

The Effect of Management System of Internal Communication on Organizational Silence in Department of Youth Affairs and Sports of Golestan Province

Fatemeh Atefinejad, Taher Bahlakeh*

Department of Physical Education, Gorgan Branch, Islamic Azad University, Gorgan, Iran

*Corresponding Author Email: t.bahlekeh@gmail.com

ABSTRACT: The purpose of this study was to investigate the effect of the management system of the internal communication on the organizational silence in departments of youth affairs and sports of Golestan province. The present research is applied in terms of purpose and descriptive and survey in terms of gathering information. The statistical population is 240 employees of the departments of youth affairs and sports of Golestan province. The statistical sample included 144 persons ($n = 144$) based on the Morgan table. To collect the research data, the standard questionnaire for communication and organizational silence was used by Vakola and Bouradas (2013). After collecting distributed questionnaires, descriptive statistics method was used to describe the data of the questionnaire including: mean, standard deviation, and Kolmogorov-Smirnov test was used for data normalization. In the inferential statistics section, t-test was used to test the hypothesis of the research using Laser software. The results show that in the departments of youth affairs and sports of Golestan province, because of the absence of suggestions and complaints through the official route, employees' suggestions and solutions are not used to improve work activities in the organization. The employees of these agencies do not want to cause organizational problems by telling the organization, and they also do not want to be blamed for their mistakes. The employees and managers talk regularly about the functions at regular intervals and are in their weaknesses, and therefore the lack of organizational silence has a positive and significant impact on the shared goals of the managers and employees.

Keywords: Management, Internal communication, Organizational Silence, Departments of Youth Affairs and Sports.

INTRODUCTION

There are a few organizations that deal with the issue of organizational silence, or even think about it and its effects. There are a lot of managers who say the word "silence" for them is very new and bizarre. Therefore, the managers have not taken any plans to prevent this issue in the organizations and they do not have a solution to create such programs. It should be noted that in today's changing world, the organizations need staff to comment on success of the organizations and willingness of the organizations to use such people. Research and studies show that the managers and employees have a higher incentive to work activity in an environment where there is no silence

and the interaction between the employees and managers. Organizational silence has a harmful effect on the decision-making process and the process of change, and there is an obstacle to providing diverse alternative and negative feedback and the exchange of correct information (Sarrafizadeh, 2014).

When a system strengthens the atmosphere of silence, different perspectives, beliefs and preferences, and the goals that exist within the organization, may not encourage comment. Hence, such a system enters a process that cannot properly fulfill its goals and does not seek to learn from experiences. In fact, such a system is being encountered in a way that the negative effects of silence on organizational decision making and processes of change will be strengthened (Danken & Viss, 2012). This research discusses on the role of inter-organizational communication management in the departments of youth affairs and sports of Golestan province, which is considered one of the most important and essential collections on championship and health. Undoubtedly, the use of powerful, creative and efficient human resources is among the most important priorities of this organization. What is important in this regard is how to manage human force and maximize potential power and turn it into an actual power. Failure to pay attention to the issue of the employee participation in the pursuit of goals and the lack of proper communication to motivate and engage in people can have irreparable consequences.

There are some implicit beliefs in the organizations that lead to an environment in which the employees do not feel comfortable commenting on specific issues. The idea that the managers influence employees' beliefs and assumptions is not a new issue. Management ideas can have a powerful effect on how the managers and employees behave. For example, it is noted that when the managers assume that the employees hate working, they cannot be sure of them to do the work well, so the managers will create control mechanisms to prevent duplication. Consequently, the employees also find that they have no trust in them. In this case, they are eager to seek to avoid the system, and this reinforces the initial beliefs of the managers. When the common ideology in an organization is lack of commenting, 1- the employees are arbitrary; 2- the management knows the best and 3- the disapproval is undesirable, therefore, the management will also create structures and policies that will facilitate the previous flow and this willingness will strengthen the managers' desire to prevent any kind of threat or feedback. The two common structural characteristics of the organizations created by these beliefs are the focus on decision making and the lack of formal feedback mechanisms (Morrison & Milliken, 2014). One of the key elements in falsifying inaccurate judgments and consequently incitement of the organizational silence in the organization is to strengthen the inter-organizational communication in the right direction. The management of these communications is one of the most important issues of the management in any organization (Minooei et al., 2014).

Communication is the starting point for all management tasks. Without the communication, planning, organizing and controlling are not possible because understanding information and transferring them are not possible. The communication is the process of communicating information from one person to another and understanding by the recipient, that is, it is the transmission and sharing of thoughts and beliefs and facts so that the recipient receives and understands them. In other words, the communication is the process through which individuals seek to achieve shared concepts through the exchange of symbolic messages (Sarrafizadeh, 2014). This should be taken into consideration by the contractor, which can be likened to an organization to the human body, which the management is the most important of it, that is, the organization is a living and orderly entity as the human body relies on the nervous system when it sleeps, when it eats, when it stops etc., to transmit brain signals. An organization also needs organizational communication to meet its goals. If there is a physical or neurological disorder in the human body that impedes the free flow of messages, there will be negative consequences. Similarly, if a problem occurs in the organizational communication, it must be resolved promptly and completely. Understanding the concept of organizational communication increases the effectiveness of the organization's staff and the lack of organizational communication principles can cause problems in the organization (Karter & Namara, 2013). It is not strange if we say that the organization's effectiveness means the realization of its goals, it has a close relationship with the effectiveness of its communication system. In any organization whose success depends on the co-ordination and effort of all employees, the managers must rely on the quality, quantity and amount of information to make decisions and conclusions (Shimeng, 2015).

The present research sought to answer the question of whether internal organizational communication management has an effect on the organizational silence of the departments of youth affairs and sports of Golestan province.

METHODOLOGY

The present research is descriptive-survey and it is applied in terms of purpose. The statistical population included 240 subjects of all staff of the departments of youth affairs and sports of Golestan province that according

to Krejcie and Morgan (1970), 144 subjects were selected randomly. In the stage of research implementation, after providing a preliminary description of the measurement tool and the purpose of the test, how to respond to the tests for participants was explained in detail. In the case of ethical considerations, after obtaining consent from the individuals and providing the necessary information, they were assured that the information received would be used only in this research and would be protected from any abuse. The main tool for collecting data was the organizational communication and silence questionnaire of Dimitris and Vakola (2013). The questionnaire used consists of two parts that in the first part, the questions is designed on the characteristics of the individuals and in the second part, the questions asked to measure the variables by the respondents. The method of scoring the criteria used in the 5-part Likert spectrum is "totally disagree," "disagree," "average," "agree," and "totally agree." The questionnaire of this research is to investigate the variables of communication channels openness, effective communication, formal communication, informal communication, freedom of communication, unilateral communication and feedback, as well as the atmosphere of silence and behavior of silence of the researcher. The framework of the current questionnaires has been used by the US Department of Human Resources and has been evaluated and approved by five expert professors in the field of sports management as well as mentors and consultants who have been confirmed by them. The reliability of the questionnaire or its reliability was calculated using the Cronbach's alpha method and its distribution was limited to a limited sample (30 subjects) from the statistical population. The reliability of the organizational silence questionnaire was 89% and the organizational relationship questionnaire was 87%. The reliability of each of the variables is detailed in Table 1. Based on the above table, all variables have a coefficient of reliability higher than 0.7.

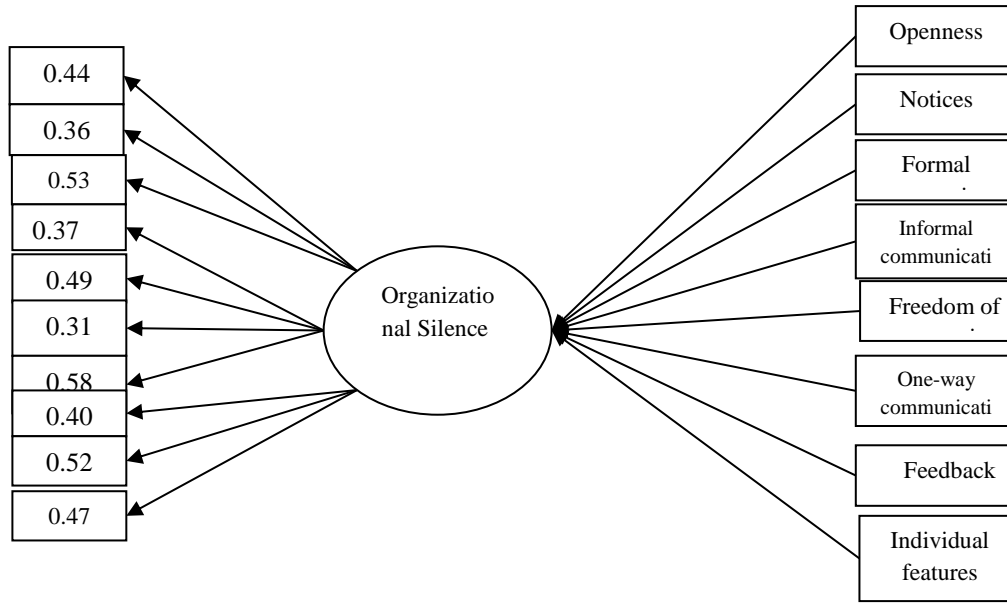
Table 1. Reliability of the research variables.

Variables	Number	Cronbach's alpha	Variables	Number	Cronbach's alpha
Communication channels openness	5	0.842	Informal communications	3	0.879
Effective notification	5	0.897	Freedom of action in relation to communication	10	0.916
Formal communication	9	0.938	One-way communication	4	0.781
Feedback	5	0.894	Silent behavior	10	0.863
Atmosphere of silence	10	0.919			

For the reliability of the questionnaire, Cronbach's alpha and for analyzing the hypotheses, after determining the normality of the data using the Kalmogorov and Smirnov tests, correlated t-test was used with Lisrel software.

RESULTS

To test the hypothesis of the effect of the organizational relation on the organizational silence of the departments of youth affairs and sports of Golestan province by analyzing the data of the questionnaires, the following structural equation model has been obtained: To test the general proposed model for this research, that is, the relationship between the organizational communication components on organizational silence, the collected data were analyzed through a structural equation model. The results are shown in the following figure.



df = 47, Chi-Square = 137.33, RMSEA = 0.101, GFI = 0.91

Figure 1. Testing the pattern of relationship between organizational communication components on organizational silence.

(Path coefficients and their significance index t, the values in parentheses- ** significant at the level (0.01) and s = scale)

As shown in the figure above, the general indices of fitting goodness test in the structural equation model indicate the general fitting of the proposed model (Chi-Square / DF = 2.92, RMSEA = 0.101, GFI = 0.91 AGFI = 0.90, NFI = 0.86, NNFI = 0.89). The closer the AGFI, GFI, NFI, and NNFI index are to one, the better the pattern is fitted, and the data are more likely to confirm the pattern of the given relationships. Similarly, the RMSEA is desirable to close zero to show better fit of the pattern (Qazi Tabataba'i, 2002). The lower chi-square / DF fitting is better, and is actually better than 3. Therefore, our data have confirmed the overall proposed model and the overall structure of the tested relations has been confirmed through the data obtained, that is, there is a meaningful and rational relationship between the components of the organizational communication on the organizational silence of the employees of the departments of youth affairs and sports of Golestan province. Structural Equation Modeling Indicators are not limited to template fitting indices, but the standard parameters β and \square (path coefficients) and their corresponding t values for each of the pathways from the exogenous variable to the endogenous variables (gamma coefficients), and there is also the path of the latent variable to the immortal latent variable (beta coefficients) that should be interpreted. These coefficients and indices show the relative strength of each path. The results obtained from the implementation of t test show that all path coefficients of β and \square are significant ($0.01 > p$). In examining the effects of the variable of access channel opening on organizational silence, the path coefficient (0.44) is estimated. Considering the value of t-value (3.49), with probability (p-value) which is equal to < 0.001 and has a significant level of 0.05 (Table 2), it can be concluded that this path coefficient at the error level of 0.05 is significant that this amount means that the openness of the communication channels of the employees of the departments of youth affairs and sports of Golestan province has had a direct and significant effect on their organizational silence. Regarding the study of the effects of the informational variable affecting the organizational silence, the path coefficient (0.36) is estimated, as shown in the table. Considering the value of t-value (2.71), with the probability (p-value) that is equal to $0.001 >$ and the level of significance is less than 0.05 (Table 2), it can be concluded that this path coefficient is significant at the error level of 0.05 This amount means that effective information has a direct and significant effect on the organizational silence of the employees of the departments of youth affairs and sports of Golestan province. Regarding the study of the effects of the official communication variable on organizational silence, the path coefficient (0.53) is estimated as shown in the table. Considering the value of t-value (5.11) with probability (p-value) which is equal to < 0.001 and has a significant level of 0.05 (Table 2), it can be concluded that this path coefficient is significant at 0.05. This amount of clamp means that the official communication between the

staff of the departments of youth affairs and sports of Golestan province has had a direct and significant impact on their organizational silence. Regarding the study of the effects of the unofficial communication variable on organizational silence, the path coefficient (0.37) is estimated, as shown in the table. Considering the value of t-value (2.81), with probability (p-value) which is equal to < 0.001 and has a significant level of 0.05 (Table 2), it can be concluded that this path coefficient is significant at the error level of 0.05 that this amount means that the unofficial communication of the employees of the departments of youth affairs and sports of Golestan province has had a direct and significant effect on their organizational silence. Regarding examining the effects of the variable of freedom of action in communicating on organizational silence, as in the table, it is observed that the path coefficient (0.49) is estimated. Considering the value of t-value (3.72), with probability (p-value) which is equal to 0.001 and has a significant level of 0.05 (Table 2), it can be concluded that this path coefficient is significant at the error level of 0.05 This amount means that the freedom of communication in the staff of the departments of youth affairs and sports of Golestan province has had a direct and significant effect on their organizational silence. Regarding examining the changing effects of one-way communication on organizational silence, as in the table can be seen, the path coefficient (0.31) is estimated. Considering the value of t-value (2.26), with the probability (p-value) that is equal to < 0.001 and the level of significance is less than 0.05 (Table 2), it can be concluded that this path coefficient is significant at the error level of 0.05 that this amount means that unilateral communication between the staff of the departments of youth affairs and sports of Golestan province has had a direct and significant impact on their organizational silence. Regarding the study of the effects of the feedback variable on organizational silence, the path coefficient (0.58) is estimated as shown in the table. Considering the value of t-value (4.72), with probability (p-value) which is equal to < 0.001 and has a significant level of 0.05 (Table 2), it can be concluded that this path coefficient is significant at 0.05. This amount means that feedback on employees of the departments of youth affairs and sports of Golestan province has had a direct and significant effect on their organizational silence. Regarding examining the effects of the variable of individual characteristics on organizational silence, as seen in the table, the path coefficient (0.40) is estimated. Considering the value of t-value (3.22), with probability (p-value) which is equal to < 0.001 and has a significant level of 0.05 (Table 2), it can be concluded that this path coefficient is significant at the error level of 0.05 that this amount means that the individual characteristics of employees of the departments of youth affairs and sports of Golestan province have a direct and significant effect on the organization silence.

Table 2. Results of path analysis of the effect of research variables.

Hypothesis	Direct path	Path coefficient	p-value	Result
1	Openness → Organizational silence	0.44	<0.001	approved
2	Notices → Organizational silence	0.36	<0.001	approved
3	Formal communication → Organizational silence	0.53	<0.001	approved
4	Informal communication → Organizational silence	0.37	<0.001	approved
5	Freedom of action → Organizational silence	0.49	<0.001	approved
6	One-way communication → Organizational silence	0.31	<0.001	approved
7	Feedback → Organizational silence	0.58	<0.001	approved
8	Individual features → Organizational silence	0.40	<0.001	approved
9	Organizational Communication → Organizational silence	0.52	<0.001	approved

DISCUSSION AND CONCLUSION

The purpose of this research was to investigate the effect of the internal communication management system on the organizational silence of the departments of youth affairs and sports of Golestan province. The findings of the research showed that there is a meaningful and logical relation between the organizational communication components on the organizational silence of the departments of youth affairs and sports of Golestan province. In general, the findings of this study showed that in the departments of youth affairs and sports of Golestan province, there is a process of information transfer from one person to another and the process of data transfer is carried out, while the employees of these offices are reluctant to disclose their concerns about issues and problems that is more

likely to be afraid of negative reactions and disregard for them, which may result in significant inefficiencies and disadvantages in the organization. The results of this study are consistent with the results of Minooei et al (2014). In relation to the first hypothesis, the findings show that the openness of communication channels of the employees of the departments of youth affairs and sports of Golestan province had a direct and significant effect on their organizational silence. Accordingly, it can be said that in the departments of youth affairs and sports of Golestan province, because of the fact that there are no suggestions and complaints raised through the official way, the recommendations and solutions of the staff to improve the work activities in the organization are not used, while the suggestions can be made in order to increase the speed of work and reduce costs. The results of the present study are in agreement with the results of the research of Edmonson and Jorge (2015) and do not conform to the research of Parhizgar (2014). The findings of the research in relation to the second hypothesis indicate that effective information has a direct and significant effect on the organizational silence of the employees of the departments of youth affairs and sports of Golestan province. That is, the managers listen to the people's problems and encourage them, and in line with the decisions made by the Managing Director, they discuss the issues with logical reasons, which have led to a decrease in the organizational silence. The results of this study are consistent with the results of Barnes (2013) and Gamberotto et al (2012). Concerning the third hypothesis, the findings suggest that the formal communication of the staff of the departments of youth affairs and sports of Golestan province has had a direct and significant effect on their organizational silence. In other words, we can say that there is a mutual respect between the employees in the daily communication with managers and opportunities for employees to upgrade their employees and the employees understand the problems and limitations of the organization. In the departments of youth affairs and sports of Golestan province, there are such issues that cause the organizational silence because these employees do not want to cause the organizational problems by explaining the issues of the organization and also do not want to be blamed on their colleagues because of possible mistakes. The results of the present study are consistent with the results of the research by Dimitris and Vakola (2011) and Minooei et al (2014). Regarding examining the fourth hypothesis of the research, it can be said that the unofficial communication of employees of the departments of youth affairs and sports of Golestan province has a direct and significant effect on their organizational silence. That is, the employees are not advised to manage management issues and organizational issues to avoid escaping from their managers, and thus prohibit themselves from informal relationships at all levels. This means that the employees will receive security-related pointers from both top managers and non-intermediary supervisors, and therefore prefer to remain silent. The results of this study are consistent with the results of Panahi et al (2015). Regarding examining the fifth hypothesis of the research, it can be said that the freedom of communication in the employees of the departments of youth affairs and sports of Golestan province has a direct and significant effect on their organizational silence. In other words, it can be said that employees are aware of the national and social achievements of the organization and within the organization are able to participate in public hearings, while at the same time they can provide solutions and suggestions to improve the performance of the organization. Due to this kind of awareness and freedom of action of the employees of the departments of youth affairs and sports of Golestan province, the organizational silence is used to improve organizational performance and the freedom of employees. The results of this study are consistent with the results of Rouhani (2014) and Rajers (2014). In the review of the sixth hypothesis of the research, the findings showed that one-way communication of the staff of the departments of youth affairs and sports of Golestan province has had a direct and significant effect on their organizational silence. In other words, the employees and managers can talk regularly about the functions at regular intervals and, through periodic feedback, enable managers to improve their activities for the employees, as well as connect with colleagues in the workplace. The impact of the employees on improving the work has a positive impact, and therefore the lack of organizational silence has a positive and significant impact on the shared goals of managers and employees. The results of the present study are consistent with the results of Gamberotto et al (2012). Considering the hypothesis of the seventh research, it can be said that the feedback on the employees of the departments of youth affairs and sports of Golestan province has had a direct and significant effect on their organizational silence. From the findings we can conclude that the employees are aware of the plans and priorities of the organization, and they comment on the employees in this regard and consider the effective rewards of the reward and this has prompted the employees to comment without shame and fear. The results of the present study are consistent with the results of the study by Dimitris and Vakola (2011). The findings of the eighth study showed that the individual characteristics of the employees of the departments of youth affairs and sports of Golestan province have had a direct and significant effect on the silence of the organization. In other words, the factors such as the level of education, age, marriage and work experience have had a direct impact on the degree of organizational silence, that is, it can be said that the higher the level of age, work experience and education, the employees have a better understanding of the issues and problems and weaknesses and will have the power of the organization and thus can better understand the affairs and atmosphere of the organization and have a better performance and the employees feel committed and responsible

towards their values and goals. The results of this study are consistent with the results of research (Dimitris & Vakola, 2011). Regarding examining the ninth hypothesis, the findings showed that the organizational communication of the staff of the departments of youth affairs and sports of Golestan province has had a direct and significant effect on their organizational silence. In other words, increasing the space of communication in the workplace can be effective in significantly reducing the climate of the organizational silence. The managers create space with appropriate psychological security over the organizational silence and, given the hierarchical system in the departments of youth affairs and sports of Golestan province, it is better for the managers to create conditions that make the employees feel less dangerous or disagree with their managers and supervisors. The results of the present study are in agreement with the results of the research of Edmonson and Jorge (2015). In general, the findings of this research have shown that in the departments of youth affairs and sports of Golestan province because of the absence of suggestions and complaints through the formal way, the recommendations and solutions of the staff to improve the work activities in the organization are not used, while they can use these suggestions to speed up work and reduce costs. At the same time, the managers listening to the problems of people create encouragement among them, and in line with the decisions made in the organization of leadership, they explain the issues with logical reasons, which has reduced the silence of the organization. There is a mutual respect between the staff and managers on daily communication and opportunities for job promotion are given to the employees, as well as the employees understand the problems and limitations of the organization, the employees of these departments do not want to cause organizational problems by explaining the issues of the organization, and they also do not want to be blamed for their potential mistakes. The employees do not point out the issues and organizational issues to their managers to escape the accusation by their managers and thus prohibit themselves from informal relationships at all levels. This means that the employees will receive security-related pointers from both top managers and non-intermediary supervisors, and therefore prefer to remain silent. The employees are aware of the national and social achievements of the organization and within the organization are able to participate in public hearings, while at the same time they can present their strategies and suggestions to improve the performance of the organization unofficially. Due to this kind of awareness and freedom of action of the employees of the departments of youth affairs and sports of Golestan province, the organizational silence is used to improve organizational performance and the freedom of the employees. The employees and managers discuss regularly about the functions at regular intervals and are struggling with their strengths. With periodic feedback, the managers create the opportunities for the employees to improve their activities, as well as connect with colleagues in the workplace in enhancing employees to improve their work. It has a positive impact and therefore, there is a significant and significant impact on the lack of the organizational silence in achieving shared goals of the managers and employees.

Conflict of interest

The authors declare no conflict of interest

REFERENCES

- Barnes, K. M. (2013). *The Organizational Health, silence, and Decision Participation*, Unpublished Master's Thesis, New Jersey University.
- Danken, K. J., & Viss, N. A. (2012). Relationship between Personality Variables and Burnout: A Meta-Analysis. *Work & Stress*, Vol. 23, No. 3, July-September, 244-263.
- Dimitris, B., & Vakola, M. (2011). Organizational silence: A new challenge for human resource management; Athens university of economics and business, 1-20.
- Edmonson, S., & Jorge, D. (2015). Basics in Internal Organizational Communications. *Alarcon*, 12(7).
- Gamberotto, W., Chong, P., & Wilson, J. (2012). Organizational Silence and Whistle- Blowing IT Projects: An Integrated Model School of Science and Technology, Georgia Gwinnett College, *Decision Sciences*, 40(4).
- Karter, F., & Namara, E. (2013). Organizational Silence and Hidden Threats to Patient Safety. *HSR: Health Services Research*, 41(4), 1539-1554.
- Minooei, A. R., Taheri, F., & Sayyar, A. (2014). Organizational Silence, Concepts, Causes and Consequences. *Journal of Management of Iran*, 9(21), 77-104.
- Morrison, E. W., & Milliken, F. J. (2014). Organizational Silence: A Barrier to Change and Development in a Pluralistic World, *Academy of Management Review*, 25(4), 706-725.
- Panahi, B., Khanifar, M., & Aram, D. (2015). The Role of Attitudes of Government Employees on Explaining the Atmosphere of Silence and behavior of Silence, *Management Culture*, 8th Year, 11.
- Parhizgar, K. (2014). *Human Relations in Management*, Tehran, Eshraqi Publications, 217, 225-230.

- Rajers, D. R. (2014). Organizational communication audit, group and organizational level, leadership theory and research, San Diego, ca :academic press, 198-215
- Rouhani, M. H. (2014). Investigating the Role of Communication Process in the Performance of Managers in the Ministry of Agriculture, Faculty of Management, Tarbiat Modares University, Tehran, 98-99.
- Sarrafizadeh, E. (2014). Feedback of Organizational Communication at Iranian Insurance Company, Iranian Management Science, 9th Year, 21, 53-59.
- Shimeng, U. (2015). Organizational Silence: A survey on employees working in a Telecommunication company.