

RELATIONSHIP BETWEEN ORGANIZATIONAL SILENCE AND CITIZENSHIP BEHAVIOR - MEDIATING ROLE OF COMMITMENTS: Evidence from Khyber Pakhtunkhwa Universities

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Abstract

Study follows a model having OS as predictor variable, OCB as an outcome variable and OC as mediating variable which has no evidence in the existing literature. To examine about this model 220 respondents were investigated in lower level administrative staff of higher public sector educational institutions in Khyber Pakhtunkhwa (KP) Pakistan. Already established instruments were used to measure the constructs of the study. The data were passed through correlation and regression analyses. The results demonstrated negative effect of OS on OCB which means that with increase in employees' silence their involvement in extra-role behaviors decrease. The results also find out that OC has a partial mediating effect between the relationship of OS and OCB which means that with an increase in OC of employees the adverse effect of OS on OCB decreases.

Key words: Organizational Silence, Organizational Citizenship Behavior, Organizational Commitment.

I. Introduction

Organizational effectiveness comes through employees by their involvement in described tasks, activities beyond description and commitment to remain in the organization [Katz (1964)]. In this particular time as the competition is high so for organizational effectiveness and successfulness employees involvement in described (in role behavior) and non-described (extra-role behavior) is of high need [Morrison (1994)]. These extra-role behaviors or involving in tasks beyond prescription such as cooperativeness, helpfulness, friendliness, carefulness, selflessness and others are stated as Organizational Citizenship Behavior (OCB) [Organ (1988)]. Regarding Organizational Commitment (OC) this study follows a three-dimensional model proposed by [Allen and Mayer (1991)], according to this model OC results as an interaction among Affective Commitment a desire to stay, Continuance Commitment a need to stay and Normative Commitment an obligation to stay. OC has been defined as a "psychological

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state that binds the individual to the organization” [Allen and Meyer (1990)]. OCB and OC both have importance for the effectiveness of organizations [Katz (1964)]. Organizational Silence (OS) being an independent construct in this study has negative consequences on organizations including organizational effectiveness [Vakola and Bouradas (2005)]. It prevents employees to report about unethical scenarios and unlawful organizational acts and it negates organizations to be an effective learning place [Morrison and Milliken (2000)]. As a result it stops organizational change and development as there is less talk among the employees about the potential issues in the organizations [Morrison and Milliken (2000), Shojaie, et al. (2011)]. As OS is negative and undesired phenomenon so it is expected that it will affect employee’s behaviors and their relationship with organization in an undesirable way.

The theory “Spirals of Silence” proposed by [Bowen and Blackmon (2003)] states about the occurrence of organizational silence, it claims that employees will prefer silence than voice unless they feel that their ideas and opinions are supported by other members and when they have no fear of isolation in organization. This theory supports that silence factor exist where people works in groups such as universities. As organizations provide a platform to social exchange between the parties, in which participants considering the punishments and rewards in such a way that greater the punishments of relationship greater is the likeness that employees will break the association [Cook, et al. (2013)], that is why this study is grounded on the Social exchange theory, as organizations are complex, the usual rules and processes are creating fear in employees, due to which they chose to remain silent. These feelings of fear then compel employees to be less concern about organization. However, with the mediation of high OC the effects of OS on OCB will be not considerable [Fatima, et al. (2015)].

An important contribution of this research in the existing literature will be finding the proof between the associations of OS with OCB in Pakistan specifically in higher education sector. Another significant aspect of the study is the investigation of the mediating effect of OC between the relationship of OS and OCB, yet not evidenced by the existing literature [Fatima, et al. (2015)]. The findings of the study will have high importance for the management of higher educational institutions to impart about the effects of OS on OC and OCB, and regarding the mediating role of OC between the relationship of OS and OCB.

II. Literature Review

1. Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) is extra-role rather than in-role behavior desired in employees, used as a competitive tool as it can enhance performance of organizations. OCB is a free will conduct as it is excluded from the formal reward system but one of the most important factors influencing organizational effectiveness

[Organ (1988)]. As organizations are shifting from rigid to flexible workplaces and as the decentralization of firms is getting importance due to the high competition [Ancona, et al. (1996)], which demands self and team based control with the involvement in OCB, which are help, teamwork and assistance among members. According to [Llgen, et al. (1999)] employees Participation in OCB have desired effects on team performance. OCB is performing more than the prescribed tasks, working extra hours when needed, supporting other group members [Masterson, et al. (2000)], completion of tasks in the required time, assisting other employees, taking part in change management, behaving pro-socially, avoiding complaints and pointless conversations are all aspects of OCB [Turnipseed (2002)]. These desired aspects developed the focus of researchers and managers in OCB [Korsgaard, et al. (2010)]. Since organizational citizenship behavior is extra-role not in-role behavior linked with organizational goals achievement and as organizations have no particular reward system for this behavior, thus OCB becomes a challenge for higher authorities [Organ (1990)]. OCB being an important organizational behavior is shaped through antecedents which then influence organizations vision and mission achievement. In previous studies the antecedents of OCB have been recognized such as leadership, organizational culture and trust [Appelbaum, et al., (2004)], and organizational justice [Awang and Ahmad (2015)], but one of the neglected antecedents in research studies is Organizational Silence (OS) [Fatima, et al. (2015)]. In this research OS is regarded as a predictor variable that is hypothesized will influence OC and OCB.

2. Organizational Silence (OS)

Silence is described as pressing expressions as there are concerns for humiliations, conflicts and perceptions of threats [Perlow and Williams (2003)]. Silence has different meanings such as acceptance, involvement or disapproval and opposition, and thus it pressurizes both the person and the organization [Bagheri, et al. (2012)]. Silence is a different type of communication which is backed by cognitive forces and sentiments which results into rejection or acceptance. Organizational silence in particular is taking part in the stoppage of evidences regarding organizational situations by employees having advantage about changing the circumstances [Pinder and Harlos (2001)]. The silence of majority members of organization is known as organizational silence, a collective occurrence in response to various organizational issues and problems [Serkani, et al. (2012)]. Van Dyne (2003) defined OS as the “intentional withhold of work-related ideas, information and opinions”. He proposed that it is stoppage to express innovative and creative ideas and solutions and employees motives predict this phenomenon. So this study will be investigated around the propositions of Van Dyne. Organizational silence is the result of organizational factors. Silence is different for different employees [Henriksen and Dayton (2006)]. The reasons for silence are unfavorable consequences, feeling of non-satisfactory arguments regarding things

like gender, money and political affairs, less knowledge about ethics, concerns for friendship, organizational environment, and unskillfulness about politics in organizations. Other reasons are differences in cultural values [Çakıcı (2007)], non-academic, organizational and personal differences are responsible for OS [Pinder and Harlos (2001)], most organizational setups contribute in silence behavior as the employees remain silent about unethical issues due to punishment, they do not express dissenting opinions regarding group cohesiveness as they perceive fear, social and normative pressures. According to [Morrison and Milliken (2000)] fear to voice is the most frequently mentioned reason for remaining silent which is damaging valued relationship. There are numerous reasons that push an employee to remain silent [Quan, et al. (2006)], such as supervisors and top management behavior toward silence and less opportunities for voice are related with employees silence, which consequently affect OC along job satisfaction in an undesired way [Vakola and Bouradas (2005)]. As OS is an undesired behavior, therefore researchers are focused about the techniques that how to cope this issue and through which means to break the culture of silence. For that purpose [Huang, et al. (2006)] argued that formal employees engagement in organizational activities and encouragement of a participatory organizational culture promote voice of opinions (demote silence), and voice against silence positively contribute in desirable activities in organizations like OC and OCB.

3. *Organizational Commitment (OC)*

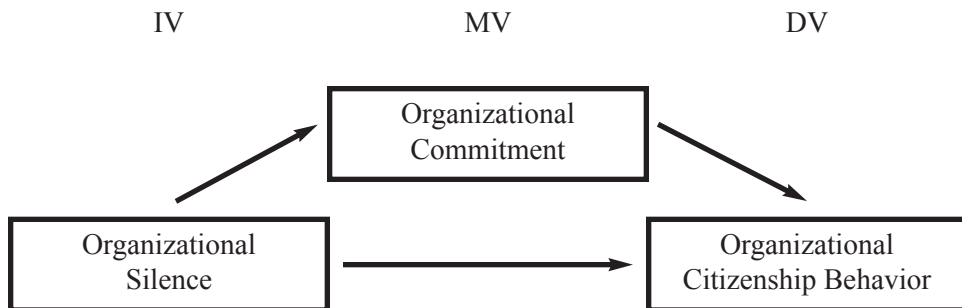
Organizational commitment is a widely discussed construct. There are different discussions about commitment, OC as a general and OC in particular by diverse scholars down the ages. OC as general is described by [Becker (1960)] as “commitment develops when an individual have side bets and extra interests with the permanent line of activities”, OC is a force that maintain a person behavior even then when his/her expectations and equity concerns are not fulfilled [Scholl (1981)]. Apart from these general descriptions of commitment, there are specific arguments about the nature of OC, such as OC is the connection between employees and employer [Ponnu and Chuah (2010)], all the normative forces that serve into the achievements of organizational aims and interests [Wiener (1982)], but this study will be investigated under the definition of OC presented by [Allen and Meyer (1990)] “commitment is a psychological state that binds the individual to the organization”. As modern organizations are facing great competition with the rapid changes in the external environment such as globalization, technological advancements demographic and societal factors, as a result OC is becoming as important as other factors like financial assets. To cope with competition organizations need to keep employees committed as they then contribute into the profitability of organizations [Huselid (1995)]. Commitment and loyalty of employees is the predictor of many of the desired outcomes of the organizations, such as OC motivate employees toward the achievement of organiza-

tional goals thus as a result the chances of organizational effectiveness and efficiency becomes high, apart that it helps in the retention of employees [Rogers (2001)]. Among the most prominent outcomes of OC are fewer turnovers, less absenteeism, being more productive, being innovative and extra efforts by members [London (1983)]. Regarding universities it enhances the performance and retention levels of employees [Chughtai and Zafar (2006)]. An increase commitment level results into high level of OCB [Riketta and Landerer (2002)]. On the bases of stated literature it is concluded that increased level of OC determine organizational effectiveness, high level has desirable and low level has harmful impacts. Regarding universities of Pakistan it is found that high OC influenced high performance and low turnover, increased OCB and attendance in employees. As OS is one of the negative influencer of OC. So in this situation its relationship with OCB and the mediating role of OC yet to be investigated [Fatima, et al. (2015)].

OS aspects such as defensive, non-defensive and pro-social silence may influence AC as employees psychological attachment may decrease, Normative commitment in such a way that they will feel less obligation about organizational norms and values, Continuance Commitment in such a way that their benefits are declining regarding their costs of leaving. OS has negative impact on OCB as silent employees have concerns which prevent them to perform more than usual [Allen and Meyer (1990)]. Previous research supports that OC is negatively related to OS [Vakola and Bouradas (2005)]. Thus OC becomes a process construct as in this study OS is the predictor and OCB is the outcome variable. As for a mediating variable, it is a process variable [Morrison and Milliken (2000)], such as OS will lead to OC and OC will lead to OCB. So the purpose of this study is to look into the main effect of OS on OCB and the mediating impact of OC between OS and OCB in an uninvestigated context of Public Universities of Khyber Pakhtunkhwa (KP), Pakistan.

4. Model and Hypothesis of the Study

Theoretical framework of the study investigates the impact of OS on OCB in the presence of mediating role of OC.



- H1: Organizational Silence has a negative impact on Organizational Citizenship Behavior.
- H2: Organizational Silence has a negative impact on Organizational Commitment.
- H3: Organizational Commitment has a positive impact on Organizational Citizenship Behavior.
- H4: Organizational Commitment mediates the relationship between Organizational Silence and Organizational Citizenship Behavior.

III. Methodology

This is a descriptive, field study, as the respondents filled the questionnaire at their usual work situation. No change to regular work background was made and no artificial work setting was created. Already established instruments were used for the measurement of the variables and their effect relationship. OCB was measured through an instrument taken from the PhD study of [Shahzad (2011)]. The instrument used has 16 items regarding all the five dimensions of OCB such as altruism, courtesy, sportsmanship, civic virtue and conscientiousness. The instrument is valid in Pakistani context as the study of [Shahzad (2011)] suggests. This instrument is based on the OCB dimensionality by [Podsakoff, et al. (1990)], which is a contribution into the work of [Organ (1988)]. This study measured OC as multidimensional construct presented by [Allen and Meyer (1991)]. The Allen and Mayer multi-dimensional construct having 21 items was found valid and reliable in Pakistani context by [Tayyeb and Riaz (2004)]. OS was measured through the instrument developed by [Van dyne (2003)], this measure is found valid and reliable according to the Turkish environment by [Şehitoğlu and Zehir (2010)]. So this single construct of OS dimensions having 26 items by [Van Dyne (2003)] is used for this study as it is the most used construct and as it covers the different facets of employee's silence. The unit of analysis specified for this particular study is the individuals (lower level KP universities administrative staff). The population of the study is approximately 4000 lower level administrative employees working in all the 19 public sector universities of KP Pakistan, based on the projection of average method. Administrative staff of universities has different levels such as top management is the decision takers, middle management is the decision facilitators and lower level administrative staff is the decisions actors. Lower level among administrative staff has been selected as most of the reasons of OS are related to upper management such as department heads and top management of universities, e.g., top management and supervisors attitudes to silence, and lack of communication opportunities bring silence in in lower level employees [Vakola and Bouradas (2005)]. The sample of the study is 220 lower level administrative staff selected on the bases of convenient sampling technique and through the

slovin,s formula $n = \frac{N}{1 + Ne^2}$ at 90 per cent confidence level for the approximately 4000 population of the study. Convenient sample is pursued as it is a fast, easy and cost effective technique and thus becomes an attractive option for most of the researchers. These 220 employees are selected from four universities such as KUST, USTB, AUP and UP. These universities are of different sizes and from various geographical locations of KP which will help in the generalizability of the findings. As stated OCB (16 items), OC (21 items) and OS (26 items) are measured as whole through 63 items single questionnaire, all these 63 items were fixed through a 7 point Likert-type scale where 1 stands for strongly disagree and 7 for strongly agree. The researcher distributed 300 questionnaires among four public sector universities of KP and received back 245. Among 220 questionnaires were used in this study. Thus the response rate becomes 73 per cent which is good.

IV. Discussions and Results

The aim of the study was to contribute about the extension of the study variables by previous researchers, and along that to investigate about the unfounded mediating effect of OC. The study examined the attitudes and beliefs of the respondents in actual job setting. The rationale of the research was to investigate about the involvement of employees in OCB, OS and the role of OC in higher educational institutions of Khyber Pukhtunkhwa, analyzed the main theories and researches about these variables. The gap identified at the start of the study was disengagement of employees in extra-role behaviors at the real job context and employees involvement in organizational undesirable activities like strikes which blinks that somehow employees are not listened regarding issues in the universities. Previous research argues that when employees remain silent due to personal or organizational reasons then their involvement decrease in organizational supportive behaviors. Previous studies also insisted regarding the unidentified role of OC between the relationship of OS and OCB. By looking into the previous literature and personal observations the researcher tabled this research questions, what is the effect of OS on OCB and OC? What is the mediating effect of OC between the association of OS and OCB?

To investigate the effect of OS on OCB in the presence of mediating variable OC, a theoretical framework is developed on behalf of the previous literature. The framework consists of OS as an independent variable, OCB as a dependent variable and OC as a mediating variable. The population of the study consists of lower level administrative staff in Public sector higher educational institutions of KP. The sample consists of 220 lower lever administrative staff. A total of 300 questionnaires were distributed among 245 were send back of which 220 were used in this study. The population includes all the 19 public sector universities of higher education of KP. Data is collected through convenient sampling technique from four universities of KP. This study is conducted under the scales used by previous researchers. The

scales used for the measurement of OCB, OC and OS were developed by [Podsakoff (1990), Allen and Mayer (1991), and Vandyne (2003)], respectively. OCB scale is consisting of 16 items which is validated by [Shahzad (2011)] in Pakistan. OC scale is validated in Pakistan by [Tayyeb and Riaz (2004)] and has 21 items. OS scale contain 26 items and has proof of validation in Turkey by [Şehitoğlu and Zehir (2010)]. Reliabilities of the scales were measured first through pilot study on the bases of 10 respondents and then it was calculated on the bases of the overall data to find out the internal consistency of the items. Reliability statistics showed the scales fit as reliabilities were above the standard value 0.70. Data gathered on the bases of employee's actual behaviors and perceptions was then used to find out the relationship and impact among the study variables through correlation and regression analyses. Regression tests were applied to investigate β coefficient in order to accept or reject the study hypotheses.

Table 1 show that OS and OCB are significantly negatively correlated at value $P = 0.000$ and the correlation is -0.313 . OS is also significantly negatively correlated with OC at value $P = 0.000$ and their correlation is -0.212 which is slightly weaker than with OCB. OC is positively correlated at value $p = 0.001$ and the correlation is 0.230 .

OS is measured with 26 items and has cronbach's alpha 0.884 which represent a very high consistency among the items of OS. OC is measured with 21 items and has cronbach alpha 0.73 which is an acceptable value for internal consistency among the OC items. OCB is measured with 16 items and has 0.801 cronbach alpha which shows a good internal consistency among the items of OCB. According to [Nunnally (1978)] the alpha coefficient value 0.70 is best regarding the reliability of an instrument.

TABLE 1
Correlation among OS, OCB and OC

| | Correlations | OS | OCB | OC |
|-----|---------------------|---------------|---------------|---------------|
| OS | Pearson Correlation | 1 | -0.313^{**} | -0.212^{**} |
| | Sig. (2-tailed) | | 0 | 0.002 |
| | N | 220 | 220 | 220 |
| OCB | Pearson Correlation | -0.313^{**} | 1 | 0.230^{**} |
| | Sig. (2-tailed) | 0 | | 0.001 |
| | N | 220 | 220 | 220 |
| OC | Pearson Correlation | -0.212^{**} | 0.230^{**} | 1 |
| | Sig. (2-tailed) | 0.002 | 0.001 | |
| | N | 220 | 220 | 220 |

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

TABLE 2
Reliability Assessment of OS, OC and OCB

| S. No. | Factors | N Items | Cronbach's Alpha |
|--------|---------|---------|------------------|
| 1. | OS | 26 | 0.884 |
| 2. | OC | 21 | 0.73 |
| 3. | OCB | 16 | 0.801 |

1. Demographics

In this study gender is divided only into male and female gender. The male gender was found 88.2 per cent and the female gender was found 11.8 per cent. Respondents were of different age groups, 25-35 years age group was found 55 per cent, 36-45 years age group was found 25.9 per cent, 46-56 years age group was found 13.2 per cent and above than 56 years age group was found 5.9 per cent. Qualifications of the respondents were measured into intermediate, undergraduate, graduate and post graduate. 9.1 per cent of the respondents were intermediate, 39.5 per cent of the respondents were under graduate, and 32.7 per cent of the respondents graduate and 18.6 per cent of the respondents were post graduates. Experience of the respondents is categorized into five categories e.g. less than 1 year, 1-3 years, 3-5 years, 5-10 years and more than 10 years. 8.6 per cent of the respondents have less than a year experience, 12.7 per cent has 1-3 years' experience, 34.5 per cent have 3-5 years' experience, 24.5 per cent have 5-10 and 19.5 per cent have more than 10 years' experience. Designation was measured as an open ended question as the study sample is only lower level administrative staff so there was no need of further categorizations. People responded the questionnaires were of different titles such as accountants, sports coaches, superintendents, accounts assistants, audit assistants, office assistants, computer operators, generator operators, lab assistants, sub engineers, telephone operators, junior clerks.

2. Descriptive Statistics of OS, OC and OCB

The mean (5.62) of OS is above, while the means OC (3.52) and OCB (2.17) are below the neutral value 4 which is the evidence that the independent variable OS is predicting negative effects on OC and OCB. OC and OCB both on the downside of neutral value (4) is the spark for positive effect between OC and OCB. As mean differences of the study, main variables are considerable which means that these factors can be used in the study parametric tests.

3. Results of Study Correlation and Regression Analyses

- H1: Correlation (-0.313**, 0.000), Regression ($R = 0.313$, $\beta = -0.313$, $t = -4.864$, $p = 0.000$) and means (OS = 5.62, OCB = 2.17).
 H2: Correlation (-0.212**, 0.002), Regression ($R = 0.212$, $\beta = -0.212$, $t = -3.206$, $p = 0.002$) and means (OS = 5.62, OC = 3.52).
 H3: Correlation (0.230**, 0.001), Regression ($R = 0.230$, $\beta = 0.230$, $t = 3.486$, $p = 0.001$) and means (OC = 3.52, OCB = 2.17).
 H4: Regression ($R = 0.355$, β of OS = -0.277, β of OC = 0.171, p for OS = 0.000 and p for OC = 0.009) and means (OS = 5.62, OC = 3.52, OCB = 2.17).

4. Assessment and Discussions of the Hypothesis

On the bases of the statistical findings the hypotheses are analyzed as follow:

Hypothesis 1: Organizational Silence has a negative impact on Organizational Citizenship Behavior

TABLE 3
Hypotheses in the Model

| S. No. | Hypotheses | Supported/ Not Supported |
|--------|--|-----------------------------|
| 1. | H1: Organizational Silence has a negative impact on Organizational Citizenship Behavior. (B = -0.313, P = 0.000). | Supported |
| 2. | H2: Organizational Silence has a negative impact on Organizational Commitment. (B = -0.212, P = 0.002). | Supported |
| 3. | H3: Organizational Commitment has a positive impact on Organizational Citizenship Behavior. (B = 230, P = 0.001). | Supported |
| 4. | H4: Organizational Commitment mediates the relationship between Organizational Silence and Organizational Citizenship Behavior. (B = -0.277, P = 0.009 with mediation of OC, and was B = -0.313, P = 0.000 without mediation). | Partially Supported |

Statistical findings support the first hypothesis of the study as the correlation between OS and OCB is -0.313 at p value 0.000. In regression statistics the multiple correlation R value 0.313 also supports the same finding and β coefficient -0.313 means that 1 unit increase in predictor variable OS is bringing -0.313 unit decrease in outcome variable OCB, t value -4.864 and p value .000 support the relationship. The mean of OS 5.62 is above the neutral value 4 and for OCB 2.17 is below the neutral position which also support the negative effect of OS on OCB. This study finding are in-line with a study conducted in turkey between the relationship of OS and OCB e.g., correlation between OS and OCB is (-0.382) at $p = 0.000$. Some other studies that found negative effect of OS on OCB are [Fatima, et al. (2015) and Nafei (2016)].

Hypothesis 2: Organizational Silence has a negative impact on Organizational Commitment.

Statistical results support the second hypothesis of the study as the correlation between OS and OC is -0.212 at p value 0.002. In regression statistics the multiple correlation R value 0.212 is also in-line with the correlation statistics and β coefficient -0.212 means that 1 unit increase in predictor variable OS is bringing -0.212 unit decrease in outcome variable OC, t value -3.206 and p value 0.002 support the relationship. The mean of OS 5.62 is above the neutral value 4 and for OC 3.52 is below the neutral position which also support the negative effect of OS on OC. These results are in-line with the previous studies in this area such as the study of [Laeque (2014) and Nikmaram, et al. (2012)].

Hypothesis 3: Organizational Commitment has a positive impact on Organizational Citizenship Behavior.

This study also accepted the third hypothesis which was intended to investigate positive effect of OC on OCB as the correlation between OC and OCB is 0.230 at p value 0.001. In regression statistics the multiple correlation R value 0.230 is the repetition of the same finding and β coefficient 0.230 means that 1 unit increase in OC is predicting 0.230 unit increase in outcome variable OCB, t value 3.486 and p value 0.001 support the relationship. The mean score 3.52 for OC and 2.17 for OCB both below the neutral value 4 is the evidence for positive effect between OC and OCB. This finding is in line with the previous studies in this area such as [Feather and Rauter (2004) and Suliman (2002)].

Hypothesis 4: Organizational Commitment mediates the relationship between Organizational Silence on Organizational Citizenship Behavior.

The study also accepted the fourth hypothesis as the combine correlation of OS and OC with OCB is $R = 0.355$. In regression statistics the β coefficient of OS is -

0.277 which was -0.313 without the introduction of OC in the regression process. This means that with the mediation of OC the negative effect of OS on OCB reduced by $(-0.313) - (-0.277) = -0.036$. The change into β coefficient from -0.313 to -0.277 of OS occurred at the same significance level such as value $p=0.000$, which fulfill the condition of partial mediation. So this means that OC mediated OS effect on OCB. The means difference also support the changes into the effects of OS and OC on OCB. As the mean difference between OS and OCB is large ($5.62-2.17=3.45$) which is in accordance with the decreased level of OC effect on OCB (.065). The mean difference between OC and OCB is relatively less ($3.52- 2.17=1.35$) which is in support of the reduction of OS effect on OCB(-0.034). Previous research has evidence of the mediating role of OC in other studies such as [Iverson (1996) and Yousef (2000)].

V. Contribution, Limitations and Recommendations

1. *Practical Contribution*

This study clearly pointed out that OCB being an important factor for the organizational effectiveness and performance is out of the practice of employees in higher educational institutions of KP Pakistan. Therefore the study is intended to bring into the focus of organizations about the importance of OCB for them and what should they do to tackle the phenomenon. Practitioners by increasing employees' involvement in OCB through the increase in OC and decrease in employees intentional withholding of information can maximize the shared capital of their organizations. Management of higher educational institutions needs to tackle issues affect employees' intrinsic and extrinsic aspects with the intentions of employees' involvement in extra-role behaviors. They need to emphasize about human resources practices such as personnel recruitment, selection, socialization and orientation, compensation, training and development, promotion opportunities, involvement, participations and sharing information for the purpose to enhance their OC and OCB and to reduce the intentional suppressions of ideas and information. Based on the literature and the findings of this research the top management of higher educational institution need to encourage employee's voice against the reasons that contribute into their silence is important for the development of OC which in return is responsible for the enhancement of OCB. Literature discussed about OC direct and through OCB role in the overall development and performance of organizations. As OS is negative and unwanted behavior in organizations; Therefore managers need to prevent the increase of OS through providing an environment of participation and sharing information among the members, by developing leaders who contribute in the reduction of OS, by supporting advisors to train employees to raise issues not to hide, management of organizations interest in employees' ex-

pressions and their opinions is a contributing factors to break the culture of OS. Organizations need to reward those employees who take interest in attending meetings, organizational problems and activities. For the decrease in OS and consequently increase in OC and OCB organizations need to support communicative culture, welcome the ideas and criticism coming from employees.

2. *Limitations*

The measurement of OS, OC and OCB are based upon self-reports of respondents experiences and not upon actual behaviors and attitude which can misinform the study findings and practices in it. [Donaldson and Grant-Vallone (2002)] stated that in self-reported measures, the respondents are expected to over report the desired behaviors than the undesired behaviors. This limitation of self-reported measurement is stuff for considerations in collectivist societies like Pakistan where social acceptability is a phenomenon of concern. This study is conducted quantitatively only so common method bias is one among the limitations. This study is cross-sectional as all the variables OS, OC and OCB were measured on a single point of time. Longitudinal studies to measure the relationship of OS with OCB under the influence of mediating role of OC can result into more reliable findings. The sample is taken only from the public sector higher educational institutions, so the findings are applicable on public sector and not in the private sector as the organizational structures and employees schemes can differentiate the results.

3. *Future Research Directions*

Since the predictor variable OS and the mediating variable OC have low explanatory power on the association with OCB, it means that other variables may have greater explanatory power in this relationship needs to be focused in the future studies. Longitudinal studies to measure the relationship of OS with OCB under the influence of mediating role of OC needs to be conducted in the future. Taking respondents' personality's characteristics under consideration can result into various findings as personality affect respondents perceptions. Yet almost all the research work regarding OS and its association with OC and OCB is done in international environment and not in Pakistan. Therefore, organizational cultural aspects can be checked in relationship to OS and OCB. Future studies can be conducted by increasing the sample size and surveying respondents relating to different sectors of the industry. All the variable of this study are measured as single construct. Thus, finding relationship of these constructs into dimensions will explore the issue in more detail and complex models. In future trust on supervisor and the culture of organizations can be checked as mediating variables between the association of OS and OCB [Fatima, et al. (2015)].

VI. Conclusion

The study aim was to investigate about the effect of OS on OCB in the presence of mediating impact of OC in Lower level administrative staff of higher public sector universities of KP Pakistan. Gaining competitive position in this particular time is of high concern for organizations as competition is hard as a result of the existence of alternatives. Organizations will lose market shares unless it keep workforce which is committed and involved in extra-role behaviors. Involvement of employees in citizenship behaviors and having high level of organizational commitment are the contributive factors in organizational performance and effectiveness. On the other hand having employees who have voice and not remain silent about issues in organizations are the valuable source of creative ideas, information and solutions. Voiced behaviors of employees contribute into goals achievement of organizations.

This study tested four hypotheses H1, H2, H3 and H4 in order to investigate about the research objectives. All the hypotheses H1, H2, H3 were accepted fully and H4 was partially supported. OS and OCB showed negative and significant results (H1) which means that employees involvement in intentional silence behaviors decrease their involvement in extra-role behaviors. OS and OC was also in negative significant relationship (H2) which means that suppressing employees voice regarding work related issues, their organizational commitment level decreases. OC and OCB was in positive and significant association (H3) which means that increase in employees' commitment enhances their involvement in organizational citizenship behaviors. The study also find out a partial mediating effect of OC between the association of OS and OCB as with the introduction of OC in the regression process with OS the negative effect of OS reduced on OCB (H4).

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