



## Prediction of Organizational Citizenship Behavior Based on the Organizational Silence of the Employees of Education

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### ABSTRACT

This research has been conducted with the aim of predicting organizational citizenship behavior based on the organizational silence of employees of the Department of Education of Iran by correlation method. The statistical population of the study consisted of all employees of the Education Department. A sample of 2215 employees was selected by stratified random sampling. Data collection tools were Dyne, Ang, and Botero (2003) scale, and Van Dyne, Graham, and Dienesch (1994) Citizenship Behavior scale, which were distributed among the research sample in one step. The collected data were analyzed using stepwise regression test. The findings of this study showed that there is a significant negative correlation between organizational silence, social silence and individual silence with organizational citizenship behavior of employees. Organizational silence components explain organizational citizenship behavior. But defensive silence is not related to organizational citizenship behavior of employees. As a result, organizational silence is one of the predictors of organizational citizenship behavior in the education Staff.

**Keywords:** Organizational Silence, Organizational Citizenship Behavior, Education Staff.

### INTRODUCTION

Today, the success of organizations depends on employees who are more inclined to conduct behaviors beyond formal tasks. Organ (1997) describes these behaviors as optional and voluntary behavior, which increases the overall effectiveness of the organization and is called organizational citizenship behavior (Naqshbandi & Kaur, 2013). Now that the importance of citizens is perceived as one of the most important sources of the organization, their behavior can be considered very important, and so many researchers have analyzed the behavioral citizenship. Generally speaking, citizenship behavior is a valuable and useful behavior that individuals express willingly and voluntarily. In this way, the study of individuals' behavior in the organization, known as organizational citizenship behavior, depends on studying the causes of these behaviors or other variables that affect these behaviors.

Two significant dimensions of organizational citizenship behavior are defending the organization when other employees criticize it and in helping those associates in their duties (de Lara & Rodríguez, 2007).

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## Prediction of Organizational Citizenship Behavior Based on the Organizational ...

The organizational behavior literature offers a wide range of potential developments in organizational citizenship behaviors. It seems that the characteristics of the environment, organization and work group are elements of social fabric that affect the attitudes and behavior of the members of the organization. Specifically, individual positive attitudes, such as job satisfaction, job commitment, are part of the advancements in job performance (Moqbel, Nevo, & Kock, 2013; Suma & Leshia, 2013) and organizational citizenship behaviors.

One of the variables that predict the organizational citizenship behavior of the employees is the organizational silence of the employees. Beheshtifar, Borhani, and Moghadam (2012), define organizational silence to discourage employees from expressing behavioral, cognitive and effective assessments of organizational situations. Milliken, Morrison, and Hewlin (2003), also consider organizational silence as a social phenomenon in which employees refuse to express their views and concerns about organizational problems.

Silence is affected by many organizational features. These features include decision-making processes, culture management processes, and employee perceptions of factors affecting silence (Dimitris & Vakola, 2007).

At the same time, the two main factors that cause the silence of employees in the organization are: 1) Management fears of negative feedback from employees due to the risk of their interests and their position; 2) Employee perceptions of the implicit management beliefs about them. These implicit beliefs include some management thinking that employees only consider their own personal interests, management understands most of all and know the best, and that dissenting opinions are essentially harmful issues for the organization. These issues, although the beliefs of management and may not have any one in the organization, but create emotional and emotional feelings as fear, deception and anger in the organization's employees, and ultimately create silence of organizational silence, by limiting the comment of the staff, Leads to staff (Slade, 2008). Reducing the effectiveness of organizational decisions and processes is changing, and this is something many organizations fear. This behavioral phenomenon also prevents negative organizational feedback by preventing negative feedback, and thus the organization loses the ability to check and correct errors. So paying attention to this common problem in organizations is very important.

Because the phenomenon of organizational silence can be an obstacle to expressing the ideas and opinions of individuals in the organization, it affects employees' organizational citizenship behavior. Because organizational citizenship behavior is a result of organizational silence, once the organizational citizenship behavior is formed in the organization, the conditions for expressing ideas, saying designs and providing employee feedback are given, in other words, the organizational silence is reduced. It seems that the relationship between the two variables in this study, in relation to the education staff of Iran, which is considered to be a particular organization in terms of the above variables, takes on a special form that previous research has not addressed. However, research has been carried out on this subject, which yields different results.

As studies show, there is always a negative relationship between organizational silence and organizational citizenship behavior. In their study, Çınar, Karcıoğlu, and Alioğulları (2013) proved that there is a strong and negative relationship between organizational silence and organizational citizenship behavior. This means reducing organizational silence increases organizational citizenship behavior. Therefore, it can be said that if employees have the necessary support in expressing their thoughts and opinions about tasks, organization and management, their level of organizational citizenship behavior will increase and they will have the feeling of having as a member of the organization's family and active participation. To be

Acaray and Akturan (2015) in a research entitled *The Relationship between Organizational Citizenship Behavior and Organizational Silence* showed that silence of satisfaction and silence of

defense negatively affects organizational citizenship behavior, but silence of community-based society has a positive impact on organizational citizenship behavior. Accordingly, the present study seeks to answer the question of whether organizational silence can predict the organizational citizenship behavior of Iran education staff. The methodology, findings, and results of the study are discussed below.

**METHODOLOGY**

The method used in this research is descriptive correlation. The statistical population consisted of all Abbas education staff. The sample size in this study was 2215 people using Morgan table. The sampling method used in this study was stratified random sampling. In this research, two standard questionnaires for measuring variables have been used:

**Organizational citizenship behavior questionnaire:** This questionnaire contains 16 questions, which was developed by Van Dyne et al. (1994). The five-point grading method is Likert, and is very small, low, moderate, high and very large, respectively, from 1 to 5. The validity of this questionnaire has been confirmed by the views of professors and experts. The reliability coefficient of this questionnaire was calculated in a retrospective study with Cronbach's alpha 0.82, and the reliability coefficient is acceptable.

**Organizational Silence Questionnaire:** This questionnaire contains 15 questions, which was made by (Dyne et al., 2003). Organizational silence questionnaire is divided into three subscales of organizational silence, silence of defense, silence of individuals, each subscale has 5 questions. The five-point grading method is Likert, and is very small, low, moderate, high and very large, respectively, from 1 to 5. The reliability coefficient of this questionnaire was calculated in a retrospective study with Cronbach's alpha of 0.93 for the total and for the subscales, organizational silence 0.89, silence defense 0.94, and individual silence 0.91, which is a reliable coefficient. After collecting random samples, two questionnaires were conducted on sample from the list of members of the community. In order to test the hypothesis, Pearson correlation and stepwise regression were used. All analyzes were performed using SPSS 22 software.

**RESULT**

Descriptive statistics of variables' scores have been presented in table 1.

**Table 1.** Statistical description of organizational citizenship behavior scores

| Variable                                   | N   | Mean  | SD   | Min. | Max. |
|--|-----|-------|------|------|------|
| organizational citizenship behavior scores | 215 | 58.46 | 4.85 | 17   | 76   |
| organizational silence (Total)             | 215 | 58.19 | 3.57 | 22   | 69   |
| organizational silence                     | 215 | 16.72 | 1.94 | 6    | 20   |
| Defense silence                            | 215 | 21.66 | 2.03 | 9    | 25   |
| individual silence                         | 215 | 19.81 | 2.10 | 7    | 24   |

In Table 1, the descriptive statistics of the variables of organizational citizenship behavior and organizational silence, including mean and standard deviation, minimum, and maximum scores are presented. According to the table, the average score of organizational citizenship behavior is 58.46. Also, according to the table, the average score for total organizational silence is 58.19, enterprise silence is 16.72, defense silence is 21.66, and individual silence is 19.81.

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The Kolmogorov-Smirnov test was used to examine the normal distribution of data. To this end, the distribution of data related to the variables of research at a significant level of 0.05 has been studied, the results of which are presented in Table 2.

**Table 2.** Kolmogorov-Smirnov test results for examining the normal distribution of scores

| Variable                            | N   | Z     | Sig. |
|-------------------------------------|-----|-------|------|
| organizational citizenship behavior | 215 | 1.85  | 0.13 |
| organizational silence              | 215 | 1.018 | 0.10 |

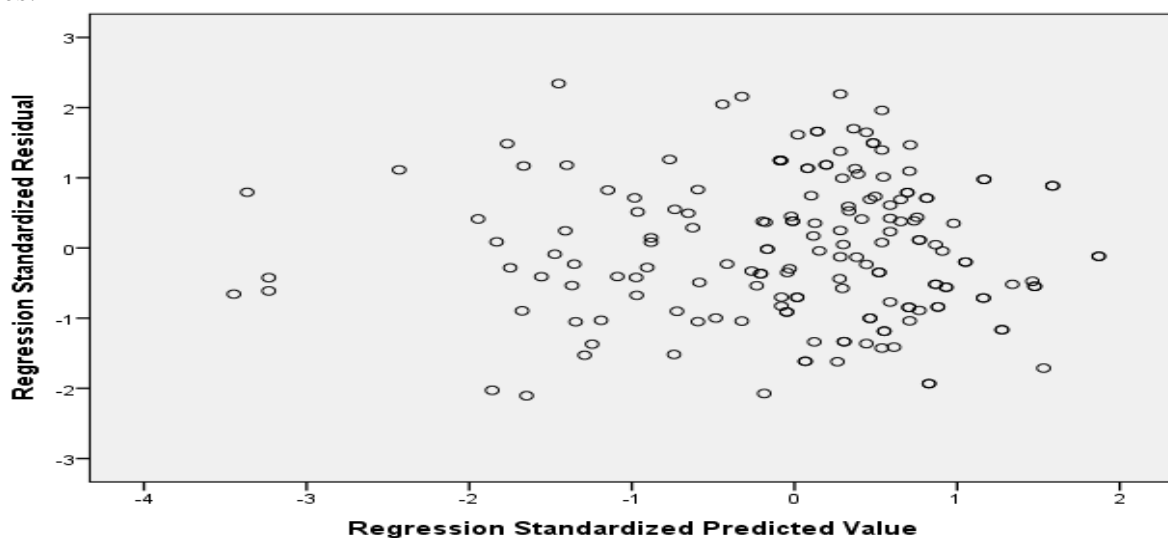
In Table 2, the results of Kolmogorov-Smirnov test are presented to evaluate the distribution of the norm. Based on the results of the table, the significance level of the calculated statistic for all variables is greater than 0.05. Therefore, the assumption of the normal distribution of scores is accepted.

To investigate the relationship between organizational silence components with organizational citizenship behavior, multiple regression tests were used in a synchronous manner. The matrix of correlation coefficients between these variables and regression results are presented below.

**Table 3.** Matrix of correlation coefficients between Organizational Silence Components with Organizational Citizenship Behavior

| Variables                           | 1     | 2     | 3     | 4 |
|-------------------------------------|-------|-------|-------|---|
| Social Silence                      | 1     |       |       |   |
| Defense Silence                     | 0.46  | 1     |       |   |
| Individual Silence                  | 0.28  | 0.13  | 1     |   |
| organizational citizenship behavior | -0.34 | -0.31 | -0.33 | 1 |

In Table 3, Pearson correlation results are presented between the components of organizational silence with organizational citizenship behavior. As can be seen, the correlation between all components of organizational silence and organizational citizenship behavior is negative and significant. The coefficients obtained at alpha level 0.01 are significant. Regarding the negative correlation coefficients between variables, it can be said that those with higher scores in each of the components of organizational silence have lower organizational citizenship behavior scores.



**Figure 1.** Distribution diagram of the remainder

Figure 1 shows the distribution of predicted values and standardized residues. The remainder is expected to have a fairly rectangular distribution. As you can see, most of the scores are

centered on the center of the chart and along the zero point. Hence the assumption of the normal distribution of the remainder is established.

**Table 4.** Summary of fit model statistics

| Model | R    | R <sup>2</sup> | SE  |
|-------|------|----------------|-----|
| 1     | 0.45 | 0.20           | 9.7 |

Table 4 summarizes the fitting statistics of the model. According to the results of the table, the correlation coefficient between the sum of independent variables and the dependent variable is 0.45. Also, the coefficient of determination (R squared) is 0.20, which shows the level of analysis of variance and changes in the organizational citizenship behavior variable by the components of organizational silence.

**Table5.** Results of the analysis of variance

| Model | SS         | DF       | MS  | F       | Sig.  |      |
|-------|------------|----------|-----|---------|-------|------|
| 1     | Regression | 5156.28  | 3   | 1718.76 | 18.25 | 0.01 |
|       | Residual   | 19871.25 | 211 | 94.17   |       |      |
|       | Total      | 25027.93 | 214 |         |       |      |

Table 5 shows the results of the analysis of variance analysis in order to evaluate the proposed regression model. Based on the results in the table, the obtained F value is equal to 18.25, which is significant at the alpha level less than 0.01, which indicates that the components of organizational silence can well explain the changes related to the organizational citizenship behavior variable.

**Table 6.** Simultaneous regression analysis to predict organizational citizenship behavior through organizational silence components

|                    | Non Standardized Coefficients |      | Standardized Coefficients | t     | Sig.  | Collinearity statistics |      |
|--------------------|-------------------------------|------|---------------------------|-------|-------|-------------------------|------|
|                    | B                             | SE   | Beta                      |       |       | Tolerance               | VIF  |
| Constant           | 93.47                         | 5.94 |                           | 15.71 | 0.001 |                         |      |
| Social Silence     | -0.44                         | 0.17 | -0.18                     | -2.5  | 0.013 | 0.72                    | 1.37 |
| Defense Silence    | -0.55                         | 0.20 | -0.19                     | -2.73 | 0.007 | 0.78                    | 1.28 |
| Individual Silence | -0.44                         | 0.11 | -0.25                     | -4.02 | 0.001 | 0.91                    | 1.09 |

Table 6 presents the results of simultaneous regression analysis for predicting organizational citizenship behavior through organizational silence components. According to the contents of the table, these components significantly imply organizational citizenship behavior. According to the tolerance statistic, which is greater than 0.1, and the factor density (VIF), which is less than the cut-off value, is 10, there is no violation of the co-linear assumption. In the final model, the standardized regression coefficient (Beta) for the component of social siltation is 0.180, defense silence is 0.190, and for individual silence component it is 0.256. Considering the amount of t statistic that is significant at alpha level of 0.01, the research hypothesis is confirmed and we conclude that these components can significantly predict organizational citizenship behavior. Regarding the negativity of the obtained regression coefficient, it can be said that individuals with high scores in these components have lower organizational citizenship behavior.

## CONCLUSION

Statistical findings indicate that, apart from defense silence, organizational, social and individual silence components predict the organizational citizenship behavior of Iran education staff. In this sense, there is a reverse relationship between these variables and organizational

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citizenship behavior decreases with increasing organizational silence. The result is incompatible with the results of some researches and with others. Organizational silence increases organizational citizenship behavior. Therefore, it can be said that if employees have the necessary support in expressing their thoughts and opinions about tasks, organization and management, their level of organizational citizenship behavior will increase and they will have the feeling of having as a member of the organization's family and active participation. Therefore, as social silence (staff) dominates in the organization, organizational citizenship behavior will be reduced.

The result of the study was not approved. Many studies have shown that increased defense of silence or satisfaction is associated with a reduction in organizational citizenship behavior. But the result was not expected in this study. In the opinion of the researcher, the probable cause of the result has been obtained from inadequate statistical sampling in answering questions, fear of disclosure of information and lack of sufficient staffing of defense silence and understanding.

Chivalrous spirit is the lack of glories and complaints, tolerance of work, problems and quirks of work without grumbling. Refusing the appearance of grievances and complaints, it is a form of silence, and it has the benefit of others, it is non-existent. Therefore, refusing to show moaning and glory (silence) is a reflection of paying attention to personal issues and showing other goals of patience, politeness and humility toward others. Based on this, the above-expected result has been achieved by the researcher. The above results show the predictability of organizational citizenship behavior through some of the organizational silence variables. Therefore, these variables should not be considered as factors of organizational behavior, because the cause and effect relationship was not considered in this research. In general, for the accurate examination of the relationship between the variables of this research, the methods of convergence research and the mixed methods should be used to obtain the results according to the different conditions of the organizations.

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