

Multidimensional Effect of Organizational Culture on Employee Silence with Moderating Role of Gender: A Case Study of Business Schools in Peshawar, Pakistan

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Abstract: Organizational silence is the phenomenon in which employees withhold their ideas, opinions, and information. Silence can have caustic effects on organizational culture. Organizational culture is the important factor that facilitates ways of expressing ideas by employees and preventing silence. The main objective of this study is to investigate the effect of organizational culture on organizational silence with moderating role of gender of academic and administration members of Business schools in Peshawar, Pakistan. The nature of the current study is a descriptive-analytical and correlational analysis. The population of the present study consisted of all academic and administration members of Business schools in Peshawar, Pakistan (213 individuals). Data collection was carried out using self-administrated questionnaires. The results of the present study indicated that organizational culture had a significant impact on the organizational silence of Academic and Administration Members in Business schools in Peshawar, Pakistan. While gender significantly moderates the relationship between organizational culture and employee silence.

Keywords: Organizational Culture, Organizational Silence, Role of Gender

INTRODUCTION

BACKGROUND OF THE STUDY

We are living in a period of incessant changes. According to Farhangi et al., (2014), organizations are challenged by a changing and erratic environment. In this manner, organizations require employees who express their suppositions. On the other hand, employees choose those organizations that support and use their viewpoints. According to Chang et al., (2016) in an environment without silence, managers and employees will have better performance. Huang et al., (2005) stated that silence can negatively affect organizational changes and decision-making processes.

At present time, researchers and scholars play an important role in knowledge creation and empowerment in the field of organization and management. Moreover, organizational survival is based on the knowledge that comes from human resources. Undoubtedly in today's competitive world, the key factor for the survival of an organization is largely based on knowledge capitalist. Nowadays organizations realized the significance of human capital and additionally the way that they require employees who help the organization by sharing ideas and opinions.

Researchers continuously pursue factors of enabling ways of sharing ideas and opinions by employees. As indicated by Pinder and Harlos (2001), the organization in which injustice culture exists to raise a climate in which employees can communicate on the issues in organizations. Doostar and Esmaealzadeh (2013) stated that employees will bring benefit to the organization if they believe that their opinions, ideas, and suggestions result in essential changes in the climate of an organization. On the other side absence of suitable culture inside the organizations might be a hurdle for the creations of the voice phenomenon. Most of the studies verify a significant relationship between silence and organizational culture. Among them, there are few ones, who investigate the effect of culture on silence which demonstrates the significance of the problem. Furthermore, one of the main reasons caused is the absence of talented

employees is the silence of Academic and Administration Members who can transfer their knowledge and experiences to the students and other Academic and Administration Members. Therefore, studies on the culture and silence of Academic and Administration Members (professors) that have an important role in universities are a vital factor that needs more considerations.

STATEMENT OF THE PROBLEM

Different researches were conducted on organizational culture and organizational silence i.e. Danaei, Fani, and Barati (2011), clarifying the role of organizational culture on organizational silence in the public sector and Morrison and Milliken (2000), Organizational silence: A barrier to change and development in a pluralistic world. Sholekar and Shoghi (2017) found that organizational culture affects employees' silence. This study used culture as a unidirectional construct and suggested for future researchers to use multi-dimensions of organizational culture. Therefore, this study will investigate the relationship between multidimensional organizational culture and its effect on employee silence. Furthermore, this study will also use gender as a moderator on the relationship between multidimensional organizational culture and employees' silence because gender has a relation with culture as well as with silence. Bowen and Blackmon (2003) contend that women tend to remain more silent at the workplace than their men counterparts.

RESEARCH OBJECTIVES

The study was designed with two main objectives and also four sub-objectives. The first main objective of the study is relating to the direct relationship of organizational culture and employee silence while the second main objective is related to the moderating role of gender. The first key objective is;

To investigate the relationship between multidimensional organizational culture and employee silence in Business schools in Peshawar.

SUB-OBJECTIVE

The sub-objectives of the study are:

- [1] To examine the effect of involvement on employee silence in Business schools in Peshawar.
- [2] To examine the effect of consistency on employee silence in Business schools in Peshawar.
- [3] To examine the effect of adaptability on employee silence in Business schools in Peshawar.
- [4] To examine the effect of mission on employee silence in Business schools in Peshawar.

The second main objective of the study is;

To examine the moderating effect of gender on the relationship between organizational culture and employee silence in Business schools in Peshawar.

RESEARCH QUESTIONS

Based on the above-mentioned objectives the researcher has formulated two main questions and four sub-questions. The first main question of the study is relating to the direct relationship of organizational culture and employee silence while the second main question is related to the moderating role of gender. The first key question is;

Does organizational culture affect employee silence in Business schools in Peshawar?

SUB-QUESTIONS

The four sub-questions of the study are;

What is the effect of involvement on employee silence in Business schools in Peshawar?

What is the effect of consistency on employee silence in Business schools in Peshawar?

What is the effect of adaptability on employee silence in Business schools in Peshawar?

What is the effect of mission on employee silence in Business schools in Peshawar?

What is the effect of mission on employee silence in Business schools in Peshawar?

The second main question of the study is;

Does gender moderate the relationship between organizational culture and employee silence in Business schools in Peshawar?

SIGNIFICANCE OF THE STUDY

This study can be used by the management of Business schools in Peshawar to identify organizational silence when it is just developing or cases of silence that are already rooted in the organization. It can also help the management appreciate the urgency of dealing with cases of silence effectively, as well as ease their work in creating awareness of organizational silence phenomenon to employees.

The study assists the organization with identifying the impact of organization culture on silence sufficiently early before they develop into major issues. Organizations must be proactive to gain a competitive advantage because the level of competition rising very fast. This study debated the effects of organizational culture. With this information, an organization can value the criticalness of proactively acting to evade instances of silence.

This study also shows the role of employee play in preserving or evading organizational silence and the impact of the choice of action taken in the long run. Similarly, it is underlined that how this behavior, so usually overlooked, is harmful to the organization and henceforth to employees at all levels in the organization. It additionally recommended policies that employees can use to evade silence.

The study underlined the impact of culture on how individuals choose to behave. It has then provided data that can be utilized by society to change a culture that hurts individual performance. The study provided useful strategies that society can use to acquire a positive change in ways of communication.

This study showed that as much as behavior can be learned, it can also be unlearned. The government can use this information to design an education system in which the citizens are acculturated to voicing their opinions to counter-cultural teachings of silence.

Organizational silence is still a new area of study in Human Resource Management. This study, therefore, provided more information to those who wish to learn more about this aspect of human behavior. It also suggested new areas that other researchers could explore to further develop knowledge on this subject.

LITERATURE REVIEW

ORGANIZATIONAL SILENCE

Employees are the causes of innovation, changes, and partnership, their coordination is essential to accomplish the main objectives of an organization. However conception of voice in an organization is considered as one of the most important sources of organizational changes, employees typically do not share their ideas and information, and this is precisely the opposite side of voice which Morison and Miliken (2000) named "organizational silence". They deliberated the social sides of voice and silence, whereas other scholars such as Ashford and others, (1998), and Zhou and George, (2001), examined the individual aspects of them (Danaeefard et al, 2011). According to Karaka, (2013), the silence of employees results in negative consequences that are harmful to both the organization and employee. In organizational terms, silence represents those organizations that cannot use their intellectual capital. In such situations, information is not exchanged, feedback is not given, organizational problems are not identified, and solutions are not anticipated. Henceforth all levels of organizational change and effective organizational decision-making can fail to proceeds.

The ideas of silence were first presented in the 1980s in administrative justice theories, which had been shaped resulting in the ethical and administrative disgraces that occurred at that time. Employee silence

and voice were examined over the laws of justice theory in the 1980s. Issues of justice and components of voice in the organization setting were the key focus. The introductions of business disgraces and morals destructions brought an academic emphasis on boat rocking and whistle-blowing. Within the 1990s, researchers proceeded to focus on the voice component and it was not till the year 2000, as a result of Morrison and Milliken's profoundly revealed article in the Academy of Management Review, that Researchers started to focus on the connection between organization strategies management practices and silence, and other precursors to a "Climate of silence" (Bogosian 2012).

As Described by Morrison and Millikan (2000), Silence is a shared phenomenon that obstructs the development of a threat and diverse organization which impedes organizational development and change.

Cakcici (2007), described employee silence as a negative phenomenon, in which personnel endures silence and cover up their ideas and opinions allied to behavioral or technical issues related to their workplace and work in order of enhancement and improvement. Numerous negative consequences of silence may detriment to both the organization and employees.

According to cakici's (2008) employees have essential information related to organizational development but they do not share it with the authorized personnel within the organization. Employees choose to come to be silent. They do not share problems with the authorized persons for several issues. For example, they do not want to lose their jobs and their colleague's faith. The communicative issue may follow between the managers and personnel.

ORGANIZATIONAL CULTURE

Since the early 1980s organizational culture as a concept has become increasingly popular (Denison and Fey 2003). Despite the growing interest in the topic, there seems to be little agreement within the literature as to what „organizational culture“ actually constitutes (O'Reilly, Chatman and Caldwell 1991) and, therefore, different definitions and perspectives on this topic abound.

Different concepts of culture, stemming from two distinct disciplines (anthropology and sociology), have been applied to organizational studies since the early 1980s. Anthropology takes the interpretive view and regards culture as a metaphor for organizations, defining organizations as being cultures. On the other hand, sociology takes on the functionalist view and defines culture as something an organization possesses (Sanchez-Canizares, Munoz, and Lopez-Guzman 2007).

Organizational culture is the behavior of humans within an organization and the meaning that people attach to those behaviors. Just like each person has a unique personality, every organization has a culture that is an invisible yet powerful force that influences the members of the group. For some, culture is considered the “glue” that holds an organization together, and for others, it is the “compass” that provides directions.

Managers, leaders, and scholars are exhibiting an expanded interest in understanding the idea of culture (Denhardt, 1991, Jreisat, 1997, Zamanou and Glaser, 1994). While particular explanations behind this expanded interest differ, the essential purpose behind the developing interest exit is likely the recognition that culture is a key factor for the effectiveness of an organization (Dension, 1990). Thus, “Given that organizational culture is critical to organization adequacy if pursues that a basic task of managers is to understand, monitor and effectively deal with the culture of their organization” (Davies and Philip, 1994). According to Trice and Beyer, (1993), understanding culture offers intuition into the organizational history, as well as basic procedures which may help the organization to shape its identity. In reality, improved knowledge regarding culture also gives leaders, managers, and scholars distinct intuition about vigorous characteristics of an organization (Schein, 1985), which in turn, help in changing and managing the organization's culture. Additionally, it is imperative to take note that dealing with culture is the most intimidating task challenged by leaders (schulz, 2001), while observing the culture of an organization to ensure that culture remains associated with the external environment is crucial to the interminability of that organization (Valle, 1999).

The most widely used organizational culture framework is that of Edgar Schein (2004) who adopts the functionalist view describing culture as “the pattern of shared basic assumptions - invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration - that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel with those problems” (Schein, 2004).

Smircich (1983) indicates that in a particular situation the set of meanings that evolve gives a group its ethos, or distinctive character, which is expressed in patterns of belief (ideology), activity (norms and rituals), language, and other symbolic forms through which organization members both create and sustain their view of the world and their image of themselves in the world. The development of a worldview with its shared understanding of group identity, purpose, and direction is a product of the unique history, personal interactions, and environmental circumstances of the group. This worldview is the organizational culture of the group.

Wheelen and Hunger (2010) published a definition of corporate culture, which is based on Schein's 1992 work, as “the collection of beliefs, expectations, and values learned and shared by a corporation's members and transmitted from one generation of employees to another”.

Denison (1990), presents the following as the definition of organizational culture: “Organizational culture provides the underlying values, beliefs, and principles that serve as a foundation for an organization's management system, as well as the set of management practices and behaviors that both exemplify and reinforce those basic principles. These principles and practices endure because they have meaning to the members of an organization.”

ROLE OF THE GENDER

Gender roles in society mean how we're expected to act, speak, dress, groom, and conduct ourselves based upon our assigned sex. For example, girls and women are generally expected to dress in typically feminine ways and be polite, accommodating, and nurturing. Gender issues related to the differences of male and female were pinpointed in a decade of 1950s but highlighted as an important issue in management and organizational studies in between the 1980s & 1990s. The duration between these two periods recognized the gender effects in different studies. Hearn & Parkin (1987) emphasized the female issue in those organizations that are dominated by males. Gender is defined as; “Gender comprises a range of differences between men and women, extending from the biological to the social” “Discrimination is treating differently based on sex or race” (Wordnet web) based on the above definitions we can conclude that gender discrimination is a preference of one gender upon other.

CULTURAL DIMENSIONS

According to Dennison (2000), the trends of an organization are affected by the cultural model. The organizational cultural model is comprised of four main dimensions, they are; involvement, consistency, adaptability, and mission which may assume an essential role in an organization.

INVOLVEMENT

It affects the behavior of an organization through teamwork, development, and empowerment, it can also affect an individual's behaviors and encourage employees to share opinions and information with others, hence, employee silence, which may be deliberated as a critical problem for the life of an organization will be reduced as a result (Morrison and Milliken, 2000). Involvements have three following indicators, i.e. capability development, empowerment, and teamwork. Values have substantial places in the organization related to employee performance which results in a high level of commitment (Rahimnia and Alizadeh, 2009). The following dimensions are relevant:

Empowerment: Relates to the authority, initiative, and ability delegated to employees to manage their work. This fosters a sense of ownership and responsibility toward the organization.

Team Orientation: This aspect relates to the extent to which cooperation and collaboration are valued. In high performance and innovative cultures value is attributed to working cooperatively toward common goals for which all employees feel accountable.

Capability Development: The organization continually invests in the development of employees' skills to maintain competitive positioning, thereby facilitating the attainment of organizational goals.

CONSISTENCY

The second dimension of organizational culture is consistency, in which different elements, for instance, focusing on customers; change creation, and learning can assist workers with welcoming to changing conditions by imparting their information and ideas. Regarding stability, integrity, and consistency Denison (2000, assumed that subsequently there is key agreement on the notions of actions, symbols, and words, communications is a consistent procedure for the sharing of information within the organization. In such a culture a shared belief and vision arises among personnel who lead to a rise in the level of integrity, opinion of workers toward other personnel and organization. The following, then, are its dimensions:

Core Values: Members share a clear set of values that create a sense of identity and a clear set of expectations. Shared values are the essence of an organization's philosophy for attaining success. Core values are things that members hold as important and the way to go about things in an organization. Values need to be clear as vagueness could lead to deviance. Values are also ways of creating meaning in the workplace.

Agreement: Members of the organization can reach an agreement on critical issues. This includes both the underlying level of agreement and the ability to reconcile differences when they occur.

Coordination and Integration: Different functions and units of the organization can work together to achieve common goals. Organizational boundaries do not set limitations on the work that needs to be done. Collaboration is one of the cornerstones of innovation and high-performance spans across departments and functions. It is thus critical to ensure that culture is not constrained by boundaries and that a free flow of information is encouraged.

ADAPTABILITY

Adaptability is another dimension of organizational culture that refers to the culture that leads the organization to direct with the environment, and to upturn the level of efficiency and effectiveness. In reality, it empowers the organizations to better react towards both internal and external environments. Adaptability comprises of ultimate agreements, value, and incorporation among employees which help them evoke the central goals of an organization and to collaborate to precise their mistakes. The dimensions of adaptability are:

Creating Change: The organization can create adaptive ways to meet changing needs. It can read the business environment, react quickly to current trends, and anticipate future changes.

Customer Focus: External stakeholders are critical to high-performance cultures and the level at which organizations are skilled to serve and anticipate future needs, is an important success factor. This dimension reflects the degree to which the organization is driven by a concern to satisfy its customers.

Organizational Learning: The organization receives, translates, and interprets signals from the environment into opportunities for encouraging innovation, gaining knowledge, and developing capabilities. Innovation is heavily reliant on the ability of an organization to learn and understand its environment to identify and exploit opportunities and threats.

MISSION

The mission is the key dimension in organizational culture, in which vision objectives and goals, and strategic directions assist individuals to follow the right commands permitting to the organizational

viewpoint and try to reduce silence. It focuses on the vital standard of culture which denotes the definitions as organization goals. Mission has not only a positive influence on investments and progressions but also governs the ways which help the organization to move toward its tendencies. Accepting an organization's mission lets to shape behavioral flow centered on the desired future (Denison and Lim, 2006). According to Denison, Mission comprises the following three dimensions:

Vision: Relates to the shared view of the future state. Vision is what the organization aspires to. It is an embodiment of core values and embeds itself into the organization's members to provide guidance and direction.

Strategic Intention and Intent: Clear strategic intentions convey the organization's purpose and what and how an organization will contribute.

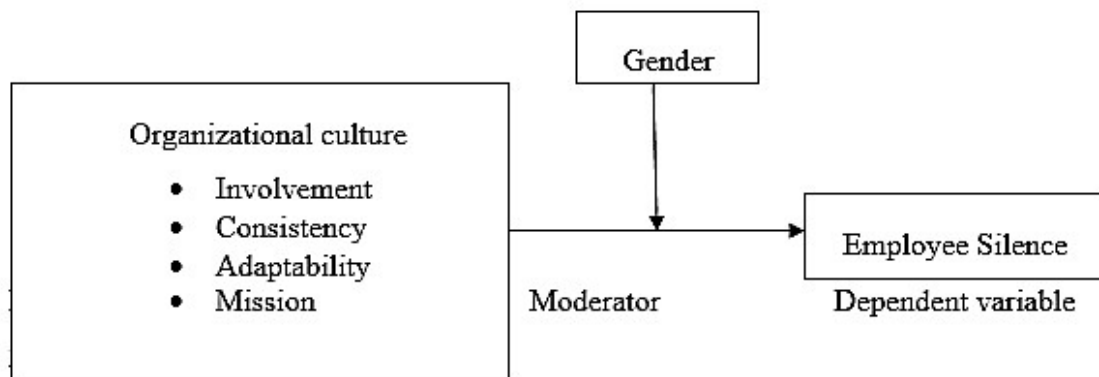
Goals and Objectives: Are aligned with the strategy and vision and mission and provide members of an organization with clear direction in their work

In describing a theory of the culture/effectiveness relationship, Denison considered four major cultural aspects as identified above: involvement, consistency, adaptability, and mission. According to Dennison (1990), involvement and consistency focus on the internal dynamics of an organization, while adaptability and mission focus on the relationship between the organization and its external environment. Denison argues that effectiveness can be viewed as a function of (1) the values and beliefs held by an organization's members; (2) the policies and practices used by an organization; (3) the translation of core values and beliefs into policies and practices in a consistent manner, and (4) the interrelationship of core values and beliefs, policies and practices, and the business environment of the organization. He suggested that an integrative model, taking into account the four cultural aspects along with a focus on change, flexibility, stability, and direction, allows us to better understand and predict the impact an organization's culture will have on effectiveness. Denison proposed that the framework thus developed, could be used as a set of lenses through which organizational culture can be viewed.

Denison (1990) observes that effective organizations are often faced with reconciling conflicting demands. For example, change and flexibility are often at odds with stability and organizational direction even though, in reality, these four cultural characteristics occur simultaneously

CONCEPTUAL FRAMEWORK

A conceptual framework is not merely a collection of concepts but, rather, a construct in which each concept plays an integral role. According to Miles and Huberman (1994), a conceptual framework "lays out the key factors, constructs, or variables, and presumes relationships among them." The conceptual framework of the current study consists of the independent variable which is organizational culture and the dependent variable is employee silence while gender is the moderating



Organizational culture has a significant effect on employee silence in Business schools in Peshawar.

SUB-HYPOTHESES

- [1] Involvement has a significant effect on employee silence in Business schools in Peshawar.
- [2] Consistency has a significant effect on employee silence in Business schools in Peshawar.
- [3] Adaptability has a significant effect on employee silence in Business schools in Peshawar.
- [4] Mission has a significant effect on employee silence in Business schools in Peshawar.

Gender moderates the relationship of organizational culture and employee silence in Business schools in Peshawar.

RESEARCH DESIGN AND METHODOLOGY

RESEARCH DESIGN

The study used descriptive research design and correlational design to examine the relationship between organizational culture and employee silence and the moderating role of gender. According to Coopers and Schindler, the descriptive research design is a design that describes or defines a subject by creating a profile of the problem. This design was used because the research had clear objectives.

POPULATION

The population of the current study consists of all Academic and Administration Members of Business Schools in Peshawar. The number of all Academic and Administration Members in Business Schools in Peshawar is 213 in the year 2018.

Rank	No. of Academic and Administration Members
BPS 18	120
BPS 19	68
BPS 20	13
BPS 21	12
Total	213

Table 1: Population

DATA COLLECTION METHOD

In this study data were collected through a questionnaire, The questionnaire consisted of 38 questions: 25 questions of organizational culture and 13 questions of employees' silence. Dennison's (2000), questionnaire was used to measure organizational culture, and Van Dyne et al., (2003) were used for silence.

DATA ANALYSIS METHOD

To meet the goal of this study, data which is gathered by using questionnaires were feeding into Statistical Package for Social Science (SPSS) for analyses and evaluation of the data. Descriptive, regression, and co-relational statistics are used for this purpose, which includes Mean values, Standard deviation, and percentage rate of the different attributes included in the questionnaire.

RESULTS AND ANALYSIS

In chapter four the investigator has used the data and methodology proposed in chapter three. For this purpose, the researcher has applied different tests i.e., descriptive statistics to find out the overall description of the dependent variable i.e., organizational silence, and independent variable which is organizational culture, correlation, and regressions analysis. Correlation analysis shows that there is a negative relationship between the organizational culture and employee silence. The regression analysis

shows the significant results of the overall research and also indicates that gender significantly moderates the relationship between organizational culture and silence.

DESCRIPTIVE STATISTICS

Descriptive statistics are brief descriptive coefficients that summarize a given data set, which can be either a representation of the entire or a sample of a population. Descriptive statistics are broken down into measures of central tendency and measures of variability (spread). Measures of central tendency include the mean, median, and mode, while measures of variability include the standard deviation, variance, the minimum, and maximum variables, and the kurtosis and skewness.

	N	Minimum	Maximum	Mean	Std. Deviation
OCC	205	2.20	4.44	3.6236	.27451
OSS	205	1.69	4.54	2.6882	.42579
Valid N (listwise)	205				

Table 2 shows descriptive statistics. In which the minimum value for organizational culture is 2.20 while the maximum value is 4.44, for organizational silence the minimum value is 1.69 while its maximum value is 4.45. The standard deviation value is greater for organizational silence i.e. (.425790) than the value for organizational culture which is (.27451). So organizational culture becomes symbolic.

RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND EMPLOYEE SILENCE

To know about the relationships of the independent variable organizational culture and dependent variable employee silence the researcher uses correlation analysis the results are shown in Table 3.

CORRELATION ANALYSIS

Correlation is a statistical technique that can show whether and how strongly pairs of variables are related. A correlation between variables indicates that as one variable changes in value, the other variable tends to change in a specific direction. In statistics, correlation is a quantitative assessment that measures both the direction and the strength of this tendency to vary together.

		OCC	OSS
OCC	Pearson Correlation	1	-.203**
	Sig. (2-tailed)		.004
	N	205	205
OSS	Pearson Correlation	-.203**	1
	Sig. (2-tailed)	.004	
	N	205	205

Table 3:Correlations

Correlation is significant at the 0.01 level (2-tailed).

Table 3 shows the correlation between organizational culture and silence. The value of Pearson correlation is -.203 i.e. organizational culture and organizational silence are negatively correlated by 20%.

REGRESSION

In statistical modeling, regression analysis is a set of statistical processes for estimating the relationships among variables. It includes many techniques for modeling and analyzing several variables when the focus is on the relationship between a dependent variable and one or more independent variables (or 'predictors'). More specifically, regression analysis helps one understand how the typical value of the dependent variable (or 'criterion variable') changes when any one of the independent variables is varied, while the other independent variables are held fixed.

Model	R	R Square	Adjusted R Square	Std. An error of the Estimate	Change Statistics			df2	Sig. F Change
					R Square Change	F Change	df1		
1	.281 ^a	.079	.070	.96447852	.079	8.652	2	202	.000

a. Predictors: (Constant), moderator, Zscore(OCC)

Table 4: Model Summary

Table 4 shows the coefficient of determination. The coefficient of determination shows the explanatory power of the model. In our case, the value of the R square is .079 i.e. 7.9 % changes in organizational silence are explained by the organizational culture. The rest of the changes are explained by other variables.

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	16.096	2	8.048	8.652	.000 ^b
	Residual	187.904	202	.930		
	Total	204.000	204			

a. Dependent Variable: Zscore(OSS)

b. Predictors: (Constant), moderator, Zscore(OCC)

Table 5:ANOVA

Table 5 shows the F-test shows the overall model significance. In our case, the value of the F-test is 8.652. Thus the F-test value is greater than the critical value i.e. 4. So we will reject the Null hypothesis that is the overall model is statistically insignificant and accept the alternate hypothesis that the overall model is statistically significant.

MODERATING EFFECT OF GENDER ON THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND EMPLOYEE SILENCE

To know the effect of moderator the researcher use moderations analysis and its results are shown in Table 6.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.028	.068		-.405	.686
	Zscore(OCC)	-.143	.071	-.143	-2.024	.044
	Moderator	-.136	.047	-.203	-2.874	.004

a. Dependent Variable: Zscore(OSS)

Table 6:Coefficients

Table 6 shows the intercept coefficient. The constant term represents the intercept and its value is -.143. Furthermore, the t calculated value of the intercept is -2.024 which are more than 2 and the p-value is .044 which show significance level i.e. the intercept is significant so we reject Null Hypothesis that there is no relationship between the organizational culture and employee silence and accept the alternate hypothesis i.e. there exists a significant relationship between organizational culture and employee silence.

The slop coefficient or beta term represents the mean change in employee silence is due to mean change in the organizational culture. The value of beta is negative which shows that there exists a negative relationship between the organizational culture and employee silence. The t calculated value for moderator (gender) is -2.874 and p-value is .004 which indicates that gender significantly moderates the relationship of organizational culture and silence.

RELIABILITY ANALYSIS

Reliability refers to the extent to which a scale produces consistent results if the measurements are repeated some times. The analysis on reliability is called reliability analysis. Reliability analysis is determined by obtaining the proportion of systematic variation in a scale, which can be done by determining the association between the scores obtained from different administrations of the scale. Thus, if the association in reliability analysis is high, the scale yields consistent results and is therefore reliable.

Table 7:Reliability Statistics

Cronbach's Alpha	N of Items
.504	3

Table 7 shows the reliability statistics. The value of Cronbach's alpha is 0.504 which represent that valid questionnaire were used in the research.

NORMALITY TESTS

In statistics, normality tests are used to determine if a data set is well-modeled by a normal distribution and to compute how likely it is for a random variable underlying the data set to be normally distributed. The normal distribution is the most important and most widely used distribution in statistics. It is sometimes called the "bell curve," although the tonal qualities of such a bell would be less than pleasing. It is also called the "Gaussian curve" after the mathematician Karl Friedrich Gauss.

The normal hypothesis of the data is that it is normally distributed because the standard values should be above the test 0.05. So the present value of the Kolmogorov-Smirnov test is .200 and for the Shapiro-Wilk test is .936 which is above the standard values for the normality test. So it shows that the data is normally distributed (Shapiro and Wilk, 1965).

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Unstandardized Residual	.033	205	.200*	.997	205	.936
*. This is a lower bound of true significance.						
a. Lilliefors Significance Correction						

Table 8:Tests of Normality

CONCLUSION AND DISCUSSION

Nowadays, the culture of an organization is comprised of four characteristics containing involvement, consistency, adaptability, and mission, and when a higher education system has high scores in each of them, a high degree of compatibility, partnership, and level of effectiveness can be accomplished. Under the mission of an organization, all of these will be performed.

The study aimed to clarify the effect of organizational culture on employee silence and gender as a moderator of Academic and Administration Members of Business schools in Peshawar, Pakistan.

The finding of the research revealed that gender moderate’s relationship between employee silence and the dimensional culture of an organization and had negative and significant effects on employee silence.

Involvement in decision-making can be increased by decreasing the silent behavior among faculties of Business schools in Peshawar, Pakistan. Employees will accept and acknowledge involvement as a task if it is deliberated as a key factor in universities. Such conditions prompt make an atmosphere in which silence is not acknowledged at all and recommendations will be shared with supervisors. Employees have opportunities to share their ideas, knowledge, information, and can present themselves by involvement.

Regarding the results of the study, if employees are consistent, silence will be executed less. Business schools are the most information-based and dynamic associations in which consistent processes of education are accentuated. Such a consistency anticipates individuals to have silent conduct. In such conditions, employees complain about the weakness of the Business Schools procedures and share their ideas to strengthen the procedures of Business Schools. The fast response towards change is deliberated as an added part of consistency, in reality, if employees believe that their opinions can make more reasonable changes in Business Schools, they will be no more silent.

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