

## A Quantitative Analysis of Organizational Silence and Turnover Intention: An Outcome with CB-SEM

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### ABSTRACT

Today's businesses have acknowledged the necessity of retaining their employees rather than spending time and resources training new employees, making employee retention a pressing issue. Although this view of the organization's top management is the main cause of unemployment, it may also inhibit new talent and innovation. Aside from that, every company has to deal with staff churn. The purpose of this study was to examine the actions that lead to employees' intentions to leave their jobs and to determine the quantitative impact of organizational silence on employee turnover intentions. This study gathered responses from ten different service and manufacturing firms. Participants provided 388 responses out of a possible total of 500. Structural equation modeling has been used to examine the data using SPSS and AMOS. The outcomes of this study reported that there was a significant positive effect of organizational silence on turnover intention among employees of service and manufacturing companies in Pakistan. The study has contributed to managers making better retention policies.

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### INTRODUCTION

Many organizations are now focusing on various methods and tricks, such as teamwork, organizational self-rule, and enhancing the internal environment and culture of the organization and firms, in order to be successful today (Minibas-Poussard et al., 2018). As a result, in today's workplaces, individuals are encouraged to share their ideas and information, which results in high productivity. So, organizations need to have an organizational zone and climate that are similar to each other. However, most employees would prefer that all communication be kept to a bare minimum. This may be due to various factors, including the fear of losing their jobs or the inability to freely express their opinions to their bosses (Milliken et al., 2003).

Additionally, the management team has the ability to create an environment that encourages organizational silence (Salin & Notelaers 2020; Fontes et al., 2019). Milliken et al., (2003) sum up the reasons for the employees' quiet in their consideration. To put it another way, the first reason given by authors is based on the fear of being wrongly labeled or associated with anything unpleasant, such as a relationship being ruined. Others are concerned about their negative influence on others. The rest of the explanations have to do with either individual or organizational characteristics or a bad connection with the boss (Minibas-Poussard et al., 2018; Vakola & Bouradas, 2005). Silence in the workplace can have a negative impact on an organization's bottom line. Organizational decision-making, learning, and change might suffer as a result of a lack of input from employees; on the other side, people may experience a loss of control and incongruity as a result. Organizational silence weakens decision-making, correction of mistakes, change, and improvement, making it an important research theme or subject (Morrison & Milliken, 2003; Pranjic et al., 2006)

In addition to having a negative impact on individuals, organizations, and society as a whole, recognizing the reasons for silence and implementing the required precautions have become increasingly vital. Attacks on self-esteem and communication, attacks on personal social interactions, and attacks on an individual's reputation and character, as well as their professional quality and living condition, were categorized by Leymann (1996) in this way: attacks on the individual's health. Employees are evicted as a result of either form of institutional silence. For this reason, knowing the link between employee turnover and organizational silence is critical for today's businesses. This research aimed to evaluate the employee's conduct by learning about and recognizing organizational silence and turnover intention. Furthermore, main points of the research are divided into three sections. Employer silence and a desire to find new employment are discussed and modeled in the first part of this section. As a follow-up, we'll cover

techniques for exploring and discussing what we've unearthed. It is at this point that the results of the investigation are analyzed.

## LITERATURE REVIEW AND HYPOTHESIS

### Organizational Silence and Turnover Intention

Organizational silence is when employees withhold their ideas, concerns, and feedback from management or colleagues. This lack of communication can have a negative impact on the organization, as valuable insights and perspectives are not shared. Research has shown that organizational silence is widespread, with up to 85% of employees reporting that they have withheld their opinions or concerns at some point (Kaplan & Cortina, 2008). One consequence of organizational silence is turnover intention, which refers to an employee's willingness to leave their current job and find employment elsewhere. When employees feel their voices are not being heard or valued, they may become disillusioned with their work and seek opportunities elsewhere. Research has shown a positive relationship between organizational silence and turnover intention (Durmaz & Caliskan, 2017; Hogh et al., 2011).

One way of describing the collective-level response of different companies to severe concerns is through the term "organizational silence" (Morrison & Milliken, 2000). The rate of job turnover and absenteeism rises as a result of a rise in turnover intention. The turnover intention has a negative impact on a person's mental, social, and economic well-being. Research predicts and explains employee turnover behavior to managers so that they can take steps to prevent prospective employee turnover in their businesses because of these negative effects (Andersson & Pearson, 1999). Silence in the workplace is maintained by fear of personal involvement in shared misconduct or questionable activities (Yamada, 1999, 2008; Vega & Comer, 2005)

Employee conduct is the focus of much of the research on organizational silence and turnover intentions. As a result, employees' morale is lowered, and they are more likely to leave their employers. As a result of their silence behavior in the workplace, most employees are unable to express their thoughts and ideas. Employees have a catastrophic reaction to this severe form of behavior. When employees speak up, it's good for business. As a result, organizations are better able to deal with both dangers and opportunities when their employees are able to freely express their thoughts and ideas (Salin & Notelaers, 2020; Lewis & Rayner, 2002).

Even though self-reported silence varies widely between countries, a study found that the concept of silence in the workplace appears to be expanding in Pakistan. Organizational silence suggests that employee conduct can be identified by the intention to leave the company. Silence in the workplace can lead to problems such as increased absenteeism and employee departures, as well as a decline in productivity and the overall effectiveness of the firm. Organizational silence can occur in any kind of company, but it should be avoided if employees are to perform effectively. Employees' attachment to the company is known as organizational commitment. Organizational silence (OS) lowers productivity because of an employee's commitment to their employer (Prouska & Psychogios, 2018).

When it comes to organizational silence and employee turnover, many studies have found a positive correlation between organizational silence and employees' intentions to quit (Keshley & Jagatic, 2000, Djurkovic et al., 2004, 2008). Organizational silence has been referred to using a variety of terms. Europeans tend to use the term "organizational silence" to describe this phenomenon (Zapf, 1999). Repeated types of negative or hostile behavior, such as bothering, harassing, eliminating, or negatively influencing the tasking capacities of those targeted, are all examples of silence (Yamada, 2000). It is a dynamic process that presents the potential of a conclusion that becomes less and less likely as the process progresses (Leymann & Gustafsson, 1996; Zapf & Einarsen, 2003). They are more likely to depart because of this, either freely or involuntarily, because of their contracts being finished (Leymann & Gustafsson, 1996). March and Simon's work on employee turnover date back more than half a century (1958). As a result, the study by Morrison and Milliken in 2000 was the first to establish a definition of organizational silence following the conceptualization of employee silence. This study was conducted by Morrison and Milliken (2000) in an effort to understand the process, causes, and conditions of organizational silence, which they describe as "a threatening barrier before the organizational change, development and a collective procedure that blocks developing a diversified organization" (Prouska & Psychogios, 2018).

Hypothesis 1 (H1): There is a significant positive impact of organizational silence on turnover intention.

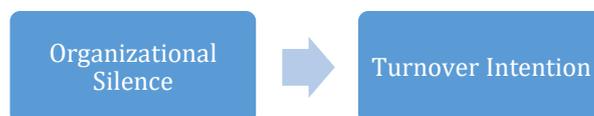


Figure 1: Study Model

**METHODOLOGY**

**Sample and procedure**

The data used in this study was gathered from Pakistani employees of a variety of corporate entities. Businesses were selected using a convenience sample method, while employees were determined using a random sampling method. Random sampling was used to choose those employees from each company who participated in the study. The respondents were asked to provide data based on their length of service. Some of their beliefs and attachments can be traced back to their past experiences and happenings during this period. Informing our personnel of the study's goals and assuring them of the confidentiality of their responses has been a priority. There were random distributions of questionnaires to various service and manufacturing businesses selected at random. The questions are plain and understood, which may necessitate small changes to the phrasing of a few things. The researchers kept selecting samples until they had the number of participants they needed. 388 of the 500 people contacted and asked to participate in the current research responded correctly and thoroughly.

**Measures**

Below Measures were used in this study to capture the many features of the studied concepts. The five-point Likert scale is used to gauge each of the variables, such as organizational silence and turnover intentions.

**RESEARCH INSTRUMENTS**

**Organizational silence**

The importance of organizational silence was assessed using a ten-item scale with good psychometric qualities that was designed by (Meral et al. 2014). The following examples of outstanding items: (1) I keep my thoughts to myself since I agree with the decisions. (2) I disregard bad situations in order to continue working. (3) I keep my opinions to myself during the problem-solving stage. (4) I keep all of my work-related knowledge to myself because I'm afraid of my boss's reaction. (5) I am hesitant to share my viewpoints in order to maintain the business's continuity in the event of a missing problem. The responses were tallied on a five-point Likert scale, with 1 indicating strong disagreement and 5 indicating strong agreement.

**Turnover Intentions**

The Mobley et al. (1979) scale was used to assess the role of employee turnover intentions. The scale was created with organizational silence in mind (Meral et al. 2014). The questionnaire contained a total of 12 items that were used to assess employee turnover intentions. All items were accompanied by the statement that (1) I am allowed to do anything to do a high-quality job, (2) I am not encouraged to address job-related difficulties on my own, and (3) I can make changes to my job whenever I choose at the place where I work. The responses were tallied on a five-point Likert scale, with 1 indicating strong disagreement and 5 indicating strong agreement.

**RESULTS AND INTERPRETATIONS**

**Reliability of scales, Mean Score, and Correlation Analysis**

Table 1: Mean Values, Reliability, and Correlation

Variables	Mean	Std. Deviation	Items	Cronbach's Alpha	1	2
Organizational Silence	4.43	.67	10	.78	1	.64*
Turnover Intention	4.12	.72	12	.82		1

\*= Correlation

The above tables show the mean score of chosen scales and also examine the internal consistency in the shape of reliability analysis. The mean score of organizational silence show 4.43, and turnover intention is 4.12. The organizational silence was estimated with Ten measured items, and turnover intention was estimated with 12 items. The reliability statistics show that the scale of organizational silence is internally consistent, representing an alpha score of .78. In the same manner, the turnover intention is also consistent with a .82 alpha score. It shows that the adopted questionnaires were suitable enough to explain the respective constructs. Furthermore, correlation analyses were also examined to determine the strength or weaknesses among the study variables. In this regard, organizational silence was observed as positively correlated with employees' turnover intention ( $r=.64, p<.001$ ). Lastly, it was seen that there is no issue of multi-collinearity.

**STRUCTURAL EQUATION MODELLING (SEM)**

**Measurement Model Outcomes**

The study initially examined confirmatory factor analysis (CFA). CFA analysis is a useful tool to examine the measurement model. In this connection, conceptual CFA was examined. Figure 2 and Table 2 show conceptual CFA

outcomes. The results report that some of the items of organizational silence and turnover intention seemed lower item loading as suggested threshold by Klenn (2008). However, the covariance between silence and turnover was suitably discriminated from each other. In addition, Average variance extracted (AVE) and convergent validity (CV) were established. Lastly, model fit indices show that there is yet a need to improve the goodness of fit of the model.

Table 2: CFA Conceptual

Items ← Construct	Loading	P-Value
OS1 ← Organizational Silence	.33	.134
OS2 ← Organizational Silence	.18	.222
OS3 ← Organizational Silence	.64	***
OS4 ← Organizational Silence	.69	***
OS5 ← Organizational Silence	.78	***
OS6 ← Organizational Silence	.92	***
OS7 ← Organizational Silence	.85	***
OS8 ← Organizational Silence	.32	.191
OS9 ← Organizational Silence	.74	***
OS10 ← Organizational Silence	.84	***
TI1 ← Turnover Intention	.77	***
TI2 ← Turnover Intention	.88	***
TI3 ← Turnover Intention	.82	***
TI4 ← Turnover Intention	.18	.401
TI5 ← Turnover Intention	.24	.331
TI6 ← Turnover Intention	.38	.099
TI7 ← Turnover Intention	.71	***
TI8 ← Turnover Intention	.81	***
TI9 ← Turnover Intention	.90	***
TI10 ← Turnover Intention	.88	***
TI11 ← Turnover Intention	.99	***
TI12 ← Turnover Intention	.92	***

Fit Indices

CMIN/DF=4.21, GFI=.871, AGFI=.862, CFA=.921, TLI=.942, and RMSEA=.081

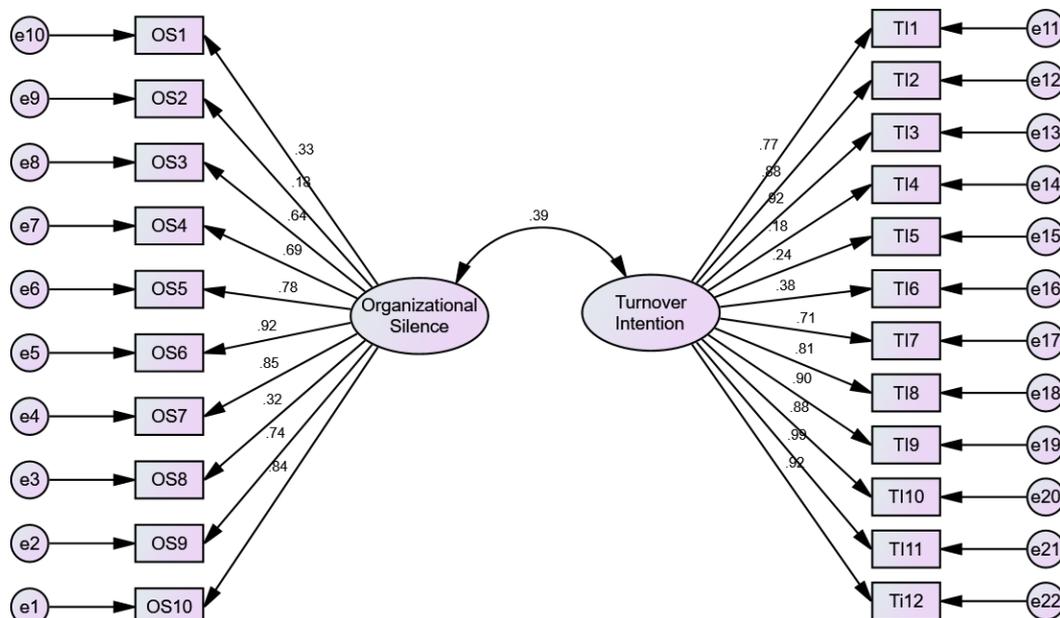


Figure 2: CFA Conceptual

Table 3: Modified CFA

Items ← Construct	Loading	P-Value
OS3 ← Organizational Silence	.64	***
OS4 ← Organizational Silence	.69	***
OS5 ← Organizational Silence	.78	***
OS6 ← Organizational Silence	.92	***
OS7 ← Organizational Silence	.85	***
OS9 ← Organizational Silence	.74	***
OS10 ← Organizational Silence	.84	***
TI1 ← Turnover Intention	.77	***
TI2 ← Turnover Intention	.88	***
TI3 ← Turnover Intention	.82	***
TI7 ← Turnover Intention	.71	***
TI8 ← Turnover Intention	.81	***
TI9 ← Turnover Intention	.90	***
TI10 ← Turnover Intention	.88	***
TI11 ← Turnover Intention	.99	***
TI12 ← Turnover Intention	.92	***

Fit Indices

CMIN/DF=2.91, GFI=.971, AGFI=.962, CFA=.941, TLI=.961, and RMSEA=.042

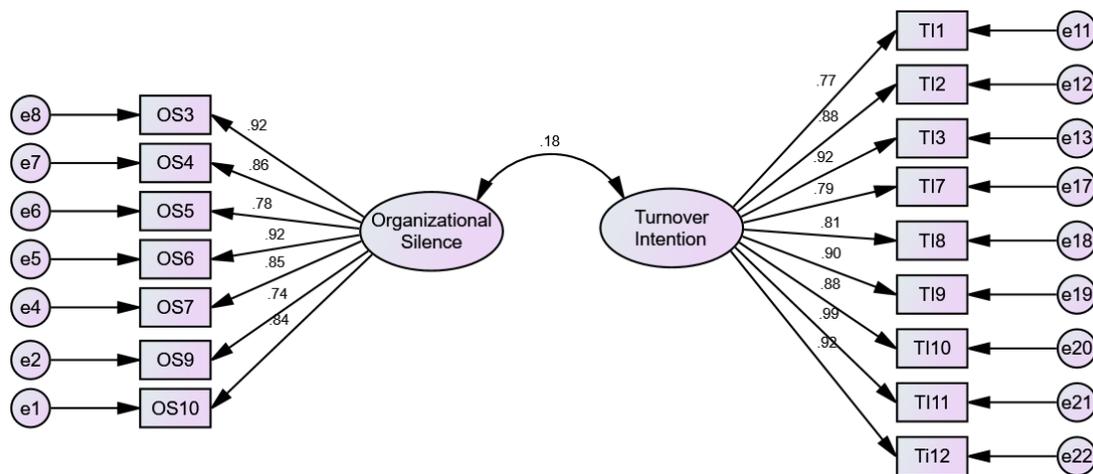


Figure 3: CFA (Modified)

The above table shows the model modification; in the modified CFA analysis, the items whose loading was low were removed from the model to improve the model's goodness of fit. The above model shows the covariance between organizational silence and turnover intention was .18. The above figure shows that after removing low-loading items, the model fitness was improved to assess further in the structural analysis.

After assessing the measurement model, this study further examined the structural part of the model. The structural analysis reports the hypothesis assessment.

Table 4: SEM outcome

Items ← Construct	Loading	P-Value
Path outcomes		
Organizational Silence → Turnover Intention	.72	***
OS3 ← Organizational Silence	.64	***
OS4 ← Organizational Silence	.69	***
OS5 ← Organizational Silence	.78	***
OS6 ← Organizational Silence	.92	***
OS7 ← Organizational Silence	.85	***
OS9 ← Organizational Silence	.74	***
OS10 ← Organizational Silence	.84	***
TI1 ← Turnover Intention	.77	***
TI2 ← Turnover Intention	.88	***
TI3 ← Turnover Intention	.82	***
TI7 ← Turnover Intention	.71	***
TI8 ← Turnover Intention	.81	***
TI9 ← Turnover Intention	.90	***
TI10 ← Turnover Intention	.88	***
TI11 ← Turnover Intention	.99	***
TI12 ← Turnover Intention	.92	***

Fit Indices

CMIN/DF=2.81, GFI=.962, AGFI=.958, CFA=.951, TLI=.961, and RMSEA=.034

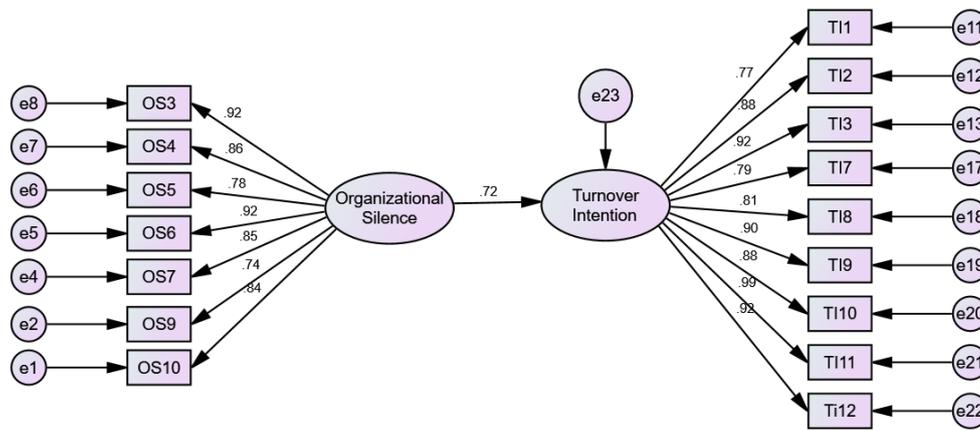


Figure 4: Structural Equation Modelling (SEM)

This research has taken organizational silence as an independent variable and turnover intention as the dependent variable. The above figure shows the result for hypothesis 1 (H1). It is revealed that organizational silence has a significant positive significant impact on turnover intention. The beta confident shows silence has .72 positive impact on the turnover intention at 0.001 level significance. Therefore, hypothesis 1 has been retained.

### DISCUSSION

Organizational silence, which refers to the tendency of employees to remain quiet about important issues, has been a topic of interest in organizational behavior research for several years. A recent study completed by (Chen & Chen, 2021) has shed light on the impact of organizational silence on turnover intentions. This study found that organizational silence has a significant positive impact on turnover intention that is in line with the study results of (Chen & Chen, 2021; Eisenberger et al., 2002 & Morrison, 2000). This means that the more employees remain silent about important issues, the more likely they are to consider leaving the organization.

### CONCLUSION

This research has investigated organizational silence's impact on employees' turnover intention in Pakistan's service and manufacturing sectors. The study collected 388 responses and coded them into SPSS software. The data were initially analyzed for reliability and correlation analysis through SPSS. Afterwards, the AMOS software was used to perform structural equation modelling. The outcomes reported that organizational silence significantly positively affects turnover intention. It suggests organizations remove the silence factor from the organization to control employees' turnover intention.

### THEORETICAL IMPLICATIONS

The most significant contribution of this research was the incorporation social exchange theory. This theory underpins the model's theoretical framework, which aids in the explanation of variables such as organizational silence and turnover intention. According to social exchange theory, human interactions and social behavior are rooted in an exchange process (Chadwick-Jones, 1976). There is no turning back once employees hit the flash point. As a result, businesses should do all possible to build and maintain a welcoming, inclusive workplace. This hypothesis, which is founded on the reciprocity of relationship as previously described, is more useful.

### MANAGERIAL IMPLICATIONS

Employee behavior is a critical concept for today's managers to understand the nature and direction of their employee relationships. When employees in business organizations are confronted with corporate silence, our results will propose and assist them. They can concentrate on new prospects that were previously neglected in this situation of disguises and disruption. When employees work in environments where silence is promoted, and people are encouraged to keep their mouths shut, they lose interest in organizational issues. Employees that choose to remain silent cease caring about their company and don't bother to remedy problems. This problem is exacerbated in service firms because staff must deal directly with clients. As a result, supervisors should be on the lookout for employee quiet. The findings of this study show that managers should keep the importance of employee voice in mind. Employee assessment methods should also be developed in such a way that encourages employees to remove silence.

## LIMITATIONS AND FUTURE IMPLICATIONS

There are some limitations to the research paper. To begin with, this is a cross-sectional study. Analyzing organizational silence, turnover intentions, and mediation roles over a lengthy period would yield more trustworthy conclusions. Much more studies may be done in the future by concentrating on respondent characteristics and a variety of variables that influence people's impressions. Until far, the majority of research on organizational silence and turnover intentions has been conducted outside of Pakistan. As a result, various cultural factors must be taken into account. In this article, all variables have been treated as linear dimensions. Different dimensions of these variables can be added to allow for a more in-depth examination, and subsequently, more complex models can be created. Another flaw in this study is common technique bias. In the future, the role of supervisor trust in mitigating the relationship between organizational silence and turnover intentions could be investigated. The study used a limited sample size of 500 respondents from corporate organizations; future studies should include larger samples from a variety of industries and cultures. Employees who are still employed at the company participated in the research. Future research is needed to look into the employees who previously had some bonding and attachment to the organization but are now affected by corporate silence and are considering leaving.

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