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Examine the Relationship Between Organizational Climate and Organizational Silence

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ABSTRACT

This study aimed to investigate the relationship between organizational climate and organizational silence in oil and gas Exploitation Company of Maroon in Ahvaz. This research is objectively descriptive. The employee of oil and gas Exploitation Company of Maroon in Ahvaz are the population of this study that among them, 142 people by using the limited sampling formula were selected as the sample. The main tool for data collection was organizational climate questionnaire: Halphin and Craft (1963) and organizational silence questionnaire: Morrison and Milliken (2000). The validity of the questionnaires by using views of professors and experts in oil and gas Exploitation Company of Maroon again confirmed. The reliability of the questionnaires was also estimated higher than 70% using Cronbach's alpha. The Kolmogorov–Smirnov, Pearson correlation and Friedman tests were used. The SPSS software was used for data analysis. The findings showed that there is a relationship between organizational climate with organizational silence and all its indicators. This relationship is positive.

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INTRODUCTION

Efficiency and development of each organization depends largely on the correct use of human resources. So that companies and organizations grow larger naturally the problems of this huge force also be added. In such circumstances managers in many organizations related to the different issues try to control their employees constantly. But gradually employees are interested to do meaningful works and demanding greater job autonomy in their work, so that in this way they have a valuable feeling and if these employees face with barriers in their job demands, will have job frustrations and isolation in their organization that this in turn leads to phenomena such as organizational silence and organizational stagnation [2].

Morrison and Milliken suggest that silence has become a powerful force in the organization and show that organizational silence is a social phenomenon that occurs at an organizational level and is influenced by many organizational features. These organizational features are including: decision-making processes, management processes, culture and employees' perceptions of factors influencing silence behavior [11].

On the other hand, one of the most important factors that play a role in the development of organizational silence is organizational climate. Existence a favorable organizational climate in the organization can help employees to involve in organizational decisions with their creativity and regardless of repeated and regular orders and regulations, show their creativity. Litwen and Stringer know organizational climate as a set of characteristics of workplace in which people live, assuming that the features impact of on their motives and behavior.

According to the goals of National Iranian Oil company, one of the most important indicators for the movement and dynamics in a healthy organization is existence of favorable organizational climate and the trust of downstream units on decision maker units, thus, identifying the perceptions and emotions of employees in an organization whether to plan, organize and work with them and whether to positive changes that are necessary for the dynamics of the organization, is important and it should be realized that to change employees' organizational behavior, a healthy, creative, dynamic and friendly environment must be provided.

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While the phenomenon of staff silence, involve the organizations, but little scientific studies have been done on staff silence. In addition to Pinder & Harlos, Morrison and Milliken mentioned that silence has become a powerful force in the organization, but any serious study and research has been done about it. Morrison and Milliken introduce this concept and show that organizational silence is a social phenomenon that occurs at an organizational level and is influenced by many organizational features. One of the most important organizational characteristics is the organizational climate.

So we can say that the organizational silence and finding ways to remove it have great importance in contemporary organizational issues and also requires the organization managers to pay attention. Totally the objective of this study is to examine and identify the relationship between the dimensions of organizational climate and organizational silence. The oil and gas Exploitation Company of Maroon in Ahvaz is not an exception. This company that put on the agenda the active participation of the employees, has taken an important step in this context and thus employees' motivation to prevent organizational silence. This study is unique in its kind in the country. According to the mentioned subjects researcher felt it necessary to do this study on the oil and gas Exploitation Company of Maroon in Ahvaz. The results obtained from this study can be valuable and of great importance for the Company to improve the organizational climate and prevent the organizational silence. In this study, based on the model of Halphin and Craft, the organizational climate is considered with eight dimensions of spirit, harassed, interest, devotion, considerateness, distancing, influence, dynamics and emphasize the production. The population of research is oil and gas Exploitation Company of Maroon in Ahvaz in which the staff participation in express issues and their ideas are very important. This company, like many organizations, complains about the low participation of employees. Because the feedbacks become low and thereby errors increase. With regard to the mentioned contents, the researcher decided to do a research on the relationship between organizational climate and organizational silence. Basically, this study sought to investigate whether between the organizational climate and organizational silence of oil and gas exploitation company of Maroon in Ahvaz relationship exists or not?

2. Research Literature:

2-1 internal researches:

Pur Goudarzi Habib. in a study entitled "Study of the relationship between organizational climate and behavioral effectiveness of elementary school mangers of Babol" achieves the following conclusions.

- There is a difference between the behavioral effectiveness of managers in schools with open climate and schools with closed climate.
- There is a significant difference between the behavioral effectiveness of managers in public and private schools.
- There is a difference between organizational climate of Girls schools and Boys schools.

Jamshidi [1] in a study entitled "Study of the relationship between organizational climate and effectiveness in primary schools of MeshkinShahr city" achieves the following conclusions.

- There is a significant correlation between organizational climate and effectiveness in primary schools.
- There is no significant difference between organizational climate of Girls schools and Boys schools.
- The results showed that 45% of schools have correlation between organizational climate and effectiveness above average, 15% below average, and 10% are inversely correlated.

Doctor Naser Pur Sadeq examined the relationship between Organizational Citizenship Behavior and organizational silence, the population of the study is selected from the public sector (education department of Galugah city) which included 686 teachers and 40 employees. By Cochran formula the sample was determined 251 people at 5% error level. The Pearson correlation coefficient and factor analysis and structural equation tests are used to test hypotheses which were examined by using the SPSS and LISREL software. The results show that there is a significant inverse relationship between OCB and organizational silence. Also there is a significant inverse relationship between dimensions of OCB and organizational silence.

2-2 External Researches:

Macdaniel. A.K., conducted a study entitled "Comparison of primary school and guidance schools due to the conflict and organizational climate". The results of this study indicate that there is a difference between Conflict of teachers in guidance schools and primary schools, and also there is a negative relationship between organizational climate of schools and the conflict.

In a study which conducted by Piscopo, B, The relationship between organizational climate and role conflict were investigated. The results showed that there is a positive correlation between organizational climate and role conflict.

Tolbibas and Celeb conducted a study entitled "Examine the effects of the perception of procedural justice on the silence of the faculty members with the moderator role of trust in superiors". The population of research is faculty members of Kocaeli, Sakarya, and Namık Kemal Universities of Turkey that are 459 people. The main tools of study are the standard questionnaires of procedural justice by Niehoff and Moorman, the organizational

silence by Brinsfield, and the trust by Moran & Hoy that set based on the 5-point Likert scale. Results of regression analysis revealed that perception of procedural justice has a significant effect on the silence behavior, i.e. the perception of procedural justice predicts 39% of silence behavior of the faculty members. Also the trust in the superior impacts on the relationship between perception of procedural justice and silence behavior.

Lue *et al* conducted a study entitled "Organizational Silence: A Survey of the employees of Telecom". The study was conducted in Beijing Telecom. The number of questionnaires distributed in this study is 444, of which 374 questionnaires were returned. The questionnaires set based on the 5-point Likert scale. The reliability of the research questionnaires was obtained 83%. The data was tested by using multiple regression analysis of the relationship between managerial behavior, negative terms of staff and organizational silence. The results indicated that there are positive and negative relationships between variables.

3. The objectives of the study:

3.1 The main objectives:

Examine the relationship between organizational climate and organizational silence in oil and gas Exploitation Company of Maroon in Ahvaz.

3.2 Secondary objectives:

Examine the relationship between organizational climate and attitude of director and head in oil and gas Exploitation Company of Maroon in Ahvaz.

Examine the relationship between organizational climate and communication opportunities in oil and gas Exploitation Company of Maroon in Ahvaz.

Examine the relationship between organizational climate and silence behavior of employees in oil and gas Exploitation Company of Maroon in Ahvaz.

4. Research Method:

In the present study, the researcher seeks to provide scientific and practical recommendations in the organization by conducting a survey of the employees of population so this research in term of the nature of question and purpose of study is an applied research.

The purpose of selecting this method is to identify the style and the way we work, to help us to access the answer or answers of the question or questions of the study more accurate, easier and cheaper (Khaki, 1386 , 141).

The present study is a descriptive study, it means the researchers describe what is in oil and gas Exploitation Company of Maroon in Ahvaz. The employees of oil and gas Exploitation Company of Maroon in Ahvaz are members of this research population.

5. The research findings:

5.1 The main hypothesis:

Main hypothesis is stated as follows:

The main hypothesis: there is a significant relationship between organizational climate and organizational silence in oil and gas Exploitation Company of Maroon in Ahvaz.

Table: The simple linear regression equation values of the main hypothesis.

ANOVA[b]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.602	1	4.602	28.506	.000[a]
	Residual	17.435	108	.161		
	Total	22.036	109			
a. Predictors: (Constant), organizational silence						
b. Dependent Variable: organizational climate						

In the ANOVA if Sig less than 0.05, the regression equation is linear and if Sig greater than 0.05, the regression equation is not linear. As seen in the table above by doing the regression test at 95% confidence level, the value of Sig=0.000 was obtained. Since Sig<0.05, therefore, reject the null hypothesis and accept the opposite assumption. It means that there is a significant relationship between organizational climate and organizational silence. Thus, the main hypothesis is confirmed at the 95% confidence level.

5.2 The first special hypothesis:

The first special research hypothesis is stated as follows:

The first special hypothesis: there is a significant relationship between organizational climate and attitude of director and head in oil and gas Exploitation Company of Maroon in Ahvaz.

Table: The correlation coefficient values of the first special hypothesis.

Test results	Sig	Correlation coefficient	Type of test	Number	Hypothesis
Confirm the hypotheses	0/000	0/413	Pearson	110	The relationship between organizational climate and attitude of director and head

As seen in the table above by doing the Pearson test at 95% confidence level, the value of Sig=0.000 was obtained. Since Sig<0.05, therefore, reject the null hypothesis and accept the opposite hypothesis. It means that there is a significant relationship between organizational climate and attitude of director and head. Since the Pearson correlation coefficient was 0.413 for the test, so the relationship is positive. Thus, the first special research hypothesis is confirmed at 95% confidence level.

5-3 the second special hypothesis:

The second Special research hypothesis is stated as follows:

There is a significant relationship between organizational climate and communication opportunities in oil and gas Exploitation Company of Maroon in Ahvaz.

Table: The correlation coefficient values of the second special hypothesis.

Test results	Sig	Correlation coefficient	Type of test	Number	Hypothesis
Confirm the hypotheses	0/000	0/387	Pearson	110	The relationship between organizational climate and communication opportunities

As seen in the table above by doing the Pearson test at 95% confidence level, the value of Sig=0.000 was obtained. Since Sig<0.05, therefore, reject the null hypothesis and accept the opposite hypothesis. It means that there is a significant relationship between organizational climate and communication opportunities. Since the Pearson correlation coefficient was 0.387 for the test, so the relationship is positive. Thus, the second special research hypothesis is confirmed at 95% confidence level.

5-4 the third special hypothesis:

The third special research hypothesis is stated as follows:

The third special hypotheses: there is a significant relationship between organizational climate and silence behavior of employees in oil and gas Exploitation Company of Maroon in Ahvaz.

The calculated results of correlation coefficient of the relationship between organizational climate and silence behavior of employees are shown in Table:

Table: The correlation coefficient values of the third special hypothesis.

Test results	Sig	Correlation coefficient	Type of test	Number	Hypothesis
Confirm the hypotheses	0/005	0/268	Pearson	110	The relationship between organizational climate and silence behavior of employees

As seen in the table above by doing the Pearson test at 95% confidence level, the value of Sig=0.000 was obtained. Since Sig<0.05, therefore, reject the null hypothesis and accept the opposite hypothesis. It means that there is a significant relationship between organizational climate and silence behavior of employees in oil and gas Exploitation Company of Maroon in Ahvaz. Since the Pearson correlation coefficient was 0.268 for the test, so the relationship is positive. Thus, the third special research hypothesis is confirmed at 95% confidence level.

Conclusion:

Organizational climate is one of the most important areas of research in organizational behavior literature. Many researchers, who are trying to describe the behavior of employees within the organization, were considered organizational climate as affecting and affected variables. Staff silence is a phenomenon that can increase employees' participation in the organization and can negatively affect the mood of employees. In fact, if these behaviors are not deemed important or not considered, In that case, can become a feature of the organizational culture. Therefore, it is important to identify the reasons of staff silence. Studies have been done on organizational climate and employee silence. Especially not only in educational organizations studies have been conducted but in other organizations.

According to the goals of National Iranian Oil company, one of the most important indicators for the movement and dynamics in a healthy organization is existence of favorable organizational climate and the trust of downstream units on decision maker units, thus, identifying the perceptions and emotions of employees in an organization whether to plan, organize and work with them and whether to positive changes that are necessary for the dynamics of the organization, is important and it should be realized that to change employees' organizational behavior, a healthy, creative, dynamic and friendly environment must be provided. So greater

sensitivity needs to be showed towards the communication of managers with employees, and employees' balances with each other. When an employee enters the organization and with enthusiasm and great effort devoted to service but the manager is indifferent and unconcerned to him, as a result, over time, he would be uninterested to organization and the quality of his work is gradually reduced. But if the manager tries to provide an environment favorable for employees and appreciate them for their good behaviors and use of employees' comments to improve organizational matters, gradually people have more sense of belonging than to organizational matters and will try to provide more efficient and effective services that can have major effects on the quality of the output of organization.

Generally, we will review an example of researches in the field of organizational climate and organizational silence in order to clarify the issue better:

Hazen (2006) in a study entitled "Silence, lack of pre-natal and Polyphony: a postmodern perspective," emphasized that the lack of healthy psychological environment is of the factors that led to the weakening of the relationship between individuals and groups, creating misunderstandings and reduce the group cooperation, which leads to the formation of silence behavior and its results are effect on the work and its achievements.

Hazen in his study has noted that negative perceptions of employees from the organizational climate, will lead the possibility of creating silence. The organizational climate is related to dominant pattern of communication in organization that their task is to help achieve the goals of the organization as a feedback of effort for interaction between the human beings and resources available to them that their workflow are according to the guidelines and rules. Organizational climate is a feedback from the organization's character that is seen by members of the organization. When the climate is unfavorable, the interests of people becomes predominant, thus the silence will create.

6. Suggestions for future researchers:

One of the most appropriate research resources for future researchers is the present study because this researcher is presented such proposals based on the scientific results. In this study, the researchers recommended to further work on the following.

∗ doing such research in a larger target population.
∗ conducting such research among several organizations.
∗ conducting a comparative study among similar organizations within and outside the country.
∗ examining the barriers of breaking silence space in organization under investigation.

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