



The relationship between organizational silence and organizational culture in Yasouj University of Medical Sciences based on Denison model in 2015

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ABSTRACT

When creativity is the only stimulus to survive, sustain and improve the organizations, the leading organizations are trying to develop it further. Organizational silence is a phenomenon which stands against the intellectual participation of employees and their creativity and hinders the progress of the organization towards perfection. Organizational culture is one of the important factors that can change the phenomenon of silence. Identification and analysis of organizational culture and the relationship of each of the cultural dimensions with the phenomenon of organizational silence can help managers and decision makers to be able to manage the phenomenon of silence well and remove it from the organization.

The research methodology is a descriptive and correlational study that has investigated the studied phenomena as cross-sectional. In this study the two phenomena of organizational silence and organizational culture were studied and the relationship between them was measured. The population was the staff of Yasouj University of Medical Sciences that was estimated about 770 people. That according to Cochran formula (Morgan and Krejcie table), a sample of 260 members of staff and managers of this organization were selected. To gather the data, Denison Organizational Culture questionnaire (2006) and organizational silence questionnaire by Vakola and Bouradas (2005) was used.

The four dimensions and twelve indicators of organizational culture of Denison model in Yasouj University of Medical Sciences was moderate and between 50 and 60 percent. Also the organizational silence in Yasouj University of Medical Sciences was moderate. Also organizational silence has a significant positive correlation with all indicators and dimensions of organizational culture ($p < 0.001$). The findings suggest that by improving the indicators of organizational culture the phenomenon of organizational silence can be managed and eliminated. Accordingly with the use of culture management tools it can be expected that the phenomenon of organizational silence can be eliminated in the organization.

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INTRODUCTION

To achieve the final goals in organizations in order to having a competition with other organizations strategy should be used. Strategy can have a commercial reason for . Successful organizations have recognized the need and importance of intellectual participation of employees in organizational decisions. Therefore, these organizations are always trying to encourage staff to express ideas and incentives. But in some cases, people prefer not to express their opinions and this caused the loss of intellectual capital of organization. This capital is the intellectual participation of the employees, which, if their ideas not expressed, causing a phenomenon called organizational silence and consequently incorrect organizational decisions. Senior Managers of organizations have various tools to stimulate the intellectual participation of employees. It seems that

one of these tools is organizational culture and its components. If the relationships between organizational culture and organizational silence proved, administrators can use organizational culture tools to manage and reduce the phenomenon of organizational silence. In the phenomenon of organizational silence, employees prefer not to express ideas and concerns about organizational issues. Primary insights about organizational silence knew it as the equivalent of employee loyalty to the organization and believed that if there is no problem, no one will talk about it and knew silence as the equivalent of the lack of problem in the organization (Vakola and Bouradas, 2005). But now, researchers have shown that the climate of silence, in contrast to the traditional view, will be an obstacle to achieving the organization's goals. In the health issues that the wrong decision makes irreparable costs to the society,