

A Telangana Study on the Impact of Organisational Trust on Employee Silence

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ABSTRACT

Purpose- The two fundamental factors that determine an organization's effectiveness and performance are employee silence and organisational trust. The purpose of this study is that to find out the relationship between organizational trust and employee silence. Employee quiet covers both acquiescent as well as defensive silence. Employee quiet is the indicator in any firm which might damage the trust level in healthcare industry. **Design/Methodology/Approach:** A survey of 102 staff members from Telangana's top four public and private hospitals served as the basis for this article. Collected data has been evaluated with correlation and regression. Results it has been discovered that employee silence and organisational trust are negatively correlated. However, considerable negative association found in case of defensive silence as compared to acquiescent. **Research limitations/implications -** Other kinds such as pro-social silence were not addressed in the study. So ,future studies might study the relationship between trust in organization and other forms of employee silence in Indian setting.

Keywords: Silence, Organizational trust, Acquiescent silence, Defensive silence

INTRODUCTION

In current dynamic, ever changing business scenario where organizations face severe challenges like pressure to meet changing customer needs, adapting according to their needs, continuously innovate in order to sustain in the market. To face these challenges ,organizations regard employees as an asset and rely on them to sustain.From the employees perspective, they want to work in organizations where the employees are allowed to express their ideas promoting an environment of open communication, where they are allowed to show their talent, where the supervisors and the top management are supportive and trustworthy, where the there is organization justice and fairness and the leaders help the employees to develop. When the people working in the organisation sense that there is lack of justice in the organization and in case, they express their views, they may face threat to their job or may be at the receiving end of the anger of the supervisor, the employee may prefer to remain silent in spite of expressing his views which may be detrimental for both the employees and the organization. Various authors conducted research on employee silence since it can be defined through review of literature:

(Morrison& Milliken, 2000) have defined the concept of employee silence in their research that employee silence is a common phenomenon which consists structures and practices. It is also determinants of organizational climate in which employees deliberately hold back the valuable information. Studies have concluded that employee silence results in various negative consequences like low performance, dissatisfaction , disengagement, employee cynicism, undetected error,limited individual and organizational learning, slow organization change and decrease in innovative work behaviour..(Srivastava, Jain and Sullivan, 2019; Maqbool, Cerne and Bortoluzzi,2018; Caylak and Altuntas, 2015).

Acquiescent silence: Acquiescent silence refers to holding back of relevant information as a result of low efficacy of oneself that expressing their ideas and views will not lead to any meaningful change. (Van Dyne et al .2003)According to (Pinder & Harlos, 2001), Acquiescent silence is holding back of relevant information by the employees as a result of their perception that raising their voice will be futile and unlikely to address the issues.

Defensive silence: This form of silence refers to not sharing important information due to fear or to protect oneself.

(Milliken et al.2000). For eg: If an employee thinks that if he expresses his concerns about an issue, he may be subjected to negative repercussions and criticism from his superiors, he may deliberately withhold the information.

Pro-Social silence: This happens when employee withholds the ideas and feelings so that to help others in the organization. So, this type of silence is basically a consequence of concern for others and to protect them. (Van Dyne et al. 2003)

Organization Trust: Organization trust is one of the key factors determining the relationships within an organization. Studies have found positive association between organization trust and employee's self efficacy. This means when the employee believes or has confidence in his capacity and ability to execute actions required to yield specific performance, this acts as a thrust or motivating factor to express their opinions. (Yang and Mossholder, 2010) leading to decrease in employee silence. Lack of trust in the company can lead to numerous challenges such as high degree of stress, lack of decision making, lack of creativity and job satisfaction. Higher level of organization trust can lead to positive attitude towards the job (Sonnenberg, 1994) which in turn can motivate employees to express their views and this helps in reducing employee silence.

ITERATURE REVIEW AND HYPOTHESIS

(Duan et al., 2017) conducted an investigation in which it has been found out that there is a positive connection between employee silence and leadership of firms. Author conducted research among 16 firms in China and these firms own by state. The study explained that both safety and esteem facilitated the relationship between employee silence and authority.

(Srivastava, Jain and Sullivan, 2019) conducted an empirical study to examine does emotional intelligence mediate the relations between employee silence and burnout. This study was conducted on employees working at managerial level in Indian organizations and it concludes that there is negative association between Job burnout and Employee silence. The study also concludes that the Job burnout and employee silence relationship is mediated by emotional intelligence such that emotional intelligence positively affecting the employee silence while the job burnout negatively

affected by the emotional intelligence. (Yurdakul, Besen and Erdogan, 2016) conducted a study in Turkey to determine the antecedents and consequences of silence among nurses and Midwives (117) and the perceived results of remaining silent. The results of the study found that growth and career advancement restricted as employee silence which is very common prevailing among them.

(Karabay, Sener & Tezergil, 2018) conducted research on medical sector used the sample of 601 employee in which they included physicians and nurses of five hospitals in Turkey. They have found that the basic causes of employee silence in the organizations of hospitals were administration as well as organizational issues.

(Sonika and Kaushik, 2017) have analyzed different kinds of employee silence like, defensive, acquiescent silence, self image silence, diffident silence (internal motivation) and inefficient silence of employee silence by collected data from 300 employees of IT sector in India.

Studies in regard to Organizational Trust

A study on organizational silence in Iran among 131 employees of Tehran Municipality selected by using Random sampling had found a negative relationship among the trust in organization and supervision on employee. This study highlighted the need for further investigation regarding the significance of silence among the employee as a mediator upon the effect of parameters such as job satisfaction on organizational commitment (Saeed and Karim, 2016). (Dedahanov and Rhee, 2015), have examined the impact of organizational trust on employee silence in South Korea. After the findings of this study, recommendations were made to other forms of silence and various types of commitment.

A study on employee silence among 180 university employees concluded adverse association among the trust in organization and employee silence. Additionally, Organization silence had a significant and negative relationship with job satisfaction and organizational commitment. The study suggested future research in context of other universities or organizations. So that the conclusion can be generalized. (Fard and Karimi, 2015). Also, A detailed study conducted on 811 employees of financial insurance sector had found that ethical climate acts as a full mediator between trust in leader and acquiescent and pro-social silence. Additionally, There is a partial effect of ethical climate as a mediator on the relationship between trust in leader and defensive silence. The study suggested future research in different sector and different industry. The study also recommended to examine the relationship between types of ethical climate eg. egoistic, benevolent, etc and employee silence (Karabay et al., 2018).

Objectives of the study

- A. To study the associations between organizational trust and employee silence in selected in public and private sector hospitals.
- B. To study the impact of organization trust on acquiescent silence.
- C. To study the impact of organizational trust and defensive silence.

Hypothesis:

H1: There is a negative relationship between Trust in organization and Acquiescent silences

H2: There is a negative relationship between Trust in organization and Defensive silence

RESEARCH METHODOLOGY

Data collection

The area of the study was selected on the grounds of having maximum number of population and the highest subscriber base in major cities of three regions of Telangana The population for the present study was confined to healthcare employees (Doctors and Nurses) working in Top 4 public and private hospitals. Approximate 160 contacts were attempted, 58 of them didn't respond. The total number of responses received was 102 which count as 63.75 % size of the sample .The respondents participated in this survey by clicking the link of the questionnaire developed using survey administration application. The link was shared via email.

Measures

Detailed literature review was done to search for related scales and on the basis of that a questionnaire was designed consisting of 30-items (10 items related to organizational trust), (10 items related to acquiescent silence), (10 items related to defensive silence) measured on scale of 7 points Likert which describes and means 1 is "Strongly disagree" and at 7 it means "Strongly agree".

DATAANALYSIS AND RESULTS

Collected data has been entered in SPSS software version 20 and analyzed using tools and techniques eg. Regression analysis and correlation analysis.

Analysis of data through Regression tool

Table 3 highlights the summary of organizational trust and acquiescent silence. The value of R square is .385 which suggests that there is 38 percent variation in Acquiescent silence due to organizational trust. That means, one unit change in trust will have an impact of .38 unit change in Acquiescent silence.

Model Summary

Trust and Acquiescent silence						
Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
1	.621 ^a	.385	.379	18.358	62.719	.000 ^b

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	64.432	4.265		15.106	.000

	Trust_total	-.621	.078	-.621	-7.920	.000
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a. *Dependent Variable: Acquiescent silence*

With significance probability of $0,000 < 0.05$, the calculated value of t for trust variable is -7.92 as shown in Table 4. The results also reveal a negative value of trust in organization (B= -.621). This means that increase in trust in organization will lead to decrease in acquiescent silence and vice versa (negative relationship) thus hypothesis 1 is accepted.

Model Summary

Trust and defensive silence						
Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
1	.708 ^a	.502	.497	18.265	100.727	.000 ^b

a. *Predictors: (Constant), Trust_total*

Table 5 shows a model summary for organizational trust and defensive silence. The value of R square is .502 which suggests that there is 50 percent variation in defensive silence due to organizational trust. That means, one unit change in trust will have an impact of .50 unit change in defensive silence indicating a Moderate effect.

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	75.482	4.244		17.786	.000
	Trust_total	-.783	.078	-.708	-10.036	.000

a. *Dependent Variable: defensive silence*

With significance probability of $0,000 < 0.05$, the calculated value of t for trust variable is -10.036 as shown in Table 6. The results also reveal a negative value of trust in organization (B= -.783). This means that increase in trust in organization will lead to decrease in defensive silence and vice versa (negative relationship) thus hypothesis 2 is accepted.

Correlation Analysis

Table 7 presents the correlation analysis to test Hypothesis 1 and 2. The outcomes of the study showing negative association at moderate level ($r = -.621$) among the organizational trust and acquiescent silence. Therefore, study advocated the Hypothesis 1 that there is a negative impact of trust on acquiescent silence in the organization. Furthermore, results of the study also supported the hypothesis 2 that there is a adverse impact of organizational trust on defensive silence. Its relationship in form of correlation recorded ($r = -.708$).

Correlation Analysis (N=102)

		Trust_total	Acquiescent silence	Defensive silence
Trust_total	Pearson Correlation	1	-.621**	-.708**
	Sig. (2-tailed)		0	0
	N	102	102	102

Overall, the study explores the negative relationship between organizational trust and employee silence revealed an adverse impact of organizational trust on both types of silence. Study concluded that trust deficit in the organization leading the high degree of silence among the employee. The findings of the study, also supporting the result of study conducted by Dedahanov and Rhee (2015), on employee silence.

Limitation and future research

Although the present study examines the relationship of organizational trust with two forms of silence- acquiescent and defensive silence. Other forms which include pro-social silence (Van Dyne et al.2003) were not examined in the study. Future studies can examine the relationship between trust in organization and other forms of employee silence. Secondly, the research study is confined to healthcare sector. So future studies can be carried out in different sectors or industries like I.T, Banks, Education sector.

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