Mediating role of organizational silence in the relationship between organizational climate and job performance

El papel mediador del silencio organizacional en la relación entre el clima organizacional y el desempeño laboral

Papel mediador do silêncio organizacional na relação entre clima organizacional e desempenho no trabalho

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Introduction

The main aim of the present study is explaining the relationship between organizational climate and job performance by considering the mediating role of organizational silence of education staff of Fars province. A descriptive-correlative method was used in this study. The statistical population of this study included the staff of the education administration of Fars province. They were 350 persons at the time of study. The sample size was 183 persons based on Kerjesi-Morgan's table and the sampling was done by a stratified- randomized method. Three questionnaires of job performance (Paterson), organizational climate (Susman and Deep) and organizational silence (Vakola and Borados) were used for gathering information. The validity and reliability of questionnaires were confirmed. Indexes such as mean and standard deviation and Pearson correlative coefficient and hierarchical analysis regression using Baron and Kenny method of two parts of descriptive statistics and inferential statistics were used for analyzing the data and testing the hypothesizes.

Resumen

El objetivo principal del presente estudio es explicar la relación entre el clima organizacional y el desempeño laboral al considerar el papel mediador del silencio organizacional del personal educativo de la provincia de Fars. Se utilice un método descriptivo-correlativo. La población estadística de este estudio incluyó al personal de la administración educativa de la provincia de Fars. Eran 350 personas en el momento del estudio. El tamaño de la muestra fue de 183 personas en base a la tabla de Kerjesi-Morgan y el muestreo se realizó mediante un método aleatorio estratificado. Se utilizaron tres cuestionarios de desempeño laboral (Paterson), clima organizacional (Susman y Deep) y silencio organizacional (Vakola y Borados) para recopilar información. La validez y fiabilidad de los cuestionarios fueron confirmadas. Se usaron índices como la media y la desviación estándar y el coeficiente correlativo de Pearson y la regresión del análisis jerárquico utilizando el método de Baron y Kenny de dos partes de estadística descriptiva y estadística inferencial

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Results of the analyzed data showed that there is a direct and meaningful relationship between organizational climate and job performance. There is also a reverse relationship between organizational climate and organizational silence and there is a direct and meaningful relationship between organizational climate and job performance. It means that the more improving the organizational climate, the more increasing the job performance and the more reducing the organizational silence.

Keywords: job performance, organizational climate, organizational silence.

para analizar los datos y probar las hipótesis. Los resultados de los datos analizados mostraron que existe una relación directa y significativa entre el clima organizacional y el desempeño laboral. También existe una relación inversa entre el clima organizacional y el silencio organizacional y existe una relación directa y significativa entre el clima organizacional y el desempeño laboral. Significa que cuanto más se mejore el clima organizacional, más se incrementará el desempeño laboral y más se reducirá el silencio organizacional.

Palabras clave: desempeño laboral, clima organizacional, silencio organizacional.

Resumo

O principal objetivo deste estudo é explicar a relação entre o clima organizacional e o desempenho no trabalho quando se considera o papel mediador do silêncio organizacional do pessoal docente da província de Fars. Um método descritivo-correlativo foi utilizado. A população estatística deste estudo incluiu o pessoal da administração educacional da província de Fars. Havia 350 pessoas no momento do estudo. O tamanho da amostra foi de 183 pessoas, com base na tabela de Kerjesi-Morgan, e a amostragem foi realizada por meio de um método aleatório estratificado. Três questionários de desempenho no trabalho (Paterson), clima organizacional (Susman e Deep) e silêncio organizacional (Vakola e Borados) foram usados para coletar informações. A validade e confiabilidade dos questionários foram confirmadas. Índices como média e desvio padrão e o coeficiente de correlação de Pearson e regressão da análise hierárquica foram utilizados pelo método de Baron e Kenny de duas partes da estatística descritiva e estatística inferencial para analisar os dados e testar as hipóteses. Os resultados dos dados analisados mostraram que existe uma relação direta e significativa entre o clima organizacional e o desempenho no trabalho. Há também uma relação inversa entre o clima organizacional e o silêncio organizacional e existe uma relação direta e significativa entre o clima organizacional e o desempenho no trabalho. Isso significa que quanto mais o clima organizacional melhorar, mais o desempenho no trabalho aumentará e mais o silêncio organizacional será reduzido.

Palavras-chave: desempenho no trabalho, clima organizacional, silêncio organizacional.

Introduction

Nowadays, organizations carry out many of vital and essential activities of society. It means that progress and survival of the society are subject to the effective performance of the organization. Organizations need to improve their performance continuously in order to maintain their survival and progress and human resources are known as the fundamental capitals and the origin of any development and innovation of them. Human resources are the most important arm of the organization's growth and progress. So, investigating and recognizing the factors that affect employee job performance is one of the important programs of organizations (Aryee, 2006).

Performance is the activities that are usually a part of individual's occupation and activities and they should be done. In fact, the rate of return generated by the person's employment in the organization in term of both service and production is influenced by two factors such as the ability of employees in carrying out their duties and their motivation. If individuals have only the necessary ability and motivation, they will carry out their duties well (Spector, 2006). Job performance is any activity and behavior that is related to the goals of the organization from the viewpoint of Borman and Motowidlo (1993) (Abubakar, Elrehail, Alatailat & Elci, 2017).

One of the main problems of modern organizations is the poor performance of manpower in organizations. This is vital and necessary for public organizations whose poor performance is the ground of their failure in delivering public services as well as the private

companies whose poor performance is the ground of their bankruptcy (Naami, 2002).

The optimal use of manpower (manpower performance) is very important because man has reason and authority unlike other organizational resources and the manager cannot use it easily. What is more important is that manpower is not only an organizational source but it is the only factor that uses other factors (Brunner and Ganga-Contreras, 2017). This role is much more important in people's organizations because people are the scene of work and the field of service. So, as Millar and Stevens (2012) suggest, individual's performance is the rate of his success in his work. So, if this person is motivated, capable and prosperous, he can use the organizational resources in the best and optimal way and he can fulfill all of the productivities and at last, he can improve the organizational performance, otherwise recession and backwardness are the presents of passive and non-motived manpower. The poor performance has a significant negative effect on leadership and employees which is unpleasant for the organization. It is obvious that if the poor performance is observed, it should be corrected in order to in order to increase their efficiency, survival, growth, sustainability and effectiveness of the organization (Ahadi and Fathi, Abdolmohammadi, 2014).

Many factors affect the employees' job performance. One of these important factors is organizational climate. Organizational climate is the environment in which the organization's employees work. It affects employees' motivation, performance and job satisfaction (Abbas Zadegan, 2005). Organizational climate is a set of attributes and expectations for individuals who are within the organization. These attributes and expectations describe the overall pattern of organizational activities (Chen & Huang, 2007). It is necessary for managers to understand their employees' feelings and create a positive atmosphere. Since managers play an important and essential role in forming the organizational climate, their awareness of the quality and the nature of the organizational climate leads to their understanding of employees 'perception of the organizational climate and the level of managers' performance is effective in the open or closed organizational climate (Aghdasi et al, 2008) . Hopplin considers organizational climate as a set of relatively stable internal features of an organization that distinguishes it from other organizations and has

a significant effect on employee behavior and organizational effectiveness. The source of description and explanation of the climate, perception and common sense of individuals are the objective and tangible characteristics of the organization (Abbasi et al, 2013). Christian, Wallace, Bradley, and Burke (2009) suggested that healthy climate increases healthy performance. Result of the other research showed that job performance increasing is one of the results of organizational support (Özbağ, Çekmecelioğlu & Ceyhun, 2014).

But the results of some of the researches showed that managers will reduce the employees' interaction or they will not let their employees communicate with each other and they will not let their employees participate in organizational decision making, so it causes the employees to be amphoteric and to be silent regard to their obligations, survival and future of organization knowingly or unknowingly with the lack of support of employees in presenting opinions and creating inappropriate climate (Armandei et al, 2016; Zahedbabolan et al, 2016; Alvani et al, 2015; Zarei matin et al, 2011) . Result of a study shows that more than 85% of interviewed managers and experts acknowledged that they would remain silent regarding some of the issues of work (Ting, 2011). There are many factors in organizations that create, increase or decrease the employee's silence. One of these factors is organizational climate. Organizational climate is one of the variables that affect what happens in the organization and also affects what is going on within the organization. Effective communications is one of the open and healthy organizational climate outcomes that induce motivation and dynamism to employees (Antón Chávez, 2017). If the organizational climate is closed, chilling and rigid, the likelihood of indifference and silence is high in the organization. Wang and Hsieh (2013) suggested in their researches that when the organizational climate is optimal, silence reduce. The isolation and unwillingness of employees in participating in organizational discussions that are interpreted as a phenomenon of organizational silence creates unpleasant risks and consequences for the organization.

Organizational silence means to refrain from expressing employees' opinions and information about organizational problems and it is one of the major obstacles of success in organizational programs and goals (Zarei & Erdogan, 2012).

2014, Sehitoglu et al (2014) define organizational silence as refraining from expressing real behavior of individuals in the organization. Dyne, Ang and Botero (2003) believe that silence sometimes can be due to the submission of a person toward any condition (passivity), fear and the presence of conservative (defensive) behaviors and sometimes creating opportunities for others and expressing their beliefs (over-socialized). Van Dyne et al categorized silence in to three groups: 1- Submissive silence (employees guess that their thoughts are not worthy for senior executives, so they refrain from expressing their ideas. 2- Defensive silence (The motive of this type of silence is the sense of fear in the individual from reporting information; in fact, individuals sometimes may refrain from expressing their ideas, information or their views in order to protect their position and situation)) and 3- philanthropic silence (Refusing to express ideas, information or work-related views with the aim of taking advantage of other members of the organization based on the type of philanthropic, collaboration and cooperation motives) (Keshtkar, 2017) .

Organizational silence is an undesirable phenomenon in an organization. If there is any organizational silence in an organization, it can have negative effects on the motivation and attitudes of employees. If employees' incentives are reduced and their attitudes change in this way, they do not have any value anymore, so their opinions are not worthy anymore and expressing opinions or refusal of expressing them are not different either or expressing opinions and issues just causes trouble and bothers others. They revise their commitment to their jobs or responsibilities definitely. So, it cannot be expected that an individual who has such a viewpoint of his job or his superior be responsible and try to report it in case of a problem or he express it if he has a recommendation to resolve the organization's problems. In fact, organizational silence may affect the performance and commitment of employees in this way (Keshtkar, 2018).

managers need to have continuous and effective group communications with employees and prosperity and benefit from their opinions, ideas and suggestions at their organizational levels for getting dynamism and optimal performance of the organization in the statistical population of the study namely the basic educational institution and it can be noted that the dynamic and continuous participation of

employees in decision-making, problem-solving and presenting management solutions in order to achieve the organizational goals can be effective in improving and increasing organizational productivity (effective performance) considering the importance of manpower and significant progress of developed countries in the field of education. The present research is going to answer the following question: Does organizational silence have a mediating role in the relationship between organizational climate and job performance?

Literature review

So far, there was no research about the relationship between three variables of climate, silence and performance in the organization but there are some abroad and inner researches about the relationship or the impact of organizational climate and organizational silence on the job performance which we can present them here:

- Keshtkar and Dadkhodazadeh, (2018) in a research entitled," backgrounds and consequences of organizational silence: empirical research ", suggested that investigating the dimensions of organizational silence and organizational climate and understanding these dimensions by individuals and evaluating the effect of these dimensions on work attitudes. Results showed that there is a positive relationship between managers 'attitude toward organizational silence and supervisors' attitude toward silence and there is a negative relationship between communicative opportunities and silence behavior of employees. Other findings of Vakola et al show that when leader communicate with employees and listen to them, he shares the subordinates in discussions and decision-making and encourages them while he is supporting them. Silence behavior of employees reduces. Abdel- Razak (2011) in a research entitled," effective factors on efficiency of job performance at Helwan University ", suggested that there is a positive relationship between organizational climate and job performance. Morrison (2014) in his book entitled, "silence and voice of employees", suggested that organizational climate has a direct effect on failure of organizational silence (Ashford et al. 1998; Frazier and Fainshmidt, 2012; Morrison et al. 2011; Keshtkar and Talebizadeh, 2018). Ali, Lei and Yong-Wei (2017) in a research entitled, "moderating role of employees' climate on strategic HRM and

organizational performance; case study: china bank", suggested that organizational communicative climate has a meaningful relationship with methods of human resources management and organizational performance. Aghdasi, Samari & Bagheri (2008) in a research entitled," Organizational climate relationship with the performance of primary school principals in Urmia", suggested that there is a relationship between organizational climate and the performance of primary school principals in Urmia. There is a positive and meaningful relationship between organizational climate dimensions (supportive, guidance, professional and intimate behavior) and the performance of primary school principals in Urmia and there is also a negative and meaningful relationship between two other organizational climate dimensions (Preventive and alien behavior) and the performance of primary school principals in Urmia. Abbasi, Abdsharifi and Hashemi (2014) in a research entitled, "relationship between organizational climate and organizational performance of school principals in Lamerd ", suggested that there was a meaningful relationship between all of the components of organizational climate and job performance and the components of communication effectiveness and clarity and role agreement were able to predict job performance. Bozorgniya, Hosseini and Enayat (2014) in a research entitled, "relationship between organizational silence and university employees' performance" which has been done on 212 employees of Mazandaran Medical Sciences suggested that there is a negative relationship between organizational silence and employees' performance. It means that the more silence, the less employees' performance and converse. Sayadi et al (2015) in a research entitled, "predicting the organizational performance of employees of sports and youth administrations of province of Kermanshah based on organizational silence", suggested that there is a meaningful relationship between organizational silence and organizational performance and organizational silence has predicted 27% of organizational performance variations. Nowroozi, Kameli, Beigi and Mohazabi (2015) in a research entitled, "investigating the effect of organizational climate on organizational performance of employees through social capital; case study: employees of five regions of city of Rasht ",

suggested that organizational climate has an indirect, positive and meaningful effect on organizational performance. Doostar, Esmaeilzadeh and Hosseini (2014) in a research entitled, "relationship between organizational silence, organizational performance and organizational commitment", suggested that organizational silence has a meaningful relationship with employees' performance. Ghanbari and Beheshtirad (2016) in a research entitled, "investigating the effect of organizational silence on reducing teamwork and organizational performance based on balanced scorecard (BSC) of employees of Razi university of Kermanshah ", suggested that organizational silence has a direct effect on teamwork reduction (47%) and organizational performance reduction (52%).

Research hypothesizes

Main hypothesis: Organizational climate and job performance has a meaningful relationship with mediating role of organizational silence.

Sub hypothesizes:

1- There is a meaningful relationship between organizational climate and organizational silence.

2- There is a meaningful relationship between organizational climate and job performance.

3- There is a meaningful relationship between organizational silence and job performance.

Figure1: Research conceptual model
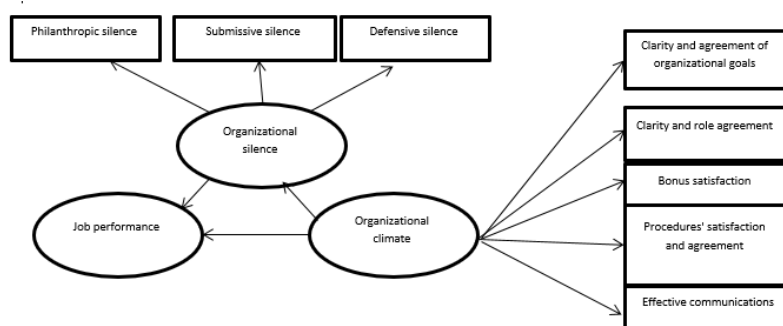
Methodology

The present research is an applied, descriptive- correlative research in terms of its aim and method respectively. Its statistical population included the staff of the education administration of Fars province. It should be noted that they were 350 persons at the time of study. The sample size of this case study was 183 persons based on Kerjesi-Morgan's table and the sampling was done by a stratified- randomized method. Tools of gathering data were three questionnaires as following:

a-   questionnaire of job performance (Paterson,1970)

Questionnaire of job performance is translated by Arshadi and Shokrkon (1996). This questionnaire has 15 question and it is estimated based on 4 scores such as seldom, sometimes, often and always (by calculative method 0,1,2,3). Khoshkam, Neisi and Shokrkon (2007) calculated the reliability and validity coefficients of this questionnaire in their research. They were 82% and 80% by two methods of Cronbach's Alpha and bisection respectively. Its validity coefficient was 43% in the level p <0.0001 by test correlation method. Questionnaire reliability coefficient was calculated by Cronbach's Alpha index in the present research and it was equal to 87%. It is very valuable.

b-   questionnaire of organizational silence (Vakola and Borados, 2005)

This questionnaire has three dimensions and 13 items. It is based on 5 Likert Scale ((5) strongly agree to (1) strongly disagree). Salavati et al (2014) calculated the questionnaire reliability by Cronbach's Alpha method and it was equal to 0.889. Questionnaire reliability coefficient was calculated by Cronbach's Alpha index in the present research and it was equal to 84%. The questions of the questionnaire were reported in terms of face and appropriate content validity with the cooperation of professors and experts.

Table1: Dimensions of organizational silence questionnaire according to number of items and Cronbach's Alpha coefficient.

Cronbach's Alpha coefficients	number of items	dimensions
0.86	1-4	Defensive silence
0.87	5-8	Submissive silence
0.76	9-13	philanthropic silence

c-   questionnaire of organizational climate (Susman and Deep, 1989)

This questionnaire 20 items. It is based on 5 Likert Scale ((4) strongly agree to (0) strongly disagree). Professors and experts confirmed the questionnaire validity. The questionnaire reliability was considered by Cronbach's Alpha index. Questionnaire reliability coefficient was calculated by Cronbach's Alpha index and it was equal to 86%. This questionnaire has five dimensions. Its dimensions are explained in table 2.

Table2: Dimensions of organizational climate questionnaire according to number of items and Cronbach's Alpha coefficient.

Cronbach's Alpha coefficients	number of items	dimensions
0.82	1-4	clarity and agreement of organizational goals
0.86	5-8	clarity and role agreement
0.79	9-12	bonus satisfaction
0.76	13-16	procedures' satisfaction and agreement
0.85	17-20	effective communications

Data analysis

Statistical methods of mean, frequency, percent and standard deviation are used for analyzing the descriptive findings and Pearson correlative coefficient and hierarchical analysis regression using Baron and Kenny method (1986) are used for analyzing the inferential findings.

Descriptive findings

Table 3: mean and standard deviation of research variables components.

standard deviation	mean	components	variables
0.67	5.17	clarity and agreement of organizational goals	organizational climate
0.82	5.09	clarity and role agreement	
0.68	5.26	bonus satisfaction	
0.67	5.77	procedures' satisfaction and agreement	
0.90	6.17	effective communications	
2.57	27.8	--	General organizational performance
3.3	29.2	--	Job performance
0.71	19.6	Defensive silence	Organizational silence
2.5	17.9	Submissive silence	
6.4	9.9	philanthropic silence	
7.9	47.7	--	General organizational silence

As it is shown in table 3, the most mean is assigned to effective communications component and the least mean is assigned to clarity and role agreement component between the organizational climate components and the most mean is assigned to defensive silence component and the least mean is assigned to philanthropic component between the organizational silence components.

Inferential findings

First hypothesis: There is a meaningful relationship between organizational climate and organizational silence components.

Pearson correlative coefficient test is used for studying this hypothesis and its results are reported in table 4.

Table 4: correlative coefficients of organizational climate and organizational silence components.

Meaningful level	correlative coefficient of philanthropic silence	Meaningful level	correlative coefficient of submissive silence	Meaningful level	correlative coefficient of defensive silence	Component of organizational climate
0.011	-0.187*	0.001	-0.247**	0.054	-0.143	clarity and agreement of organizational goals
0.038	-0.153*	0.008	-0.194**	0.010	-0.190**	clarity and role agreement
0.015	-0.180*	0.009	-0.193**	0.043	-0.149*	bonus satisfaction
0.002	-0.232**	0.017	-0.176*	0.567	-0.043	procedures' satisfaction and agreement
0.007	-0.198**	0.056	-0.141	0.787	-0.020	effective communications

As it is shown in table 4, there is an inverse meaningful relationship between components of clarity and role agreement, bonus satisfaction with defensive silence; all of the components of organizational climate expect effective communications with submissive silence and all of the components of organizational climate with philanthropic silence.

Second hypothesis: There is a meaningful relationship between organizational climate and job performance components.

Pearson correlative coefficient test is used for studying this hypothesis and its results are reported in table 5.

Table 5: correlative coefficients of organizational climate and job performance components

Meaningful level	correlative coefficient of job performance	Components of organizational climate
0.0001	0.504**	clarity and agreement of organizational goals
0.0001	0.477**	clarity and role agreement
0.0001	0.472**	bonus satisfaction
0.0001	0.497**	procedures' satisfaction and agreement
0.0001	0.363**	effective communications

As it is shown in table 5, there is a direct meaningful relationship between all of the components of organizational climate and job performance at the level less than 0.01.

Third hypothesis: There is a meaningful relationship between organizational silence and job performance.

Pearson correlative coefficient test is used for studying this hypothesis and its results are reported in table 6.

Table 6: correlative coefficients of organizational silence and job performance

Meaningful level	correlative coefficient of job performance	variable
0.153	-0.106	Defensive organizational silence
0.0001	-0.523**	Submissive organizational silence
0.0001	-0.450**	philanthropic organizational silence
0.0001	-0.540**	General organizational silence

As it is shown in table 6, there is an inverse meaningful relationship between components of submissive organizational silence, philanthropic organizational silence and job performance at the level less than 0.01.
Fourth hypothesis: Organizational silence can predict the job performance meaningfully.
Simple regression is used for testing this hypothesis and its result is shown in table 7.

(*Table 7*: Results of regression analysis of job performance in terms of organizational silence)

sig	df	F	R^2	R	t	β	Predictive variables	Criterion variable	Step
0.153	181,1	2.05	0.011	0.106	1.4	-0.106	Defensive silence	Job performance	First
0.0001		68.07	0.273	0.523	8.2	-0.523	Submissive silence		
0.0001		45.8	0.202	0.450	6.7	-0.450	philanthropic silence		
0.0001		74.38	0.291	0.540	8.6	-0.540	General organizational silence		

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We can infer from the results of Analysis Of Variance (ANOVA) ($F(1,181)=74.38$, $P <0.05$) that there is a meaningful relationship between components of predictive variable (submissive silence and philanthropic silence) and criterion variable (job performance) . Organizational silence is able to predict job performance meaningfully.

Fifth hypothesis: Components of organizational climate are able to predict components of organizational silence meaningfully.
Synchronized multiple regression is us
ed for testing this hypothesis and its result is shown in table 8.

Table 8: Results of regression analysis of components of organizational silence in terms of components of organizational climate

p	df	F	R²	R	P	t	β	Predictive variables	Criterion variable
0.216	177,5	1.4	0.039	0.197	0.73	0.35	-0.05	clarity and agreement of organizational goals	Defensive silence
					0.19	1.32	-0.187	clarity and role agreement	
					0.96	0.05	0.008	bonus satisfaction	
					0.70	0.40	0.059	procedures' satisfaction and agreement	
					0.94	0.07	0.009	effective communications	
0.033	177,5	2.5	0.066	0.257	0.07	1.79	-0.25	clarity and agreement of organizational goals	Submissive silence
					0.05	2.38	-0.17	clarity and role agreement	
					0.64	0.47	0.078	bonus satisfaction	
					0.94	0.08	0.012	procedures' satisfaction and agreement	
					0.56	0.58	0.067	effective communications	
0.041	177,5	2.25	0.060	0.245	0.78	0.28	-0.041	clarity and agreement of organizational goals	philanthropic silence
					0.85	0.19	-0.027	clarity and role agreement	
					0.89	0.14	-0.024	bonus satisfaction	
					0.026	2.14	-0.126	procedures' satisfaction and agreement	
					0.52	0.63	-0.074	effective communications	

We can infer from the results of Analysis Of Variance (ANOVA) ($F_{(5.177)}=2.8$, $P< 0.05$) that there is a linear meaningful relationship between predictive variables (components of organizational climate) and components of criterion variable (organizational submissive silence and philanthropic silence) and components of organizational climate are able to predict components of organizational submissive silence and philanthropic silence. Square of multiple correlation coefficient of component of submissive silence is equal to 0.066. It means that around 7% of submissive silence variance is predictable by components of organizational climate. Square of multiple correlation coefficient of component of philanthropic silence is also equal to 0.060. It means that around 6% of philanthropic silence variance is predictable by components of organizational climate.

Main hypothesis: Organizational climate and job performance has a meaningful relationship with mediating role of organizational silence.

Hierarchical analysis regression using Baron and Kenny method is used for studying the relationship between organizational climate and organizational performance and mediating role of organizational silence in this hypothesis. Predictive variables (components of organizational climate) and components of criterion variable (job performance) entered the equation in the first step (first block), then components of mediating variable (organizational silence) and components of organizational climate entered the equation in the second block. Their results are reported in table 9.

Table 9: Results of hierarchical analysis regression using Baron and Kenny method for studying the relationship between organizational climate and organizational performance and mediating role of organizational silence.

p	df	F	R²	R	P	t	β	Predictive variables	Criterion variable
0.0001	5,177	18.07	0.338	0.581	0.204	1.27	0.152	clarity and agreement of organizational goals	Job performance
					0.008	2.66	0.312	clarity and role agreement	
					0.42	0.81	-0.112	bonus satisfaction	
					0.008	2.70	0.330	procedures' satisfaction and agreement	
					0.96	0.04	0.004	effective communications	
0.0001	173,9	21.87	0.53	0.73	0.48	0.7	0.072	clarity and agreement of organizational goals	Job performance
					0.007	2.7	0.27	clarity and role agreement	
					0.5	0.67	-0.079	bonus satisfaction	
					0.007	2.75	0.29	procedures' satisfaction and agreement	
					0.86	0.17	-0.014	effective communications	
					0.44	0.78	0.044	Defensive silence	
					0.17	1.37	-0.16	Submissive silence	
					0.29	1.06	0.28	philanthropic silence	
					0.07	1.8	-0.58	General organizational silence	

As it is shown in table 9, square of R is equal to 34% and it is equal to 53% respectively in the first and second block. On the other word, 19% is added to predictive capability of predictive variables by adding the components of organizational silence variable to the components of organizational climate as predictive variables. It shows the meaningful mediating role of organizational silence in the relationship between organizational climate and organizational performance. Path of variables is explained in figure 2 according to the results of tables 7-9.
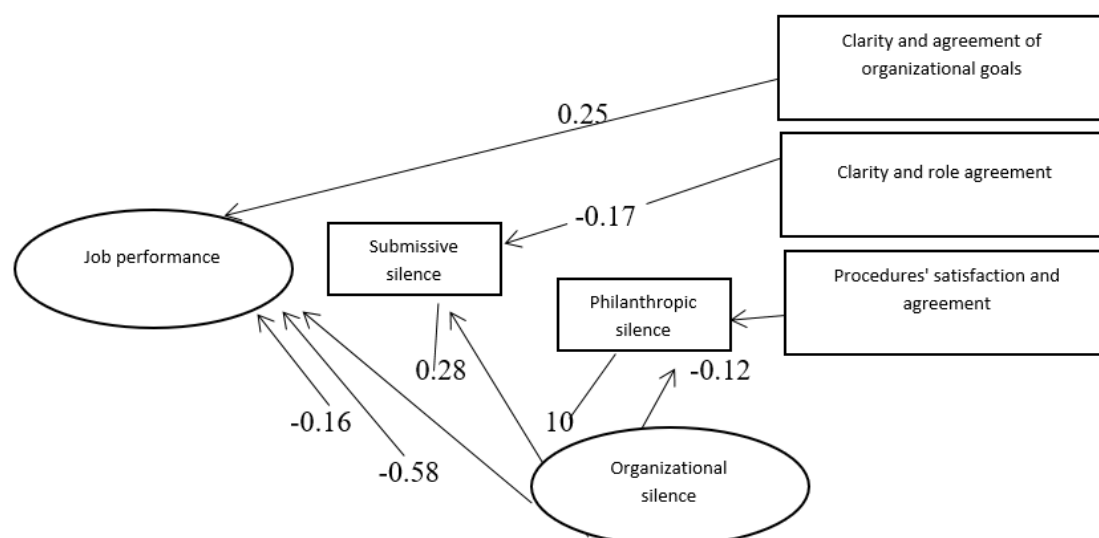
Figure 2: Relationship between organizational climate and organizational performance and mediating role of organizational silence.

Table 11: Direct, indirect and variables effects

Total effects	Indirect effects	Direct effects	effects
-0.25	------	-0.25	clarity and agreement of organizational goals on submissive silence
-0.17	------	-0.17	clarity and role agreement on submissive silence
-0.12	------	-0.12	procedures' satisfaction and agreement on philanthropic silence
0.28	------	0.28	philanthropic silence on job performance
-0.16	------	-0.16	submissive silence on job performance
0.04	0.04	------	clarity and agreement of organizational goals on job performance
0.03	0.03	------	clarity and role agreement on job performance
0.03	0.03	------	procedures' satisfaction and agreement on job performance
-0.58	------	-0.58	Organizational silence on job performance

Discussion and conclusion:

Results of the first hypothesis showed that there is an inverse meaningful relationship between components of clarity and role agreement, bonus satisfaction with defensive silence; all of the components of organizational climate expect effective communications with submissive silence and all of the components of organizational climate with philanthropic silence. The result of this hypothesis is in agreement with results of researches of Vakola and Bouradas (2005); Ashford et al (1998); Frazier and Fainshmidt, (2012); Morrison et al, (2011); Wang and Hsieh (2013). Analysis of the above finding shows that the more the cognition of employees from the organizational climate, the less their silence toward problems and not expressing their ideas and opinions. We can suggest that with 95 percent probability, the organizational climate of the analyzed statistical society is not in a desirable or optimal situation in according to the mean of organizational climate and organizational silence of the analyzed sample (organizational climate=27.8 and organizational silence= 47.7) and $p < 0.05$. Therefore, employees are reluctant to express their views because of fear of position and situation, lack of value for their opinions or based on the altruistic motive and the possibility of profitability for other people whose position is useful for themselves and they prefer to be silence than express their opinions. Results of table 8 also show that there is a linear meaningful relationship between predictive variables (components of organizational climate) and components of criterion variable (organizational submissive silence and philanthropic silence) and components of organizational climate are able to predict components of organizational submissive silence and philanthropic silence. Square of multiple correlative coefficient of the component of submissive silence is equal to 0.066. It means that around 7% of submissive silence variance is predictable by components of organizational climate. Square of multiple correlative coefficient

of the component of philanthropic silence is equal to 0.060. It means that around 6% of philanthropic silence variance is predictable by components of organizational climate. It is inferred from the findings of this hypothesis that it is necessary that officials of the organization take appropriate measures to increase effective communications and create and maintain an appropriate climate in order to reduce the organizational silence and employee participation in decision making and increase the organization's effectiveness. Not paying attention to clarifying the goals of the organization, playing the proper and appropriate role of employees, increasing the interactions and good human relationships, providing the rewards which are consistent with the needs of individuals leads to destructive phenomena such as organizational silence.

Results of the second hypothesis which has been shown in table 5 showed that all of the components of organizational climate have a direct and meaningful relationship with job performance at a level less than 0.01. These results are in agreement with results of researches of Abdel- Razak (2011); Aghdasi et al (2008); Abbasi, Abdsharifi and Hashemi (2014) . Organizations that emphasize on supportive climate, extended communications, collaboration, liberalism and giving bonus to the successes have a better performance than the organizations that have a limited, stiff, discouraged and non- sensational climate (Goodarzi and Gaminiyan (2003)). It is possible that the more optimum and favorable the climate, the more the job performance of employees and vice versa. Since the level of performance of the statistical population can be more favorable and optimum, the experts and authorities of the sample organization should pay particular attention to having a more desirable organizational climate and creating a cooperative climate for increasing employee interactions.

Results of the third hypothesis which has been shown in table 6 showed that there is an inverse meaningful relationship between components of submissive organizational silence, philanthropic organizational silence and job performance at the level less than 0.01. Results of this hypothesis are in agreement with results of researches of Bozorgniya, Hosseini and Enayati (2014); Doostar etal (2015). So, the more the organizational silence, the less organizational performance. Meanwhile, submissive silence and philanthropic silence have

more effect on reducing job performance in the sample statistical population. As it is suggested, submissive silence means refraining from expressing ideas because of being worthless from their managers' viewpoint and philanthropic silence means refusing to express opinions because of having cooperation with other people in the organization who benefits from their own benefit. It is more obvious that these two kinds of silences have a negative effect on job performance. Results of the third hypothesis which has been shown in table 7 showed that the above expression is correct. There is a meaningful relationship between components of predictive variable (submissive silence and philanthropic silence) and criterion variable (job performance). Organizational silence is able to predict job performance meaningfully. Result of this hypothesis is in agreement with result of research of Sayadi etal (2015).

Abandoning of employees from participating in decision-making or creating opportunities for people who are interested in their organization and have common interest in their organization has a negative effect on the organizational performance and reduces the desired and optimal level of performance.

Result of the main hypothesis which has been shown in table 9 showed that organizational silence has a meaningful mediating role in the relationship between organizational climate variables and job performance. Since there has been done no other research in this field, we can't compare the data of this research with the data of other researches. Lack of organizational participation, feelings of insecurity and fear of the consequences of commenting in employees, not worthiness of employees' opinion in organizational decision making, lack of attention of managers in meeting the needs of employees, create or increase the silence and disinterest which is one of the failed yields of undesirable organizational performance. Silence reduces the effective opposite views on the organizational upcoming events (Lamphere (1997)). Organizational silence is an obstacle of improving or modifying the organizational processes and programs. Therefore, it is suggested that managers should reduce the organizational silence and not let the opportunities convert to threat due to fear and doubt in expressing the opinions of organizational members in order to survive the organization, conduct the organizational goals, presenting a level or

superior than the same competitive organization and achieving a collaborative and open climate.

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