ORGANIZATIONAL SILENCE AND INTENTION TO LEAVE: LEADERSHIP AND WORK CULTURE FUNCTION

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Abstract: Silence of an employee in an organization may be related to several external and internal organizational factors. In relation to work culture and leadership in an organization this particular study try to respond the relation between organizational silence and employee intention to leave from the organization. Silent organizational members will leave the organization without any hue and cry but with perfect plan enactment. While it is assumed in this research that if the top management will adopt a transformational leadership style and by inducing strong work culture values, there will be seldom any member's intention to leave from the organization. In order to explain this relational assumptions this particular study followed quantitative research with a sample size of 284 members at managerial level from 10 manufacturing units in the Jakarta region of Indonesia. The analysis of the data is made with PLS-SEM and the findings clearly show a mediation effect of work culture and transformational style on organizational silence and member's intention leave. The study provides better insight into the role of strong values and transformational leaders in order to make the employee stays in an organization.

Keywords: **S**ilence, intention to leave, leadership and work culture function.

INTRODUCTION

The topic of organizational silence has been obtained little attention from the research scholars in the field of organizational behavior. They have raised the question what makes the employees silent in an organization. With thoughts, information and creative suggestions at work, the employees usually try for constructive improvement of work organization. On the contrary, some time, those employees who contribute to job continue silent and suppress their thoughts, information, and views. Ostensibly, voicing and silencing behaviors might seem to be contraries since quietness implies not speaking while expression implies speaking up on vital matters and issues in organizations (Zehir & Erdogan, 2011). This paper tried to raise the question of "why such productive employees are silent in organization, though they have the ability to contribute towards performance? Does it related to work culture of the organization? How it leads to employee's intention to leave from the organization?

REVIEW OF LITERATURE

Organizational Silence

In 2001, employee silence emerged in the organizational sciences literature following Morrison and Milliken's (2000) study on organizational silence. According to

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Pinder and Harlos (2001), employee silence is well-defined as 'the withholding of any form genuine expression about the individuals behavioral, cognitive and/or affective evaluations of his or her organizational circumstance to persons who are perceived to be capable of effecting change or redress' (p. 334). Depend on this study of employee silence was at the individual level of analysis, whereas Brinsfield et al. (2009) claimed that silence may also be at team and organizational levels. They expressed that silence can begin at individual levels at the beginning, and then it may become 'contagious' among team members in case many individuals are unwilling to speak up (p.19).

Argyris and Schone (1978) argue that many managers feel a strong need to avoid embarrassment, threat, and feeling of vulnerability or incompetence. Hence, they will tend to avoid any information that might suggest weakness or that might raise questions about current courses of action. Ironically, it can be really hard to speak out or remain silent when seeing a wrongdoing in the working environment. Generally, in case of any wrongdoing, executives expect employees to disclose the situation to them. But, an employee wants to be safe about the reactions of organization authorities when speaking out on any problem. This disclosure is called whistle-blowing. Even if an employee observes a situation that needs to be reported, only very few decide to blow the whistle. There are some certain circumstances that employees depends upon when reporting the activity. Firstly, the activity should be perceived to be serious. Secondly, whistleblower should be aware of how to report it. Then, reporting should be effectual and there should be action to cease the wrongdoing. Finally, a whistleblower wants to be sure about the consequences of this reporting, both personally and financially (Near & Miceli, 1985). Bass and Riggio (2006) indicates that, transformational leadership comprises of stimulating supporters to oblige to a shared vision and goals for an organization or unit, stimulating them to be inventive problem solvers, and evolving supporter's leadership ability via coaching, mentoring, and provision of both challenge and support. Transformational leaders use their vision, high vigor, individual values, loyalty, and desire to revitalize others to attain a reciprocally decided goal that aids the group (Burns, 1978).

Cakici (2008) asserts that the managers hold the key role on employee silence since they determine the policies and organizational decisions. They have the power to establish an internal mechanism in order to remove any administrative and organizational reasons for employee silence allowing employees to speak up explicitly. Redmond et al. (1993) cite that as executive attitude is correlated to subordinate self-efficacy, it can have a positive impact on subordinate productivity in problem-solving conditions. For that reason, executive-subordinate relationships grow in significance when subordinates seek active participation in collective solutions to problems. When this happens, subordinates will have increased trust in the institution and their managers.

Modern managerial approach has been offering plenty of chances for information flow and communication in the form of evaluation meetings, suggestion and complaint mechanisms, face-to-face meetings, and open-door policies within the organization. But having a fear in their mind that they will be labelled as compliant makers and further lose their trust and respect, loss of the affiliation with the organization, dropping the job, or jeopardizing advancement in career, limit the flow of information and interaction between members and top administrators. Consequently member will choose to stay silent (Cakici, 2008). Kark (2003) believes transformational leadership enables to build mutual trust and respect between the leaders and employees, to establish the employees' organizational identification by transforming the leader's values and goals into self-pursuit. Milliken (2003) finds that transformational leadership can inspire employees to pay beyond the expectations of efforts by establishing mutual trust, while voice behavior is one of the behaviors beyond the organizations' expectations to employees.

Work culture, Leadership and Organizational Silence

According to Yuan and Lee (2011), leadership plays essential role on management function in helping to maximize efficiency and reach organizational objectives. They performed an empirical survey on a theoretical model, which linked to different leadership types, organization cultures, employees and performance. Their result indicated significant differences between the employees' perceived leadership types, organization cultures, leadership performance and firm's background. Recently, Detert and Burris (2007) demonstrated that one of the most influential factors of employees' voice behavior is leadership openness, whereas Fuller et al. (2006) also identified that voice behavior, as assessed by employees' supervisors, is positively related to employees' felt responsibility for constructive change

Kocberber (2008) mentions that, day to day, relations have been changing in organizational culture. In addition to many written professional values, organizational culture requires employees to have more complementary unwritten ones. However, an ethical approach is expected to contribute morally to organizational culture, for some reason, common moral understanding which houses both evil and wrong is mostly dominant. Panahi et al. (2012) mention that establishing an appropriate reward system for creative ideas and facilitating development and skill-building training can break employee silence in organizations. Additionally, reorientation of rules, dissemination of collaborative studies, re-structuring the harvesting of institutional knowledge and programs aimed at improving human resources management for executives are very important in minimizing the employee silence. Organizational silence is a behavioral choice that can deteriorate or improve organizational performance. Ellis and Dyne (2009) advise that this behavior needs to be curbed before it develops endemically cultural and damaging to the institution. Member's silence is extremely unfavorable to institutions often triggering an "escalating level

of dissatisfaction" among employees, "which manifests itself in absenteeism and turnover and perhaps other undesired behaviors" (Colquitt & Greenberg: 311-312).

Problem Formulation

What makes a person silent, whether it is in his/her personal or professional life is a debatable area for discussion and explanation. Though a few literatures has come out in the field of organizational behavior detailing factors causing employees silence at work, relating the leadership and work culture, in service sector a very few studies has come out. Leadership is a fulcrum on which the relationship between employees and employers to a great extend lies. Some leadership makes the employees silent and some others make the employees productive through their leadership styles. As an important style of leadership, transformational leadership has an important influence on the formation of corporate culture; its impact and mechanism on employee voice behavior have not been deeply studied. Leadership in an organization is the resultant manifestation of the beliefs of the members of the organization. Thus, leadership is closely knit with the work culture widely shared and held by the organization. Strong work culture provides ample opportunity to employees 'a choice rather chance' to voice out their concerns and there by continue their trust on top management. It is assumed that stronger the work culture stronger the leadership influence on the members perception and attitude and vice versa. Obviously, a transformational leadership and a strong work culture may retain back employees voice at work place and they will stay back with the leader and the organization. In any organization, improving employees' voice plays a very important role to promote employees' satisfaction and performance. In addition
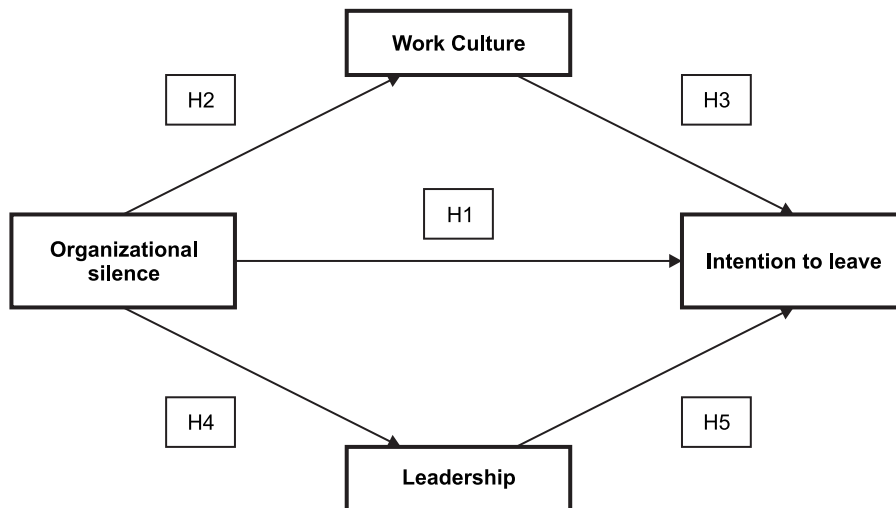

Figure 1: Theoretical Framework

to meeting its own employees and organizational development, the relationship between transformational leadership, the role of work culture, voice behavior and employee's intention to leave is a question worth considering. Hence it is necessary to explain the interacting effect of the variables selected for the study.

Research Questions

In order to explain the relationship between the independent and dependent variable selected for the study, this particular research has posed following research questions.

1. Does organizational silence positively related to member's intention to leave?
2. Does the leadership of top management moderate the relationship between organizational silence and member's intention to leave?
3. Does the work culture of top management moderate the relationship between organizational silence and member's intention to leave?

Hypothesis

The hypothesis formulated in this research includes:

1. There will be a significant positive relationship between organizational silence and member's intention to leave.
2. There will be a significant negative relationship between transformational leadership and member's intention to leave.
3. Transformational leadership will moderate the effect of organizational silence and member's intention to leave.
4. To analyze significant negative relationship between work culture and member's intention to leave.
5. Work culture will moderate the effect of organizational silence and member's intention to leave.

Population and Research Design

The population selected for the study includes four manufacturing industries in the Jakarta region of Indonesia. A survey questionnaire administered on 284 middle and senior managers in manufacturing companies in Indonesia. These supervisory level staff members act as managers, though their nature of work is related to senior level staffs. The respondents of the sample were taken randomly from the industries where members are engaged in supervisory cadre. The study follows a systematic sampling technique. The list of staffs in the supervisory cadre was collected from the human resource department and odd numbered employees were chosen from the list in order to arrive at an appropriate sample size. The researchers approached almost 10 industries, where number of manufacturing units are located.

This research is a cross sectional in nature where the purpose is to describe the influence of organizational silence on job stress, organizational commitment and expatriate intention to leave. The study follows the descriptive study design as its plan of action. The study follows one time data collection from the field, with a span of 6 months during the period of March 2014 to September 2014. A total of 900 sets of survey questionnaires was distributed. Valid 284 survey questionnaires were returned, the response rate was 25.56 %.

MEASUREMENTS

Measurement of Intention to Leave

In order to measure intention to leave the study adopted the questionnaire developed by Kumar and Govindarajo (2013). This particular instrument was developed in the context of factors relating to attrition among manufacturing sector for Malaysian workers. The variables used in the questionnaire "Intention to Leave Instrument" (ILI) which include, perceived alternative employment opportunity (PAEO), job hopping and employee turnover intention. These three variables have 4 items each, in 10 point scale. Items like "I can easily find a job if I quit the job" with PAEO, "Switching jobs is a need of this era for betterment" with job hopping and "I may quit at any time" with employee turnover intention explore the employee's intention to leave from the organization. The overall reliability co-efficient of the instrument yielded a Cronbach alpha, of these three factors consisted of 0.821, 0.824 and 0.801 respectively.

Measurement of Organizational Silence

In order to examine organizational silence, the scales of Vakola and Bouradas (2003) was used. 15 items were used to measure perceived organizational silence, 10 items were allotted to the broadness of employees' silence behavior of which 3 items had a reverse score and 5 items were considered for organizational commitment of which 1 item a reverse score had. The overall reliability co-efficient of the instrument yielded a Cronbach alpha of .904

Measurement of Leadership (Multiple Leadership Questionnaire - MLQ) developed by Bass and Avolio (1995).

The transformational and transactional leadership styles were measured by the 5x-short form Multiple Leadership Questionnaire (MLQ) developed by Bass and Avolio (1995). The transformational leadership Likert subscale is composed of 20 items: 4 items for idealized influence (attributed), 4 items for idealized influence (behavior), 4 items for inspirational motivation, 4 items for intellectual

stimulation, and 4 items for individual consideration. The transactional leadership Likert subscale is composed of 12 items: 4 items for contingent reward, 4 items for management-by-exception (active), and 4 items for management-by-exception (passive). Researchers (e.g., Bass & Avolio, 1995; Doherty & Danylchuk, 1996) have reported reliability and validity of the MLQ. After testing the MLQ on over 2,000 respondents, Bass and Avolio (1995) showed that all the transformational dimensions have good internal consistency reliability with Cronbach's alpha ranging from .74 to .94. Doherty and Danylchuck (1996) also 71 reported satisfactory reliability of the MLQ dimensions with Cronbach's alpha ranging from .74 to .89, larger than .70 suggested by Nunnally and Bernstein (1994), by testing the scale on football coaches. After conducting extensive content analysis of the MLQ, Bass and Avolio (1995) showed the satisfactory construct validity (convergent and discriminant validity) of the MLQ with significant factor loadings for each leadership construct, ranged from .37 to .88 (mostly over .70) by confirmatory factor analysis.

Measurement of Leadership (OCTAPACE Culture)

Organizational Culture (OCTAPACE Culture) was measured using a scale developed by Pareek (2003). The scale is a 40-item instrument that gives the profile of the organization's ethos in eight values. These 40 items are segregated into eight sub variables. These sub-variables in relation to organizational values are openness, confrontation, trust, authenticity, pro-action, autonomy, collaboration and experimentation. The first part of the questionnaire consists of twenty-four statements comprising 3 statements of each of the organizational values. The respondents are required to check on a 4 point scale, how much each item is appreciated in the organization. The second part of the questionnaire consists of 16 statements on beliefs and contains 2 statements on each of the 8 organisational values. The respondents check on a 4 point scale, how widely each of the organizational values is shared in the organization. Cronbach alpha coefficient reliability of the scale was 0.83.

Analysis and Results

In order to test the data, this particular study was followed Structural equation modelling (SEM) using SmartPLS. Wong (2013) has recommended a sample-size of 75 and the present study has a sample size of 284 which is sufficient enough to follow the PLS SEM. An empirical survey-based research approach was adopted, comprising 61 items and a seven-point Likert scale is used (1 = Strong Diagree, 2 = Disagree, 3 = Slightly disagree, 4 = neutral, Slightly agree = 5, Agree = 6, Strongly agree = 7) is used.

Common Method Bias (CMB)

Common method bias is considered to be an issue in a research if a single factor accounts for more than 50% variance (Malhotra et al., 2006). In essence, total variance explained must be < 0.50. However, the total variance explained by extracted components must be more than 50% (Hair et al., 2013). In this study, Eigen values that were more than one consisted of the factors from the assembled factors. The cumulative of the factors established 75.116%. The first principal component explained 28.323% from the cumulative value of the factors (75.116%) which was below the stated value of 50%. The total variance explained by extracted components was 75.116, which were well above the indicated value of 50%. Henceforth, the data were free from common method bias.

Convergent Validity

In order to test the constructs and indicators selected for the study PLS-SEM is applied into. As a general rule, Average Variance Extracted (AVE) is used to confirm convergent validity of reflective constructs. The results demonstrated that values of all constructs regarding AVE are greater than 0.50 and, these values provided the evidence of convergent validity as they exceed at least half of the extracted variance for every construct in the study model (Hair *et al.,* 2011). It is observed that factor loadings for all the items were above 0.5 and it reflects the fit for measurement of the constructs considered for the study.

TABLE 2: MEASUREMENT MODEL QUALITY CRITERIA

	Cronbach Alpha	Composite Reliability	AVE	Communality
OS	0.93	0.92	0.56	0.56
TL	0.81	0.94	0.67	0.67
WC	0.71	0.88	0.58	0.58
IL	0.80	0.93	0.61	0.61

The minimum AVE was 0.56 and the maximum AVE was 0.67, which indicated an adequate convergent validity (Bagozzi, 2007). Hence, it is observed that all variables have satisfied the recommended measurement values within the consistency of the minimum value (0.88) and the maximum value of (0.93). To fulfill the requirements the study also referred the R squared value. As it is followed, R squared value of 0.67 is reflected "substantial", R2 of 0.35 as "moderate" and R squared of 0.19 as "weak" (Chin (2010). Accordingly, the organizational silence value of (0.569), the transformational leadership value of (0.522), work culture value of (0.560) and intention leave the value of (0.551), have satisfied the requirements.

**TABLE 3: REGRESSION ANALYSIS OF TESTING DIRECT AND
MODERATE HYPOTHESIS**

Hypothesis	Path	Beta value	Standard Error	t-*value*	Results
H1	OS → IL	0.168	0.102	1.647**	Supported
H2	TL → IL	−0.282	0.093	−3.022***	Supported
H3	OS → TL → IL	−0.399	0.022	−1.687**	Supported
H4	WC → IL	−0.299	0.093	−3.022***	Supported
H5	OS → WC → IL	−0.328	0.012	−1.287*	Supported

DISCUSSION

The objective of the research was to establish the relationship organizational silence and intention to leave; with its moderating effect of transformational leadership and work culture. The study clearly indicates a significant positive relationship between organizational silence and member's intention leave. Furthermore, the observations indicated that the work culture of the organization and the transformational leadership of the supervisors, managers and the head of departments have considerable moderating effect on employee's intention to leave. It is observed that "employee silence" which leads to 'organizational silence' are a relative concept, depends on several organizational and individual factors. Organizational silence is a behavioral choice that can deteriorate or improve organizational performance. Van Dyne et al. (2003) conceptual framework on employee silence suggesting that voice are best conceptualized as distinct, multidimensional constructs. Building on their conceptual framework, they suggest that silence and voice have differential consequences to employees in work organizations (Van Dyne et al. 2003).

Among the several consequences attached to organizational silence the most impactful factor is 'employee's intention to leave'. Several employees voice out their dissatisfaction with the top management and tender their interest to leave the organization, showing sufficient reasons. These reasons are understandable to all as such; it is publicly announced and well communicated by the departing member. While a member who is under the incubation period of organizational silence, he or she may not express their interest due several reasons, which is personal or professional. Such members in the organization may not express their interest to leave from the organization, publicly till they get a new job opportunity due to personal reasons like the inevitable financial and non-financial commitments in their life. Several professional reasons also attached with this cumulative effect of employee silence like, fear of job loss, low probability for promotions or low reward opportunities in future, low supervisor- subordinate relationship, poor person and organizational fit, fear of the wrath of supervisors leading to public embarrassments and victimization etc. Though their intention to leave from the organization is subjected to personal choice, the indicators will precipitate in the form of low level

loyalty, low level commitment, lack of openness, low level risk taking, putting barriers in effective communication, high resistance, high outer orientation, low level participative decision making and detract from organization growth and development. The researchers today have shown that a climate of silence can work against desired organizational outcomes. Substantiating the above deliberation it is rightly pointed by Aylsworth, (2008) that employee silence is extremely detrimental to organizations often causing an "escalating level of dissatisfaction" among employees, which manifests itself in absenteeism and turnover and perhaps other undesired behaviors (Colquitt & Greenberg).

The present study clearly has shown the moderating effect of work culture on employee's intention leave from the organization. This indicates that the presence of strong or weak work culture stimulates both dependent and independent variable viz., organizational silence as well and employee's intention to leave from the organization. Integration of employee's personal goals with professional goal needs a work culture. Culture of organization is believed strong, where the greater part of the employees embraced the same sort of beliefs and values as concern to the organization (Deal & Kennedy, 1982). Efforts on the part of management are very much essential in developing strong sentiments, beliefs and values among organizational members, and further towards mounting a strong work culture perception. A strong work culture provides members a feeling that the organization is making provision of ample opportunity and productive environment to the members in their contribution, by acknowledging their efforts. How far the top management entertains openness, in the organization will further imbibe the members in the organization, where they can voice their needs and want. The members have an expectation of open communication between the organization and themselves. A culture of voicing out member's suggestions and ideas are well reflected in a strong culture. A strong work culture promotes employees authority and autonomy at work place and integrate their innovative and creative suggestions. The mistakes are accommodated with the spirit of innovation effort and no punitive measures will be undertaken.

On the contrary, a weak work culture might be one that is loosely knit. According to Deal and Kenndy (1982), a weak culture of organization could be one of that is loosely joined. Rules are imposed strictly on the employees that may create diversity between the person's personal objectives and organizational goals. When the leadership of the organization cannot integrate the belief, values and perception of members towards the organizational goals, which percolates in day to day operations and interactions, it will lead to the formation of a belief system, closely knit with a weak work culture. Intention to leave also a factor contributed by a weak work culture reflected by the ill-treatment from the top management, rigid top - down communication, less freedom at work, feeling of insecurity, poor welfare facilities lack of openness, poor reward system etc. A closed work culture

will merely bring about a higher level of anxiety and fear among the expatriate employees whether it is appropriate to voice out or not. This indicates that higher the organizational silence the higher the job stress experienced at work. Members take decision to leave from the organization where they observe clashes between their expectation and work culture. Initially members will be silent in relation to their interaction with leaders, system and structure, further they plan their smooth transition from one organization to another.

The findings in relation to members intention to leave and transformational leadership clearly indicates that the transformational leadership acts as a moderator in its effect on organizational silence and intention to leave in this study. A transformational leader motivates one to do more than one would originally expect to do by articulating a vision, providing an appropriate role model, fostering the acceptance of group goals, expressing high performance expectations, providing individualized support, and stimulating intellectually (Podsakoff, Moorman, & Fetter, 1990). When the leadership of the organization cannot integrate the belief, values and perception of members towards the organizational goals, which percolates in day to day operations and interactions, it will lead to the formation of a belief system, closely knit with a weak work culture. To what extend members in the organization receives support from their top management is a factor that influence their decision to stay back to the organization or not.

In a closed culture there the members engaged into a silent mode of work without any clamor, facing low hardiness in relation to their work and organization. The lower the trust expatriate employees have in relation to benefits obtained from the organization, added on with a closed work culture reinforces high level members intention to leave from the organization. Pinder and Harlos (2001) observed the association among theoretical concepts of voice and silence as proposed by Hirschman (1970) as a means to reflect how employees express a sense of dissatisfaction. The dissatisfied employees usually express their dissatisfaction and may like to leave the organization without any clamor. Culture of silence is then with the influence of leadership style. In line with the above discussion and with the findings of this research it is clearly indicates that the transformation leadership is further highly predicted to member's intention to stay back or they don't want to leave from the organization.

IMPLICATIONS

The findings of the research have identified the following implications. This study has far-reaching policy implications towards member's silent way of fine-tuning with the work culture and the leadership in the organizations in the manufacturing industries in Jakarta region of Malaysia. There is a strong association between organizational silence and members intention to leave from organizations.

Citing the implication part Çakıcı (2007) rightly pointed out in this contest that organizational silence is regarded as a hindrance for organizational change and development. It is expressed that many employees do not talk about problems with managers although they are aware of specific issues and problems, and that this is the fact in many organizations. In this way, organizational silence becomes an issue which should be emphasized and analyzed thoroughly. The organizational silence has several implications in relation to members learning and development. A culture of silence block the negative-genuine feedback, information that suggests those current practices or the systems is not operating effectively. This effort of concealing the real fact make the top management unaware of the real issues and cut off from the real information which is vital in managerial decision makings. The top management may misinterpret this act of silence as a signaling consensus and success. Those members will leave the organization before the organization plunged into business and organizational crisis.

Members intention to leave precipitated in the form of resignations and turnover, affect badly the costs associated with losses of firm and job-specific knowledge, hiring, and retraining of members. It is rightly pointed out in this context that decreases in turnover led to increases in organizational performance and a reduction in costs associated with losses of firm and job-specific knowledge, hiring, and retraining of replacement employees (Egan et al. 2004). As it is pointed out by Silverthorne (2004) "the turnover causes significant expense to an organization," including direct costs of replacing an employee and indirect cost related to loss of experience and lowered productivity. These costs have important implications for an organization, noted Silverthorne, and anything that can be done to reduce turnover will lead to significant benefits to an organization.

Common reasons in relation to organizational silence and employee intention to leave from the organization indicate that member's quitting decisions are associated with the expectation gap at personal, managerial and organizational level (Kumar 2015).. The management should pay heed to these factors, which had led to employee silence in organization. The employees silence has far reaching consequences at work and organization. When talented expatriate employees leave the organization, it may lead to operational gap and business development issues. A strong work culture that's focused on proper understanding of the expectations of the expatriate employees need to be ensured to tap the talent of expatriate workers and developing better visibility of an organization (Kumar 2015). Given the moderate population size of this research, more research needs to be conducted incorporating different sectors from different region to be aware of the varied implications of these research findings. The management should be aware of the variations in organizational members' response towards work, work organization, work culture and leadership which support them to develop a amiable environment corresponding with the expectations of each other.

CONCLUSION

This particular research was posed three research questions in the context of manufacturing units in the Jakarta region of Indonesia. The findings of the study clearly answer these three research questions by establishing the association among organizational silence and member's intention to leave from the organization. Where there is strong work culture, the employee's intention to leave from the organization is less. Almost similar finding in relation to moderating role of leadership also observed in this research. The results indicate that transformational leadership reduces the employee's intention to leave. In nutshell, when the work culture and transformational leadership act as moderator, its effect reduces the member's intention to leave by adjusting the organizational silence.

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