ORGANIZATIONAL SILENCE, ORGANIZATIONAL TRUST AND ORGANIZATIONAL COMMITMENT

Sahar Ahmadian[1*], Saeed Astrabeh[2], Mohsen Ejrami[3]

[1,3]Department of Management, Buinzahra Branch, Islamic Azad University, Buinzahra, Iran
[2]Department of Management, Science and Research branch,
Islamic Azad University, Tehran, Iran
E-mail: [1] dr.ahmadian1@gmail.com, [2] said.varasteh@gmail.com,
[3] mohsen.ejrami@yahoo.com

Abstract

Organizational silence limits the effectiveness of organizational decisions and change processes. This is a problem that is currently plaguing organizations, and it causes most organizations to suffer from very little employee comments and opinions that can reduce the effect of organizational trust on organizational commitment. Therefore, the present research investigates the mediating role of organizational silence and its dimensions including; Deviant silence, Disengaged silence, Diffident silence, Defensive silence, Relational silence, and Ineffectual silence in the effect of organizational trust on organizational commitment. The method of collecting information was a standard questionnaire. The statistical population of the research includes 75 experts of Automotive Company in Iran. The questionnaire was distributed among 75 people and finally 70 questionnaires were returned healthy and analyzable. For the statistical analysis in the inferential statistics section of the research, all the analyses were done using the structural equation technique and the partial least squares method with the help of SMART PLS software. The results of data processing showed that relational silence, diffident silence, and deviant silence play a mediating role in the effect of organizational trust on organizational commitment. Other research results did not confirm the mediating role of defensive silence, ineffectual silence, and disengaged silence in the effect of organizational trust on organizational commitment. The results of the research can be used for automotive company's managers to identify the types of silences that exist in the organization and increase the organizational trust and commitment of company employees.

Keywords: Organizational Commitment, Organizational Silence, Organizational Trust

1. INTRODUCTION

In today's complex and ever-changing world, where intense competition exists among different societies to obtain the latest technologies, the most economic resources, and the most experienced human resources, human resources, especially creative, innovative, entrepreneurial individuals, and owners of new ideas, are considered the most valuable assets within organizations. New organizational structures have evolved, reshaping organizations and impacting their human resources through various threats, one of which is the phenomenon of "organizational silence." If employees within an organization remain silent, organizational knowledge fails to grow. When human power, as the most critical organizational asset, remains silent, management must recognize a significant danger. Organizational silence is a prevalent phenomenon in most organizations; however, extensive research on this topic has been lacking.

In many cases, the prevailing belief is that employees lack the necessary experience to understand critical issues, lack power and authority, are not effective team players, and their behavior can only lead to problems, fostering a negative perception of their participation. Ironically, managers often claim to encourage employees to speak openly

while simultaneously using official methods to stifle dissenting opinions. Today, many organizations witness employees' reluctance to voice their opinions and concerns about organizational problems. This atmosphere often leaves employees feeling that their opinions hold no value and discourages them from speaking up.

Identifying the factors influencing organizational silence can help eliminate barriers to employees expressing their opinions within organizations. Pinder & Harlos (2001) define organizational silence as the reluctance of employees to express behavioral, cognitive, and affective evaluations of organizational situations. Organizational silence, as Brinsfield (2013), encompasses six dimensions: Friendly Silence, Defensive Silence, Diffident Silence, Ineffectual Silence, Disengaged Silence, and Deviant Silence.

In relational silence, individuals choose to remain silent to preserve existing relationships (Brinsfield, 2013). Milliken et al., (2003) describe relational silence as silence resulting from the fear of damaging relationships. Defensive silence arises from employees' concerns about the consequences of expressing their opinions and ideas in the workplace (Pinder and Harless, 2001). Brinsfield (2013) suggests that diffident silence is driven by internal fears rather than external threats, causing individuals to be indecisive in their words, feeling uncertain and insecure about themselves. Ineffectual silence occurs when people believe that speaking will not bring any positive or significant change to their work environment, leading them to choose silence. Deviant silence is considered to have negative consequences.

Organizational silence hampers effective organizational decision-making and change processes, a problem currently afflicting many organizations. It results in limited employee feedback and opinions, diminishing the quality of decision-making and the scope of change initiatives. Additionally, organizational silence obstructs effective organizational change and development by suppressing negative feedback, preventing the organization from identifying and rectifying errors. Fortado notes that supervisors have turned down subordinate requests and suggestions to an art form in organizations. Such negative behaviors contribute to organizational silence, with employees failing to express their opinions because they perceive no impact from doing so (Milliken & Lam, 2009).

Researchers generally attribute organizational silence to two main sources: (1) managers' concerns and apprehensions about negative feedback, and (2) implicit beliefs often fostered by managers. Organizational structures and methods within an organization contribute to what is commonly referred to as a "Climate of Silence," where employees widely believe that discussing problems and issues is ineffectual and perilous. When such an atmosphere prevails, silence becomes the dominant response within the organization instead of open commentary. Therefore, the likelihood of such an atmosphere emerging and its strength and prevalence depend on the collective actions of employees (Fletcher & Watson, 2007).

Some managers have long operated in an environment where fear, intimidation, and silence have become the norm. They may struggle to envision an alternative way of working and behaving. This limited perspective on organizational silence further reinforces the existing dissatisfaction and strengthens the norms of silence. According to Collis, organizations capable of receiving honest feedback are deemed successful and healthy. Organizational silence, where employees refrain from commenting on organizational problems for various reasons, is viewed as a sign of organizational malaise, necessitating managers' attention to identify and eliminate its root causes. Ignoring this issue can lead to stagnation or even the demise of the organization.

Despite employee silence being a common phenomenon in organizations, understanding its necessity and the factors influencing it is crucial. This phenomenon, whether seen as a detriment or a strength, requires in-depth analysis from various angles to investigate its consequences on organizational performance. Managers, employees, students, and individuals interested in management can practically apply the research findings to take fundamental steps towards achieving organizational goals and enhancing organizational performance through effective utilization of human resources within organizations.

In recent times, there has been a growing emphasis on the significance of trust in organizational success within the field of organizational studies. Some argue that the substantial increase in research attention in this area can be attributed to the prevalent issue of trust deficits between managers and employees within organizations. Consequently, it has become imperative to identify solutions to address this concern, as neglecting it in the future could give rise to a plethora of other challenges for organizations (Möllering et al., 2004).

According to Lewicki & Wiethoff (2000), trust in the organization implies an atmosphere in which employees have confidence in the decisions and policies of senior managers, and management has confidence in the commitment, cooperation, and effort of employees. Cummings & Bromiley (1996) measured trust based on three components: reliability, honesty, and self-confidence.

Organizational trust has been presented as one of the most important forms of social capital, creating a connection and empathy between employees and executive department managers. Organizations with a high level of trust can benefit from various forms of collaborative efforts, which reduce implementation costs in processes. Conversely, organizations with low levels of trust tend to have less creativity and innovation (Ratnasingam, 2003).

On the other hand, studies show that organizational silence leads to cognitive dissonance among other variables, thereby reducing motivation, satisfaction, and commitment. When employees coordinate their activities within work groups or departments, they create greater opportunities for exchanging information and shared perceptions within these groups. Consequently, as employees work to establish structural features such as top-down decision-making and closed feedback channels, they are more likely to interpret opposing input from the organization.

In general, organizations with a strong and well-defined culture should identify and take responsibility for organizational values and goals. Organizational membership implies a connection and psychological dependence on an organization where one feels a sense of belonging, loyalty, and belief in organizational values. When employees perceive their work outcomes as fair, they are more willing to engage in social exchanges that align with the normal expectations of their role (Knights & Kennedy, 2005). Meanwhile, according to Robbins (2006), organizational commitment is a concept that indicates the extent to which a person has aligned themselves with the organization's goals, values membership in that organization, and demonstrates a willingness to make a concerted effort to achieve the organization's quantitative and qualitative objectives.

Therefore, based on the above discussions, it appears that employees' trust has led to a form of silence within the organization, which ultimately influences their organizational commitment. Given the importance and necessity of organizational silence in the context of the impact of trust on organizational commitment, this research aims to

examine the mediating role of organizational silence in the relationship between organizational trust and organizational commitment at automotive company.

2. LITERATURE REVIEW
2.1. Organizational Silence

The silence theory that introduced in 1974, is the theory that explain why some employees are silent in the organizational due to a fear of isolation (Neill, 2009). Employee silence has been explained as the deliberate concealment of information, ideas, suggestions, complaints, or problematic issues due to personal and interpersonal motivations by people in decision-making positions. In order to understand the silence behavior employees, it is very important to know what reasons are at work that they avoid. The literature suggests that these may include, for example, self-doubt, relationship orientation, negative consequences, and deviance, to name a few. All these motivations are subjective to the individual and may be based on the employee's personality, the health of the relationship with others, or the context of the organization in which the employee works. Below are the six dimensions of employee silence that have been described in the employee silence literature (Khalid and Ahmed, 2015).

2.2. Relational Silence

Brinsfield (2013) relational silence is the motivation to remain silent in the workplace stems from the fear of damaging workplace relationships if people voice their concerns or ideas. A similar concept was also stated by Milliken, Morrison and Hewlin (2003) that people keep silent to shield their relationships. Brinsfield (2013) explained that it is exclusive possible that individuals may be motivated to remain silent not because of what Dyne, Ang, and Botero (2003) suggest, but because they might be silent. Motives based on self-interest and not other orientations. Another form of support for this motivation is studied by Dyne, Ang, and Botero (2003) that stated employees behave altruistically and have an other orientation that leads to the assumption of silence behavior in the organization. In addition, social silence also includes silence in order to benefit the workplace, which is theoretically different from relational silence (Khalid and Ahmed, 2015).

2.3. Defensive Silence

Originally, Pinder and Harlos (2001) suggested that defensive silence is caused by the fear of consequences that people in the workplace experience when they express their concerns or ideas. This motivation for silence has been stated several times in silence research since its conceptualization. Additionally, Detret and Edmondson (2011) emphasized that people have long been afraid of consequences that they never challenge, and hence silence prevails. Likewise, people often do not voice their ideas or concerns for fear of retaliatory or disciplinary measures against them (Edmondson 1999; Morrison and Milliken, 2000; Dine, Ang and Botero 2003; Milliken, Morrison and Heavlin 2003, Khalid and Ahmed, 2015).

2.4. Diffident Silence

When people feel insecure and unsure about what to say, they keep quiet. Negative consequences focus on internalized fear, not fear of external harm (Brinsfield 2013). Noelle-Neumann (1974) proposed "spirals of silence," suggesting that people may refrain from raising their voices against established public opinion. Additionally, LePine and Van Dyne (1998) found a positive relationship between people's self-esteem and their vocal behavior. When reviewing the personality and voice literature, Lepin and Van Dyne (2001) reported that personalities high in neuroticism were associated with less expressive behaviors (Khalid and Ahmed, 2015).

2.5. Ineffectual Silence

This motivation for silence is based on the belief that speaking up will not make any positive difference to the idea or concern in place (Brinsfield 2013). Earlier, Morrison and Milliken (2000) used the term "climate of silence" in which they suggested that people share your beliefs about the ineffectiveness of voice in the workplace, leading to an atmosphere that discourages voice behavior. Then, Pinder and Harlos (2001) and Dyne, Ang, and Butero (2003) referred to this type of silence as "acquiescence silence," which means that people are silent because of silence. To the feeling of resignation and inefficiency in an organizational environment (Khalid and Ahmed, 2015).

2.6. Disengaged Silence

According to Kahn, disengagement from work means "separating oneself from work roles" (1990, 694). Similar concepts have been reported by various authors such as Graham and Dyne (2006), who suggest that people engage in vocal behavior when they experience the importance of their work. Additionally, O'Driscoll, Pierce, and Coghan (2006) found that employees who psychologically own their organizations are more proactive about issues and concerns. Tyler and Belder (2003) reported a positive relationship between voice and organizational identity (Khalid and Ahmed, 2015).

2.7. Deviant Silence

As Brinsfield (2013) suggested, deviant silence behavior will have negative consequences. Some evidence from the literature supports this construct to be present in organizations in its true sense. Gruys and Sackett (2003) investigating dimensions of counterproductive work behaviors and found that misuse of information is one of its distinct dimensions. Brinsfield (2013) conceptualizes this dimension of silence motivation, but he could not find sufficient evidence for this dimension (Khalid and Ahmed, 2015).

2.8. Organizational Trust

Solomon & Flores (2001) indicated that trust in an organization is a choice. They explained trust as a judgment based on evidence, but it always outweighs the evidence that logically explains it. The trustor takes this leap of faith for the sake of caring for the relationship. They also concluded that trust is a human virtue that is cultivated through speech, conduct, commitment, and action. Trust is never something that is already available, but always a matter of human effort. It can be created conscientiously, not simply taken for granted (Yeh, 2009).

2.9. Organizational Commitment

Commitment means a person's dedication to the job. It requires three conditions. First, the purpose of possession, secondly, believing in the values of the job and accepting them and finally showing the effort to survive in the job and membership with one's job (Morrow & Wirth, 1989). Accordingly, job commitment is defined as either the worker's attitude or the force that binds the worker to the job. Commitment is the manifestation of feeling emotionally or intellectually attached to some action, which may include a person's relationship with a job (Huntington, 1986). It is also defined as loyalty, identification and involvement with an appropriate object (Buchanan, 1984). In a non-profit organizational setting, such loyalty involves a sense of attachment that develops when people share common values with the job. This identification, expressed through the adoption of career goals, occurs when individuals take pride in the job, participate in its activities with intense interest, and speak positively about their association with the job (Etzioni, 1975; Porter et al., 1982; Yeh, 2009).

Therefore, due to importance of organizational silence and its effect on organizational trust and commitment, the objective of this study is; determining the mediating role of organizational silence and its components (deviant silence, disengaged silence, diffident silence, defensive silence, relational silence, and ineffectual silence) in the effect of organizational trust on organizational commitment. The main question of this research is; does the organizational silence and its components mediate the effect of organizational trust on organizational commitment? Research hypothesis are:

H1: Relational silence mediate the effect of organizational trust on organizational commitment.

H2: Defensive silence mediate the effect of organizational trust on organizational commitment.

H3: Diffident silence mediate the effect of organizational trust on organizational commitment.

H4: Ineffectual silence mediate the effect of organizational trust on organizational commitment.

H5: Disengaged silence mediate the effect of organizational trust on organizational commitment

H6: Deviant silence mediate the effect of organizational trust on organizational commitment.

THE ORGANIZATIONAL SILENCE, ORGANIZATIONAL TRUST AND ORGANIZATIONAL COMMITMENT
Sahar Ahmadian, Saeed Astrabeh, Mohsen Ejrami

OPEN ACCESS

The conceptual model of the research based on hypothesis is shown in following figure:
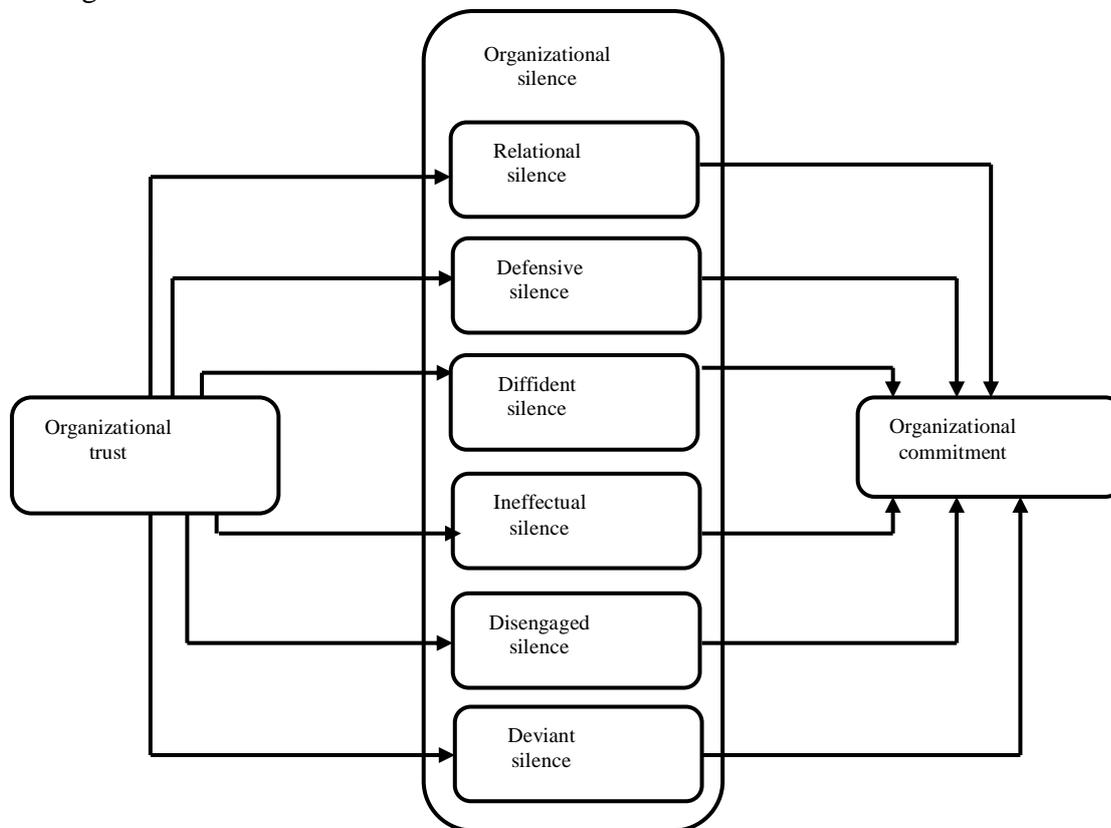

Figure 1. Conceptual model and research hypotheses

3. RESEARCH METHODS

In this research, both descriptive and inferential statistical methods were employed to analyze the data collected from the samples. To achieve this, inferential statistics were initially used to examine the measurement model and subsequently the structural model of the research. SmartPLS software was utilized for this purpose. One of the primary reasons for opting for PLS software is its superior suitability for handling small sample sizes. Another rationale is its effectiveness in dealing with abnormal data, a challenge often encountered by researchers (Hair et al., 2019). Additionally, to assess the research hypotheses, the bootstrapping test was conducted using SmartPLS software to calculate t-values.

The statistical population for this study consisted of 75 individuals from the Human Resources department of an automotive company in Iran. Given that the number of experts was known and accessible, the complete census method was employed. Consequently, 75 questionnaires were distributed among experts, and ultimately, 70 completed and valid questionnaires were collected for subsequent analysis.

The data collection instrument employed was a standardized questionnaire. The Organizational Silence questionnaire, consisting of 29 questions, was adapted from Brinssfield (2013). The Organizational Trust questionnaire, which measures reliability, honesty, and self-confidence across 12 questions, was sourced from Cummings and

Bromiley (1996). Lastly, the Organizational Commitment questionnaire, comprising 9 questions, was derived from Cook & Wall (1980). To ensure the validity and reliability of the questionnaire, both convergent and divergent validity tests were conducted using PLS software. By adhering to appropriate benchmarks, such as a Cronbach's alpha value of 0.7 (Cronbach, 1951), a composite reliability of 0.7 (Nunnally, 1978), and an Average Variance Extracted score of 0.5 (Fornell, 1981), and comparing the results with the research findings, all three criteria demonstrated that the questionnaire used in this research is reliable and exhibits suitable convergent validity.

4. RESULTS AND DISCUSSION
4.1. Research Result
3.1.1. Validity and Reliability

For the validity and reliability of the questionnaire, convergent validity and divergent validity were conducted using PLS software. Considering the appropriate value for Cronbach's alpha which is 0.7 (Cronbach, 1951), composite reliability is 0.7 (Nunnally, 1978) and 0.5 for Average Variance Extracted (Fornel & Larker, 1981) and comparing the results of the research findings, all three criteria of value have adopted a suitable method, it is possible to confirm the suitability of the reliability and convergent validity of the present research questionnaire. Table 1. Shows the results of validity and reliability of the questionnaire.

Table 1. Validity and reliability results

Variables	AVE	(CR)	Cronbach
Relational silence	0.64	0.84	0.77
Defensive silence	0.63	0.91	0.88
Diffident silence	0.65	0.90	0.86
Ineffectual silence	0.69	0.92	0.89
Disengaged silence	0.68	0.86	0.76
Deviant silence	0.60	0.88	0.83
Organizational trust	0.63	0.95	0.94
Organizational commitment	0.58	0.92	0.90

3.1.2. Hypothesis results

Table 2. Shows the summery of hypothesis results. According the results Hypothesis 2, 4, and 5 are rejected and others are not rejected.

Table 2. Summary of structural model for hypothesis testing

Hypothesis	Significant coefficient	Standard of coefficient	Result
H1: Relational silence mediate the effect of organizational trust on organizational commitment.	23.127 and 2.720	0.857 and 0.342	Not rejected
H2: Defensive silence mediate the effect of organizational trust on organizational commitment.	23.933 and 0.539	0.871 and 0.110	Rejected

H3: Diffident silence mediate the effect of organizational trust on organizational commitment.	17.822 and 2.770	0.787 and 0.250	Not rejected
H4: Ineffectual silence mediate the effect of organizational trust on organizational commitment.	35.885 and 0.249	0.867 and 0.050	Rejected
H5: Disengaged silence mediate the effect of organizational trust on organizational commitment	11.344, and 1.208	0.779 and 0.032	Rejected
H6: Deviant silence mediate the effect of organizational trust on organizational commitment.	9.666 and 2.951	0.709 and 0.224	Not rejected

According to the output of the model, the significant coefficient of the two paths between the variables of organizational trust and relational silence, as well as relational silence on organizational commitment is 23.127 and 2.720, which is more than 2.650. This article shows the significant indirect effect of organizational trust through the mediating variable of relational silence on organizational commitment at the 99% confidence level and confirms this hypothesis. In order to evaluate the intensity of the effect, the standardized coefficients of the path between the variables of organizational trust and relational silence are 0.857 and relational silence on organizational commitment is 0.342. It shows that the variable of organizational trust on organizational commitment indirectly and through the mediating variable of relational silence is (0.293 = 0.857*0.342) has an effect on the variable of organizational commitment. Therefore, the first hypothesis, and sixth hypothesis didn't rejected and 2, 3, and 4 rejected.

4.2. Research Discussion

Experts have the least relational and deviant silence in some cases, because they are worried about damaging their relational with employees and they don't want to have tension with their colleagues. They are worried that their behavior is in conflict with employees and other people, and they don't hurt the feelings of their colleagues, and they want to maintain their relationships with other employees.

The experts of Automotive Company admitted that when problems arise, they practice defensive silence because they see talking as dangerous and they feel that talking is a big risk for them and sometimes they even think that their jobs will be negatively affected. Therefore, they keep silent in order to protect themselves from possible damages and losses. In other words, they are afraid of being criticized or even losing their jobs, so they remain silent.

The experts of Automotive Company, after the defensive silence, practice Ineffectual silence regarding the issues of the organization. That is, in some cases, they think that nothing will change with their words, and no one in the organization is willing to take appropriate action when problems arise, and even they think that the management of the organization is not willing to listen to issues and no one He will not take their words seriously. Therefore, they are silent.

The results of the research showed that after defensive silence and ineffectual silence, experts engage in disengaged silence. In other words, they think that these issues do not have a special effect on them and they withdraw from these issues and do not involve themselves in such issues and problems.

Automotive Company's experts sometimes practice diffident silence when problems arise in the organization because they are afraid of appearing incompetent. They are not sure about the ruling conditions in company and the consequences of talking about the company's problems, and they are worried that their position will be jeopardized, so they remain silent. Sometimes they don't have enough self-confidence, or they are shy to speak.

Experts have the least relational and deviant silence in some cases, because they are worried about damaging their relational with employees and they don't want to have tension with their colleagues. They are worried that their behavior is in conflict with employees and other people, and they don't hurt the feelings of their colleagues, and they want to maintain their relationships with other employees.

5. CONCLUSION

The present research investigates the mediating role of organizational silence and its dimensions including; deviant silence, disengaged silence, diffident silence, defensive silence, relational silence, and ineffectual silence in the effect of organizational trust on organizational commitment. The method of collecting information was a standard questionnaire. The statistical population of the research includes 75 experts of Automotive Company in Iran. The questionnaire was distributed to them and finally data analysis had been done to 70 questionnaires that were returned healthy. For the statistical analysis in the inferential statistics section of the research, all the analyses were done using the structural equation technique and the partial least squares method with the help of SMART PLS software. The results of data processing showed that relational silence, diffident silence, and deviant silence play a mediating role in the effect of organizational trust on organizational commitment. Other research results did not confirm the mediating role of defensive silence, ineffectual silence, and disengaged silence in the effect of organizational trust on organizational commitment.

Therefore, in order to reduce organizational silences and increase organizational commitment, managers of Automotive Company can do the following in the organization: 1) Establishing a suitable reward system for creative comments and suggestions; 2) Establishment of the free tribune system without the slightest stress and worry and fear of free expression of opinions; 3) Identifying people's abilities and capabilities and using them in executive affairs and decision-making; 4) Knowing the individual and personality characteristics of people in order to delegate responsibility to them; 5) Reducing organizational concentration and delegation of authority; 6) Organizing public relations training workshops; 7) Organizing Relational skills training workshops for managers and supervisors; 8) Developing regulations to support employees' opinions and encourage employees to submit opinions;9) Strengthening the culture of the organization in order to achieve the position of learning organizations and organizational learning; 10) Establishing and controlling the human resource management improvement program for teaching decision-making skills and dealing with problems; 11) Creating job security for employees and reducing the atmosphere of fear and criticism; 12) Creating a positive and negative feedback system; 13) Establishment of employee training system to be in sync with modern technology; 14) Making decisions as a group and giving importance to working groups and committees in the organization.

The results of the research can be used for automotive company's managers to identify the types of silences that exist in the organization and increase the organizational trust and commitment of company employees. In addition, the results of the research can add to organizational silence, trust, and commitment literature.

REFERENCES

Brinsfield, C. T. (2013). Employee silence motives: Investigation of dimensionality and development of measures. *Journal of Organizational Behavior*, 34(5), 671-697.

Brinsfield, C. T., Edwards, M. S., & Greenberg, J. (2009). Voice and silence in organizations: Historical review and current conceptualizations. *Voice and silence in organizations*, *1*.

Çaylak, E., & Altuntas, S. (2017). Organizational Silence among Nurses: The Impact on Organizational Cynicism and Intention to Leave Work. *Journal of Nursing Research*, 25(2), 90-98.

Çınar, O., Karcıoğlu, F., & Alioğulları, Z. D. (2013). The relationship between organizational silence and organizational citizenship behavior: A survey study in the province of Erzurum, Turkey. *Procedia-Social and Behavioral Sciences*, 99, 314-321.

Cook, J., & Wall, T. (1980). New work attitude measures of trust, organizational commitment and personal need non-fulfilment. *Journal of Occupational and Organizational Psychology*, 53(1), 39-52.

Deniz, N., Noyan, A., & Ertosun, Ö. G. (2013). The relationship between employee silence and organizational commitment in a private healthcare company. *Procedia-Social and Behavioral Sciences*, 99, 691-700.

Detert, J. R., & Edmondson, A. C. (2011). Implicit voice theories: Taken-for-granted rules of self-censorship at work. *Academy of management journal*, *54*(3), 461-488.

Detert, J.R. and Burris, E.R. (2007) Leadership Behavior and Employee Voice: Is the Door Really Open. *Academy of Management Journal*, 4, 869-884.

Dundon, T., Wilkinson, A., Marchington, M. and Ackers, P. (2004) the Meanings and Purpose of Employee Voice. *International Journal of Human Resource Management*, 15, 1149-1170.

Dundon, T., Wilkinson, A., Marchington, M. and Ackers, P. (2004) The Meanings and Purpose of Employee Voice. *International Journal of Human Resource Management*, 15, 1149-1170.

Dyne, L. V., Ang, S., & Botero, I. C. (2003). Conceptualizing employee silence and employee voice as multidimensional constructs. *Journal of management studies*, 40(6), 1359-1392.

Edmondson, A. (1999). Psychological safety and learning behavior in work teams. *Administrative science quarterly*, *44*(2), 350-383.

Edmondson, A. C. (2003). Speaking up in the operating room: How team leaders promote learning in interdisciplinary action teams. *Journal of management studies*, *40*(6), 1419-1452.

Fard, P. G., & Karimi, F. (2015). The relationship between organizational trust and organizational silence with job satisfaction and organizational commitment of the employees of university. *International Education Studies*, 8(11), 219.

Graham, J. W., & Van Dyne, L. (2006). Gathering information and exercising influence: Two forms of civic virtue organizational citizenship behavior. *Employee Responsibilities and Rights Journal*, 18, 89-109.

Gruys, M. L., & Sackett, P. R. (2003). Investigating the dimensionality of counterproductive work behavior. *International journal of selection and assessment*, *11*(1), 30-42.

Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of management journal*, *33*(4), 692-724.

Khalid, J., & Ahmed, J. (2016). Perceived organizational politics and employee silence: supervisor trust as a moderator. *Journal of the Asia Pacific Economy*, 21(2), 174-195.

Liang, T., & Wang, Y. (2016). Organizational Silence in State-Owned Enterprises: Intermediary Role of the Perceptions of Organizational Politics. *American Journal of Industrial and Business Managemen*t, 6(05), 640.

MacKinnon, D.P., Lockwood, C.M., Hoffman, J.M. and West, S.G. (2002) Sheets V.A Comparison of Methods to Test Mediation and Other Intervening Variable Effects. *Psychological Methods*, 1, 83-104

McGowan, R. A. (2003). Organizational discourses: sounds of silence. In 3rd *International Critical Management Studies Conference LancasterUniversity* (pp. 1-7).

Milliken, F.J., Morrison, E.W. and Hewlin, P.F. (2003) An Exploratory Study of Employee Silence: Issues That Employees Don't Communicate Upward and Why. *Journal of Management Studies*, 40, 1453-1476.

Möllering, G., Bachmann, R., & Hee Lee, S. (2004). Introduction: Understanding organizational trust–foundations, constellations, and issues of operationalisation. *Journal of Managerial Psychology*, 19(6), 556-570.

Morrison, E.W. and Milliken, F.J. (2000) Organizational Silence: A Barrier to Change and Development in a Pluralistic World. *Academy of Management Review*, 25, 706-725.

Nikmaram, S., Yamchi, H. G., Shojaii, S., Zahrani, M. A., & Alvani, S. M. (2012). Study on relationship between organizational silence and commitment in Iran. *World Applied Sciences Journal*, 17(10), 1271-1277.

Noelle-Neumann, E. (1974). The spiral of silence a theory of public opinion. *Journal of communication*, *24*(2), 43-51.

O'driscoll, M. P., Pierce, J. L., & Coghlan, A. M. (2006). The psychology of ownership: Work environment structure, organizational commitment, and citizenship behaviors. *Group & Organization Management*, 31(3), 388-416.

O'driscoll, M. P., Pierce, J. L., & Coghlan, A. M. (2006). The psychology of ownership: Work environment structure, organizational commitment, and citizenship behaviors. *Group & Organization Management*, *31*(3), 388-416.

Panahi, B., Veiseh, S., Divkhar, S., & Kamari, F. (2012). An empirical analysis on influencing factors on organizational silence and its relationship with employee's organizational commitment. *Management Science Letters*, 2(3), 735-744.

Pinder, C. C., & Harlos, K. P. (2001). Employee silence: Quiescence and acquiescence as responses to perceived injustice. In *Research in personnel and human resources management* (pp. 331-369). Emerald Group Publishing Limited.

Pinder, C. C., & Harlos, K. P. (2001). Employee silence: Quiescence and acquiescence as responses to perceived injustice. In *Research in personnel and human resources management* (pp. 331-369). Emerald Group Publishing Limited.

Podsakoff, P.M., MacKenzie, S.B. and Lee, J.Y. (2003) Common Method Biases in Behavioral Research: A Critical Review of the Literature and Recommended Remedies. *Journal of Applied Psychology*, 5, 879-903

Pozveh, A. Z., & Karimi, F. (2016). The Relationship between Organizational Climate and the Organizational Silence of Administrative Staff in Education Department. *International Education Studies*, 9(6), 120-129.

Saeed, A., & Karim, H. (2016). Mediating role of organizational silence on the trust on organizational commitment (Case study: Tehran Municipality). *Turkish online hournal of design art and communication*, 6, 1748-1760.

Sayğan, F. N. (2011). Relationship between affective commitment and organizational silence: A conceptual discussion. *International journal of social sciences and humanity studies*, 3(2), 219-227.

Tyler, T. R., & Blader, S. L. (2003). The group engagement model: Procedural justice, social identity, and cooperative behavior. *Personality and social psychology review*, *7*(4), 349-361.

Tyler, T. R., & Blader, S. L. (2003). The group engagement model: Procedural justice, social identity, and cooperative behavior. *Personality and social psychology review*, 7(4), 349-361.

Vidotto, G., Vicentini, M., Argentero, P., & Bromiley, P. (2008). Assessment of organizational trust: Italian adaptation and factorial validity of the organizational trust inventory. *Social Indicators Research*, 88(3), 563-575.

Yeh, T. J. (2009). The relationship between organizational trust and occupational commitment of volunteers. *The Journal of Human Resource and Adult Learning,* 5(1), 75-83.

Yeh, T., (2009). The Relationship between Organizational Trust and Occupational Commitment of Volunteers, *the Journal of Human Resource and Adult Learning* Vol. 5 (1).

Copyrights