The causal relationship of types of organizational silence with organizational citizenship behavior: Mediating role of organizational identity

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Introduction

Organizations need employees who play their role beyond their duties, and help to achieve the goals of the organization by maintaining the organization's social system. In other words, organizations must have staff with high organizational citizenship behavior. One of the organizations that needs high-skilled employees is the Sports and Youth Organization, because of the rapid changes that are currently taking place in the field of sport. It is necessary that people be employed to carry out their duties more than their usual activities, sensitive and responsible to challenges of the work environment and share their information with the organization and their colleagues, in other words, do not be silence. Organizational silence, which is the deliberate *avoidance* of the facts about the behavior of individuals working in the organization and the organization's circumstances, can have negative effect on decisions, honesty and ethics of employees and thus lead to unwillingness, dissatisfaction and diminished commitment. In addition to the above, organizational silence can affect organizational citizenship behavior, which is one of the important categories in the management of organizational behavior. Therefore, whenever the organizational silence has a destructive role, it should be eliminated. For this purpose, it is necessary to

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use approaches that can reduce this negative effect. Based on some studies, one of these approaches is organizational identity. The present study seeks to investigate the causal relationship between organizational silence and organizational citizenship behavior by designing a conceptual model with mediation of organizational identity in the employees of sport and youth departments of Khuzestan province and give them the results to use it.

Methods

The present research method is correlational, namely structural equation modeling. The statistical population of the present study includes all staff members of sport and youth departments of Khuzestan province. From this statistical population, a sample of 201 persons based on the Krejcie and Morgan table was selected by using simple random sampling method. In order to collect data, Organizational Silent Questionnaire (Dyne et al., 2003), Organizational Identity Questionnaire (Cheney, 1983) and Organizational Citizenship Behavior Questionnaire(Podsakoff et al., 1990) were used.

Results

The findings showed that there is a positive and significant relationship between organizational silence and organizational citizenship behavior of employees, and a negative and significant relationship between organizational identity and organizational citizenship behavior. The results of bootstrap for indirect paths showed that organizational identity can play a mediating role in the relationship between organizational silence and organizational citizenship behavior.

Discussion

Overall, the results of this research indicate that organizational silence and organizational identity play a critical role in the employee's citizenship behavior. So, it is suggested to managers and authorities of organizations to increase the citizenship behavior of employees, reduce the adverse effects of organizational silence and develop organizational identity in the employees.

Keywords: organizational silence (OS), organizational citizenship behavior (OCB), organizational identity (OI)