Evaluating the predictability level of organizational silence by social capital of Kermanshah Medical Sciences University’s staff

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Abstract

The aim of the present study is to evaluate the predictability level of the organizational silence by social capital of Kermanshah Medical Science University’s staff in 2015-2016. This is a correlational descriptive and analytical study. The statistical population of this study includes the Kermanshah Medical Science University’s staff. The members of this case community includes 350 person, which has selected based on the Morgan table and by stratified random sampling for 186 person. The research data have chosen by using two standard social capital questionnaire and organizational silence. The tools validity was in the form of content and confirmed by specialist and its reliability have confirmed by social capital Cronbachs alpha of 0.95and organizational silence of 0.85. The data analysis have done by SPSS-21 software by Pearson correlation test. The results showed that in the error level of 5% there is a significant negative relation between social capital and organizational silence (p≤0.000, r=-0.678). Also based on the regression model the social capital have a significant effect on the organizational silence and the social capital could predict the organizational silence (R²=0.46).

Keywords: social capital; organizational silence; university staff

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Introduction

Social capital is a suitable condition physical productivity of human’s capital and a way for achieving the successfullness and improvement of organizational performance (Ahmadi, 2011). Scientist based on their opinion present several definition for social capital, which they could included in, the below definitions of interface: social capital, potential capacity of the relationship between the individuals and a society’s group, which caused performing three functions (Saadat, 2008). Nahapiet and Ghoshal are among the individuals who define their social capital from the organizational point of view. From their point of view the social capital is a sum of potential resources which formed by a relation network of an individuals or a unit of organization with individuals or other social unit in or out of the organization. From their point of view, social capital is one of the important
organizational properties which could help the organization in creating and dividing the knowledge in compared with them provide a suitable competitive benefit (Jansen, 2011). Nahapiet and Ghoshal considered three aspects for social capital: structural aspect: an overall pattern and relation, which have formed in organizations and considered the fact that who access to you and how you access them?

Relational aspect: the social capital contain the nature of the relations. Do the staffs in an organization communicate with each other or not? The cognitive aspect: social capital contain the staffs share in a social network about a point of view or common understanding among them (Rhodes, 2008). Social capital have a determination role in organization growth. However, the reality is the fact that today this subject in organizations despite its great importance have not get enough attention (Arregle, 2007). In our organization especially in governmental organizations, there is a significant gap between the staffs and managers and their requirements. Because of this gap, the staffs showed tenacity in implementing the decisions and all these cause the increase of the organizational silence and reduce the social capital (Naqshbandi 2015). Liu et al. believed that although most of the staffs have their own essential thoughts and opinions about the organizations, but they prefer not represent their ideas, therefore, they faced with a phenomenon which Morrison, and Milliken called it organizational silence (Liu, 2009).

In addition, Morrison, and Milliken consider organizational silence as a social phenomenon, which the staffs avoid representing their comments and worries about the organization issue and influenced by many of the organizational properties. This organizational property include decision-making process, management process, and alternation and perceived of the staffs, which are the effective factors for silence behavior (Dimitris, 2007). Organizational silence could have harmful effect on deciding and changing process. This fact have occurred by refusing and preventing the presentation of different reasons and negative feedbacks or correct information (Huang, 2005). The managers made most of their decisions with incomplete data and based on their own judgment and the outdated data (Safari, 2016). One of the important outcome of organizational silence is its effect on organizational decision and alternation. An extensive research about group decision–making showed that the quality of organizational decision is depend on the attention and evaluation of the views and different alternation of a decision. Silence is a sign for the organizational illness and neglecting this fact could caused the organization inertia and even death (Liu, 2009). Brick and Asyndr believe that the educational institute such as organizations by neglecting the effectiveness should modified the processes and create confidence among their members.

The educational institute managers are responsible for promotion of confidence level among their members, because lack of confidence could perform as important communication barrier in transmitting the opinions and worries (Dönmez, 2010). Despite the fact that the common phrases in the organization and management fields emphasize on the empowerment and creating communication channels, the results of this research showed that most of the staffs are complaint for this subject that their organization are not
support the information sharing communication and revealing and hidden knowledge. All these could be a reason for a goal and manager program failure in an organization. The important obstacles in successf

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All these considered as barriers for effective changing and development of organizations. Therefore, the organizations have not the ability to evaluate and modify the errors (Miller, 1972). According to the researches which have done in the field of social capital and organizational silence such as Naqshbandi (2015) study, the results showed that the social capital with organizational perceived and policy have affected the organizational silence and songs (Naqshbandi 2015). In addition, the results of Vakola and Boordas study showed that the silence atmosphere have a determination effect on individuals attitude such as job satisfaction (Vakola 2005). The results of Altinay study showed that trusting the managers have a significant effect on individuals silence (Altinay, 2014). According to the obtained results from various research, there is a necessity for conducting this research. University have an important role in countries development. The necessity for evaluating the relation between social capital and organizational silence among the Kermanshah medical science university’s staff have a great importance, in a way that reducing the social capital caused the silence increased. In addition, the social capital increase caused the organizational silence reduction among this university’s staffs. The results of this study could have an important role in increasing the productivity and improvement of the organization performance. Also could have an important role in improvement of the managers programming knowledge and the correct use of human resources for reaching the university’s goal. The aim of this study is evaluating the Kermanshah medical science university’s staffs (one of the Iran’s city).

Materials and Methods

The present study is qualitative in terms of nature and in terms of applied goals and collecting data is correlational-descriptive. The statistical population of this research is Kermanshah medical science university’s staff, which include 350 person. They have chosen by stratified random sampling method, which include 186 person. The main data collecting tools at the collection stage is using a standard questionnaire. In this research for evaluating the research variables (social capital and organizational silence) the mentioned questionnaire have used. Nahapiet and Ghoshal (1997) evaluate the social capital questionnaire that include three aspects: structure, cognitive and relational and the organizational silences have evaluated by Vakola and Boordas (2015) questionnaire. For evaluating the validity of the questionnaire, the Cronbachs alpha determination method have used by SPSS-21 software. The total Cronbachs alpha coefficient for using questionnaire in social capital part was 0.96 and for organizational silence part was 0.85. The reliability of the questionnaire have evaluated by content reliability, in order to its content have determined suitable by masters and experts.

Results

The results of the study showed that among 186 samples, (55.4%) of the responders were woman and...
44.69% of them were men. The marital status of evaluated samples 26.3% of the responders were single and 73.7% of them were married. Based on the obtained results the average level of social capital in staffs was (5 from 3.13) in a higher than average level. In a way that the structural social capital component by the average of the 3.20 have highest level and the cognitive component of social capital by the average of the 3.02 have the least level in Kermanshah medical science university’s staffs. The average of the organizational silence among the medical science university’s staff was (5 from 2.58) and it was in an average level. The communicational opportunities component by the average of 2.01 organizational silence level of higher than average and high management silence component and supervisors silence have lower level than average in Kermanshah medical science university’s staffs. Based on the alternation coefficient level of supervisor’s silence, Communication opportunity, organizational silence, and high management have the highest alternation coefficient respectively. In addition, it could be said that the high management silence have the most suitable situation.

Based on the presented results in table 1, as it seen, the correlational coefficient for social capital and organizational silence obtained (-0.678). This relation level means that in (-0.678) when the social capital have increased the organizational silence have decreased. In the contrary, when it was -0.678 from the moment that the social capital have decreased the organizational silence have increase. It means that there is a significant and negative relation between these two variables. In addition, the calculated level was less than 0.1 and closed to zero, which was less than the standard significant level.

As you can see in table 2, based on the obtained results the observed F level was significant (156.871) \((p<0.000)\) and the variances of 46% was related to social capital which was presented by organizational silence \(R^2=0.64\). The regression coefficient of organizational silence by the \(\beta\) of -0.678, according to the statistics (-12.525) showed that the organizational silence could predict 46% of the changes which related to the social capital. In other words, the changes which related to the organizational silence with \(\beta\) (-0.678) could predict the organizational silence and this was means the effect of social capital in organizational silence is significant in a way that organizational silence have a negative effect on organizational silence (table 3).

**Discussion**

There is a significant relation between social capital and organizational silence in Kermanshah medical science university. The results of Pearson correlation showed that the error level of 5% have a significant and negative relation between social capital and organizational silence. The results of this assumption and Bradbery (2013) study showed that there is a significant positive relation between social capital and knowledge management. In addition, the results of the Abbasi (2015) study showed that there is a significant relation between organizational silence and performance. In addition, the results of qualitative study of Yıldız (2013) which have done in silence fields believed that the staffs have experienced the silence, Camps, and Marquès (2011) in their study found that the social capital developed the risk in
network and these results was consistent with the above study’s results.

Table 1. The correlational coefficient and significant level of social capital and organizational silence

<table>
<thead>
<tr>
<th>Social capital</th>
<th>N</th>
<th>Coefficient</th>
<th>Organizational Silence</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>186</td>
<td>Pearson</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Correlation coefficient</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>-0.678</td>
</tr>
</tbody>
</table>

Table 2. A summary of regression pattern and statistical regression properties between social capital and organizational silence in Kermanshah medical science university

<table>
<thead>
<tr>
<th>Model</th>
<th>SS</th>
<th>Df</th>
<th>MS</th>
<th>F</th>
<th>p</th>
<th>R</th>
<th>R²</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>31.372</td>
<td>1</td>
<td>31.372</td>
<td>156.871</td>
<td>0.000</td>
<td>0.678</td>
<td>0.46</td>
</tr>
<tr>
<td>Residual</td>
<td>36.796</td>
<td>184</td>
<td>0.200</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 3. The statistical property, which have related to predictable variables (criterion variable)

<table>
<thead>
<tr>
<th>Model Criterion variable</th>
<th>Predictor variable</th>
<th>B</th>
<th>β</th>
<th>t</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>-0.584</td>
<td>0.678</td>
<td>-12.525</td>
<td>0.000</td>
</tr>
</tbody>
</table>

According to the results of the research assumption and verification of the relation between social capital and silence, it have expected that by promoting the social capital, the organizational silence have increased. In fact, one of the factors of breaking the organizational silence is increasing the social capital in an organization (Danaceefard, 2010). Therefore, the staffs silence could be harmful for organizations and often caused the increase of dissatisfying among the staffs (Altinay, 2014).

An organization, which have a good social capital, could have a great effect on the quality of presenting the services and in comparison with other organizations could achieve more excellence. On the contrary, the organizations, which do not have a proper social capital, would have low confidence and participation. The low level of this component caused the fact that the organization members and organizational part try to achieve their personal goal and related units and neglected the overall goals of the regression and its mission. Social capital play an important role in society in comparison with other capitals. In the absence of social capital, other capital lose their effectiveness (Hasan zadeh and Samarin, 2010). The managers should implement the management, which have based on the evidence in the organization (Safari, 2016). In addition, hold same meeting between the staffs of various units of organization and used the media for achieving the common understanding conversation particularly internet and creating social network and design and implement them as a form of web. Therefore, in the university the indexes and social capital should promoted. According to the fact that the social capital is the main infrastructure of each community for growing and improvement. As well as the organization could accumulate this capital, to the same extent it could grows, developed, and used its benefits.

Social capital could predict the organizational silence in Kermanshah medical science university.
regression coefficient showed that the organizational silence could predict 46% of the alternation, which have related to social capital. In other words the organizational silence with the $\beta$ of the -0.678 could predict the social capital and this means the fact that the effect of social capital variable on organizational silence is significant. In a way that the organizational silence have a negative impact on social capital. The results of this assumption is consistent with the study of Naqshbandi (2015) which evaluate the effect of social capital and political behavior understanding of organization on the organizational songs. The results of this study showed that deficiency of social capital and the existence of excessive political behavior is effective in the staff’s behavior, also, this result is consistent with the Keshavarzi (2012) study. His study showed that there is a correlation between the social capital aspects and staffs psychological empowerment. In addition, it is consistent with Merlo et al. (2006) study, which evaluate the relation between cognitive, relational, and structural aspects of social capital and organizational creativity. The results showed that these three aspects of social capital increased the customer orientation.

Social capital by creating integrity and unity among the members and providing strong beliefs and norms caused creating a strong social network. Based on the Fukuyama beliefs, the norms, which create social capital, should include characteristics such as honesty, implementing the commitments and bilateral communication Amiresmaili (2012). The communication is the successful key for each organization but if the silence occurred in the organization the communication in the organization would corrupted and as a results, the performance of that organization damaged entirely and reduced (Danaeefard, 2010). One of the other eminent effect of organizational silence have related to organizational decision-making and changes because an extensive research about group making decision showed that the decision quality increased when the various choices and different options considered. Therefore, the existence of organizational silence caused the reduction of decision-making quality in the organization (Podsakoff, 2000). Because social capital have a structural relation, naturally it have related to the interaction between the staffs and various part of the organization.

The communication with confidence, friendliness, and kindness caused the elimination of organizational silence. The results showed that there was a significant and negative relation between social capital and organizational silence in medical science university of Kermanshah. Therefore, giving more attention have suggested for teamwork and forming the groups and teams, For doing the work such as independent and self-oriented work group and creating joint work team between various units of university. Also it have suggested that the faculty’s managers implement meetings with the presence of staffs and in these meetings ask their opinion and create this mentality for them that they have an important role in the organization. The researchers conduct a study with the title analyzing the governmental organizations job attitude of staffs and define the organizational silence atmosphere and behavior. They collect the data by the simple random sampling and choose 235 person. The data collection tool was a Maria & kola organizational silence questionnaire. The results of correlational test
showed that there was a significant relation between the silence atmosphere aspect and staffs job attitude and silence behavior \((p<0.001)\) (Danaeefard, 2010).

Yildiz (2013) have conducted a qualitative study in the silence field. The interview have done by Road Roa with 11 staffs who work in marketing part of automobile industry. He present that the staff have experienced the silence and mentioned different reason for this experience. The imagination of managers inability for doing the work, the imagination of the fact that they don’t get a positive results, the imagination of the fact that others may damaged and fear of reprimand and fired are the reasons for silence (Yildiz, 2013). In addition, the results of a research about the effect of social capital on creativity and innovation, showed that when the staffs are collaborated with each other, be in contact with each other and could share their idea, information and knowledge, this fact caused the creativity in the organization (Farsi, 2013). Detert et al. (2007) study revealed that the staffs, which have better performance, consider the speaking and giving their opinion as one of their job responsibility. The level of the staff’s performance have a positive relation with the continuous giving their opinion (Detert and Burris, 2007). Sehitoglu and Zehir (2010) in a research with the title of analyzing the silence and behavior in public institute of Turkey concluded that there was a significant and negative relation \((p<0.000)\) between defensive silence and staffs performance. In addition, there was a positive and significant relation \((p=0.000)\) between the friendly silence type and the staffs performance. On one hand, there was no significant relation between obedient silences and staffs performance (Zehir and Erdogan, 2011). Therefore, it could have said that the managers should create a connection network and joint language among the staffs and provide an environment for breaking the organizational silence and pushing people to express their idea in the organization.

**Conclusion**

The social capital is a good condition for productivity of the physical and human capital and considered as a way for achieving the successfulness. This life capital give to the individual’s life and make the organizational life simpler and more enjoyable. Paying attention to the social capital as an effective approach in human management resources of organizations, and efforts for its improvement could provide a condition for other performances in this field and achieving a significant benefit in individuals and organizational level. According to the results of the research, which showed that, there was a significant and positive relation between social capital and organizational silence, it means that by increasing the social capital the organizational silence have reduced and by reducing the social capital the organizational silence have increased. Based on the obtained results it could have said that an environment should have create for the staffs to present and express their idea and benefits. The manager should want to receive the reality of the environment and decide in order to solve the problems in the group and teamwork.

**References**


Social capital, customer service orientation and

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