problem statement, Pakistan is believed to have many educational problems. It is believed that one of these problems is organizational silence. Organizational silence has a significant impact on the ability to improve educational institutions. Although organizational silence is widespread in educational institutions, it cannot be said that there is sufficient empirical study in this regard, especially concerning education and training staff at universities all over the world (Alqarni, 2020).

With this study, different variables were examined to evaluate factors affecting the organizational silence of academics working at the universities in Pakistan. With the solution of organizational silence at universities in Pakistan, it can be facilitated to achieve the desired results in education. It can be said that there is a significant difference in development among states and provinces. This situation also affects the quality of education at universities in Pakistan. Finally, as in underdeveloped/developing countries, organizational silence is one of the most critical factors affecting education's successful results at Pakistani universities.

The senior management generally believes that the employees take care of themselves and are unreliable. They also generally believe that they always know the most about business issues that employees do not know. They do not give this group the right to speak knowingly and sometimes unknowingly.

This scientific research aims to reveal and analyze factors affecting the organizational silence of academics working at universities in Pakistan. In addition to this main purpose, answers to the following sub-objectives were sought;

1. Are you satisfied with the current job?
2. Are you afraid of receiving negative feedback or information from the subordinate?
3. Do you have any fear of isolation?
4. How do you see the management and organization factors?
5. How do you see the work-related factors?

6. Do you have a fear of damaging the relations arising from the management attitude in your organization?
7. How does organizational loyalty affect you?

This study's importance is that the desired improvement in the overall quality of education in developing countries cannot be achieved at different educational levels. When the main reason for this is investigated, it is understood that it is caused by the country's low performance of human resources. However, educators, who are valuable members of the educational community, are human resources, which are vital for all individuals' growth from the first years to the end of their lives.

2. Literature Review

Even though there is not enough amount of research on silence in the management literature, employees silence in organizations is quite common and should not be ignored (Brinsfield, 2009; Dyne, Ang, & Botero, 2003; Pinder & Harlos, 2001)

Organizational silence is a theoretically negative and dangerous obstacle for effective learning, changes, and organizations' performance because it blocks negative feedback and information. Organizational silence can be referred to as the collective-level phenomenon of doing or (Nafei, 2016) saying very little in response to (Kasemsap, 2017) substantial, vital problems or issues happening in an organization or industry because of undesirable reactions (Morrison & Milliken, 2004). Employee silence can refer to the thoughtful and sensible veil of secrecy of theoretically quite important information for an organization (Takhsha, Barahimi, Adelpanah, & Salehzadeh, 2020). Hence, executives' fear of receiving negative feedback is accepted as one of the most critical conditions that help to have a climate of organizational silence (Slade, 2008).

One of the paramount factors of getting high corporate performance is employees' involvement in the planning and implementation of actions to achieve both organizational goals and objectives. For this reason, organizations need to create an environment where employees can express their knowledge, experience, and ideas much better and even share their knowledge more actively. Those employees can contribute to organizational development. Employees who remain silent due to some cultural, biological, and social factors can interfere with the expression of thoughts and opinions that contribute to the organization's growth (De los Santos, Rosales, Falguera, Firmo, Tsaras, & Labrague, 2020). Generally, employees do not dare to talk the truth about critical situations, events, or issues in their organizations as they may not be understood correctly by higher authorities and managers. They also have faith, ideas, and belief in that mentioning; speaking up about their organizations' issues is useless because it will not make any difference. They prefer remaining silent because they receive negative responses from their directors and superiors, especially if it is something unfavorable concerning them. The other factor is that the top management mostly knows the most about the importance of organization. Being silent is not a matter of personal issues, an individual behavior. It can be seen in the whole organization. It is a general attitude of employees working in an organization. Employees do not feel self-confident, fear not receiving positive feedback from their managers, and desiring to protect their status in their work lives they do not want to take any action as they have a strong belief that there will be no possibility to change, to promote desired organizational climate, circumstances though this state of affairs can affect the performance of employees negatively and suffering them by learning further related to organizations (Bildik, 2009; Bowen & Blackmon, 2003; Morrison & Milliken, 2004; Pinder & Harlos, 2001). As stated above, the ideas, information, and opinions that the employees do not share with their managers intentionally or unintentionally for some reason can sometimes be vital for their organizations (Tangirala & Ramanujam, 2008).

Employees can fail or develop an organizational performance with organizational silence as it is an interactive choice. Although there is the difficulty, such as its emotionally complex expression, silence can be a pressure mechanism for organizations and employees by conveying support and allocation or disrepute and resistance (Bagheri, Zarei, & Aeen, 2012). There are many organizations where people prefer staying silent. It is common, especially when it is unfavorable concerning the CEOs (Dyne et al., 2003).

There is extreme competition among national, international, and multinational organizations worldwide; hence, companies hire employees to profit from them through their responsibilities, high competence, skills, etc. Although these organizations expect their staff to take their responsibilities, they do not support the employees' knowledge and relationships. Moreover, it is believed that it happens because of not having the trust and organizational silence (Panahi, Veiseh, Divkhar, & Kamari, 2012). Employees prefer keeping silent because they adjust to variations rather than speaking up to mention their beliefs related to possible opportunities and concerns that can impact organizational performance (Slade, 2008).

Researchers have different definitions of organizational silence: According to Pinder and Harlos (2001), it is the absence of voice. Dyne, Ang, and Botero (2003) believe organizational silence is a multi-dimensional construct such as acquiescent silence, defensive silence, and prosaically silence. Organizational silence refers to the collective behavior of employees of organizations. In some organizations, most employees remain silent (Liu, Wu, & Ma, 2009) because most of the employees believe that their ideas may not be supported by their colleagues (Bayramoğlu & Çetinkanat, 2020).

Organizational silence is defined as a collective-level phenomenon of saying or doing very little (Takhsha, Barahimi, Adelpanah, & Salehzadeh, 2020) in reaction to substantial issues that face a company. Silence means not speaking, not writing, not being present, and not being heard and being ignored, becoming quiet, restricted, destructed, downgraded (Henriksen & Dayton, 2006; Nikmaram et al., 2012; Vakola & Boudaras, 2005). Many factors affect organizational silence. The factors such as individual factors, social factors, and organizational factors affect, oblige to form and sustain organizational silence. Individual factors refer to the obtainability of experiential, selfish prejudice, as well as the status quo trap. In contrast, social factors refer to conformism, dispersal of accountability, and micro-climates of suspicion. Finally, organizational factors refer to undisputed beliefs, good provider illusions, and

neglect of interdependence. The worth of silence brings a substantial toll. It can occur inside or outside of the organization (Henriksen & Dayton, 2006).

Organizational silence is a collective-level phenomenon containing powerful forces that cause extensive withholding of information by employees concerning possible problems and issues (Çetinkaya & Karayel, 2019; Morrison & Milliken, 2000). It means that organizational silence is a term instead of voice and occurs when employees cannot develop; bestow generously to the organization they work for (Brinsfield, 2009). Organizational silence is the feeling of employees who do not share those feelings, ideas, and information about organizations' enhancement (Kahveci, 2010).

Employee silence can be defined as withholding sincere manifestation about interaction, concealing and withholding information, reasoning, a collective phenomenon, and affecting appraisals of organizational circumstances to individuals who seem equipped altering the circumstances (Dyne et al., 2003).

2.1. Factors affecting Organizational Silence

Organizational silence is generally perceived as a component acting either "for" or "against" in organizations (Donaghey, Cullinane, Dundon, & Wilkinson, 2011). There are various factors influencing employee commitment that has been defined in various ways, such as commitment to the manager, occupation, profession, or career. It can be said that organizational commitment emphasizes employees' commitment to the organization (Brown, 2003; Meyer & Allen, 1997; Yousef, 2003).

Several previous researchers interpreted and made evident the silence as loyalty, and according to them, nothing was wrong. They believed that a climate of silence could not work in contradiction to an organization's preferred outcomes. It cannot be said that researchers today share the same ideas regarding a climate of silence. They believe that a climate of silence can contradict the preferred outcomes of the organization (Bagheri et al., 2012; Ivkovic & Shelley, 2010; Nikmaram et al., 2012). Silence is common among the shield officers from bureaucratic organizations such as military and quasi-military organizations (Ivkovic & Shelley, 2010; Nikmaram et al., 2012). Concerning the research objective of explaining organizational silence, the researcher hypothesizes that:

H1. *Organizational silence is related to organizational loyalty.*

Several scholars indicate that there are many reasons for organizational silence (Ivkovic & Shelley, 2010). Many employees know the truth about assured matters and complications facing the company but unfortunately dare not express the crux of the matter to their directors. One of the main reasons is that many employees can feel that speaking up can have negative consequences for their position in the organization. The issues that can be understood not correctly by their directors, executives, and top management can be seen as threats. The other reason can be an organizational structure. This phenomenon defers from the "organizational silence." It is a treacherous weakness to organizational learning and change as well. It can prevent a pluralistic company's growth as multiple viewpoints cannot be spoken up and discussed easily (Donaghey et al., 2009; Sayğan, 2011). According to Soycan (2010), the factors that cause organizational silence are various managerial and organizational problems, lack of experience, fear of isolation, fear of damaging relationships, and emotional commitment to supervisor and colleagues. As the research objective has been put forth related to the premises as mentioned earlier of organizational silence, the researcher hypothesizes that:

H2. *Organizational silence is related to feeling that speaking up can have negative consequences for their position in the organization; the issues can be misunderstood by their directors.*

H3. *Organizational silence is related to lack of experience, fear of isolation, fear of damaging relationships.*

Employees of organizations often have personality characteristics. They have some thoughts, information, and opinions for positive, productive ways to improve working conditions in organizations. They are familiar with the problems of organizations. While employees have some ideas, information, plans, aims, and goals relate to the organizations they work with, they sometimes hesitate to express or share what they know. They keep remaining silent. There are many other reasons why they cannot share with others or not willing to express their opinions with their directors because of decision-making procedures, the ineffectiveness of directors, low organizational performance, and organizational inefficiencies. Hence, they do not dare to speak up about those issues (Bagheri et al., 2012; Slade, 2008). Although they do not dare to speak up about such problems or facts in their organizations to their managers or feel bound to remain silent, they keep still chatting about these issues with each other when they are alone. Organizational silence is not considered as an individual behavior as it spreads throughout the organization. Moreover, sometimes the organization's new members can be affected by it since organizational silence is a general attitude. They prefer remaining silent in order not to be suffered (Sayğan, 2011).

It is beneficial to find out the variables that may lead to organizational silence. This is an issue that affects many organizations to some degree: fearing of top managers negative feedback or information from top superiors, especially when coming from below as opposed to above, a mistaken belief that employees care less related to the organization than management does, the beliefs that it is only the management that is familiar and knows almost everything about issues of organizational importance but that employees are only "self-interested," have been together for a long time as top management, being many levels in the organizational hierarchy and high-power distance (Donaghey et al., 2009; Morrison & Milliken, 2004).

The idea that the staff does not have power over the matters and their behavior can increase the partnership's difficulties and negative attitudes because of not having relevant experience in perceiving main issues. It is also believed that a direct relationship between organizational silence and

organizational decision makings is apparent. On the other hand, that is the organizational silence, which commonly makes the organizational decision–making effectiveness. There are organizational silence effects on the firm's progress as it avoids the negative responses with the impact of which the firm is not able to examine and accurate the faults (Panahi et al., 2012).

Group culture and behaviors are valuable, as one of the other factors that cause staff to remain silent is that people have similar or the same lifestyles. On the other hand, the factors such as the personnel, demographic characteristics, such as gender, age, ethnicity, and race of the manager may affect the dispread of concepts associated with the organizational silence as this difference among staffs and managers have impacts on attitudes of managers toward the staffs' ideas. There are vertical differentiation effects in organization hierarchy on silence (Morrison & Milliken, 2004; Panahi et al., 2012). There is a similar influence of social factors on a group's behavior; hence conformity, diffusion of responsibility, and microclimates of distrust have also influenced organizational silence (Henriksen & Dayton, 2006). The other factor is that the employees are frequently unwilling to share information that could be interpreted as negative or intimidating to the people who are their seniors in a company hierarchy. Employees working in an organization often have concerns related to the organization's activities. However, unfortunately, they are scared to communicate to the people who are above them, such as their bosses and directors, about these concerns. They believe that their managers can react negatively as it can cost them up to the point that they may not be allowed to work in the organization any more (Milliken, Morrison, & Hewlin, 2003). Hence, it can be said that fear has a critical role in staffs' decisions to be silent related to the issues and concerns in organizations (Greenberg & Edwards, 2009). As far as it concerns the research objective in the explanation of organizational silence, the researcher hypothesizes that:

H4. *Organizational silence is related to the personnel, demographic characteristics.*

It is also believed that employees are sometimes silent because of not having comfortable handover information related to current problems in an organization (Milliken et al. 2003). Many employees remain silent because they do not want to lose their status and salaries. Hence, they keep carrying on working in their organizations. Most of the employees believe that it is not possible to change the organizational circumstances and environments as they may desire, wish, and reject to take any action towards an organization. The old employees most often encourage the new staff, help them lose their self-possessed, and have no future steps. Such new staffs also agree on undesirable organizational conditions and are normalizing. These undesired organizational circumstances will affect the productivity, motivation, and willingness of good intended employees to achieve organizational goals, targets, and aims in the organization. This problem is an obstacle to organizational development as it negatively affects employees, as there is no suitable environment for the organization to work deeply (Sayğan, 2011). So an employee can sometimes remain silent in his or her organization to protect confidential information (Dyne et al., 2003).

Hence, employees can take positions as formalities. By the time they may become fragile in an organization. They pretend to fulfill their duties, not lose their positions and salaries, rather than do their duties on an authentic level. They do not feel close to the organization, so they do not deal with the organization's issues. This insensitivity affects the performance of employees. The success or failure of an organization depends on the performance of the employees. Unfortunately, it is difficult to say that the climate of silence allows employees to strain the organization emotionally. However, to create an emotional and strong commitment, employees' psychological needs such as feeling comfortable, knowledgeable, and competent must be met (Sayğan, 2011). According to Meyer & Allen (1991), affective commitment means an employee's emotional ties to the company. Otherwise, it is difficult to go on with the company.

Although employee silence diffuses in organizations a lot, it can be said that the concept is intangible, and academic research on employee silence is comparatively sparse. There are some common reasons why there is little consideration given to silence in earlier researches; 1) many understand silence as the absence of speech, 2) difficulties in studying employee silence (Dyne et al., 2003).

As mentioned earlier, the employees cannot decide whether they should remain silent or not (Donaghey et al., 2011). Employees do not want to express their thoughts and do not speak up the reality because of fear of negative effects and because of opinions that their ideas are not appreciated (Dyne et al., 2003). Generally, the directors do not accept their weakness to be mentioned by their subordinates; hence, they tend to avoid any information that may suggest their weakness (Bagheri et al, 2012). It can also be said that management accepts the employees, who do not accept the climate of silence, as problem makers and creators. These employees suffer when not remaining silent. However, the turnover rate of silent individuals is less than the talking ones. As stated earlier, employees keep remaining silent to keep their status in their work lives (Sayğan, 2011). While these employees try to keep their status in the organizations, they can suffer by missing some potential contributions, innovations, solutions, and creativity because of some voices remaining silent. People should be allowed to speak up. Otherwise, their voice can diminish over time and may sooner or later go underground (Rodriguez, 2004). Therefore, it has been proposed that:

H5. *Organizational silence is related to fear of negative effects (Morrison and Milliken, 2000).*

H6. *Teaching staffs keep remaining silent in order to hold onto their status in their organizations.*

On the other hand, scholars believe that it is not possible to continue social relationships without duplicity and conventional concealing or withholding of thoughts and feelings. Silence can exist in different ways; active, conscious, intentional, and purposeful. This is a successful indicator of silence since it can highlight the complex and multidimensional nature of silence. Silence can be strategic and proactive – conscious and purposeful, and intentional – such as when staff intends to protect confidential

information from others by withholding it and proactively conceal comments about proprietary corporation information (Dyne et al., 2003; Pinder & Harlos, 2001).

Individual differences, self-esteem, need for success, need for power, nesting, or communication, for example, understanding the nature, content, or value of the information to be transmitted, are among the factors that affect silence. In addition to previous interactions with the observer (Dyne et al., 2003; Mirzapour & Baoosh, 2018) and variables such as organizational level and environment, high vertical differentiation may affect silence (Bagheri et al., 2012).

According to Nikmaram et al. (2012), the reasons for organizational silence are the following:

- Organizational silence
- Directors from economic or financial backgrounds
- The management team is uniform in backgrounds
- Administrators value hierarchies and compliance
- High level of difference (e.g., gender, age) between management and employees
- Management emphasis on control and efficiency
- The organization operates a low community environment
- The organization is in a stable industrial sector
- Senior managers hired from outside the organization
- The organization relies heavily on contracted workforce
- Organizational structure has centralized decision making
- The organizational structure is less likely to have formal feedback mechanisms
- Management reacts negatively to feedback and is less likely to request
- Able to establish direct relationships with middle and lower-level employees

According to Slade (2008), two pivotal factors are causing organizational silence; (1) negative feedback of fear of management and (2) perceptions of the employee of the implicit beliefs management relate to employees. Research organizations often show that criticism and opposition opinions are intolerant. Donaghey, Cullinane, Dundon, and Wilkinson (2011) state that hierarchical structure and organizational characteristics are essential for remaining silent.

According to Morrison and Milliken (2000) and Bildik (2009), employees in most organizations are prevented from speaking and talking about technical and political issues. It is believed that there are no administrative privileges in some organizations and public policy. Many researchers also believe that despite having many specific issues and problems in the workforce's organizations obviously, and even though most of them are known by employees of the organization, they still do not inform their superiors and executives. In one survey conducted on 260 employees working in 22 different organizations in the U.S., it has been found out that 70% of the employees could not dare to speak up openly about work-related problems. Respondents believe that talking about the issues does not make any difference and are afraid of getting a negative response from their managers. The main reason is that they believe that they can be given punishment by the administration as well. Therefore, they do not trust their administrators. Based on the above literature, this research posits that:

H7. *One of the basic factors why teaching staff keep remaining silent is that they believe that the administration may give punishment.*

It is believed that even though employees trust themselves, still talking openly and participate in discussions on issues about the organization can be risky for them (Premeaux & Bedeian, 2003). Unfortunately, organizational silence is seen as a dangerous obstacle for organizational change and development (Morrison & Milliken, 2000). Nowadays, there are constant changes, increasing customer expectations, growing competition worldwide, and employees of organizations are not only taking the initiative to emphasize quality, clear speech but also desire to take responsibility for increasing steadily. Nevertheless, the factors such as fearing of isolation, inability to upgrade, promotion, and fear of being seen as problem creators do not let them proclaim their ideas openly. This situation sure affects and keeps employees silent frequently due to fear of isolation in the work environment. It is because of hesitating to take positive steps in their organizations. It is not advised to do so in order to survive in global villages. They should be encouraged to share their experiences and ideas with high authorities. Until and unless they do not share with directors whatever they know, they may not be effective and not solve the organizations' issues. This is one of the main obstacles in an organization's development and progress (Bildik, 2009; Brinsfield, 2009; Morrison & Milliken, 2000; Premeaux & Bedeian, 2003; Quinn & Spreitzer, 1997; Vakola & Bouradas, 2005). Based on the above literature, this research posits that:

H8. Organizational silence is related to fearing of isolation, promotion, and the fear of being a problem creator.

As human beings are social creatures, they need to have close relationships with their partners. To remain silent about the cause of people's concerns may lead them to be isolated from others. However, psychologically, this situation is not accepted by many employees. They do not feel and want to share information to be interpreted as negatively against them. This share is interpreted as unfavorable or a threat to the organization's hierarchy (Bildik, 2009; Morrison & Milliken, 2000).

Employees can learn to remain silent through trial, bad experiences, observations, and colleagues' speeches (Soycan, 2010). Many employees prefer keeping silent owing to variables such as a past trial, work experience, and good or bad experiences with their colleagues working at the same time. They believe that they should remain silent in their speech and observations not to be suffered (Bildik, 2009; Meyer & Allen, 1991). As mentioned earlier, they do not want to take themselves into risky environments. They want to go on with their work without facing problems. The reason is that their perceptions of the potential negative risks of speaking up strongly influence employees. They are also hesitating to speak up as they do not know what will happen if they do. Employees get benefits from contextual information obtained and from both past experiences and present observations (Slade, 2008).

According to Slade (2008), there are five expected negative outcomes of employees that can reflect the feeling of fear as having an essential role in the decision of an individual to stay or express silence:

1. *Having the fear of being labeled or viewed negatively,*
2. *Having the fear of broken and damaged relationships,*
3. *Having the fear of retaliation or penalty,*
4. *Having the fear of a negative influence on others, and finally*
5. *Having the strong belief that speaking up cannot make a difference in an organization.*

It is apparent that employees who work in organizations are generally potential organizational changes and may often be reluctant to talk. The employees are afraid to talk about their partners and friends in negative situations as they believe the relationship between both sides can be affected and suffered. They have very strong beliefs that it will make no difference in the speech anyway. On the contrary, they believe that they may face obstacles, lose their jobs promotion (Bildik, 2009; Kahveci, 2010; Soycan, 2010).

Those employees working in organizations do not make decisions about managers of businesses or organizations that they should remain silent about their decision at a time, or are not obligated to do so. There are a variety of reasons for pushing them to do so in organizations. On the other hand, it can be said that both national and cultural norms that contribute to organizational silence appear to be another one of the main reasons. It is also believed that people living in countries with high power distance express their anger less, not sufficiently, concealing and not showing, pointing out directly their negative feelings of frustration about their directors. There is, quietly, high pressure in a culture where talking against the managers is accepted as ingratitude towards the place where they are earning money (Bildik, 2009).

Another factor such as propelling employees is the silence climate. Employees working in organizations believe that talking about the issues, concerns, and ideas of organizations is not only in vain but also dangerous. This situation explains how silence climate occurs and develops in organizations.

It can also help create a common sense of how to understand organizational policies and structures, patterns, demographics, belief structures, communication processes of the senior management team, and how these factors are frustrated by lower-level employees and fear of speaking out. Hence, thinking of their speeches can be dangerous for them; they prefer to be silent as it may put them in guarantee and reliability (Bildik, 2009; Morrison & Milliken, 2000).

Those are the managers who cause the development of silence. The number of employees who cannot trust their managers in organizations is not small. They generally prefer to comment negatively on their subordinates' attitudes, behaviors, ambiguous objectives, and goals or organizations' inefficiencies. This condition creates organizational silence. The employees believe that managers may punish them either directly or indirectly for enlightening faults or inquiring about their course of actions (Nikmaram et al., 2012; Vakola & Bouradas, 2005). Especially in administrative groups, the average working time is longer within the common cultural and individual power distance, dominating the economic and financial background. This creates a difference between senior managers and lower-level employees. Personality characteristics such as gender, generation, ethnicity origin, and age have effects on being silent in organizations. The more gaps between senior management and employees, the more silence is common (Bildik, 2009; Morrison & Milliken, 2000; Nartgün & Kartal, 2013).

Employees sometimes consciously and deliberately show a variety of ways of behaviors of remaining silent in their organizations. It can be said that it sometimes happens by spoken words, while given some tasks, accepting without objection, and problems they try to show to other people working in the same organization (Bildik, 2009). Aboramadan et al. (2020), stated that some leadership styles also lead to low service performance, low levels of participation, behavior, and job satisfaction. One of these styles of leadership is narcissistic leadership. They have negative effects on employees' residency. The issue is that such leaders do not welcome criticism and do not accept to be criticized. Moreover, there is no efficiency, high performance, motivation, and job satisfaction where there is no criticism. Narcissistic leaders are often unhappy with criticism and frequently remain to be arrogant. Unfortunately, they do not empathize, either. Narcissistic leaders do not want to share the knowledge they have. They usually hide or keep the information they have. Therefore, such leaders do not hesitate to slander other people's opinions, even if they are positive. As a result, they often misuse their powers, not for good. Therefore, it is believed that such leaders prevent employees from easily sharing their thoughts, ideas, knowledge, and experience. They can even prevent staff from doing their duty properly.

Hence, it can be said that employees' silence is closely related to various failures in most organizations. Moreover, the effects of silence have been found to go beyond limiting the flow of information to directly impacting employees themselves and their ability to provide services (Aboramadan et al., 2020). In silence, the employees' dominant feelings are fear, anger, despair, cynicism, and possibly depression. For them, the key point is tenacity. Unfortunately, in contrast, the obedient employees are, without consciously aware of their situations, more or less reluctantly silent (Bildik, 2009).

It can be said that one of the other factors is the "deaf ears syndrome." This phenomenon serves as a norm of an organization that disheartens employees' open and direct expression of their dissatisfaction. Based on the literature review, Peirce and colleagues identified three themes associated with this: (1) insufficient policies of an organization, (2) managerial rationalizations, and (3) organizational characteristics. So Deaf Ear Syndrome can be defined as organizational inertia (Brinsfield, 2009).

Some employees remain silent to save self-protection, self-withdrawal and state other behaviors in the form of orientation. This mutual distrust within the organization harms the workplace the most. When employees sometimes prefer not to speak of ideas as they see them the work-related risk issues, this situation can delay the analytical solution of the problems hindering mention alternatives. It

can also cause lead to the loos of new opportunities as well (Bildik, 2009).

Generally, managers fear receiving negative feedback from subordinates. It is one of the most important factors that trigger a climate of silence in an organization. Managers do not accept threats, awkwardness, and feelings of weakness or ineffectiveness, incompetence (Bagheri et al., 2012).

Feeling emotionally closer to the company individually and being involved in the company and their goals that affect loyalty can exist as individual commitment, which is crucial for organizations to be effective and productive. Only with this way it is possible to facilitate and integrate the employees emotionally into the company. The organization can achieve its success through the employees' performance. Hence, organizations should not let the employees feel dissatisfied with their jobs; otherwise, they may merely do the least quantity required. No organization can desire this situation for their goals. In order to have higher performance, organizations should facilitate employees to bond their organizations emotionally. How can they do it successfully? Organizations can provide better working environments for their employees to help them be satisfied, motivated, and encouraged to do their works and jobs. The companies provided conditions should not create a climate of silence in the company, making employees feel helpless and insufficient. Otherwise, they can suspend working as a formality as they have to work in organizations. The employees can miss their enthusiasm, effectiveness, willingness, and self-confidence to alter unexpected, undesired problems. This will affect their beliefs related to organizational objectives. Generally, the employees are unwilling to mention the problems regarding organizations as generally not interpreted correctly by directors. They consider them as threats, and that is why managers do not accept to take action. There cannot be competing with these conditions because there are no comfortable feelings about the organizations (Jaros, 2007; Okpara, 2004; Sayğan, 2011; Tumwesigye, 2010).

Competition among institutions has increased due to rapid developments in technology and globalization that have transcended the countries' borders in recent years. Organizations can turn this competition in their favor to make sure that employees in organizations feel comfortable related to sharing and sayings their thoughts, experiences, and knowledge. It is essential to have an environment where they can easily express themselves and make original ideas and creative suggestions. Otherwise, organizational silence may happen in the organization, which hinders and prevents organizational development, productivity, achievement, integration, and profitability (Çimen, & Karadağ, 2019). It also has a destructively emotional impact on affective commitment. So, it can be said that the greater the organizational silence, the lower the organizational commitment of the employees (Demirtaş, 2018). As mentioned before, human resources play a key role in achieving effectiveness, improvement, and efficiency of organizations to reach their goals and avoid failure. Organizational silence affects these positive variables in organizations (Bordbar, Shad, Rahimi and Rostami, 2019).

According to Meyer, Stanley, Herscovitch, and Topolnytsky (2002), the negative impact of work stressors on employee health and well-being can be buffered by affective commitment. It can be said that there are three different types of organizational commitment, affective, continuance, and normative commitment, which are different components of commitment. Although they have a high correlation, the affective and normative commitment shows quietly dissimilar correlations with other variables such as outcomes of commitment (Allen & Meyer 1990; Meyer & Allen, 1997; Porter, Steers, Mowday, and Boulian, 1974).

One way to avoid organizational silence and ignorance is that the leaders and directors of organizations need to change their minds about what creates a good staff member. Conventionally, managers have envied the employees who take the initiative, pride, and roll with the punches and do not complain, and try to stay in their place. There is a need for providers to help to learn in the organization. It is determined that timing of managers is crucial to value providers who ask annoying, impressive, or embarrassing questions without seeing them as problem makers or infiltrations (Edmondson, 2004; Tucker & Edmondson, 2003; Wears, 2004). It would be beneficial to give the values of the executives who present evidence contrary to the view that everything is all right, create the cognitive discrepancy that causes change, and deviate from the usual roles to help solve the problem. Above all, it is time for managers and leaders to value these same qualities among themselves (Broeng, 2018; Henriksen & Dayton, 2006).

2.2. Effects of Silence on Organization and Employees Performance

There are various negative effects of employee silence on organizations such as dissatisfaction, undesired behaviors, monetary losses to the organization, suffering communication, killing and impeding innovation, perpetuating poorly planned projects, defective products, and changing and weakening work attitudes and low morale. It shows how vital employee silence is for an organization. For example, an organization can suffer a lot by not having appropriate communication. Hence organizational silence is challenging in the organizational setting (Bagheri et al., 2012; Doo & Kim, 2020; Panahi et al., 2012).

Similarly, there are various negative effects of employee silence on the employees themselves, such as developing depression, health problems, decreasing personal well-being of employees, escalating stress, feeling guilty, having psychological problems, and changing the possibility of changes in the organization. There will not be strong relationships between individuals and an organization because of the lack of trust. There are some effects of trust on job satisfaction, employees' work behaviors, and attitudes. That is why it can be said that employee silence affects not only the organization but the employees as well (Bagheri et al., 2012; Nikolaou, Vakola, & Bourantas, 2011).

Consequently, the researcher suggested the following hypotheses regarding the research target for explaining organizational silence;

H9. *Job satisfaction affects organizational silence.*

H10. *Lack of experience affects organizational silence.*

According to Donaghey et al. (2009) and some other writers, the destructive effects of organizational silence on the organization can be as follow:

❖ **Destructive effects of organizational silence on innovation**

Innovation in an organization can happen when employees feel free to generate new proposal viewpoints or concepts, innovative perspectives, and ideas as silence kill innovation in organizations. For instance, without them, there cannot be critical self-analysis. It creates having unwell planned projects (Beheshtifar, Borhani, & Moghadam, 2012; Donaghey et al., 2009). Alqarni, (2020), indicates that innovation cannot happen unless staff can freely express their concerns, feelings, and especially opinions. Hence qualified academics can only contribute to the educational institution by sharing their experience and knowledge on problematic issues in a safe and encouraging environment.

❖ **Destructive effects of organizational silence on organizational learning**

It is believed that there can be critical ideas, feedback of information, or a course of action with dissenting perspectives. With organizational silence, they cannot happen. It spreads through the company as if everything is working correctly. Miscalculations may expand from time to time. This false consensus pervades the top executives of the organization's views, which deal with silence as both consensus and success. Hence, they may not filter out negative information (Donaghey et al., 2009; Harvey et al., 2007).

❖ **Destructive effects of organizational silence on the employee**

There are various destructive effects of organizational silence on the employees. The well-known one is stress and anxiety. It can lead to stress and anxiety because of an inconsistency between facts or sentiments, belief, and behavior, faith. For example, a waitress who knows that his customers are not satisfied with the food but is afraid of unexpected consequences can be stressed out by pretending to be okay when he knows it absolutely and therefore does not raise the issue to the authority. Organizational silence can negatively affect an organization's employees by reducing motivation, causing psychological withdrawal and turnover by the feeling of no control, a theoretically treacherous weakness to changes and development in an organization. Organizational silence is a threat, a considerable obstacle in front of those possible improvements (Beheshtifar et al., 2012; Donaghey et al., 2009; Slade, 2008; Warren, 2003;).

Different types of silence exist in organizations (Greenberg & Edwards, 2009), such as Acquiescent Silence, Defensive Silence, ProSocial Silence, Quiescence silence (Dyne et al., 2003). Each of them encompasses dissimilar reactions (Greenberg & Edwards, 2009).

Acquiescent Silence

Acquiescent Silence is defined as concealing relevant ideas, information, or ideas based on resignation. Staffs disengage and are not likely to contribute opinions or suggestions proactively as soon as employees believe they do not make a difference (Dyne et al., 2003; Greenberg & Edwards, 2009; Vakola & Bouradas, 2005). They also believe that activities will not be fulfilled; hence, they do not report and say anything related to the organization's issues and activities (McGowan, 2002).

Defensive Silence

Defensive Silence is defined as concealing relevant opinions, information, or ideas as a form of self-protection (Erkutlu & Chafra, 2019) based on fear, cynicism, and hopelessness. Employees need to have Defensive Silence when they need to protect themselves from, primarily, external threats as Defensive Silence is intentional and proactive behavior. It is believed that Acquiescent Silence and Defensive Silence are not only more proactive, involving awareness and consideration of alternatives, but are more conscious decision to withhold ideas, information, and opinions (Dyne et al., 2003; Greenberg & Edwards, 2009; Morrison & Milliken, 2000).

ProSocial Silence

ProSocial Silence is defined as concealing work-related ideas, information, or opinions with the aim of benefiting other people or the organization – based on altruism or cooperative motives. Since ProSocial Silence is purposeful and proactive behavior, it focuses primarily on others (Dyne et al., 2003).

Passive Silence (Quiescent Silence)

Passive Silence, although the individuals working in the enterprises have some knowledge about the problems and solutions in the organization and are aware of the alternatives available, they do not share the information they have due to the concern of their superiors or other employees because the results of their conversations will not be met well, and mostly because they do not want to hurt themselves and need to protect themselves, hence stay silent (Çavuşoğlu & Köse, 2019; Pinder & Harlos, 2001).

Pakistan has many problems in the field of education. However, it is also known that the government makes innovations and efforts that are not sufficient to develop the slope. Pakistan, like many countries in the field of education, has problems. Organizational silence is a very effective factor in developing educational institutions. Organizational silence is common in organizations; therefore, this article poses the problem of this research by examining the dimensions of organizational silence factors perceived by the teaching staff of universities and the effects of these dimensions on educational institutions.

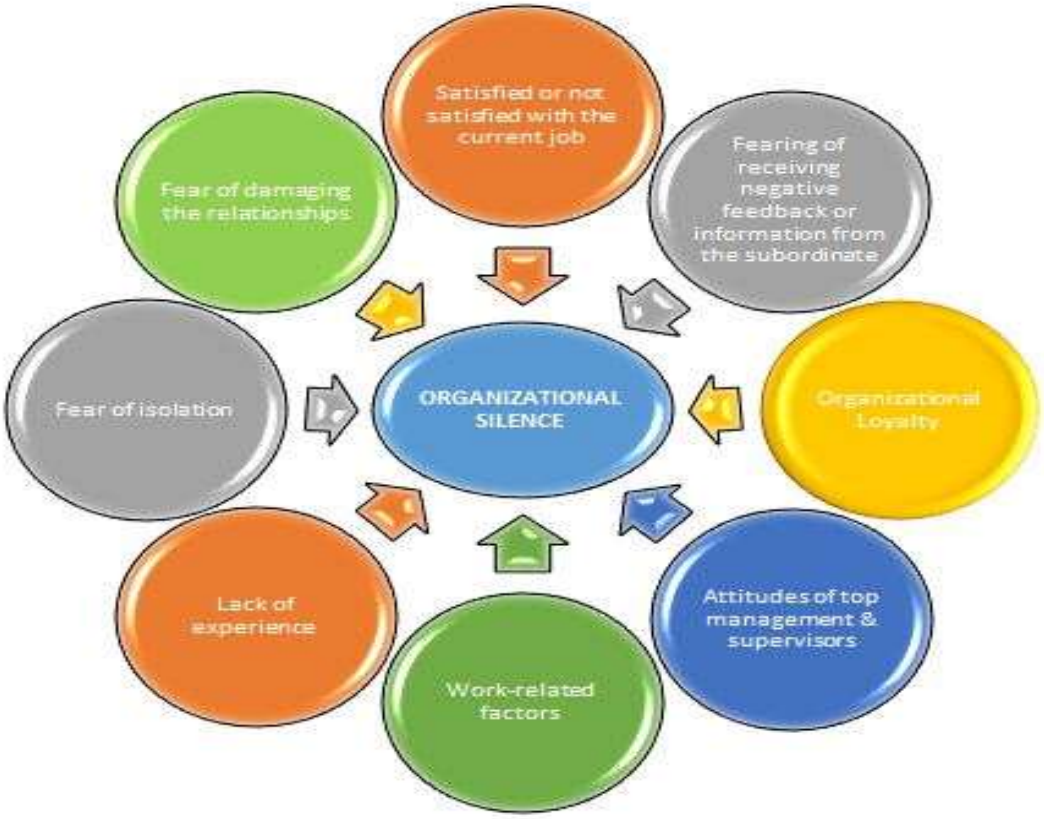


Figure 1: Theoretical framework related to factors affecting organizational silence

3. Methodology

3.1. Research Model

This research, which was conducted for "the factors affecting the organizational silence of academics working at the universities in Pakistan", was conducted in a descriptive and relational screening model since it examined the existing situation. Relational screening model is a research model that helps to determine the presence or degree of co-variation among multiple variables (Büyüköztürk, Demirel, Karadeniz, Akgün, & Kılıç, 2016).

3.2. The Population and Sample of the Research

The study population was 30460, the acceptable error was 5%, and the suggested sample size was 532 (98%). The questionnaires were delivered to 500 people, 410 completed the questionnaires successfully.

3.3. Collecting and Analysis of the Research Data

This study, which was carried out to affect the organizational silence of academics working in universities in Pakistan, was applied to academic staff working in state, private, and military universities in six states in Pakistan.

The method of this research was aimed to be completed in three stages. In the first stage, a relatively detailed literature review was conducted on "the factors affecting organizational silence at universities in Pakistan," in which a holistic approach was applied. Moreover, the researcher wanted to find out to what extent the teaching staff remains silent in Pakistan's universities. In the second stage, written questionnaires were prepared and handed out via e-mail and personal relationships to reach the participants. 410 of the 500 surveys sent were received completely. This produced a response rate of 82%. Therefore, the rate of respondents is reasonably high. The sample's responses were screened, analyzed through the Statistical Package for Social Sciences (SPSS), and summarized for collective data presentation. The last stage of this study was a detailed presentation of all the findings and conclusions drawn from the first stage of the data study and compared with the existing knowledge for an explanation (Nas, 2011).

The researcher used a standard questionnaire to collect data. Dyne, Ang, and Botero, (2003), Vakola and Bouradas (2003) scales were used to examine organizational silence variables. In the survey, the population consists of higher education staff only in six different provinces of universities in Pakistan using the random sampling method. Based on the framework, 68 questions were prepared.

3.4. Measures

In a sample of 410 teaching staff of various universities from six different states of Pakistan, eight IDVs are constructed and measured to examine their effects on organizational silence. Measures were constructed with

items drawn from the theoretical framework related to organizational silence (Dyne, Ang, & Botero, 2003; Morrison & Milliken, 2000; Reinardy, 2009; Vakola & Bouradas, 2003). Respondents could answer a 5-point scale ranging from strongly disagree [1] to strongly agree [5].

Satisfied or not satisfied with the current job: This has 4 items. Questions included are "All in all, I am satisfied with my job; In general, I do not like my job; In general, I like working here; I feel free to express my thoughts in my organization". Respondents could give their answers on a 5-point scale ranging from strongly disagree [1] to strongly agree [5].

Fearing of receiving negative feedback or information from the subordinate: This has 7 items. Questions included are "I do not speak up recommendations because I fear of top management and my friends; I ignore some of the facts and remain silent in order to protect myself; I am afraid I'd see retaliation when I speak up, that is why, I prefer to remain silent; I prefer to remain silent because of bad experiences in the past; I do not dare to talk the truth about the critical situations, events or issues; High authorities may not understand me correctly; I do not trust the administrators." Respondents could give their answers on a 5-point scale ranging from strongly disagree [1] to strongly agree [5].

Organizational Loyalty: This has 4 items. Questions include like "The individuals who report problems are not welcomed in organizations; If I have a disagreement about the existing rules and practices in the workplace; Top management may perceive it as disloyalty against remaining silent to my organization from harm." Respondents could give their answers on a 5-point scale ranging from strongly disagree [1] to strongly agree [5].

Attitudes of top management & supervisors: This has 12 items. Questions included are "As I am thinking of being excluded from the business environment if I prefer to remain silent; I think managers would not listen to my ideas if I prefer to remain silent; There is a culture in my business place that does not support to speak up clearly; Clearly speaking up does not provide any benefit; I frequently remain silent at work because I believe talking to other people is just a waste of time; I do not propose on the changes and improvements in the organization; Due to negative experiences I have had with speaking up; I was instructed not to speak up; Management is not open to other's views, opinions, or ideas; To gain a personal advantage; I am intimidated by management; Due to bad management practices, I keep silent." Respondents could give their answers on a 5-point scale ranging from strongly disagree [1] to strongly agree [5].

Work-related factors: This has 8 items. Questions included are "Organizational rigid hierarchical structure prevents me from expressing my ideas openly; Clearly speaking individuals are exposed to injustice or ill-treatment; Talking about business-related topics openly may lose my job; When I report issues or problems my task or position may be changed; I do not care what happens; I do not want others to think negatively about me; I do not think it is worth the effort to speak up; I do not think it will do any good to speak up." Respondents could answer a 5-point scale ranging from strongly disagree [1] to strongly agree [5].

Lack of experience: This has 2 items. Questions included are "I am unsure what to say; I frequently remain silent at work because I do not want to appear incompetent". Respondents could answer a 5-point scale ranging from strongly disagree [1] to strongly agree [5].

Fear of isolation: This has 5 items. Questions included are "When I think I will suffer and damage, I keep solution suggestions to myself; I do not want to be seen as a source of problems, I prefer to remain silent; I prefer to remain silent to avoid conflict; In order to protect my image and reputation, I prefer to remain silent; To protect my co-works, I prefer to remain silent". Respondents could give their answers on a 5-point scale ranging from strongly disagree [1] to strongly agree [5].

Fear of damaging the relationships: This has 10 items. Questions included are "If I mention problems in the workplace, top management can react negatively against me; I am afraid to express myself in a group; I frequently remain silent at work because I do not think my friends are honest with me; I do not have the authority to correct the situation; To protect my relationship with another individual; To avoid experiencing negative emotions; I frequently remain silent at work to avoid embarrassing myself; I expect someone else to speak up; To purposefully harm the organization; To purposefully harm another individual." Respondents could give their answers on a 5-point scale ranging from strongly disagree [1] to strongly agree [5].

The demographic information included: "field, age, gender, marital status, and qualification".

4. Analysis

Inferences are drawn from the questionnaires with the help of statistical analysis. To get information, factor analysis, regression analysis, and correlation analysis were carried out. The investigator received more responses than expected.

4.1. Validity Analysis

The validity analysis used in the study was tested by making explanatory factor analysis separately for each factor. Explanatory factor analysis was done employing SPSS Version 22. Before conducting explanatory factor analysis, analyses were made regarding the suitability of each scale's questions to factor analysis individually and in groups. The suitability of the management innovation item group to factor analysis was checked with KMO and Barlett tests. For the item group to be suitable for factor analysis, the Barlett P value must be less than 0.05, and the KMO value must be greater than 0.50. An explanatory factor analysis of each scale is given in Table 1 below. When Table 1 is examined, it is determined that each scale consists of one dimension, and the scale items are also collected in the relevant sub-dimensions. It is observed that factor load values in all dimensions are greater than 0.4, KMO value is greater than 0.50, Barlett p values are less than 0.05, and eigenvalues are greater than 1. In the job satisfaction dimension, the lowest factor load is 0.512, and the highest factor load is 0.759. In the negative feedback dimension, the lowest factor load is 0.605, while the highest factor load is 0.680. The lowest factor load in the organizational loyalty feedback dimension is 0.64, while the highest factor load is

0.750. While the lowest factor load is 0.573 in the managerial and organizational factors feedback dimension, the highest factor load is 0.711. Work-related factors, the lowest factor load are 0.418, while the highest factor load is 0.725. In the lack of experience, the dimension of receiving feedback turned out to be the same as the lowest factor load 0.887 and the highest factor load 0.887. In fear of isolation, the lowest factor load is 0.536, while the highest factor load is 0.737. The fear of harming relationships is the lowest factor load in the dimension of receiving feedback is 0.446, while the highest factor load is 0.712.

Table 1: Explanatory Factor Analysis Results

Dimensions	**Factors**							
	1*	**2***	**3***	**4***	**5***	**6***	**7***	**8***
SAT1	0,701							
SAT2	0.699							
SAT3	0,759							
SAT6	0.512							
FRNF4		0,663						
FRNF5		0,665						
FRNF8		0,605						
FRNF9		0,680						
FRNF50		0,618						
FRNF51		0,639						
FRNF52		0,659						
ORL22			0,648					
ORL23			0,667					
ORL33			0,751					
ORL34			0,675					
MOF14				0,573				
MOF15				0,647				
MOF16				0,711				
MOF17				0,591				
MOF26				0,574				
MOF27				0,621				
MOF29				0,693				
MOF30				0,668				
MOF44				0,656				
MOF45				0,701				
MOF46				0,671				
MOF47				0,635				
WRF18					0,677			
WRF19					0,725			
WRF20					0,722			
WRF21					0,670			
WRF39					0,578			
WRF40					0,685			
WRF48					0,491			
WRF49					0,418			
LOE37						0,886		
LOE38						0,886		
FOI7							0,536	
FOI10							0,645	
FOI11							0,722	
FOI12							0,732	
FOI13							0,737	
FDR24								0,634
FDR25								0,651
FDR28								0,628
FDR31								0,712
FDR32								0,618
FDR35								0,446
FDR36								0,495
FDR41								0,653
FDR42								0,678
FDR43								0,641
	KMO=0.67 The explained variance = %45.44 Barlett p = 0.000 Eigenvalues = 1.82	KMO=0.762 The explained variance = %41.927 Barlett p = 0.000 Eigenvalues = 2.94	KMO=0.747 The explained variance = %46.08 Barlett p = 0.000 Eigenvalues =2.304	KMO=0.908 The explained variance = %41.827 Barlett p = 0.000 Eigenvalues = 5.019	KMO=0.823 The explained variance = %39.666 Barlett p = 0.000 Eigenvalues = 3.173	KMO=0.838 The explained variance = %38.517 Barlett p = 0.000 Eigenvalues = 3.852	KMO=0.564 The explained variance = %47.085 Barlett p = 0.000 Eigenvalues = 1.883	KMO=0.51 The explained variance = %78.471 Barlett p = 0.000 Eigenvalues = 1.569

Note: * 1. *Satisfied or not satisfied with current job*
2. *Fearing of receiving negative feedback or information from the subordinate*
3. Organizational Loyalty
4. *Attitudes of top management & supervisors*
5. *Work-related factors*
6. *Lack of experience*
7. *Fear of isolation*
8. *Fear of damaging the relationships*

4.2. Reliability Analysis

The reliability analysis of the scale used in each dimension was analyzed using Cronbach's alpha test. The results of the reliability analysis of each scale in terms of dimensions are shown in Table 2. According to the values given in Table 2, it is seen that the reliability coefficient of the scale used in each dimension is quite high above 0.7, except for the job satisfaction dimension. Since the reliability of the job satisfaction scale was low, this dimension was removed from future analysis.

Table 2: Reliability Analysis Results

Dimensions	Cronbach's alpha value (coefficient of reliability)
Satisfied or not satisfied with current job	-0.081*
Fearing of receiving negative feedback or information from the subordinate	0.768
Organizational Loyalty	0.625
Attitudes of top management & supervisors	0.872
Work-related factors	0.770
Lack of experience	0.726
Fear of isolation	0.704
Fear of damaging the relationships	0.818

*(Note: * This dimension was excluded from the analysis.)*

In general, determining the factors affecting the organizational silence of education worldwide and the factors affecting the organizational silence of academics in Pakistan and revealing the results and findings reveal the importance of this study.

5. Findings and Interpretation

5.1. Correlation Matrix

Findings show that auditors 'attitudes towards silence, senior management attitudes towards silence, and communication facilities' are related and predict employees' silence behavior. These three dimensions are also associated with organizational commitment and job satisfaction (Vakola & Bouradas, 2005).

In this part of the research, deductions were made with the help of statistical analyses. Correlation analysis was performed to obtain information. The researcher got more answers than expected. It was revealed that the vast majority of employees remained silent on essential matters, knowingly and willingly.

Correlation analysis is conducted to determine the direction and degree of the relationship between the research factors. The descriptive statistics related to the factors are given in Table 3 below. According to **Table 3**, it can be observed that there is a positive and quite moderately significant relationship between fear of receiving negative feedback, fear of isolation, managerial and organizational factors, work-related factors, fear of harming relationships, organizational, loyalty, lack of experience, and organizational silence. When the scores given by the participants to the research variables are examined; it is seen that the participants gave the lowest score to the factors related to work (Avg. = 2.286), and the highest score to the fear of isolation (Avg. = 2.955) and organizational loyalty (Avg. = 2.960). The average score given by the participants to organizational silence is 2.711. This value shows that the participants exhibited an organizational silence at a moderate level. The participants gave a moderate score to other factors.

Table 3: Correlation Matrix and Descriptive Statistics

Factors	1	2	3	4	5	6	7	8
Negative feedback (1)	-							
Fear of Isolation (2)	0.583**	-						
Administrative and organizational factors (3)	0,674**	0.574**	-					
Work-related factors (4)	0.652**	0.530**	0.820**	-				
Fear of damaging relationships (5)	0.603**	0.538**	0.796**	0.746**	-			
Organizational loyalty (6)	0.484**	0.487**	0.594**	0.618**	0.607**	-		
Lack of experience (7)	0.392**	0.338**	0.540**	0.490**	0.643**	0.358**	-	
Organizational silence (8)	0.778**	0.715**	0.885**	0.862**	0.884**	0.742**	0.704**	-
Average	2.594	2.955	2.629	2.286	2.648	2.960	2.504	2.711
St. deviation	0.761	0.773	0.751	0.724	0.717	0.823	1.021	0.628

*Note: ** p = 0.01 significant, bidirectional, N = 410*

5.2. Hypothesis Tests

Regression analysis was conducted to reveal the effect of negative feedback, fear of isolation, managerial and organizational factors, work-related factors, fear of harming relationships, organizational loyalty, and lack of experience on organizational silence. It is seen that the regression model I have created has a linear regression model. F = 522.474 and therefore the P value was found 0.000. According to the result of Kolmogorov-Smirnov test statistic, it was seen that the distribution of error terms was suitable for normal distribution (p = 0.112). The result of the regression analysis is given in **Table 4** below. When Table 4 is evaluated; Fear of receiving negative feedback (β = 0.178), Fear of isolation (β = 0.188), Managerial and organizational factors (β = 0.231), Work-related factors (β = 0.191), Organizational loyalty (β = 0.004), Lack of experience (β = 0.278) and fear of harming relationships (β = 0.884) seem to have a positive effect on organizational silence (p = 0.000). In other words, the increase in these dimensions increases organizational silence. In this case, H1, H2, H3, H4, H5, H6, and H7 hypotheses were supported. The effects of area, age, gender, marital status, and title variables on organizational silence were investigated. As seen in Table 4, a significant effect of organizational silence's mentioned variables could not be determined.

Table 4: Hypothesis Tests

Factors	B	Standard error	β	t	p
Constant	0,021	0,015	-	1,351	0,177
Fear of getting negative feedback	0,147	0,005	0,178	28,731	0,000
Fear of isolation	0,153	0,004	0,188	34,530	0,000
Managerial and organizational factors	0,193	0,007	0,231	28,280	0,000
Work-related factors	0,166	0,007	0,191	24,426	0,000
Organizational loyalty	0,161	0,004	0,004	38,005	0,000
Lack of experience	0,171	0,003	0,278	55,654	0,000
Fear of harming relationships	0,774	0,020	0,884	38,162	0,000
Area	0,001	0,001	0,005	1,094	0,275
Age	0,004	0,002	0,007	1,518	0,130
Gender	0,005	0,005	0,005	1,029	0,304
Marital status	-0,009	0,004	-0,011	-2,432	0,015
Title	-0,002	0,003	-0,003	-,598	0,550

$R=0.997$, $R^2=0.993$, $F_{(11,398)}=522.474$

6. Conclusion and Discussion

Factors affecting the organizational silence include: satisfaction, fearing of receiving negative feedback or information from the subordinate, fear of isolation, managerial and organizational factors, work-related factors, fear of harming relationships, organizational loyalty, and lack of experience.

As a result of the research, it is observed that there is a positive and moderately significant relationship between the fear of receiving negative feedback, fear of isolation, managerial and organizational factors, work-related factors, fear of harming relationships, organizational loyalty, lack of experience and organizational silence. When the scores given by the participants to the research variables in the analysis of the data were examined; it is seen that the participants gave the lowest score to the factors related to work (Avg. = 2.286), and the highest score to the fear of isolation (Avg. = 2.955) and organizational loyalty (Avg. = 2.960). The average score given by the participants to organizational silence is 2.711. This value shows that the participants exhibited organizational silence at a moderate level. The participants gave other factors a moderate score.

In this study on organizational silence, the researcher received more answers than expected. It was revealed that the vast majority of employees remained silent due to some variables regarding the critical situation, issues, events, and even their thoughts and ideas. The reasons why employees do not speak purposefully are quite different. It can be said that problems or concerns, along with being silenced or silent, may be invisible in the organization (McGowan, 2002). The results of this study are in parallel with our results mentioned above.

Some of the results of previous studies on this subject also support this study's results. Namely, some of the previous researchers considered silence as loyalty (Bagheri et al., 2012; Ivkovic & Shelley, 2010; Nikmaram et al., 2012). In different studies that have been done before, silence is very common among bureaucratic organizations such as military and semi-military organizations, while it is not common in our study (Ivkovic & Shelley, 2010; Nikmaram et al., 2012). Although this is not the main reason, group culture and behaviors cause employees to remain silent because people have similar or the same lifestyles.

On the other hand, demographic features such as staff, gender, age, ethnicity, and factors such as the manager's race may affect the distribution of concepts related to organizational silence, as this difference between staff and managers affects attitudes. On the other hand, vertical differentiation in the organizational hierarchy also has effects on silence (Morrison & Milliken, 2004; Panahi et al., 2012). However, in this study, it has been revealed that demographic features do not have much effect on organizational silence.

The negative feedback of management fear, which is an essential factor that causes organizational silence, suggested by Slade (2008), supports the results of the data we obtained in this study. On the other hand, Premeaux and Bedeian (2003) believe that the employees continue to speak openly and participate in the discussions about the organization,

although they are confident, which is similar to this study data analysis.

It is needed to comprehend the nature of organizational silence. Morrison & Milliken (2000) and Dan; Jun, & Jiu-cheng (2009) point out that organizational silence facilitates and influences learning and development by preventing negative feedback on the information. This demonstrates that existing practices do not work. In particular, senior management does not know the lack of important information and can interpret silence as consensus and success. Senior managers' fear of receiving negative feedback ignores the message, rejects it wrongly, and attacks the resource's credibility when negative feedback comes from below rather than from above, is less accurate and legitimate, and one's strength and reliability.

Top management believes employees are often self-interested and untrustworthy. They have strong ideas and beliefs that top management always knows best about organizational importance issues, not employees.

Finally, it can be said that there is a positive and quite moderately significant relationship between fear of receiving negative feedback, fear of isolation, managerial and organizational factors, work-related factors, fear of harming relationships, organizational loyalty, lack of experience, and organizational silence.

7. Suggestions

Workers in organizations know the truth about some of the problems and problems organizations and they face, but they do not dare to tell the truth to their superiors. Therefore, organizational silence affects many institutions to some extent. To break down the walls of silence, organizations need to try to find and compensate for both dissenting ideas and negative information. It is useful for directors, CEOs, and employees to allow this if they want to stand out with sensitive information (Brinsfield, 2009; Dyne et al., 2003).

To break the silence and perform high in organizations, senior management should work harder to avoid the natural human disposition to avoid negative feedback, create an open and reliable climate, compensate employees who stand out with sensitive or risky information, and create formal mechanisms where employees can speak anonymously (Bagheri et al., 2012; Nikolaou, Vakola, & Bourantas, 2011).

In this study, factors affecting organizational silence were tried to be measured with eight independent variables. The study revealed that the teaching staff did not dare/speak to the manager, manager, and senior management, especially on some subjects. One of the essential variables for educators is that they believe it is unlikely to change unwanted organizational conditions. Therefore, they can refuse to take action on this issue.

In addition, employees of institutions fear isolation, etc. it is recommended not to remain silent due to some factors. On the contrary, these organizations need to help their employees talk about their ideas, thoughts, and information. They should encourage open speech because silence will harm not only organizations but also individuals.

It is necessary to grasp the nature of organizational silence. Many researchers state that organizational silence and current practices do not work. Due to the organizations' silence, especially the senior management's life in the enterprises may lack specific knowledge about the information. The most important reason is the fear of getting negative feedback from senior managers.

Top management believes that employees are often self-interested and unreliable. They believe that top management always knows best about corporate matters, not employees. This study should also be replicated in universities in Turkey to see the similarities or differences.

Although organizational silence is typical in businesses, it cannot be said that there are sufficient empirical studies on education and teaching staff at universities all over the world. Organizational silence has much impact on business development and negatively affects organizational effectiveness. Therefore, this empirical study aims to measure how crucial organizational silence is for an organization. Based on the findings of this study, there are several actual results discussed.

Employees working in organizations know the truth about certain issues and problems facing the organizations, yet they do not dare to speak up to their superiors (Nardelli & Levitt, 2004). Therefore organizational silence affects many organizations to some degree. To break the walls of silence, organizations need to seek out opposing ideas or negative information and try to compensate for them. Directors, CEOs should allow employees to stay anonymous if they can choose to come forward with sensitive information.

In order to break the silence and have high performance in the organizations, top management should work harder to counteract the natural human tendency to avoid negative feedback, to build an open and trusting climate, to compensate employees that come forward with sensitive or risky information, create formal mechanisms in which employees can speak up anonymously (Ehtiyar & Yanardağ, 2008).

It is also suggested that organizations should not let the employees be silent because of some factors such as fear, isolation, etc. On the contrary, these organizations should help their staff to be able to speak up about their ideas, opinions, information, and knowledge. They should encourage speaking plainly because silence will not only damage organizations but individuals as well.

Although organizational silence is commonly seen in organizations, it cannot be said that there are enough empirical studies related to this issue, especially correlated to teaching staffs at universities all over the world. Organizational silence has excessive effects on organizations' ability to being developed, and it affects organizational effectiveness negatively. Therefore, it can be beneficial to conduct more empirical studies.

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