Burnout; Explaining the Role of Organizational Silence and Its Influence (Case study: Selected Executive Organizations of Qom Province)

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ABSTRACT

Strengthening the organizational voice of staff and their comments about organizational issues is one of the organizational managers concerns. By strengthening the Organizational voice and reducing organizational silence they will reduce staff burnout while improving job satisfaction and organizational commitment. Accordingly, this study Explain the role and impact of organizational silence on forming the burnout. This study has done in Qom province selected executive organizations. A questionnaire was used to measure organizational silence and burnout. According to results, Organizational Silence is an important explanation for the Burnout. Therefore, it may be stated that the relationship between organizational silence and burnout is positive and strong. Also there is a direct and meaningful relationship between organizational silence, depersonalization and emotional exhaustion. In addition the results show that there is no relationship between organizational silence and reduced personal accomplishment.

KEYWORDS: Organizational Silence, Burnout, Depersonalization, Emotional Exhaustion, Reduced personal accomplishment.

1. INTRODUCTION

Job burnout is an occupational risk which is along with reduction of the staff physical and mental energy (Fedai & Demir, 2010). Today, Job burnout attract much attention of researchers and organizational leaders and is mainly related to important organizational and individual outcomes such as job performance, organizational behavior, job attitudes and negative psychological consequences (Martinko & Wallace, 2004; Homer,1985). Job burnout is a painful experience for individuals and a costly phenomenon for organizations (Verdinejad & hassanzade, 2006). According to theory of proportionality between individuals and job environment; organizational factors are important in forming job burnout (Tabarsa et al., 2009). Burnout has been shown empirically to be related to certain characteristics of the job environment (Beckstead, 2002), unsuitable and unhealthy organizational climate, such as unsuitable nature, type and condition of work and inappropriate communication situation leads to the burnout (Ramezaninejad et al., 2009). The disproportion between what person want to do and what he must do; or in other words, significant discrepancy between the nature of employee and job conditions leads to job burnout. One of the elements that cause this conflict is the dominance of silence culture in organization. When this culture is dominant, there will be an apparent paradox in which most of staff know the facts about organization issues but don't dare to speak about them (Morrison & Milliken, 2000), while organizations need individuals who are responsive to the challenges of environment, who are not afraid of sharing information and knowledge, can stand up for their own and their team's beliefs(Shojaie et al.,2011).Unwillingness to share information and opinions and also to provide feedback will have a potential negative effect on confidence, morale and motivation of employees. Also, withholding information and ideas can weaken decision-making, error correction, improvement and innovation processes (Vakola & Bouradas, 2005). Morrison and Milliken (2000) showed that organizational silence leads to dissonance and this in turn result in low motivation, satisfaction and commitment. Also, other evidence suggests that employee silence can lead to stress, denial, dissatisfaction and disconnection between the staff. In addition, organizational silence makes the employees feel that they are unvalued and think that they don't have control over their work (Nikolaou et al., 2011). All these negative consequences of organizational silence will result in a sense of burnout in organization staff. Accordingly, in this study we sought to clarify the role and effects of the burnout on organizational silence and to offer related solutions to change organizational silence level in order to reduce burnout in selected executive organizations.

LITERATURE REVIEW

Organizational silence

Despite the extensive organizational silence in organizations, little research has been done (Morrison & Milliken, 2000; Pinder & Harlos, 2001). Milliken et al. (2003) interviewed 40employees to shed light on when and why they felt unable to speak openly or honestly to a superior about an issue that concerned them. They

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found that "being silent about issues and problems at work is a very common experience (Bang, 2012). Morrison & Milliken (2003) suggest that employees often must decide whether express their ideas, beliefs, opinions and concerns or be silent and refrain from expressing them. In many cases, they choose silence as a secure and safe response and thus they refrain to say something valuable to others or to express opinions they are willing to hear it. There are a wide variety of issues about which employees are silent. Also there are too many reasons that why they keep quiet (Morrison & Milliken, 2003).

However, in today's changeable world, organizations need to employees who express their opinions and to break the culture of silence. Also people choose organizations to work that provide a voice for their staff. For organizations which don't have silence culture, both employees and managers are at high level of motivation and performance (Schlosser & Zolin 2012).

Organizational silence refers to the collective phenomenon of comment or to very little action in response to the major issues facing the organization (Henriksen & Dayton, 2006). According to Morrison and Milliken, organizational silence at organization level is defined as the collective phenomenon (Brinsfield et al., 2009). According to them, organizational silence occurs when employees intentionally withhold their knowledge and ideas regarding organizational issues (Tulubas & Celep, 2012). They believe that many organizations have been involved in solving a major puzzle and that is most people know the fact about certain problems of organization but do not have the courage to express those facts to their supervisors (Bowen & Blackmon, 2003).

The organizational silence has been defined as "consciously refrain from expressing ideas, information and beliefs about work." Organizational silence may result in lack of feedback, information and ideas and alternatives analysis and thus the organization is damaged from organizational processes of low effectiveness (Morrison & Milliken, 2000).

Silence is not only defined as not to speak but also defined as not to write, not be present, not to hear and to ignore. Silence also includes talk or text without credit. Moreover, silence may refer to censoring, suppression, marginalization, trivialization, exclusion and other forms of discount (Hazen, 2006).

Pinder and Harlos (2001) also defined silence as the absence of voice as it has its own form of communication, involving a range of cognitions, emotions, or intentions such as objection or endorsement. Additionally, they recognized that the phenomenon of employee silence might take on different meanings depending on its underlying motives. They distinguished silence in two forms, such as "quiescence" and "acquiescence" silence. In terms of "quiescence" silence represented deliberate omission, while "acquiescence" silence is based on submission (Zehir & Erdogan, 2011).

Bowen and Blackmon apply "Spiral of Silence" theory developed by Noelle-Neumann in context of public opinions in organizational concept. This theory explains how the opinions of majority overcome and opinions of minority weakened. They suggest that understanding of people about the ways of dealing with the problems in working group significantly effect on organizational voice. Specifically, people express their opinions when they believe that their position is supported by others, and they remain silent otherwise (Bowen & Blackmon, 2003).

Comprehensive understanding of organizational silence phenomena requires knowledge of the researches on "voice and silence in organizations". In order to achieve this objective, three periods of research on sound and silence will be reviewed. First period (from 1970s until 1980s middle): in this decade, the main focus of researches was on the concept of sound. Second period (from 1980s middle until 2000): the main focus of researches was on "Speaking Up"in this decade. However few attentions paid to the silence behaviour during this decade. Current period (from 2000 to now) in which main focus is on silence concept (Greenberg & Edwards, 2009).

Various definitions proposed during these three periods have many differences and commonalities. Each of these definitions according to its analysis level has provided different definitions of silence, and the main focus is differing for them. Table 1 shows some of these definitions along with silence reason, analysis level and main focus of the definition.

According to Morrison and Milliken, reasons of organizational silence include Centralized decision-making, relying on conventional forces and so on. They also point to encourage employees for feedback, emphasis on efficiency and so on as the main reasons for organizational voice. Table (2) shows their viewpoints about the reasons for organizational voice and silence.

Table 2: reasons for the organizational silence and voice

Organizational voice	Organizational silence
There are managers with different backgrounds in the organization.	There are managers with economical or financial background in the organization.
Management respects the free and democratic decision making.	Managers emphasize on consistency and hierarchy.
There is Low control admission by employees and also emphasis on efficiency is low.	There is a large difference between managers and employees regarding age and sex.
Management delegates the authority to decision making.	Management emphasize on control and efficiency.
The work performed by employees in the organization.	Organizational structure centralizes the decision making.
Management encourages feedback from subordinates	Management response negatively to feedback.
Organization is rich in terms of resource.	Organization has great reliance on the contractual workforce.

Reference: (Maria, 2006)

Organizational Silence of employees affects the failure of change programs implemented by management (Bowen & Blackmon, 2003). This phenomenon also hurt people's spirit of innovation and is an obstacle to question management actions (Perlow & Williams, 2003). This phenomenon also causes the continuation of the illegal actions in the organization. Hence, these types of actions not prevented. Bowen and Blackmon suggest that the silence preserve power difference in the organization (Maria, 2006).

Moreover, this phenomenon reduce individual job satisfaction and job commitment and according to Premeaux and Bedeian encourage Openness and adventitious helplessness (Maria, 2006). Also Beer and Eisen State believe that unwillingness to share information, to comment and to provide feedback potentially has negative effects on trust, morale, ethics and motivations (Vakola & Bouradas, 2005).

Burnout

Burnout has reached critical levels in today's workforce (Lewin & Sager, 2007) and has attracted much research attention in the fields of health psychology, work and organizational psychology and beyond (Sonnentag, 2005).

Burnout is an unpleasant and dysfunctional condition that both individuals and organizations would like to change; indeed, much of the major interest in burnout has been not simply to understand what it is but to figure out what to do about it (Maslach & Leiter, 2008).

Burnout is a term first used by psychiatrist Herbert Freudenberger in 1974 to describe a particular type of exhaustion that he had noted in young highly committed volunteers with whom he was working in a free health care clinic (Lewig et al., 2007): 'Burnout' meant that a staff member became exhausted from excessive demands on energy, strength or resources about a year after he or she began working. Among the physical and behavioural signs, the volunteer looked, acted and seemed depressed. (Lee & Ashforth, 1990; Ahola & Hakanen, 2007).

Definitions of burnout included (a) to fail, wear out, become exhausted; (b) a loss of creativity; (c) a loss of commitment for work; (d) an estrangement from clients, co-workers, job, and agency; (e) a response to the chronic stress of making it to the top; and finally (f) a syndrome of inappropriate attitudes toward clients and toward self, often associated with uncomfortable physical and emotional symptoms. Al-though these notions were similar, they lacked a common and precise measure of burnout (Cordes & Dougherty,1993). Today, the most commonly accepted definition of burnout is the three-component conceptualization used by Maslach and colleagues: Burnout is a syndrome of emotional exhaustion and cynicism that occurs frequently among individuals who do 'people-work' of some kind (Maslach & Jackson, 1981). It is generally agreed that at the root of the problem is the individual's own over commitment to frustrating work. The source of a burnout victim's frustration is the inability to attain high expectations set by others or, more frequently, by the individual. The entire process may take weeks, months, or years (Freudenberger & Richelson, 1980). Like job strain, burnout is thought to arise as a consequence of stressful work conditions (e.g., excessive work demands), but is distinguished from job strain in that it involves a longer time frame, results in characteristic negative job-related attitudes, and requires high initial levels of motivation on the part of the worker(Lewig et al.,2007).

However, it is also a form of mental distress characterized by (a) a predominance of dysphonic symptoms such as emotional exhaustion and fatigue; (b) a predominance of mental and behavioral symptoms rather than physical ones; (c) symptoms that are work-related; (d) manifestation of symptoms in "normal" persons who did not suffer from prior psychopathology; and (e) decreased work performance resulting from negative attitudes and behaviors (Maslach & Leiter, 2008). The consequences of burnout are potentially very serious for the staff, the clients, and the larger institutions in which they interact. It appears to be a factor in job turnover, absenteeism, and low morale. Furthermore, burnout seems to be correlated with various self-reported indices of personal distress, including physical exhaustion, insomnia, increased use of alcohol and drugs, and marital and family problems (Maslach & Jackson, 1981).

Three Dimensions of Burnout

The multi-component conceptualization of burnout has become widely accepted (Lewin & Sager, 2007). Burnout is thought to comprise three primary components: (1) emotional exhaustion; (2) depersonalization; and (3) feelings of low personal accomplishment (Lewig et al., 200) that renamed exhaustion, cynicism, and professional efficacy, respectively, after development of Maslach Burnout Inventory-General Survey (Kim, 2008).

A key dimension of the burnout syndrome (Lloyd et al., 2002) and can be characterized by an absence or a lack of energy, together with a feeling of emotional fatigue. Workers realize that they are not able to spend any more energy to meet the needs of their clients, or even other people, as has happened in situations in the past(Franca et al.,2012). Exhaustion is measured by items that refer to fatigue but do not make direct reference to other people as the source of those feelings (Schaufeli et al., 2002; Bakker, 2009).

A second dimension, depersonalization includes cynical attitudes toward students, parents, and the workplace (Grayson & Alvarez, 2008) .Depersonalization is an attempt to put distance between oneself and service recipients by actively ignoring the qualities that make them unique and engaging people. Their demands are more manageable when they are considered impersonal objects of one's work. Outside of the human

services, people use cognitive distancing by developing an indifference or cynical attitude when they are exhausted and discouraged. Distancing is such an immediate reaction to exhaustion that a strong relationship from exhaustion to cynicism (depersonalization) is found consistently in burnout research, across a wide range of organizational and occupational settings (Maslach et al., 2001).

The third dimension, reduced personal accomplishment refers to a decline in an employee's feelings of competence and successful achievement on the job, and stems from factors suggesting one is ineffective or unappreciated. Especially relevant factors include unmet achievement expectations, role ambiguity, and diminished self-efficacy (Lewin & Sager, 2007).

The relationship of reduced personal accomplishment (inefficacy) to the other two aspects of burnout is somewhat more complex. In some instances it appears to be a function, to some degree, of either exhaustion, cynicism, or a combination of the two. A work situation with chronic, overwhelming demands that contribute to exhaustion or cynicism is likely to erode one's sense of effectiveness. Further, exhaustion or depersonalization interfere with effectiveness: It is difficult to gain a sense of accomplishment when feeling exhausted or when helping people toward whom one is indifferent. However, in other job contexts, inefficacy appears to develop in parallel with the other two burnout aspects, rather than sequentially. The lack of efficacy seems to arise more clearly from a lack of relevant resources, whereas exhaustion and cynicism emerge from the presence of work overload and social conflict (Maslach et al.,2001).

Burnout as a process: two prominent models

While burnout often is conceptualized as a process, the appropriate sequencing among the components of burnout has been actively debated. Two specific models have emerged at the forefront of the debate: the Maslach Model and the Golembiewski Model (see fig.1).

According to Maslach (1982) the process of burnout begins with emotional exhaustion in response to chronic work-related stressors that drain the emotional resources of employees. In response to feeling emotionally exhausted, and as a coping strategy, individuals depersonalize their relationships with others and distance themselves psychologically. Once depersonalization occurs, individuals begin to recognize an incongruity between their current situation and original expectations about their potential contributions to clients and/or employers — leading to feelings of inadequacy, resulting in lower self-evaluations of personal accomplishment. Thus, Maslach models emotional exhaustion as antecedent to depersonalization, and depersonalization as antecedent to reduced personal accomplishment. According to the Maslach model, emotional exhaustion will only lead to feelings of reduced personal accomplishment through the mediating variable—depersonalization.

<u>Maslash Model</u>
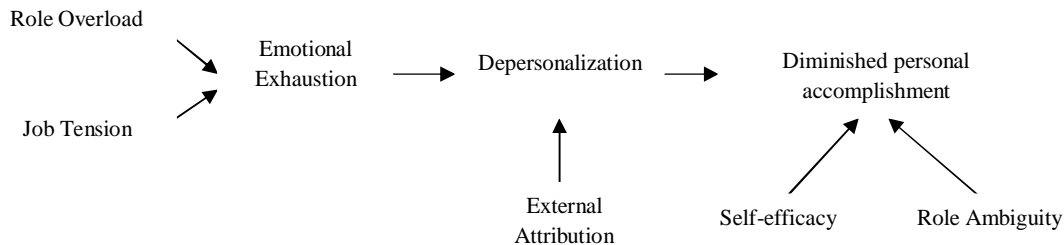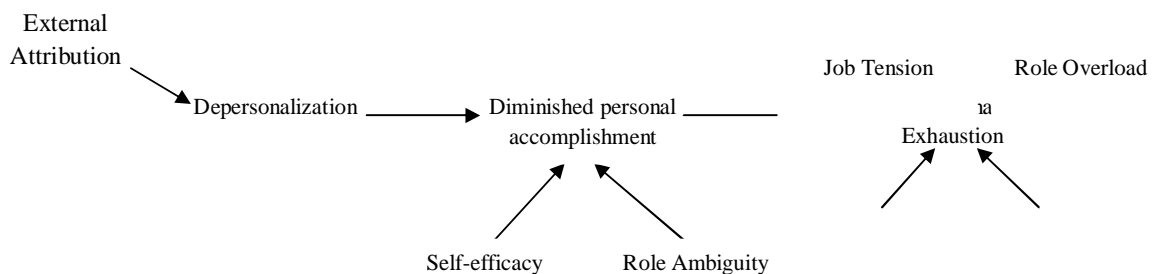

<u>Golembiewski Model</u>

Fig. 1. Comparison of burnout models (Lewin & Sager, 2007)

According to the Golembiewski model (Golembiewski and Munzenrider, 1981, 1984) the process begins when functional detachment, which is necessary in some professions (e.g., health care, social services), gives way to dysfunctional depersonalization (i.e., the kidney in room347). This form of depersonalization interferes with job-related performance, thus affecting one's evaluation of personal accomplishment. Finally, depersonalization leading through reduced personal accomplishment ultimately culminates in emotional exhaustion in chronic cases. Thus, Golembiewski models depersonalization as antecedent to reduced personal accomplishment, and reduced personal accomplishment as antecedent to emotional exhaustion. (Lewin & Sager, 2007)

Burnout is an individual experience that is specific to the work context. Thus, the research over the past 25 years has maintained a consistent focus on the situational factors that are the prime correlates of this phenomenon. The relationship that people have with their work, and the difficulties that can arise when that relationship goes awry, have been long recognized as a significant phenomenon of the modern age (Maslach et al., 2001, p398). Burnout has been shown empirically to be related to certain characteristics of the job environment (Beckstead, 2002), unsuitable and unhealthy organizational climate, such as unsuitable nature, type and condition of work and inappropriate communication situation leads to the burnout (Ramezaninejad et al., 2009). The disproportion between what person want to do and what he must do; or in other words, significant discrepancy between the nature of employee and job conditions leads to job burnout. One of the elements that cause this conflict is the dominance of silence culture in organization. When this culture is dominant, there will be an apparent paradox in which most of staff know the facts about organization issues but don't dare to speak about them (Morrison & Milliken, 2000), while organizations need individuals who are responsive to the challenges of environment, who are not afraid of sharing information and knowledge, can stand up for their own and their team's beliefs (Shojaie et al., 2011). Therefore, in the conceptual model is assumed that organizational silence affect on burnout and its components. Figure (2) shows the conceptual model.
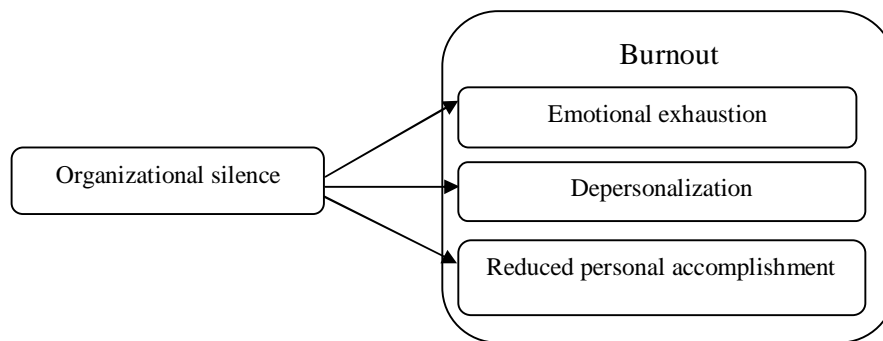
Figure (2): Research's conceptual model

The main hypothesis
There is a meaningful relationship between organizational silence and burnout of employees.
Secondary hypotheses
   1- There is a meaningful relationship between organizational silence and emotional exhaustion.
   2- There is a meaningful relationship between organizational silence and depersonalization
   3- There is a meaningful relationship between organizational silence and reduced personal accomplishment.

METHOD

Participants
   The research population includes executive organizations of Qom province and random sampling method has been used. Since this research is a correlation based one, following formula is used to calculate the sample count.

$$n = 3 + \frac{4c}{(Ln\frac{1+r}{1-r})^2}$$

Where C= $(Z_{\alpha/2}+Z1-\beta)$ ، $\alpha = 0/05$ and $\beta=0/9$. According to calculations, the sample count is 110. Regarding previous studies experience and the discussion of subject drop, 130 questionnaires were distributed. Finally, 115 questionnaires carefully used in the analysis. Table 3 shows the number of respondents separately for each organization.

Table (3): the number of respondents separately for each organization

	organization	count	percent
1	Govern-general organization	5	4.34
2	The Foundation of Martyr and Sacrifice	22	19.13
3	Social security organization	6	5.21
4	The organization of labor and social affair	5	4.34
5	State organization for registration of deeds and properties	6	5.21
6	Agriculture organization	10	8.69
7	Economic and finance affair organization	5	4.34
8	Veterinary organization	4	3.47
9	university of medical	10	8.69
10	State prisons and security and corrective measures organization	10	8.69
11	Regional Electric Power organization	10	8.69
12	Industry, Mine and Trade organization	9	7.82
13	Sports and Youth organization	13	11.30
	Total	115	100

According to descriptive statistics, women and men constitute 18 and 82 percent of the sample respectively. 81 percent are married and 19 percent are single. Also, 77 percent are under 40. The degree of the sample is as following: 65% BA, 18% MA, 16% high school and higher and only 1% PHD and higher. The most work experience is between 6 to 10 years (about 32%) and it should be noted that 78% have less than 15 years of work experience. Detailed information is shown in table (4).

Table (4): Frequency of demographic variables

demographic variable / Statistical variable	Gender		Marital Status		Age				Degree					Experience					
	male	female	married	single	20<age<30	31<age<40	41<age<50	51<age<60	diploma	Associate Degree	Bachelor	Master	PHD and higher	Under 5 years	6 to 10 years	11 to 15 years	16 to 20 years	21 to 25 years	26 to 30 years
frequency	94	21	93	22	30	58	22	5	5	13	75	21	1	24	37	29	16	4	5
percent	82	18	81	19	26	51	19	4	5	11	65	18	1	21	32	25	14	4	4

MATERIALS AND PROCEDURE

This research is an applied research regarding the purpose and is a survey research in group of descriptive (non-experimental) researches regarding data collection.

In order to collecting data in this study; we used questionnaire. The organizational silence questionnaire by Vakola and Bouradas (2005) applied to measure organizational silence. To Respond to questions on the basis of Likert scale, one of the options should be selected including totally disagree, disagree, neutral, agree and totally agree. Scores 1, 2, 3, 4 and 5 are assigned to these options. Also, Maslash and Jackson' questionnaire (1981) is used to measure burnout. This questionnaire (22 statements) measures three dimensions including emotional exhaustion (EE) (9 statements), reduced personal accomplishment (PA) (8 statements) and depersonalization (DE) (5 statements). Options on the likert scale include never , a few times a year , once a month , several times a month , every week , several times a week and every day with the scores 0 ,1,2,3,4,5 and 6 respectively. Validity of the questionnaire was approved by a group of teachers, scholars and experts after considering their amendments. After 30 questionnaires of organizational silence and burnout is distributed between the population, the reliability of questionnaires confirmed with the alpha coefficient 0.752 for organizational silence and 0.640 for the burnout. It should be noted that the burnout questionnaire has a high validity and reliability based on various studies. Internal Reliability (validity) or in other words, Cronbach's alpha coefficient for three aspects including job burnout, depersonalization and personal success is 0.90, 0.79 and 0.71 respectively. Moreover, test and retest validity is 0.82, 0.60 and 0.80 respectively. Organizational silence questionnaire reliability also has been shown in other studies. The Cronbach's alpha was 0.86 in a study entitled "Analysis of staffs' job attitudes of governmental organizations; explaining the climate and behavior of organizational silence"

RESULTS

Table 5 shows descriptive statistics for organizational silence and burnout variables. The organizational silence and burnout are higher than average according to the table. Since higher score on each scale indicating that the Component is common in Qom province selected executive organizations, the emotional exhaustion and depersonalization is less than average in the population. This means that the analysis of emotional exhaustion and depersonalization for Qom province selected executive organizations staffs shows a suitable status. But the personal success reduction is higher than average in the population. It means that staff experiences this feeling almost several times a week. Detailed information along with the minimum, maximum, mean and standard deviation for each of the variables is shown in Table (5).

Table (5): descriptive statistics for research variables

Statistical variable / component	count	minimum	maximum	mean	Standard deviation
Organizational Silence	115	1.77	5	3.38	0.75
Burnout	115	1.59	4.73	3.15	0.74
Emotional exhaustion	115	0	5.89	2.74	1.46
Depersonalization	115	0	6	1.96	1.56
reduced personal accomplishment	115	1.5	6	4.97	0.80

Pearson correlation test was used to examine the main and secondary hypotheses. Statistical hypothesis will be whether there is not a relationship between variables (null hypothesis) or there is a relationship between variables (alternative hypothesis). Table (6) shows the results of Pearson's correlation coefficient.

$H0: r=0$ There is not a relationship between variables

$H1: r≠0$ There is a relationship between variables

Table (6): results of spearman test statistic to investigate the correlation between organizational silence and burnout

Research variables		Organizational silence	burnout	Emotional exhaustion	depersonalization	reduced personal accomplishment
Organizational silence	Correlation	1				
	significance	-				
burnout	Correlation	0.997**	1			
	significance	0.000	-			
Emotional exhaustion	Correlation	0.843**	0.857**	1		
	significance	0.000	0.000	-		
depersonalization	Correlation	0.673**	0.686**	0.364**	1	
	significance	0.000	0.000	0.000	-	
reduced personal accomplishment	Correlation	0.037	-0.016	-0.311**	-0.223*	1
	significance	0.696	0.867	0.001	0.017	-

(**represents correlation at 1% significance, * represents correlation at 5% significance)

Table (6) shows that the correlation between burnout and organizational silence is 0.997. This positive number shows that the correlation is positive. This number is close to perfect correlation, indicating that the correlation is very strong. So the main hypothesis is confirmed .It means that there is a significant relationship between organizational silence and burnout among Qom province selected executive organizations.

According to Table (6), it may conclude that organizational silence has a direct and positive correlation with emotional exhaustion and depersonalization. However, there is not a significant relationship between organizational silence and reduced personal accomplishment and the correlation is very low. Table (6) shows other correlations between the research components. Accordingly, the first and the second hypothesis are confirmed and other hypotheses are rejected. As a result, it may be stated that there is a significant relationship between organizational silence, emotional exhaustion and depersonalization in Qom province selected executive organizations, because the acquired significance is less than the expected significance. However, since the significance is less than expected significance, there is not a significant relationship between organizational silence and staffs reduced personal accomplishment in Qom province selected executive organizations.

As table (6) shows, there is a significant relationship between organizational silence and organizational burnout in the population but regarding organizational silence as independent variable and burnout as dependent

variable, It must be determined how much of the burnout variance could be explained by organizational silence. Hence, regression analysis was done and the results are shown in tables (7), (8) and (9).

Table (7): correlation coefficient for organizational silence

Statistical variable dependent variable	R	R Square	Adjusted R Square	Std. Error of the Estimate
Organizational silence	0.997	0.993	0.993	0.61

Table (8): analysis of variance for organizational silence and burnout

	Mean square	df	Sum of square	F	sig
Regression Organizational silence	62.84	1	62.84	1.68	0.000
Residual	0.421	113	0.004		
Total	63.27	114			

Table (9): Fix and variable coefficients of burnout and their dimensions

Model	Not standardized coefficients		standardized coefficients	T	Significance level
	B	std. Error	Beta coefficient		
Fix coefficient	-0.173	0.026	0.997	-6.613	0.00
Organizational silence	0.983	0.008		129.891	0.00

As for Table (8), may result that 99.3% of burnout variance could be explained by organizational silence. Results of Table (9) evaluate the certainty of the linear relationship between two variables. Accordingly, statistical hypotheses of significance test for the whole regression model are as follows:

H0:   There is no linear relationship between two variables.
H1:   There is a linear relationship between two variables.

Since the significance of this test is less than 0.05 in Table (9), the null hypothesis is rejected and therefore, it can be stated that there is a linear relationship between the two variables. Also Table 10 shows the correlation between the two variables .Accordingly, the constant and the independent variable coefficient in the regression equation is presented. The significance presented in this table shows that the assumption based on which the two coefficients are zero is rejected and they should not be removed from the regression equation. Figure (3) shows the relationship between organizational silence and the burnout and its dimensions.

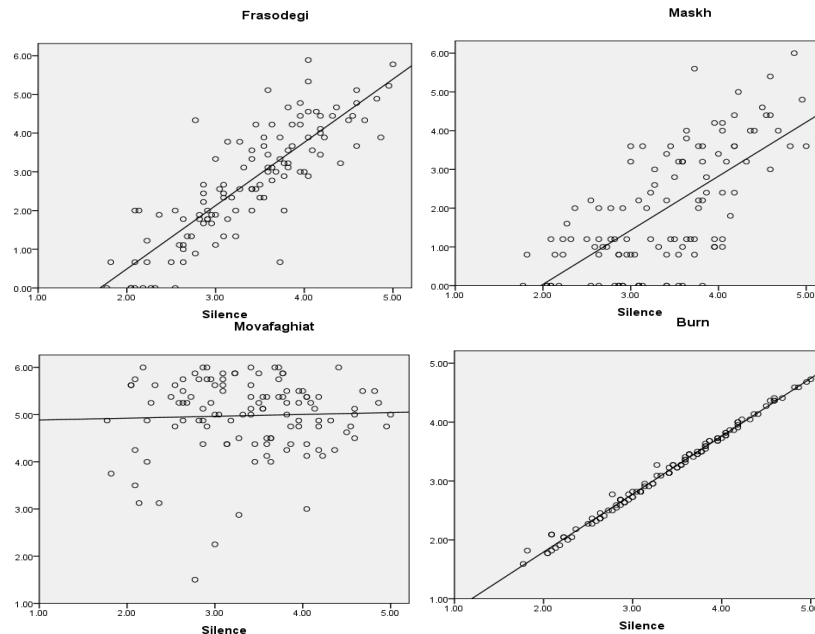(Organizational silence) (0.983) + (-0.173) = burnout

Figure (3): The relationship between organizational silence and the burnout and its dimensions

Figure 4 that is a visual representation of Pearson correlation test reveals that there is a strong correlation between burnout and organizational silence. Also as for figure (4), the third sub-hypothesis that evaluate the relationship between organizational silence and personal success reduction was rejected.

DISCUSSION AND CONCLUSION

Unwillingness to share information and opinions and to provide feedback has a potential negative effect on confidence, morale and motivation of employees. Moreover, withholding of information and ideas can weaken decision-making, error correction, innovation and improvement processes (Vakola & Bouradas, 2005). Argyris (1977) asserts that there are strong norms and work defensive procedures within organizations that often prevent employees to express their feelings and knowledge. This silence causes lack of ideas and alternative analysis and therefore the organization benefit less efficient organizational processes. Organizational silence makes the employees feel that they are unvalued; they don't have control over their own work and suffer from dissonance, stress and burnout feeling (Nikolaou et al, 2011). This study was conducted to explain the role of silence in organizational burnout. Results showed that there is a significant relationship between organizational burnout and organizational silence of staff. Also the positive correlation coefficient is indicating a direct relationship between the two variables.

The results of testing the first and the second secondary hypothesis showed that emotional exhaustion and depersonalization are significantly related with organizational silence. Because the correlation coefficient is positive, there is a direct relationship between these variables and the organizational silence. The results of third secondary hypothesis test shows that there is not a meaningful relationship between organizational silence and reduced personal accomplishment among employees of Qom province selected executive organizations and therefore the hypothesis was rejected.

Therefore, it can be stated that organizational silence makes employees to suspect to the management and to each other and cause one to withdraw from the job and related programs and to show his organizational silence by this withdrawal. Since the organizational silence makes employees feel less involved in work, therefore deterioration or depersonalization is created and people suffer emotional exhaustion.

It should be offered a work to the selected executive organization staff which cause to strengthen the organizational voice and reduce organizational silence and finally burnout among them will be reduced.

Concentrated decision making is one of the main reasons for organizational silence. Managers must actually believe in the process of sharing power with subordinates or delegation of authority.

Delegation of authority leads to a more flat organizational structure, more decentralized decision making and more employee involvement in offering solutions. The empowering of employees leads to organizational voice improvement and a lower level of burnout. The work autonomy refers to decision making without consulting with superiors in whom staff attempt to make decisions with commitment to the values and in line with organizational policies.

Improvement of team work causes a significant reduction in the level of employees' burnout. Teamwork leads to collective norms and common identity and cause employees to interact with each other and finally strengthen the institutional voice. Also, the team work beside satisfaction of employees identity and psychological needs, reduce their burnout level in the selected executive organizations.

Managers should not create an organizational climate in which employees are afraid of negative feedback. When employees fear the mangers negative feedback, they may avoid the expression of their ideas, opinions, and even mistakes, because Employees avoid embarrassment, being threatened and feelings of unworthiness. The employees are trying to make sense of Self-Efficacy or Competency.

Managers in addition of believing in teamwork must create a climate in which employees are not always unanimously agreed together because the conformity results in formation of organizational silence. Gaining acceptance in the group, refraining from expressing opinions and comments and appropriate decision making in accordance with the environment are some reason of leading to unanimously agree together. So employees should always ask to speak, offering views and news in order to removing organizational silence and as a result removing burnout.

Strategies, Policies and Organizational Structure are some components which influence on organizational silence. Therefore as it is possible we should reduce focus in decision making, create some mechanisms for top down feedback, strengthen bottom-up relationship and avoid hierarchical structuring to reduce organizational silence among employees of selected executive organization.

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