The effect of relationship between self-esteem and organizational silence (Case study: Qom Province Oil Company)

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ABSTRACT

The present study was conducted to investigate the effect of self-esteem on organizational silence. Self-esteem organization is made up of both positive and negative components based on Pyndr and Harlvz organizational silence, silence, altruistic, quiet, obedient and silent Defense is intended. Present study has been conducted by descriptive - survey method and the population of the study consisted of employees and managers in Qom Province Oil Company by using a stratified random sampling. The 180 questionnaires distributed and 140 questionnaires were received and evaluated. For data collected in the first questionnaire from the Rosenberg Self-esteem Scale consisted of ten items and a questionnaire based on organizational silence - has been used by Vakula and Buradoos that its validity is confirmed. Also Cronbach's alpha was used to measure the reliability. Alpha obtained for self-organization, was 0.8 and for organizational silence 0.7. For data analysis SPSS and Amos software with statistical methods of Spearman correlation coefficients and regression analysis and structural equation modeling was used. The results confirmed the conceptual model presented and showing that there is a relationship between self-esteem and level of organizational silence.

Key words: self-organization, organizational silence, Oil Company.

1. Introduction:

One of the most important sources of new age are committed employees. In fact, manpower is the source of organization wealth. Work environment, needs employees to be creative in dealing with problems, Self-esteem organization can led to the creation of potential forces in people that in line with the goals of the organization, in order to take steps to improve efficiency and performance. Employees who have self-organization have advantage to their organization and towards have sense of commitment and responsibility by implementing the best ideas work in line with organizational goals. However, the social dimension of human in his relations with others appears, especially desired topic in this study, Interactions and express opinions on organization goals. When employees as brood stock organizational knowledge and strategic capital of organization flow silence, the organization will lose its competitive advantage power; so risk management will be felt. This Study is an attempt to investigate the influence of self-esteem on organizational silence in Qom Province Oil Company.

2. Theoretical discussions of research

2.1. The definition of self-esteem

Self-esteem is a degree verification of self-acceptance, self-worth and self-respect that persons will feel about themselves. This feeling may be compared with others or independent. Self-esteem as needed, including emotions that human beings need to have it in a social interaction, this means that we need to share our feelings with others and feel that we are valuable person. Also we feel that others have accepted us as a valuable and we believe they are valuable (Shavelson, Hubner& Stanton, 1976). Self-esteem often is used interchangeably with flexibility, self-confidence, self-efficacy and self-stabilization (brokner 1988 ). Korman (1970) believes that self-esteem is degree of thing that people know about themselves as a good person and resolver their needs.
(Pierce and Gardner 2004), According to Hugh and Cooper (2003), self-esteem has a strong relationship with motivational constructs such as optimism, mastery and competitiveness means sense of self as a competent and have the ability to succeed (Ahmadi et al, 1390). Self-esteem is include growing valuable emotions of a person by feeling of competence and charm (Ouerson & Jost, 2007) and have two part such as self-worth and self-efficacy. Self-efficacy include feelings of competence faced with physical and social environment and self-worth is feeling and evaluation in person about themselves (kernis, 2006) Also Harter (1999), called self-esteem as an emotional and evaluator aspect and it is considered as an equivalent for Self-regard ,Self-estimation and self-worth. The structure of self-esteem organization grew by Pierce , Gardner and Dunham(1989). self-esteem organization is a degree of employees' perceptions about themselves as important, meaningful, effective and worthwhile person in their organization (Pierce et al, 1989). In other words, the worth sees as a contributing factor with organization. Self-organization grows in the social environment and therefore workers receives messages from others about their qualifications (Pierce et al, 1989). Self-esteem Organizational increase with promotional opportunities and challenges created by supervisors and also it improved when their job is complex and challenging(Philips, 2000). Self-esteem Organizational, created a need for progress, challenges and raise the academic level (Tang & Gilbert, 2000). All these factors improve the organizational and job commitment by occupational commitment, job status and different service quality, organizational and enhanced awareness about quality of performance (Carson et al, 2000). " self-esteem has different dimensions, these include: social, academic, family and overall self-esteem" Pop said. But there is another kind of self-esteem, business or organization, therefore, one of the significant aspects of the employees within a different organization is self-organization. Self-esteem is as an effective predictor of behavior, cognition and emotion. Self-esteem can affect the work's behaviors with two methods: First, the employees have different levels of self-esteem that are effective on thoughts, feelings and behaviors. Second, because people need to feel good about themselves and about their behavior or their minds, it can be upgraded to improve their self-esteem (Brockner, 1988). Pierce and colleagues (1989) have express that working with the motivation, attitude and behavior of employees in organizations is related to organizational self-esteem. People with high self-esteem, have higher job satisfaction and organizational commitment (Pierce et al, 1989).

2.2. The necessity and importance of self-esteem:

A society with high self-esteem people, will persist against the problems and this can lead to the incidence of talent, creativity and, cultural and social development in people. Human psychological motivation is most effective in increasing the efficiency and because self-esteem is a key for increase People motivation and career progression, study of self-esteem organization that has played a major role in shaping organizational practices is necessary. Use of human resources with high self-esteem means more sales and higher productivity for employers. For employees, high self-esteem bringing people to promote faster and career development in the company or to apply for better jobs in other organizations. Human self-esteem is one of the critical component of psychological aspects, especially concerning of attitudinal elements. (Kundu and Rani, 2007). Employees who have high self-esteem organization, on average, are more effective than workers who have low self-esteem. Because they work better, have more favorable attitudes about their employer and less to think about leaving their job. In addition, more constructive behaviors are voluntary and are trying to improve their performance (Saatat, 1389). In summary, worker with high self-esteem organization are employees that an organization needs if want to compete in today's uncertain global market. Because more active employees have more self-control (Saatat, 1389). People who have high self-esteem, their social relationships have more quality and durability, also are more resistant to failures, by relying on their mental abilities and with trying to coping strategies are effective in helping to improve the situation (Baimster et al, 2003). High self-esteem can also play an important role in reducing stress job. This issue is also raised in the findings of researchers such as Mobily(1992), Gorrol and, langenbach (1994) and Ganji(1998).

3. Organizational silence definition

In initial definitions on organizational silence, it was perceived as loyalty. Today, however, authors show that organizational silence can lead into remarkable outcomes in organization. In fact, organizational silence is considered as an inefficient organizational process (Ailsworth, 2008).
Pinder and Harlos (2001) define organizational silence as an intentional, willful, objective and dynamic behavior. Also, they define it as employees’ refusal to explain behavioral, cognitive and effective behaviors in organizational situations. Morrison and Millikan consider organizational silence as a social phenomenon by which employees refuse stating their opinions and concerns on organizational difficulties. In fact, organizational silence is an inefficient and energy/time-consuming process which can have different moods such as collective silence in meetings, lower levels of pragmatism in proposed plans, lower levels of collective voice and so on (Shojaee et al, 2011). Von Dyn provided this definition on organizational silence: “employees’ intentional refusal to explain job-related ideas and opinions and information.” Silence does not only mean to refuse talking but also it can mean not to write, not to attend, not to listen and to ignore. Likewise, silence includes a statement or text without any validity or evidence. In initial definitions, silence was equaled to loyalty and they stated that it is not a mistake not to express concerns and ideas while new researches indicate that organizational silence can lead into undesired organizational outputs (Shojaeei, 2012). Silence is impacted by many organizational attributes such as decision making processes, culture management processes and employees; comprehensions which impact of silence (Dimitris and Vacola, 2007). However, two main factors cause employees’ organizational silence:

1. Managerial fear of negative feedbacks by employees due to jeopardizing their interests and situation
2. Employees’ comprehension on managerial implicit believes toward them; i.e. employees only consider their personal interests (Zarei Matin et al., 2011).

In a research on the reasons of employees’ silence in organizations, Pinder and Harlos (2001) introduced employees’ impetus as the most important factor to refuse providing information, ideas and opinions. They identified three kinds of motivations on silence:

1. Withdrawal behavior based on submission and satisfaction of any condition
2. Self–protection behavior based on fear of talking and providing information
3. Others–friendly behaviors due to interests to other people and creating the opportunity for their statements and, as a result, ongoing collaboration with them

Three behaviors including withdrawal, self–protection and others–friendly lead into three types of silence respectively: submissive silence, defensive silence and altruistic silence. Although organizational silence refers generally to refuse providing ideas, information and opinions of employees intentionally, its nature is different based on employees’ motivation. Sometimes, silence can be due to submission to conditions (submissive silence), sometimes due to fear and consecutive behaviors (defensive silence) and sometimes due to create opportunities for statements by other people (altruistic salience). Concerning the behavioral attributes of people with submissive silence one can refer to lower contribution, ignorance and negligence as the key properties of neglect, depression and inertia. In fact, it emphasizes on the felling of fear as a key motivator for not providing the information. Defensive silence is an intentional and impassive behavior to protect from external threats. Altruistic silence is also an intentional and impassive behavior aimed at profits by other people in the organization occurred by altruistic and collaborative motivations (Zarei Matin et al., 2012).

4. The necessity to confront organizational silence

Efficiency and development of any organization highly depends on using manpower rightly. When organizations are greater, more difficulties are added to such huge force. If such employees are facing with barriers on their own job demands or, in other words, managers are not regarding them, then they feel job withdrawal which can lead into such phenomena as organizational silence or organizational depression (Danayifard, 2010).

Since the emergence and development of organizational silence has side effects on both organization and employees, it is necessary to confront its emergence in the organization. Some of such side effects are:

- Increase in employees’ dissatisfaction
- Decrease in communications
- Indifference to organization
- Employees’ depression
- Increase in stress (Johnson, 1996).

By limiting employees’ statements, decrease in organizational decision making effectiveness and preventing negative feedback, organizational silence prevents organizational transformation and development. Hence, organization loses the capability of investigating and modifying mistakes. Therefore, it is highly important to
respect such problems in organizations (Zarei Matin, 2011). Organizational silence and finding ways to remove it are highly important in organizational discussions which need serious attention by managers. In many contemporary organizations, employees refuse providing their opinions and concerns on organizational problems which is called as organizational silence and merits to be considered by authors seriously (Danayifard, 2010).

5. Affecting factors on emerging organizational silence

Since organizational silence phenomenon is a barrier against employees’ statements, it can deprive organization from constant innovation, creativity and improvement in long term. Studying this phenomenon and its roots can cause that employees pass the path of growth, excellence and success more rapidly. Among affecting factors on emerging such phenomenon, one can point below items:

1. Managers’ implicit beliefs such as managerial fear of negative feedbacks by staff due to jeopardizing their interests and situation (Zarei Matin et al., 2011). When managers believe that employees are headstrong, opportunistic and low working and when agreement is superior to disagreement, then they tend to justify employees’ negative beliefs in their daily treatments with employees. Under such conditions, managers would reject employees’ beliefs and feedbacks especially when they are different with theirs’. Intentionally or unintentionally, management ignores the messengers of undesired news. When managers investigate feedbacks, they go toward those ones who have closer opinions to management and, as a result, they acquire lower negative feedbacks. It may not be intentional but it reflects people’s tendency to interact with those individuals who have similar opinions to them. When the structure of implicit beliefs of top management is that employees are headstrong, management knows the best and disagreement is undesired, managers reject inputs by their subordinates and would ask lower demands. Since only senior managers are authorized to determine effective structures and policies in organizational silence, they prevent all daily bottom-up communication methods (e.g. negative reaction to employees’ inputs and not investigating the feedback). It means that employees would receive signs on the safety of their own statements through both top managers and immediate supervisors. When such signs indicate that organization is not ready for their inputs, senior managers’ attitudes are spilling up-down and impact middle managers’ behaviors. Even, middle managers who are not really share implicit beliefs of top management may be persuaded to silence. Considering the fact that top management does not tend disagreements or negative feedbacks, middle managers can achieve certain information through their subordinates through down-up flow. If the manager of a unit is not encouraging down-up communications and is reacting to them hostilely, the employees of the same unit would lose their propensity to express their own ideas on organizational methods and policies; hence, organizational silence will be emerged broadly in the sectional levels (Danayifard, 1389).

2. Employees’ conception on senior managers’ behavior; they feel that employees’ statements have different outcomes by top management and it would jeopardize their position. Although such beliefs may be not true in organizations, they create destructive emotions and feelings such as fear, deceit and anger among employees and can, finally, lead into their organizational silence (Oslod, 2008).

3. Silence space; through social interactions, people achieve a joint understanding on their work environment. Social interactions play a vital role in organizations and people should learn radical cognitive – social skills such collaboration, partnership and problem solving especially interpersonal difficulties in order to confront challenges in their own organizational ambience (Burn, 1995). Therefore, relations among colleagues and organizational environment can be importance incentives for such behaviors as organizational silence. In other words, one can divide affecting factors on emerging such phenomenon in four managerial, organizational social and individual categories as below:

- Managerial factors including managerial initiatives, leadership style, etc.
- Organizational factors including job statistic, organizational policy and structure, etc.
- Social factors including consistency with a group, brainstorming, etc.
- Individual factors including keeping current position, distrust to manager, etc. (Shojaei; Zarei Matin & Barani, 2011).

6. Background:

6.1. Self-esteem
According to the study by Gardner et al (2004), about the employees of a construction company based in the mid west region of the United States of America at all levels of management, supervision and Professional and Support delegation, employee's salary level affects self-esteem, which in turn affects employee performance. Lezp (2005), found that self-esteem is related to burnout and job performance. High levels of burnout in the individual inefficacy indicating a negative attitude towards their profession and lack of job satisfaction and reduced interest and confidence in the people. In research by Lee & Feccei (2007) examined the relationship between perceived organizational support and organizational commitment affect with the mediating role of self-esteem organization. The results emphasize the mediating role of self-organization and demonstrated practical relationship between perceived organizational support and organizational commitment. Mayer,Fraccastoro & Mcnary (2007) examined the relationship between self-esteem organization and various factors of motivating, results showed that self-esteem organization can effects on determination and motivations in people progress. They investigated the relationship between personality characteristics and organizational self-assessment concluded that their occupational characteristics observed jointly is related to self-esteem. Barkhordari and colleagues (1388), during their research related to attitudes of nursing students to critical thinking and self-esteem found that students with higher self-esteem are more inclined to critical thinking. Sadeghian et al (1388 and 1389) performed a research on staff education and concluded that high esteem as an indication of the level of job adaptation within the organization, and play a role in reducing and eliminating depression, anxiety and emotional distress and individual adaptation. They concluded that self-esteem organization, have a significant relationship with organizational feedback, job adaptation, extroverted personality type, organizational commitment and job satisfaction. Bashlideh and Hashemi Sheikh shabani (1390), in his research on female teachers concluded that positive and negative aspects of self-esteem through burnout can affected mental health. They believe that lack of concern rather than having favorable feeling can have more protect from mental health. According to research Memarbashy aval et al (1391) that performed among employees Mehrcam Company, an increase in sense of coherence and self-esteem will have a positive impact on the level of job performance. These researchers believe that the sense of coherence plays an important role in stress and job performance and increase sense of personal integrity can leads to better job performance of employees. Also, self-esteem, affect employees' job performance and mediates job stress. Mazlumi et al (1392), after investigate the effect of burnout on social support and self-esteem on health personnel of Yazd, reached the conclusion that there was no significant correlation between self-esteem and burnout.

6.2. Organizational silence

Although employees’ silence involves all organizations, a few scientific studies are conducted on this phenomenon. According to Morrison and Millikan, silence is changed to a powerful force in organizations while serious studies are not yet conducted on it. They defined this concept and indicated that organizational silence is a social phenomenon in organizational level. Pinder and Harlos believe that silence is expanded in organizations while ignored by authors. Even, when silence is admired, authors often ignore it (Danayifard, 2012).

Wenistanty and Ward believe silence not only as an objection but also as a tool to show hostility with organization. Henrickson and Daison asserted that silence in organization is a collective phenomenon by which people have low contribution in responding the problems and difficulties. Von Dyne et al. believe that organizational silence is an organizational behavior by which employees refuse stating on ideas, information and opinions on their work intentionally. Morrison and Millikan (2000) studied collective aspects of voice and silence and Mishley and Neyer (1992), Ashford et al. (1998) and Zoua and George (2001) studied individual aspects of voice and silence (Bon and Blackman, 2003). In his studies, Berinsfield (2009) indicated that employees’ silence is a prevalent, multidimensional and measurable phenomenon which associates with other phenomena significantly (Zohair and Erdugan, 2011). Greenberg and Edward (2009), Dimitris and Vecala (2007) and Henricson and Dayton (2006) introduced the factors which create organizational silence as: organizational structure, fear of negative feedback, organizational and environmental variables, leadership style, organizational culture and climate, consistency with public opinions and votes, decision making processes, culture management processes and employees’ comprehensions (Afkhami and Khalili, 2012). Argyrs (1978) believe that the existence of powerful norms and defensive trends in organization prevents expressing feelings or information by people. His findings indicate that silence culture among organizational members would
capture employees in an explicit conflict so that most employees aware the reality of intra-organizational affairs but they do not dare to tell the truth to their managers and supervisors (Shahzadeh Ahmadi, 2012). Reviewing conducted studies on factors which play role in creating silence shows below ones: managers’ fear of negative feedbacks, organizational structure, the attributes of top management team, organizational and environmental variables, consistency with public opinions, leadership style and organizational climate particularly injustice (Danayifard, 2011).

7. Conceptual model of research:

The challenge in the complex world of present age guide authors towards topics discussed in this article. Discover and explore the role of self-esteem organization is for leaving employees silence in an organization and understanding the relationships between the structure of the research. According to the above-mentioned issues, self-esteem organization and organizational silence are considered as endogenous and exogenous variables, so the proposed model in Figure 1, according to the research hypotheses the conceptual model and research framework will investigate within Qom Province Oil Company.

![Conceptual model of research](image)

8. Hypothesis:

Review of the business environment and studies in the field of self-organization and organizational silence has led researchers to the following hypotheses:

The main hypotheses:
- Self-esteem organization has an impact on the level of organizational silence.

Sub-hypothesis:
- Self-esteem organization has an impact on the level of altruistic silence.
- Self-esteem organization has an impact on the level of submissive silence.
- Self-esteem organization has an impact on the level of defensive silence.

9. Methodology:

This is a field study with functional purpose and data collection was done in descriptive method. Research methods, navigational, and one of its most important features, is the ability to generalize the results. After reading the relevant literature and research literature review and conceptual model was developed based on research investigators and indicators were developed to assess. Variables used in the study, self-organization as an endogenous variable and organizational silence (altruistic silence, defensive silence, submissive silence) are considered as exogenous variables. Hypothesis designed to assess the relationship between dimension of the research model. Then the questionnaire designed to measure the variables and distributed between the samples. Based on the test, the hypothesis of the final pattern was shaped in which the relationship between self-esteem organization and organizational silence was analyzed.

9.1. Statistical population and the sample size:
Statistical population includes employees and managers of Qom Province Oil Company that are in connection with clients to perform services. The statistical population in this research was a stratified random sample. According to Morgan table (1970), 180 questionnaires were distributed among the employees and managers, 140 questionnaires were received and evaluated.

9.2. The research instrument:

The research instruments included two questionnaires that with advice of the expert group and study earlier research according to the research variables were designed, one for evaluate self-esteem organizational and the other for organizational silence in employees of Qom Province Oil Company. The first questionnaire consist of 10 and the second one with 16 question closed with a Likert spectrum, were considered with five choice. According to the theoretical foundations and the survey that was conducted, in the first questionnaire, we used the Rosenberg Self-esteem Scale (1965, as quoted by Barrow, 2007) consists of ten items and in the second questionnaire based on Vakula and Bvrads indicator, with 16 questions closed with a 5-choice Likert spectrum that in terms of reliability and validity is verifiable. to determine the reliability of the questionnaire, we used Cronbach's alpha with SPSS software. Cronbach's alpha was obtained 0.8 for self-esteem organization and 0.7 for organizational silence which represents an acceptable credit. In Table 1, Cronbach's alpha coefficients has been shown for self-organization and organization silence. By using descriptive statistics, demographic questions were examined individually, and then with the aid of statistical tests, including Spearman correlation test, data analysis was performed by using SPSS, and AMOS software.

Table 1: Cronbach's alpha coefficients of factors, self-organization and organizational silence

<table>
<thead>
<tr>
<th>Factors</th>
<th>Cronbach's alpha coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-esteem organization</td>
<td>0.8</td>
</tr>
<tr>
<td>altruistic Silence</td>
<td>0.87</td>
</tr>
<tr>
<td>Submissive silence</td>
<td>0.81</td>
</tr>
<tr>
<td>Defensive Silence</td>
<td>0.8</td>
</tr>
</tbody>
</table>

9.3. Data Analysis and Findings:

Demographic profile of statistical sample, given that the woman or man 1/2% of the population is unknown; shows that among the respondents, 6/23% female and 3.74% of them were men. Also in considered age range, maximum number of ages groups were related to 31-40 and 60 and above age group had the lowest number. Maximum number of graduate level were bachelor (40%) and lowest were in low literate class (2.1%), 0.7% of the studies were unspecified. Most were 6 to 10 years of work experience and the minimum amount of work experience were related to people who had more than 25 years of experience, 0.7% of the studies were unspecified. Demographic characteristic is obtained in table (2).

Table 2: Demographic characteristics of the sample

<table>
<thead>
<tr>
<th>sex</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequency</td>
<td></td>
<td>23.6%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Age(year)</th>
<th>Under 30 years</th>
<th>31-40</th>
<th>41-50</th>
<th>51-60</th>
<th>60 ≤ X</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequency</td>
<td>21.4%</td>
<td>54.3%</td>
<td>21.4%</td>
<td>0</td>
<td>2.9%</td>
</tr>
<tr>
<td>Level of Education</td>
<td>Diploma ≥ X</td>
<td>Diploma</td>
<td>Associate</td>
<td>Bachelor</td>
<td>Master</td>
</tr>
<tr>
<td>Frequency</td>
<td>2.1%</td>
<td>0.28%</td>
<td>20.7%</td>
<td>40%</td>
<td>7.9%</td>
</tr>
<tr>
<td>Work experience</td>
<td>1-5</td>
<td>6-10</td>
<td>11-15</td>
<td>16-20</td>
<td>21-25</td>
</tr>
<tr>
<td>Frequency</td>
<td>10%</td>
<td>35%</td>
<td>20%</td>
<td>15%</td>
<td>12.9%</td>
</tr>
</tbody>
</table>
9.3.1. Spearman correlation test results:

To test the relationship between variables was used Spearman's rank correlation test and because qualitative variables, the SPSS software was used for data analysis and results are shown in table 3.

### Table 3: Correlation between self-organization and organizational silence, standard deviation and the means

<table>
<thead>
<tr>
<th></th>
<th>Altruistic silence</th>
<th>Submissive silence</th>
<th>Defensive silence</th>
<th>Organizational silence</th>
<th>Self-esteem organization</th>
<th>mean</th>
<th>SD</th>
<th>P-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Altruistic silence</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3.01</td>
<td>0.838</td>
<td>0.001</td>
</tr>
<tr>
<td>Submissive silence</td>
<td>0.634</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td>2.93</td>
<td>0.764</td>
<td>0.001</td>
</tr>
<tr>
<td>Defensive silence</td>
<td>0.321</td>
<td>0.291</td>
<td>1</td>
<td></td>
<td></td>
<td>2.98</td>
<td>1.2</td>
<td>0.077</td>
</tr>
<tr>
<td>Organizational silence</td>
<td>0.743</td>
<td>0.710</td>
<td>0.802</td>
<td>1</td>
<td></td>
<td>2.97</td>
<td>0.75</td>
<td>0.001</td>
</tr>
<tr>
<td>Self-esteem organization</td>
<td>0.295</td>
<td>0.354</td>
<td>0.150</td>
<td>0.302</td>
<td>1</td>
<td>2.57</td>
<td>0.6</td>
<td>0.001</td>
</tr>
</tbody>
</table>

Given the significance level between self-esteem organization and organizational silence is smaller than 0.05, it can be concluded that these two variables are related to each other and the main hypothesis is confirmed. Also, a significant level of self-esteem organization variables with altruistic silence and submissive silence have been reported smaller than 0.05, so these variables are linked together thus the first and second sub-hypothesis are confirmed but the third sub-hypothesis is not confirmed because its significance level is greater than 0.05.

10. Research Model based on Structural Equation:

With use of Amos21 software the research model based on structural equation is shown in fig 2. In this fig SE represent as self-esteem, SO as organizational silence, y1 is a symbol for altruistic silence, Y2 as submissive silence and defensive silence is shown by Y3.

![Figure 2: Structural equation modeling (significant coefficients and initial confirmatory factor loadings)](image)

In this study, structural equation modeling are examined to evaluate the suitability of six indicators. The first index (X2/df) If it was between 1 and 3, this model will be approved, in this study it has been reported 3.403.
RMSEA is the second index if it be closer to 0.05 the model will be more efficient. In this study, the amount is reported equal to 0.131, and other four indicators are GFI, IFI, NFI and CFI between zero and one, and whatever the number is closer to one, model will be more effective. In this model, indicators were reported, 0.89, 0.914, 0.833 and 0.914 respectively. The indicators and measures of structural equation modeling are presented in Table 5.

<table>
<thead>
<tr>
<th>X2/df</th>
<th>GFI</th>
<th>IFI</th>
<th>NFI</th>
<th>CFI</th>
<th>RMSEA</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.403</td>
<td>0.89</td>
<td>0.914</td>
<td>0.883</td>
<td>0.913</td>
<td>0.131</td>
</tr>
</tbody>
</table>

As the data shows all the indicators do not show suitable condition so modifications should be conducted on the initial measurement model, much of this improvement is related to the relationship between the variables in the initial model. Figure 3 shows the modified measurement model.

As the table shows the index (X2/df) is 2.695 at the proper fit of the measurement model. Another criterion is the root mean square, if it is more than ten percent is unsuitable. Considering the amount of error in correction model 10% is obtained, fitted model is appropriate. Other parameters of the model show good condition.

<table>
<thead>
<tr>
<th>X2/df</th>
<th>GFI</th>
<th>IFI</th>
<th>NFI</th>
<th>CFI</th>
<th>RMSEA</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.695</td>
<td>0.942</td>
<td>0.943</td>
<td>0.912</td>
<td>0.942</td>
<td>0.10</td>
</tr>
</tbody>
</table>

Considering the structural equation model, the effect of self-organization is significant on organizational silence as the main hypothesis. Effect of self-esteem organization on altruistic silence is significant as the first sub-hypothesis. Effect of self-esteem organization on submissive silence is significant as the second sub-hypothesis. But effect of self-esteem organization on defensive silence isn't significant as the third sub-hypothesis. Model results indicate a positive relationship between the variables of the main hypothesis and sub-hypotheses I and II, therefore, these hypothesis were confirmed.

Amos software show, approve or reject of assumptions with CR and P. If the CR index, be higher than 1.96, P index be less than 0.5, indicating a causal relationship between variables. The result of this model is presented in Table 6.
Table (6): Results of factor analysis for structural equation

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Impact factor</th>
<th>P</th>
<th>CR</th>
<th>Result of the test</th>
</tr>
</thead>
<tbody>
<tr>
<td>The main Hypothesis: Self-organization can impact on organizational silence.</td>
<td>0.365</td>
<td>0.002</td>
<td>3.097</td>
<td>Supported</td>
</tr>
<tr>
<td>The first sub-hypothesis: Self-organization can impact on altruistic silence.</td>
<td>0.238</td>
<td>0.005</td>
<td>2.795</td>
<td>Supported</td>
</tr>
<tr>
<td>The second sub-hypothesis: Self-organization can impact on submissive silence.</td>
<td>0.379</td>
<td>***</td>
<td>4.614</td>
<td>Supported</td>
</tr>
<tr>
<td>The third sub-hypothesis: Self-organization can impact on defensive silence.</td>
<td>0.156</td>
<td>0.071</td>
<td>1.805</td>
<td>rejected</td>
</tr>
</tbody>
</table>

According to Table 6 can be said first main hypothesis, first and second sub-hypotheses have been confirmed. The third sub-hypothesis was not confirmed.

11. Conclusions:

The results show that self-esteem organization is an effective factor on organizational silence. An organization with high self-esteem have employees that feel valued and supported organizations in dealing with problems and this organization will protect against many of costs. Self-organization to enhance employee motivation and this motivation leads to progress and avoid stagnation and recession job. The self-esteem organization can leads to greater responsibility and followed out of the silence will be provided.

- The effect of self-organization on organizational loyalty.
- The effect of self-organization on conflict management from Islamic perspective.
- The effect of self-organization on ethical leadership.

Managers encourage employees to share their opinions and build self-esteem and self-worth that allows them to comment and reduce the risk of silence.

- Managers with greater attention to the key elements of self-organization must provide employees out of silence to raise employee contributions.
- Managers with increasing self-organization provides situation of information exchange, relieve quiet atmosphere and prevent many of the costs.

Managers as original templates of organization should provide the secure conditions for employees with increasing their self-esteem.

References


Vaughan F., (2002). What is spiritual intelligence?. Journal of humanistic psychology. 42: 16. (the online version of this article can be found at http://jhp.sagepub.com/content/42/2/16).
