

Predicting Organizational Silence and Employee Turnover Intentions

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ABSTRACT

Based on a sample size of 250 employees working in different sectors, this study inquires to identify the predictors of organizational silence and employee turnover. The baseline for this study is set to be organizational silence which is independently predicted to be influenced by fear of external threat, mobbing and perception of superior openness. This study determines the impact of fear of external threat, mobbing and perception of superior openness on organizational silence. Second part of this study inquires whether organizational silence predicts Employee turnover intentions or not. The results of this study help in concluding that fear of external threat, mobbing and perception of superior openness all lead to organizational silence which does not predict Employee Turnover Intentions. The nature of turnover intent is dynamic and it is not triggered by organizational silence. This Study focuses on concluding the reasons as to why employees tend to adopt organizational silence which is bounded to fear of external threats, mobbing, and perception of superior openness. The study also determines on how organizational silence ignites the basis of employee turnover intentions. This study can be used by organizations to understand that they need to route their efforts accordingly in order to retain their employees.

KEYWORDS Fear of external threat, Mobbing, Perception of superior openness, Organizational Silence and Employee Turnover Intentions.

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Introduction

In this world full of competition every organization wants to excel in their related field and to do so there are some basic needs and practices. Those basic needs and practices in organizations require more productivity and to increase the productivity is one of the core responsibilities of a manager. A manager can be defined as an individual who is responsible for the administration and management of the specific department or of the company itself (Blanchard and Johnson, 1983). So to increase productivity the manager will put forth his/her efforts & tend towards the employee. A manager is a one who communicates goals, build teams and empower subordinates & Colleagues to increase the productivity. Manager will also see where there is potential and what factors are hindering the work (Morrison and Milliken, 2000). With no such luck or no response from the employees, the manager becomes staggered as to what may the factors be that are hindering the work progress and productivity. Morrison and Milliken (2000) argued that there exist different powerful forces which if constructed can harbor problems for the employees and even by the employees which in the end harms the work environment. One of the powerful forces includes organizational silence and the other factor is employee turnover Intentions, which will be predicted through this study.

The first factor which harms peace and productivity or the work environment is Organizational Silence. Morrison and Milliken (2000) defined organizational silence, "it is when employee portrays behavioral issue by remaining quiet about the matter and doesn't share his/her viewpoints to the standard or practice into their firm". Prior studyers have declared this as the most powerful factor which causes drastic effects to the firm (Beer and Eisenstat, 2000; Bowen and Blackmon, 2003; Henriksen and Dayton, 2006; Park and Keil 2009).

The second important factor which harms the organization's peace, productivity and all in all the performance of an organization is employee turnover intentions. Employee turnover intentions can be defined as the intentions of an employee to leave the firm or the intentions of the firm to make the employee leave (Zimmerman and Darnold, 2009). Previous studies have delegated that the reason why employees have turnover

intentions is due to certain behaviors, practices, and rules of the firms which affect their performance (Long et al., 2014; Jeswani and Dave, 2012). Turnover intentions allude to the chance of representatives finding employment elsewhere and association on their own will (Kuvaas, 2006). At the point when the turnover aim builds, the pace of employment turnover and unlucky deficiencies likewise increments. Turnover intentions cause mental, sociological just as financial issues. Given these negative impacts, specialists foresee turnover practices and attempt to disclose to them with the goal that the supervisors can take a few measures to keep away from potential turnovers (Hwang and Kou, 2006). Long and Perumal, (2014) stated some reasons as to why the HR department tends to this phenomenon; such as employee's behavioral patterns, work schedules, and their products into the work assigned to them.

Deriving the reasons as to why the firms suffer low productivity or less effective performance may be due to organizational silence and employee turnover intentions. To find these factors and eradicate them from within the firm is a challenge on its own, for the firm's managers and higher-ups. Most of the time these two factors are not given importance and are ignored however they work just like termites by slowly chipping away the firm's productivity and performance rates leaving the managers and higher-ups perplexed and flabbergasted.

Apart from the theoretical gap, there has been no published study in Pakistan that has linked mobbing with employee silence. This study is incorporating this relationship to contribute to the literature. 1.4 Study Theoretical Framework

Literature Review

Employee Turnover Intentions

The dependent variable Employee Turnover Intentions can be defined as "the intentions of the employee to leave the firm or the intentions of the firm to make the employee leave the firm" (Zimmerman and Darnold, 2009). Turnover intentions allude to the chance of representatives finding employment elsewhere and association on their own will (Kuvaas, 2006). Small and medium enterprises (SME) are the

vertebrae of the growing industry all over the globe. SMEs also intend to play a vital role in the script writing of any developed or even undeveloped countries. Conversations and remain quiet, inventive suppositions don't happen, bunch conclusion turns into a standard. This is the reason the chance of the association to discover the issue and fix it is troublesome (Souba et al., 2011). Other than it being an individual facet, it additionally can make an atmosphere since people influence one another. Right now, it shows up at two levels as individual and authoritative (Johannesen, 1974). In this way, the executives have likewise a significant obligation to get quiet. The way of life made by the top administration should add to the efficiency of workers. Chiefs should attempt to give a protected domain worker (Morrison and Milliken, 2003). In associations, authoritative quietness causes disappointment among workers. This causes correspondence debilitation and other unfortunate practices, in the end, driving the corruption of the general working of associations (Yirik et al, 2012; Huang et al, 2005; Bagheri et al, 2012).

Organizational Silence

Organizational silence has been defined as when an employee portrays behavioral issues by remaining quiet about any problem and doesn't share his/her viewpoints to that problem and its policies and practices of the firm" (Morrison and Milliken, 2000). Alparslan, (2010) presented organizational silence as a behavioral issue adopted by individuals and observed in their lack of expressing opinions and suggestions which could help the firms in finding the disruptions to improve their organizational activities. This term, in general, is assumed negative in the business terminology as the root cause of disruptions and malpractices do not get revealed easily. The first time this terminology was given limelight was in 2000 by (Morrison and Milliken) which concluded its negative impact on the employee's voice. To this, the study of Souba et al., (2011) presented that when situations where individuals remain silent or talk less it is then that innovative solutions do not occur. Hence the chance for the firm to figure out the problem to fix it reduces heavily. Besides harming an individual behavior, organizational silence creates an atmosphere that affects the surroundings as well irrespective of the cause of it, the impact is always more. For instance, the study of Cinar et al., (2013) concluded how the presence of organizational silence causes dissatisfaction amongst the other employees and disrupts the working environment. To this Fard and

Karimi, (2015) contributed how the communication also gets affected due to these undesirable behaviors which in turn harms the functioning of the firm.

Other studies also presented the negative aspects and consequences caused by organizational silence. Bagheri et al., (2012) concluded organizational silence's harm towards employee's voices. Chou and Chang (2017) presented some of the antecedents of organizational silence which included unsolicited predetermined employee silence, unsolicited issue-based employee silence, and solicited target-based employee silence. This study proposes three of the antecedents due to which employees adopt organizational silence which includes fear of external threats, mobbing, and perception of superior openness. Therefore the literature would discuss the accordingly to conclude the hypothesis and their impact. Furthermore, organizational silence, if left unattended may cause more undesirable effects, keeping in view this study's concerns, employee turnover intentions.

Fear of external threats

The first independent variable under discussion is fear of external threats and it can be defined as a feeling of distress and unpleasantness triggered in employees due to powerful forces outside their firm" (Lebel, 2016). The foremost term to be discussed is fear, which is an emotional state of an individual involving feelings of being uncertain and preparing for some undesirable threat. Rachman, (1990) subjugated fear as physiological changes that cause heart racing, tremors, and sweating. Whereas Ohman, (2008) a victim's fear is always a response to a source that is an identifiable target. Similarly, the findings of (Lazarus, 1991) also mentioned that fear is enticed by an as specific event or stimulus. These findings negate fear as an emotional state which is source-specific and may be caused by some stimulus. Therefore the target/source or event causing the fear is what firm managers should tend to as they may be able to eradicate undesirable behaviors of employees. Blanchard and Blanchard, (2008) also presented that for workplaces to avoid fretful behaviors then they have to find the cause of fear. They further concluded that fear can be of two types internal and external, in this case, external would be catered. The term, fear of external threats may broadcast a different variety of sources of fear which causes an employee to experience fear.

Studyers contributed that voice trait of an employee is primarily harmed which also leads them to adopt

silence due to above mentioned external threats (Schweiger and DeNisi, 1991; Kish-Gephart et al., 2009; Lebel, 2016). Employee's reactions towards fear of external threats may be unpredictable which defines the grounds of studying it. Traces of organizational silence were observed when fear of external threats consequences was studied such as when employees stop voicing their concerns and remain silent. The employees can also be mindful of personal reasons but when considering under light the fact that external threat exists and is not being catered, an employee will fear it and ground himself within certain boundaries result of self-protection (Kish-Gephart et al., 2009). It can be concluded that the more the extent of an external threat(s) increases the more fear it will cause upon the employee and even may result in employees adopting organizational silence, ruining performance as well as huge stress. Therefore the hypothesis can be concluded as:

H1: Fear of external threats has a significant positive impact on organizational silence.

Mobbing

The second independent variable mobbing can be defined as, workplace bullying and harassment directed towards a specific employee based on different characteristics such as humiliation, isolation, etc. directed by a group of employees (Zapf and Einarsen, 1996). The definition mentions workplace harassment and bullying of an employee based on certain characteristics and is done by another group of employees. Tetik, (2010) declared mobbing as a workplace activity with systematic emotional attacks towards specific individuals. The recent increase in such activities cannot be denied which is why the organizations should take necessary steps to get rid of it and to improve their workplace environment from unethical behaviors. Mobbing is of all types which include suppression, intimidation, and depression towards an individual. Aldig, (2011) portrayed mobbing as tangible oppression which causes a psychological pressure on the victim and hurts them due to some petty ulterior motive of the attacker. At times the intensity of mobbing also increases as the attackers aim to hinder the victim's voice, identity, and even confidence. Ignoring the motives behind such acts and considering the circumstances of the victim it is obvious regarding his mental state and struggles for survival in such an organization where he/she is constantly bullied.

Mobbing creates hindering issues in firms, for instance, an increase in truancy, turnover rate and a sudden decrease in efficiency and influential execution of the victims. Even though mobbing happens in a firm, all together for the representatives to work productively, mobbing ought to be forestalled. As the past studies show, hypothetical and pragmatic consequences incorporate that firm should be raised regard mobbing conduct strictly to improve the circumstances of the victims and to retain them for leaving. To do that is important for firms to find the root cause and the initiator of mobbing, to do so obviously the victims or employees are to speak and voice their concerns (Tetik, 2010). But mobbing's nature is negative and is bullying, the bullies would never want to get exposed and would have fear towards the victims making him/her tremble in fear and at times even adopt organizational silence. Moreover, previous findings mentioned how mobbing relates to employee turnover intentions and how this study flows from organization silence towards employee turnover intentions therefore the hypothesis can be stated as:

H2: Mobbing has a significant positive impact on organizational silence.

Perception of Superior Openness

The last independent variable Perception of Superior Openness can be defined as: "an employee's perception of his instant superior's considering, listening and taking action onto his suggestions" (Detert and Burris, 2007). It is likely to moderate the fear of external danger towards the voice of an employment relationship for in any event two significant hypothetical reasons. Initially, amid vulnerability set apart by fear, employees hope to prompts from others for how to act and react (Gino, Brooks, and Schweitzer, 2012). In particular, employees encountering fear give specific consideration to their superior's conduct (Rachman, 1990), searching for direction about what to do, and realizing which activities are fitting (Kish-Gephart et al., 2009). At that point when bosses are available to enter, they give a significant sign to workers that their recommendations and issues will be considered, and potentially lead to change (Detert and Burris, 2007). Besides, seeing a boss as effectively receptive can improve the probability that a worker will talk up to change the circumstance (Saunders, Sheppard, Knight, and Roth, 1992). In this manner, significant levels of immediate superior's openness and assistance to neutralize the fear

of external threats is warded away and the employees gain confidence.

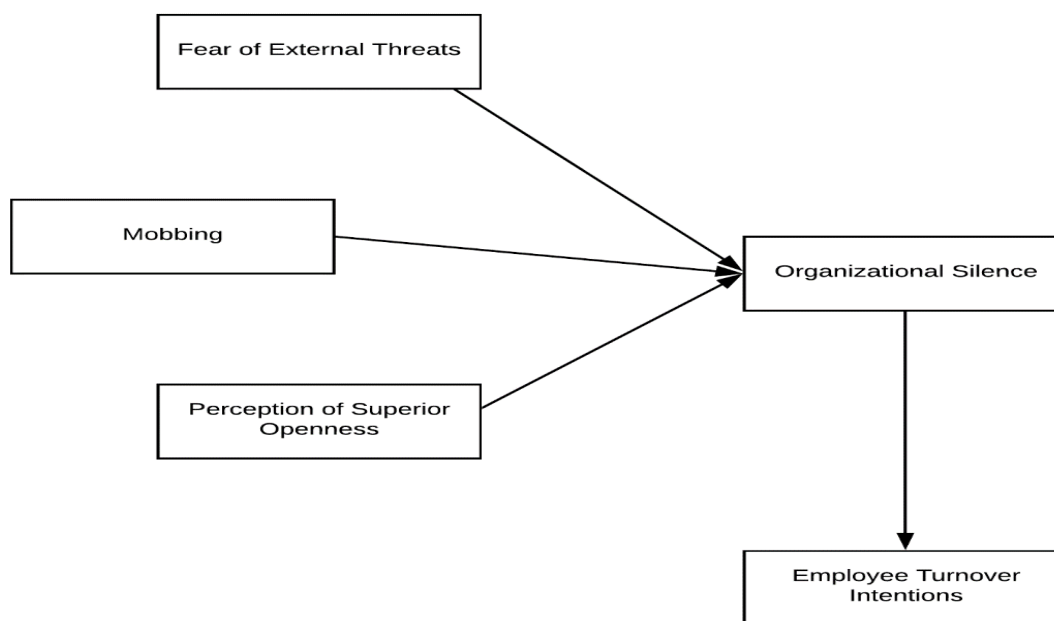
To make productivity in firms a must, then firms should take necessary steps to initiate their employees to tend towards their superiors and get to know each other well. Lazarus, (1991) presented a way to cater to negative feelings, employees needed to adopt ways to the procedure, or adapt, with danger and fear are distinctively extraordinary passionate experience. Whereas authoritative figures, for instance, chiefs, or immediate superiors should frequently give the social assets workers need to adapt (Lazarus and Folkman, 1984). Superiors who are available to enter give an outlet to workers to communicate recommendations or

H3: Perception of superior openness has a significant positive impact on organizational silence.

H4: Organizational silence has a significant positive impact on employee turnover intentions.

concerns, and along these lines a potential way to change the circumstance (Tangirala and Ramanujam, 2012). Also, managers who are available to include assist workers with adapting to fears of outer risk by concentrating them on positive instead of negative results. In particular, representatives accept that there is a higher likelihood of fruitful change when they see their chief to be high versus low in receptiveness to include (Ashford et al., 1998). In this way, when seen superior receptiveness is high, workers feel they can adapt to dread of outside risk, which conducts negative sentiments of weakness and improves positive emotions that the circumstance can be switched by shouting out (Tangirala and Ramanujam, 2012).

Figure 1: Theoretical Framework



The theoretical framework proposed by this study incorporates a total of five variables with two dependent variables and other independent ones. The dependent variables are organizational silence and employee turnover intentions whereas the dependent ones include fear of external threats, mobbing, and perception of superior openness. The flow proposed with the theoretical framework negates how the fear of external threats, mobbing, and perception of superior openness results in employees adopting organizational silence and that organizational silence leads them to have employee turnover intentions.

Methodology

Study Design

The study is survey-based thus it includes a survey or questionnaire. The relationships of independent variables fear of external threats, mobbing, and perception of superior openness were studied on organizational silence which further studied the relationship with employee turnover intentions. To test them the survey method was adopted which was created

with the help of the instruments of each variable discussed ahead. The study is quantitative as it involves a theoretical framework based upon an empirical investigation of the variables under study. The empirical investigation involved mathematical and computational techniques operated in the software SPSS.

Study Design and Sample Size

This study is quantitative and based on a survey (W. Hameed & Naveed, 2019; W. U. Hameed, Basheer, Iqbal, Anwar, & Ahmad, 2018; W. U. Hameed, Waseem, Sabir, & Dahri, 2020; Ul-Hameed, Mohammad, & Shahar, 2018; Ul-Hameed, Mohammad, Shahar, Aljumah, & Azizan, 2019). The sample size set for the questionnaire was 250 from private and government organization employee. which is why the sample size of 250 was opted out (Zehir and Erdogan, 2011; Nikmaram et al., 2012; Mengenci, 2015). Due to convenience sampling, the geographical area of Lahore and Rahim Yar Khan was chosen. This study use of Structural Equation Modeling (SEM) to calculate the results.

Measures

Schweiger and DeNisi (1991) and Ashford et al. (1989) used 5-items scales which we adapted from them to measure the fear of external threat. Fear is an discrete emotion and we used it specifically because the main focus was on it theoretically. To specify only fear we adapted these items just to differentiate between the other negative emotions such as frustration, anger etc which may also be the main cause for the organizational losses and layoffs. "That the economic downturn would negatively impact your organization", "That your organization would lose sales or revenue", "That your organization would lose business to a competitors" are the sample items. The Cronbach alpha value for fear of external threats for this measure is 0.881. 5point Likert-type scale was used to obtain the response where (1) represents 'strongly disagree', (2) represents 'disagree', (3) represents 'neutral', (4) represents 'agree' and (5) represents 'strongly agree'.

Pranjic et al. (2006) used 17-items scales which we adapted from them to measure the employees perception of mobbing. "Teasing and abrasive insinuations are made containing your personality", "You have been exposed to humiliating treatments in front of your colleagues", "Plans are made for you

without consulting your top management", Targets that are set for you are not realistic and you're not being able to perform" are some of the sample items from those 17-items scale. The Cronbach alpha value for mobbing for this measure is 0.834. 5point Likert-type scale was used to obtain the response where (1) represents 'strongly disagree', (2) represents 'disagree', (3) represents 'neutral', (4) represents 'agree' and (5) represents 'strongly agree'.

Detert and Burris (2007) used 3-items scales which we adapted from them to measure the employees perception of superior openness. "Your Suggestions are used by your Superior", "Your Superior does consider ideas of his subordinates", Your Superior rejects new and unique ideas" are the sample items. The Cronbach alpha value for the perception of superior openness for this measure 0.824. 5point Likert-type scale was used to obtain the response where (1) represents 'strongly disagree', (2) represents 'disagree', (3) represents 'neutral', (4) represents 'agree' and (5) represents 'strongly agree'.

Mobley et al. (1979) used 3-items scales which we adapted from them to measure the employees turnover intentions. "You'll leave this organization at the earliest possible opportunity", "You are actively looking for an alternative job", "You consider quitting your job" are the sample items. The Cronbach alpha value for the employees turnover intentions for this measure is 0.926. 5point Likert-type scale was used to obtain the response where (1) represents 'strongly disagree', (2) represents 'disagree', (3) represents 'neutral', (4) represents 'agree' and (5) represents 'strongly agree'.

Van Dyne et al. (2003) used 9-items scales which we adapted from them to measure the organizational silence. "You keep your work-related information for yourself as you fear from your leader's reaction", "You hesitate to explain your views with a view to protect the continuity of business for missing issues", "As you don't believe your senior, to make a change in your favor, you refrain from expressing your ideas for improvement", "As you think that it does not matter how the work could be done better, you refrain from expressing your views" are some of the sample items from those 9-items scale. The Cronbach alpha value for the organizational silence for this measure 0.860. 5point Likert-type scale was used to obtain the response where (1) represents 'strongly disagree', (2) represents 'disagree', (3) represents 'neutral', (4) represents

'agree' and (5) represents 'strongly agree' (Basheer, Hameed, Rashid, & Nadim, 2019; Basheer & Hassan, 2019).

Results and Discussion

Frequencies

Following tables shows the frequencies of gender, age and education

Table 1: Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	132	52.8	52.8	52.8
Female	118	47.2	47.2	100.0
Total	250	100.0	100.0	

Table 2: Age

	Frequency	Percent	Valid Percent	Cumulative Percent
21-25	155	62.0	62.0	62.0
26-34	84	33.6	33.6	95.6
35-40	6	2.4	2.4	98.0
41 and a	5	2.0	2.0	100.0
Total	250	100.0	100.0	

Table 3: Education

	Frequency	Percent	Valid Percent	Cumulative Percent
Bachelor	89	35.6	35.6	35.6
Inter/FS	5	2.0	2.0	37.6
Masters	145	58.0	58.0	95.6
Matric/O	11	4.4	4.4	100.0
Total	250	100.0	100.0	

Reliability Analysis

Following tables show the reliability of fear of external threats, perception of superior openness, organizational silence, employee turnover intentions

Table 4: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.881	0.882	5

Cronbach alpha value for fear of external threats is greater than 0.7 and is 0.881. (Gliem and Gliem, 2003) predicted that the variable is reliable and the items are

reliable and that if used in similar settings then it will produce similar results.

Table 5: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.824	.824	9

Cronbach alpha value for perception of superior openness is greater than 0.7 and is 0.824. This means that the variable is reliable and the items are

reliable and that if used in similar settings then it will produce similar results (Gliem and Gliem, 2003).

Table 1: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.860	.861	3

Cronbach alpha value for organizational silence is greater than 0.7 and is 0.860. This means that the variable is reliable and the items are

reliable and that if used in similar settings then it will produce similar results (Gliem and Gliem, 2003).

Table 7: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.926	.926	3

Cronbach alpha value for employee turnover intentions is greater than 0.7 and is 0.926. This means that the variable is reliable and the items are reliable and that if used in similar settings then it will produce similar results (Gliem and Gliem, 2003).

Table 8: KMO and Bartlett's Test

The above mentioned table shows the KMO coefficient	Kaiser-Meyer-Olkin Measure of Adequacy	.725	which is 0.725 and is higher than 0.5, this shows that the considered	
	Bartlett's Test of Sphericity	Approx. Chi-Square		6253.924
		df		120
		Sig.		.000

instruments are valid and will provide reliable results (Peri, 2012). The test of sphericity and the chi-square

adds to the validity of the constructs.

Regression

Table 9: Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.610 ^a	.060	.058		.0015

a. Predictors: (Constant), Avg_PS, Avg_Mob, Avg_Fear

Regression was done to inquire the direct effect of fear of external threats, mobbing, and perception of superior openness on organizational silence The model summary shows that the adjusted r square is 0.60. This means that

the considered model 58% of the variation in the dependent variables.

Table 2: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	150.259	246	.611	.645	.040 ^b
Residual	1.549	3	.516		
Total	151.807	249			

a. Dependent Variable: Avg_ET

b. Predictors: (Constant), Avg_PS, Avg_Mob, Avg_Fear

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.297	.343		9.602	.000

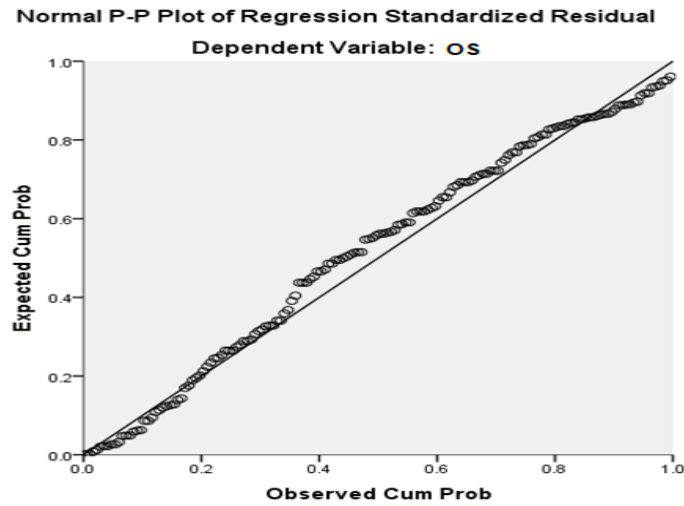
Anova table analysis shows that sum of squares in the regression model is of 150.259 which is higher than the residual sum of squares. This shows that the model is considered is valid and best fit model.

Table 11: Coefficients^a

Avg_Fear	-.100	.091	-.120	-1.092	.026
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Avg_Mob	.099	.086	.074	-1.153	.050
Avg_PS	-.053	.085	.069	.624	.000

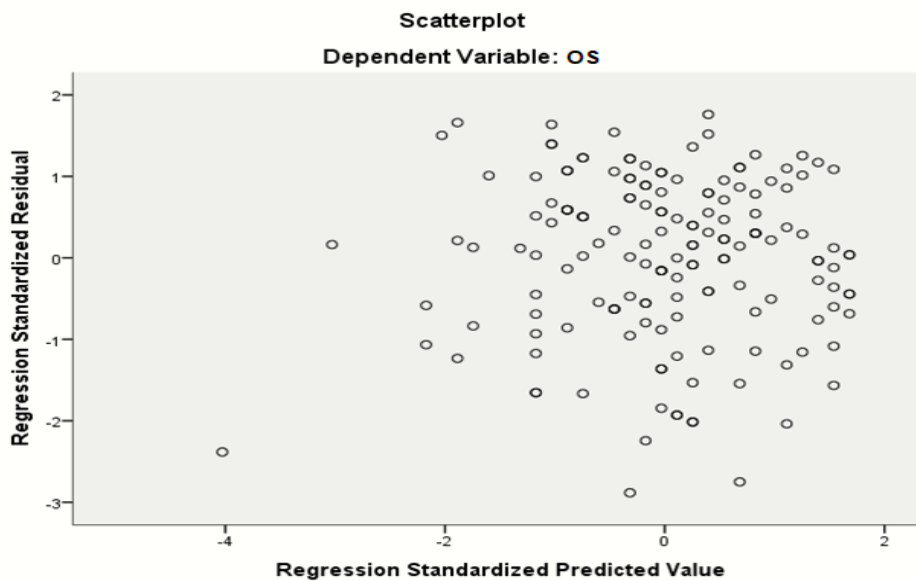
a. Dependent Variable: Avg_Os



Graph 1: Normal P-P plot of regression standardized residual

Hypothesis 1 stated that fear of external threats has a significant impact on organizational silence because of the significance p-value of 0.026 which is less than 0.05. The results show that the hypothesis was accepted. Hypothesis 2 stated that mobbing has a significant organizational silence because of the significance p-value of 0.050 which is less than 0.05.

The results show that the hypothesis was accepted. Hypothesis 3 stated that perception of superior openness has a significant on organizational silence because of the significance p-value of 0.000 which is less than 0.05. The results show that the hypothesis was accepted



Graph 2: Scatterplot

Table 3: Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.563 ^a	.404	.402		0.210

a. Predictors: (Constant), Avg_Os

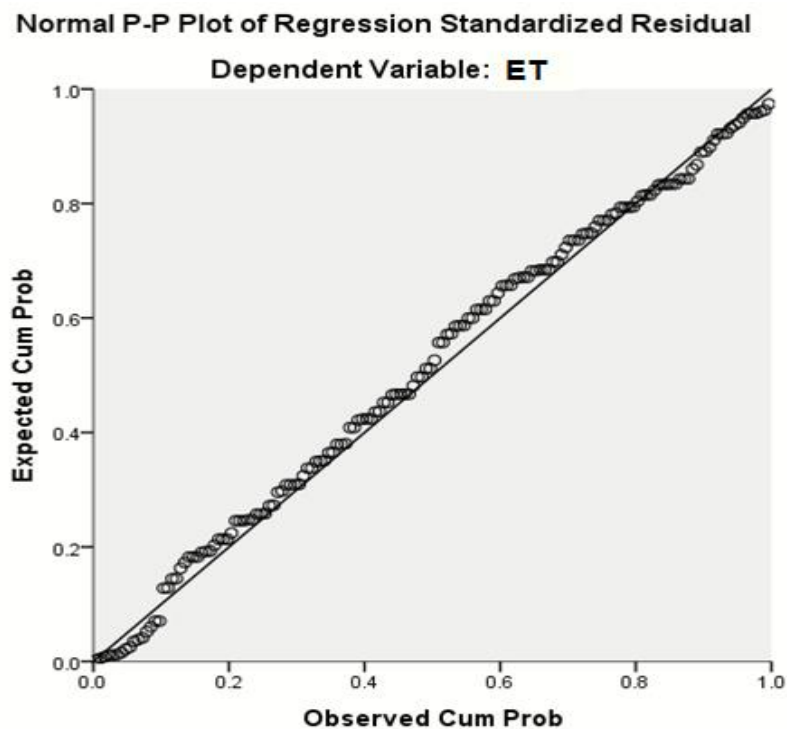
Regression was done to inquire the direct effect of organizational silence on employee turnover intentions. The model summary shows that the adjusted r square is 0.404. This means that the considered model 40% of the variation in the dependent variable, employee turnover intent.

Table 13: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	284.678	248	1.148	.677	.024 ^b
Residual	1.122	1	1.122		
Total	285.800	249			

c. Dependent Variable: Avg_ET

d. Predictors: (Constant), Avg_Os



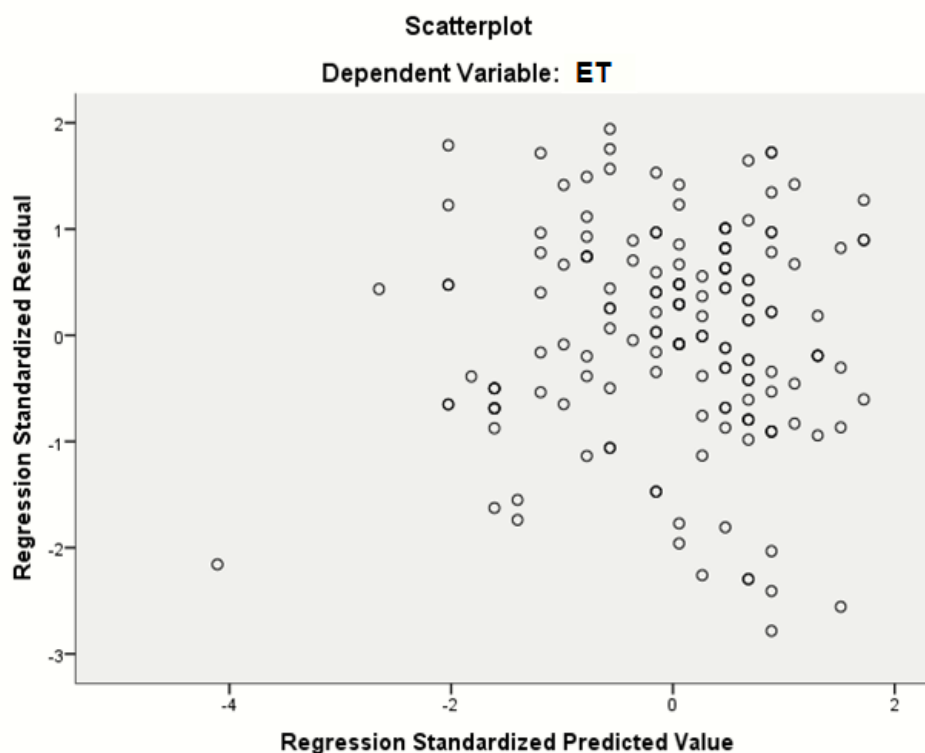
Graph 3: Normal P-P plot of regression standardized residual.

Anova table analysis shows that sum of squares in the regression model is of 284.678 which is higher than the residual sum of squares. This shows that the model is considered is valid and is the best fit model.

Table14: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
(Constant)	3.376	.254		13.301	.000
Avg_Os	-.086	.087	-.063	-.988	.324

a. Dependent Variable: Avg_ET



Graph 4: Scatterplot

Hypothesis 4 stated that organizational silence has a significant impact on employee turnover intentions because of the significance p-value of 0.00 which is greater than 0.05. The results show that the hypothesis was rejected.

Conclusions

Discussion

This study aimed to study the direct impact of fear of external threats, mobbing, and perception of superior openness on organizational silence. Then the direct impact of organizational silence on employee turnover intentions was also determined. This study focuses on concluding the reasons as to why employees tend to adopt organizational silence which is bounded to fear of external threats, mobbing, and perception of superior openness. The study also determines on how organizational silence ignites the basis of employee turnover intentions. The proposed study model suggested the making of four hypotheses which are introduced in the literature review and concluded in the results of this study.

Hypothesis 1

The first hypothesis established that the fear of external threats has a significant impact on organizational silence. These findings were supported in the literature review by the study of Schweiger and DeNisi, (1991); Kish-Gephart et al., (2009) as they concluded how the rise in external threats formulate a feeling of fear in employees which results in adopting silence. This helps in assuming that if firms try to eradicate or minimize external threats then most likely the feeling of fear would lessen which would directly influence employees to voice their concerns instead of adopting silence. Repenning, (2000) stressed on the suppression of fear to facilitate the employees in being productive and creative. This was also supported by the findings concluded in the results. In Pakistan, if firms take precautionary steps under situations like mergers and acquisitions or other external threats, then the feeling of fear may not arise and hinder the productivity of an employee.

Hypothesis 2

The second hypothesis established that mobbing has a significant impact on organizational silence. This hypothesis incurred in the literature review with the help of prior studies. The studyer Tetik, (2010), supported this notion and his study enlightened, that

mobbing practices cause discomfort, awkwardness, and discontent within employees which effects them psychologically. This psychological pressure forces them in adopting silence instead of raising voice against such practices. Mobbing creates hindering issues in firms, for instance, an increase in truancy, turnover rate and a sudden decrease in efficiency and influential execution of the victims (Citoni et al., 2012). To overthrow this notion, firms should take measures in finding the mobbing attackers so that employees are not mentally deteriorated and neither their performance is affected. This was supported by the findings calculated and enlisted in the results. In Pakistan, firms should pay attention in the mobbing cases to find the root of mobbing which when removed may help employees with trusting their firms as the firms provide job security and care for its employees which indirectly reduces the turnover intent.

Hypothesis 3

The third hypothesis established that perception of superior openness has a significant impact on organizational silence. This notion was supported by the studyer (Tangirala and Ramanujam, 2012) as he presented how important it is to the leader to be polite and friendly for employees, as they then can easily voice their concerns and become more productive and reliable. This was supported by the calculations evaluated in the results. The way the superior conducts himself and leads the employee will improve their performance, creativity standards, and logical decisions (Ashford et al., 1998). Hence the more the leader is open and reliable the more the employees become comfortable in voicing their concerns and improving their performance which improves the work environment and overall firm performance. In Pakistan, to gain employee's trust, build employee creativity and improve employee performance then the leaders and immediate superiors should make use of polite conduct in firms.

Hypothesis 4

The fourth and last hypothesis established that organizational silence has a significant impact on employee turnover intentions. little consideration is drawn by the examinations on the subject of the silence conduct of the employees and its impact on turnover expectation by the previous literature work (Huang et al., 2006). Similarly the results concluded in rejection of this hypothesis. Hence it can be concluded that organizational silence doesnot have a significant impact on employee turnover intention. The findings of results

also supported that organizational silence is not the predictor of employee turnover intentions. In Pakistan, firms should focus not only rely on organizational silence as the leading cause of employee's turnover intent. The nature of turnover intent is dynamic and it is not triggered by organizational silence.

Future Recommendation and Limitations

Due to time constraint, this study has has limited sample of 250 employees. Also, convenient random sampling was conducted and employees that were easily accessible were reached out. Thirdly, this study incorporates three direct and one indirect variable to identify predictors of employee turnover intentions.

In order to achieve more reliable and generalizable results future studies could incorporate better methods of study i.e. instead of cross-sectional study they can use transactional study or interviews to get elaborated responses. Secondly, future studies should conduct snowball sampling to collect the responses that helps improving the reliability of the results. Finally in order to improve the model more variables can be added in future studies such as job motivation and intrinsic motivation.

Practical Implications of the Study

The results of this study help in identifying following implications for the study:

1. Fear of external threats if high leads to organizational silence. Firms should cleared communicate to their employees regarding their job security. If the employees feel secure regarding their job then the external threats do not bother them.
2. In order to cater to the threat of mobbing, the HR and management can clearly express that mobbing is to be discouraged and is a behavior that should not be tolerated. Employee should be encouraged to file complaints to take corrective action which would decrease mobbing at workplace that would eventually reduce organizational silence.
3. Perception of superior openness can also be established by communicating to the existing or new team that the company has open door policy or invites suggestions and encourages contribution.
4. If the organizational silence is discouraged in all possible ways the employee turnover will decrease eventually.

5.

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