

**Organizational identification, organizational citizenship behavior, and  
employee silencebehavior: A case study of public employees in Vhembe District  
Municipality, Limpopo Province, South Africa**

**Dimpho Arema Mashile  
(17020179)**

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Law, University of Venda**

**Supervisor: Prof Sunday S. Babalola**

**Co-Supervisor: Ms. K. Khashane**

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## DECLARATION

I, Dimpho Arema Mashile (17020179), declare this dissertation titled "Organizational identification, organizational citizenship behavior, and employee silence behavior: A case study of public employees in Vhembe District Municipality" for Master of Commerce in human resource management at the University of Venda is my work. This work hasnot been submitted in any form for another degree or diploma at any university or other institution of higher education. Information derived from the published or unpublished work of others has been acknowledged in the text, and a list of references is given.

Name of student.....*Dimpho Arema Mashile*..... Signature.....*[Signature]*..... Date.....*02 November 2021*.....

## ABSTRACT

The performance of any organization is dependent upon the quality of service provided by its human resources. However, organizational stressors are an exception in most organizations. Employees are expected to perform duties exceptionally as organizational stressors hamper employees' ability to exhibit organizational citizenship behaviors, the enthusiasm to cling to the organization much longer, and leaving employees with no choice but suppressing their concerns regarding corporate matters. The study sought to determine the association between organizational identification and organizational citizenship behavior and to investigate the moderating role of employee silence of public employees in Vhembe District Municipality, Limpopo, South Africa. A self-administered questionnaire was distributed to a sample of 300 South African Police Services professionals of 4 stations in Vhembe district municipality (Thohoyandou, Sibasa, Malamulele, and Louis Trichardt) in Limpopo province. In this study, IBM-SPSS version 25 was employed to complete descriptive, Factor, inference, and Multiple regression analyses. The Pearson correlation results showed a significant and positive relationship between organizational citizenship behavior and organizational identification ( $\alpha = 111$ ;  $p < 0.01$ ) and a negative relationship between organizational citizenship behavior and employee silence behavior ( $\alpha = -231$ ;  $p < 0.01$ ). The results further showed that employee silence behavior harms the relationship between organizational identification and organizational citizenship behavior. Therefore, the study recommends transformation in people management and organizational decision-making towards developmental methods that can enhance organizational identification and organizational citizenship behaviors. Lastly, Organizations should focus on creating organizational climates which encourage employees to speak up. When this climate is created, employees will be able to contribute to the development of the organization.

**Keywords:** organizational citizenship behavior; organizational identification; employee silence behavior

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"This is what I want; I am going to give it my all," those were my words when I registered for the Master's program. Well, I have lost, and I have gained loved ones in the process; I have fallen and rose again. In simpler terms, the journey to completing this dissertation was daunting, challenging, yet sensational.

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## CHAPTER 1

### INTRODUCTION AND BACKGROUND

#### 1.1 Introduction

This chapter briefly describes organizational citizenship behavior, organizational identification, and employee silence behavior in this study. It also outlines the background of the study, the research problem, research objectives, and hypotheses. Moreover, this chapter focuses on conducting the research and highlights what the delimitations would be. In summary, the chapter gives an overview of the structure of the whole study.

#### 1.2 Background to the study

In the 21<sup>st</sup> century, with its increasing and dynamic world economy, various organizations attempt to attain their objectives, gain a competitive advantage and improve performance by paying attention to organizational citizenship behavior (Mitonga-Monga & Cilliers, 2016). Organizational citizenship behavior refers to individual behavior that is beneficial to the organization. It is discretionary and not directly or recognized by the formal reward system (Srivastava & Gope, 2015). Organizational citizenship behavior can be seen from both the individual and organizational perspectives. From an individual perspective, these behaviors may include employees helping one another with tasks, supporting peers, learning new tasks, and substituting an absent co-worker (Bester, Stander, & Van Zyl, 2015).

Moreover, organizational citizenship behavior can be through executing tasks. That does not form part of the contractual duties, orienting new employees, using time efficiently, and presenting the organization positively to the outsiders adhering to the rules and regulations even when no one is watching them (Srivastava & Gope, 2015). Several researchers postulate that organizational citizenship behaviors are valuable instruments that contribute to organizational success through enriched performance (Bester et al., 2015; Mahembe & Engelbrecht, 2014). Employers' keenness to indulge in organizational citizenship behavior is highly dissimilar from that of standard work behavior. Therefore, organizations need to examine and understand organizational citizenship behavior (Srivastava & Madan, 2016).

Organizations tend to demand a lot more from their employees in terms of speaking up,

accepting responsibility as well as taking the initiative (Erigüç, Özer, Turaç & Songur, 2014). Consequently, organizations should create an environment where employees can express their thoughts and share their understandings to prompt high organizational performance (Jahangir & Abdullah, 2017). Thus, a hostile work environment has accompanying effects such as low morale, unproductivity, and employee silence behavior (Tahmasebi, Sobhanipour & Aghaziarati, 2013). Employee silence behavior refers to the intentional withholding of any genuine expression about the individual's organization's behavioral, cognitive, or affective evaluations. Employee silence behavior can impair decision-making, error correction, advancement, organizational learning, change, and innovation processes (Rai & Agarwal, 2018). Literature reveals that employees accept that they may be dismissed, be deprived of promotion opportunities, encounter restrictions, be held accountable for the situation, or miss out on organizational rewards if they break the silence (Akın & Ulusoy, 2016).

According to Chen, Yu, Hsu, Lin, and Lou (2012), it can be assumed that a strong sense of organizational identification may positively or negatively influence employee organizational citizenship behavior. Employees with high organizational identities consider themselves exemplars of the organization; they prioritize their interests and exhibit mutual conduct. Knoll and van Dick (2013) define organizational identification as the perception of oneness with or belongingness to an organization, where the individual defines him or herself in terms of the organization in which they are a member. According to Podnar and Golob (2014), identification with the organization is assumed to have several important benefits for both the organization and employees. From the organizational perspective, identification helps ensure that employees' decisions are compatible with organizational goals and are in their best interests. On the other hand, high organizational identification levels may strengthen employee motivation and improve performance (Shahjehan & Yasir 2016). Moreover, organizations with high levels of employee identification, therefore, can be expected to benefit from a more cohesive work atmosphere and greater levels of cooperation and altruism, including more significant levels of citizenship behavior and support for the organization (Shahjehan & Yasir 2016)

### **1.3 Problem Statement**

In South Africa, all public institutions differ from private institutions because they have principles to adhere to, such as the "Batho Pele" Principles, meaning putting people's needs first. For that reason, public sector employees' organizational citizenship behaviors should be

different from that of private-sector employees (Chen et al., 2012) postulated that organizational citizenship behavior comprises three vital concepts: helping behavior, civic virtue, and sportsmanship. Helping behavior includes support, motivation, and referral. Behavior is a fundamental requirement for public sector employees because of their role in serving people. Bardakçı and Günüşen (2016) stated that even though employees are expected to perform beyond their contractual duties, exhibit helping behaviors, be eager to stay much longer with the organization and to speak up about organizational issues. They find themselves confronted with circumstances that require the application of silent behavior. Fapohunda (2016) says that employees would opt for silence as a solution, withholding valuable ideas and thoughts that they long to express. Fapohunda (2016) also highlighted some of the factors that lead to silence, including the fear that there might not be any change, fear of punishment for disclosing information that might harm the organization's image, and feel threatened by the person they have to talk to. Nafei (2016) argues that employees who suppress their opinions about organizational issues are prone to be impotent to Identify with their organizations and exhibit organizational citizenship behavior.

The study investigated the relationship between organizational identification and organizational citizenship behavior and examined employee silence's moderating role. Previous studies conducted in this arena focussed more on the relationships between organizational identification and organizational citizenship behavior and the relationship between employee silence behavior and organizational citizenship behavior. Thus, this study deeply investigated employees' silence's moderating role on the relationship between organizational identification and organizational citizenship behavior since little information was known, particularly in the rural/impooverished area of Limpopo Province.

#### **1.4 Research Aim**

The study aimed to investigate the relationships between organizational identification, organizational citizenship behavior, and employee silence behavior for policy-making purposes.

#### **1.5 Research Objectives**

The following constituted the study objectives:

- To examine the relationship between organizational identification and organizational citizenship behavior

- To analyze the relationship between organizational identification and employee Silence
- To determine how employee silence behavior moderates the relationship between organizational identification and organizational citizenship behavior.

### **1.6 Research Hypotheses**

The following hypotheses were tested:

H1: There would be a relationship between organizational identification and organizational citizenship behaviors.

H2: There would be a relationship between organizational identification and employee Silence

H3: Employee silence behavior would moderate the relationship between organizational identification and organizational citizenship behaviors.

### **1.7 Significance of the study**

The study intended to understand the relationship between organizational identification and organizational citizenship behavior with public organizations. It would increase the knowledge of organizational identification, organizational citizenship behavior, and employee silence behavior.

Moreover, the study formed part of a theoretical framework that shows how employee silence moderates the relationship between organizational identification and organizational citizenship behavior. Apart from this, we live when organizations are constantly evolving, and competition is rife. The study recommended that Human resources managers and practitioners keep up with global trends. Human resources management trends can help retain employees and further enhance citizenships and identification with the organization. The study would further assist Human resources managers in developing policies and strategies that are inclusive in terms of (Age, Gender, Position, Employment status), strategies that welcome the expression of ideas, and prompt behaviors that contribute to organizational growth.

## **1.8 Operational definitions of terms**

*1.8.1 Organizational identification:* The concept of organizational identification refers to how employees feel a sense of psychological oneness and unity with an organization (Fuchs & Edwards, 2011). It will be measured by Edwards and Peccei's (2007) scale with a Cronbach's alpha coefficient of 0.935.

*1.8.2 Employee Silence:* This applies to a situation where an employee refrains from speaking up about organizational issues when one has a suggestion, concern, idea, information about a problem that affects the organization's development (Emelifeonwu & Valk, 2019). Knoll and van Dick's (2013) 12-item scale will measure employee silence behavior in this study. The Cronbach's alphas of the Four Forms of Employee silence behaviors are as follows: Acquiescent 0.82; Quiescent 0.84; prosocial 0.85; Opportunistic 0.75.

*1.8.3 Organizational citizenship behavior:* Chen et al. (2013) define organizational citizenship behavior as extra-role behaviors that include constructive statements about one's department, expressing a personal interest in others' work, and training new people. Respect for one another and caring for the organization's property, punctuality, and attendance beyond the standard or enforceable levels. In this study, organizational citizenship behavior will be measured by Lee and Allen (2002) scale, with 16 items and a Cronbach's alpha of 0.83.

## **1.9 Chapter outline**

Chapter 1: Introduction and background: This chapter put forward a general summary of the study and the research background. It introduced the study, emphasizing its background, problem statement, research objectives, and hypotheses.

Chapter 2: Literature review: This chapter presented a review of the literature on theoretical, empirical, and conceptual frameworks on the concepts of organizational citizenship behavior, organizational identification, and employee silence behavior.

Chapter 3: Research Methodology: The research paradigm and design, sampling methods, data collection methods, and the research procedure.

Chapter 4: Results: This chapter analyzes the data obtained and discusses the relationship between the three variables involved.

Chapter 5: Discussion and conclusions: This chapter covers the findings discussion, conclusion implications, and recommendations based on the study's findings.

### **1.10 Chapter Summary**

The chapter presented the study's background; it also gave a brief empirical view of Organizational identification, organizational citizenship behavior, and the concept of employee silence behavior. The chapter further covered the aim, objectives, and hypotheses of the study. Lastly, the significance of conducting the research and operational definition of terms were given in this chapter.



## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Introduction

This Chapter focuses on reviewing the theoretical, conceptual, and empirical studies related to the study constructs. In detail, the chapter first describes the theories that inform the study. The chapter further discusses the concepts of organizational identification, organizational citizenship behavior, and employee silence behavior. Also, the chapter focuses on the relations between organizational identification and organizational citizenship behavior and how the introduction of employee silence behavior moderates the relationship.

#### 2.2 Theoretical framework

The study is grounded on several theoretical perspectives. The spiral of silence theory and the Mum effect gave an in-depth understanding of the construct of employee silence behavior. The Social Identity theory and social exchange theory were used to explain the construct of organizational identification and organizational citizenship behavior and how they relate to one another.

##### 2.2.1 Spirals of Silence Theory

Otsupius (2019) asserted that the spiral of silence theory was developed by Noelle-Neumann (1974) in the context of public opinions. The general idea refers to the public's view without the fear of retribution (Randhawa, 2017). The theory was later adopted by Bowen and Blackmon (2003) in their extension of Noelle-Neumann's (1974) work to the organizational environment, and particularly to the pressure to withhold vital information to obey organizational norms (Kirrane, O'Shea, Buckley, Grazi, & Prout, 2017). Since Noelle-Neumann introduced the spiral of silence in 1974, the theory has been applied in various research to identify why individuals are reluctant to express their views using multiple moral issues and methodological approaches (Matthes, Knoll, & von Sikorski, 2017). The theory contends that employees typically withhold information in weak support circumstances for their positions and fear isolation. This was supported by Abdulla (2019), who emphasized that people express their opinions with confidence and less anxiety when they perceive and believe that their position is supported by others but will refrain from speaking up due to the lack of perceived support. Also, Silence may

become contagious in organizations and spread across issues. A decision to remain silent about one issue results in an increased likelihood of remaining silent on other matters said (Madsen & Johansen, 2019). Then silence becomes a culture, climate, and norm that leads to people knowing what is right yet refraining from expressing themselves (Abdulla, 2019).

### *2.2.2 Mum effect*

Abdulla (2019) proposed that the Mum effect was conceptualized by Abraham Tesser, followed by the first works of Hirschman. Ramingwong and Snansieng (2013) referred to the mum effect as when one or more employees intentionally withhold information knowing that the decision is unethical. Research had shown that Tesser and Rosen (1972) originated the mum effect concept when they conducted a study on participants' willingness to communicate bad news to another party. Rosen and Tesser (1972) first assumed that the unwillingness to transfer insufficient information directly depended on whether the message would favor the receiver (Drescher-Glover, 2017). The mum effect emphasizes that employees may refrain from communicating out of self-concern or concern for the receiver (Cox & Credo, 2014). The mum-related problem for the receiver may arise from the need to prevent guilty conscience, stress, or worry.

In contrast, mum related to self-concern is inclined to dodging negative judgments by others and fear possible retaliation (Cox & Credo, 2014). Also, an employee may choose to mum out of concern for others because they may not want to cause pain or upset the recipient (Cox & Credo, 2014). Moreover, the mum effect could be in various forms; for example, an employee would delay notifying their boss about a mistake due to fear of retribution. Secondly, an employee might be reluctant to give a different view to a colleague in sequence to maintain a positive relationship (Ramingwong & Snansieng, 2013). Subsequent studies of the mum effect described more underlying causes for insincere communication from subordinates: avoidance of feelings of guilt and distress and avoidance of bad feelings in the recipient of the negative message. It includes subordinate intentions to conform to organizational norms and longing to be in the supervisors' and organizations' good books (De Leng, Stegers-Jager, Born, & Themmen, 2018). For example, the mum effect showed that employees have more difficulty in delivering bad news than good news, which often leads to avoiding or sugar-coating the negative information (De Leng et al., 2018). In a nutshell, the hierarchical relationship between subordinate and supervisor intensifies the mum effect, resulting in low productivity and poor

employee morale.

The spiral of silence theory and the mum effect is primarily applicable in explaining employee silence behavior, complementing one another. This study's approaches imply that employee's willingness to share truthful information is based on if employees survey their working environments and perceive that they are supported by their supervisors or mechanisms that support information sharing without retribution are in place. They would feel a sense of belonging (organizational identification) and perceive the need to reciprocate with extra-role behaviors (organizational citizenship behaviors). On the contrary, if an employee perceives that they are on the losing end of the argument, they may be less willing to express themselves, identify less with the organization and fail to exhibit organizational citizenship behaviors. Therefore, organizations can enhance organizational citizenship behavior by introducing policies that enhance information sharing/expression of ideas without fear of retribution; this can also be successful if information-sharing platforms encourage anonymity.

### *2.2.3 The social exchange theory*

Molm (2015) stated that the social exchange theory was conceptualized by Homan (1958), and it was used to understand the concept of organizational citizenship behavior. Van Knippenberg, Haslam, and Platow (2007) asserted that the Social exchange perspective in the relationship between employees and the organization has extensively shown its importance in explaining specific employee attitudes and behaviors precisely why employees respond positively to their organizations. Wang, Long, Zhang, and He (2018) posited that the social exchange theory illustrates two different exchange relationships between employees and their employers in the form of economic and social exchange. Organizations and employees can be viewed equally as the exchange parties, where organizations treat their employees positively and provide them with economic or socio-emotional resources. Then employees will respond to the social exchange relationship with reciprocity, appreciation, and trust since the social exchange is characterized by favors (Wang et al., 2018).

Moreover, social exchange occurs when the interaction between two parties leads to the emergence of a sense of obligation to reciprocate each other even though the genre of reciprocation is not stipulated (Tan, Zawawi, & Aziz, 2016). The social exchange theory further illustrates uncertainties and risks attached to the exchange relationship, where Individuals will evaluate the uncertainty and risks. If reciprocity does not exist or the risks outweigh the rewards,

other individuals will likely cease or abandon that relationship (Wang et al., 2018). In a nutshell, social exchange begins when one takes the initiative to show kindness and offer benefits, and another party reciprocates by returning the favor (Tan et al., 2016).

#### *2.2.4 Social Identity Theory*

Tavares, van Knippenberg, and van Dick (2015) affirmed that the concept of organizational identification had been established from a notable and robust theoretical framework being social identity theory. Mangum and Block (2018) described social identity as an individual's conviction that they belong to a specific organization/group. The sense emanates from comparing the chosen organization and other organizations. Mangum and Block (2018) further asserted that social identity involves a sense of belonging to the organization, acting, appearing like members of the organization, and adopting the organization's perspective in place of one's own. Firstly, social identity theory suggests that employees will identify more strongly with an organization when they consider it to have a good company image because members of that organization reinforce their self-esteem, a sense of pride, and a sense of belonging to employees (Newman, Miao, Hofman, & Zhu, 2015).

Research on social identity theory has shown that it is vital for employees to identify with their organization. This results in positive feelings about that organization and the obligation to reciprocate the employer's benevolent actions (Ashforth, Harrison, & Corley, 2008). This, in return, leads to thinking in terms of 'we' instead of 'I.' As delineated by Van Knippenberg et al. (2007), an employee is prone to behave with the organization's utmost interest in mind when they identify with that organization because the organization's interests are incorporated in the self-concept. Furthermore, organizational identity theory suggests that the individual and the organization are one; thus, a person's identity becomes intertwined with that of the organization (van Knippenberg, Haslam, & Platow, 2007). Research showed that employees reciprocate the benefits they receive from their employer, such as when their organization fulfills its implicit promises and genuinely cares about their well-being (Newman et al., 2015).

#### *2.2.5 Integrating Social Identity and Social exchange theories*

Drawing from social identity and social exchange theories, the researcher proposed that employees who experience positive exchange relationships with their supervisors and

colleagues would strongly identify with the organization and display organizational citizenship behavior. To put it differently, employees' propensity to return corporate treatment would depend on the degree to which they identify with the organization (Tavares et al.,2015). When the organization is perceived to recognize and reward the employee's efforts and support the employee, employees will reciprocate the positive behavior by investing psychologically in the organization and displaying organizational citizenship behaviors. The norm of reciprocity demonstrates that greater organizational identification levels would prompt employees to perform with the organization's best interest in mind (Tavares, van Knippenberg & van Dick, 2015). This concept was endorsed by Nguyen, Chang, Rowley, and Japutra (2016) with the claim that when employees feel satisfied with their jobs, they have a higher rate of affective commitment and think that they are treated fairly. They are prone to exhibit greater cooperation and altruism, more outstanding citizenship behavior, and good relationships with their colleagues and supervisors.

## **2.3 Empirical Literature and Hypothesis development**

### *2.3.1 Organizational identification and organizational citizenship behavior*

Shim and Faerman (2017) demonstrated that Social identity theory emphasizes that employees who identify with their organizations are more likely to exhibit organizational citizenship behavior. Organizational citizenship behavior reinforces self-worth in their organizations. Once more, empirical studies have shown a significant relationship between organizational identification and organizational citizenship behavior. In their research, Shim and Faerman examined whether organizational identification will lead public employees to engage in citizenship behavior; the results showed that organizational identification was found to have a statistically significant relationship with organizational citizenship behavior. Chen et al. (2012) conducted a study on 167 male nurses in Taiwan, and they found that organizational identification was positively correlated with organizational citizenship behavior.

Collins, Galvin, and Meyer (2018) introduced a different view that recent scholarship positively relates organizational identification and discretionary behavior such as organizational citizenship behavior. Research by Collins et al. (2019) showed that employees who strongly identify with their organization value their formal work roles, and other exhibit extra-role behavior. Moreover, Chen et al. (2012) discovered that employee's organizational

identification was related to organizational citizenship behavior, enhancing employee productivity. Based on the social exchange theory, employees with higher organizational identification levels are more likely to want to stick with the organization and toil on behalf of the organization (Chen et al., 2012). Furthermore, Edwards and Peccei (2010) investigated the title "Perceived organizational support, organizational identification, and employee outcomes," they discovered that employees who identified highly with their organization were prone to stick with the organization and exert their effort. Lastly, Gukiina, Ntayi, and Balunywa (2018) showed that institutional identification and organizational citizenship behavior are significantly related.

### *2.3.2 Employee silence behavior and organizational citizenship behavior*

Research on the relationship between employee silence behavior and organizational citizenship behavior is deficient, but a significant review of some scattered literature showed that the two constructs are related. Research by Acaray and Akturan (2015) demonstrated that employee silence behavior negatively impacts organizational citizenship behavior, as silent employees have concerns that obstruct them from performing more than usual. Harbalioğlu and Gültekin (2014) found a negative and weak relationship between organizational silence and organizational citizenship behavior. They carried out similar research with 150 academics who work in Kilis 7 Aralık University. Moreover, Khan, Kaleem, and Ullah (2016) conducted a study on the relationship between organizational silence and citizenship behavior - mediating role of commitment. The results showed that employee silence hurts organizational citizenship behavior, implying that their engagement in extra-role behaviors declines when employee silence is high.

### *2.3.3 The moderating role of employee silence behavior*

As far as the relations between organizational identification and organizational citizenship behavior are known, little evidence was found on employee silence behavior's moderating role in the relationship between organizational identification and organizational citizenship behavior. In their study, van Dick, Grojean, Christ, and Wieseke (2006), about identity and the extra mile: Relationships between organizational identification and organizational citizenship behavior, discovered a causal relationship between extra-role behaviors and organizational identification exists. Empirical research showed a positive relationship between

organizational identification and the behavior that serves the organization's interest, such as extra-role behavior (Tavares et al., 2015). Finally, Evans and Davis (2014) observed a significant positive relationship between organizational identification and organizational citizenship behavior.

#### *2.3.4 Relationship between Organizational Identification and Organizational citizenship behavior with other constructs*

Ugwu and Igbende (2017) found a close relationship between institutional identification and organizational citizenship behavior, emphasizing the concept of work centrality. Jiang and Johnson (2018) defined work centrality as the degree of importance that working has in one's life at any given time. Ugwu and Igbende (2017) further observed that employees who regard work as central in their lives might be more likely to engage in organizational citizenship behavior. And more likely to treasure their organization because it allows them to display an interest in working and may be more likely to invest more time working. Gukiina et al. (2018) also conducted a study on institutional identification and organizational citizenship behavior of Uganda Hotel staff: The mediation role of organizational virtuousness. The results showed that institutional identification and organizational citizenship behavior are significantly and positively related. The findings identified more with the institution, the more they engaged in extra-role behaviors with virtuousness as a variable. Existing literature advancing a continuing link between organizational identification and organizational citizenship behavior, with the moderating role of employee silence behavior, is sparse.

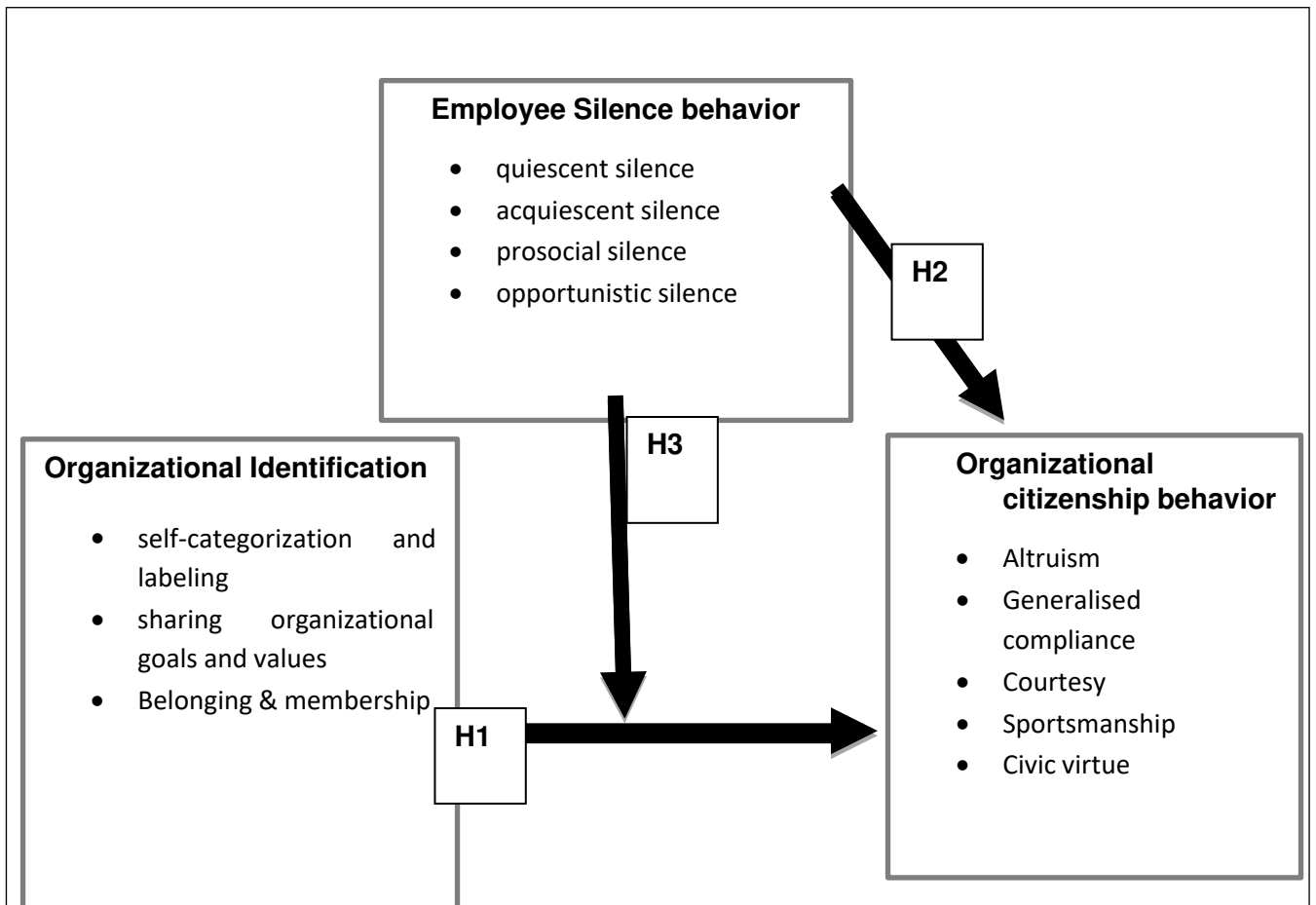


Figure 2. 1. Conceptual framework



## 2.5 CONCEPT OF EMPLOYEE SILENCE BEHAVIOR

Even though employee silence has been defined as a versatile concept by various authors, most of them agreed on one definition, that is, the omission of work ideas, information about issues, concerns, and recommendations, derived from a deliberate decision taken by an employee (Pacheco, Moniz and Caldeira, 2015). Researchers Identified four types of employees of silence, namely: acquiescent (disengaged behavior), quiescent (defensive), prosocial silence (concern for others), and opportunistic silence (based on self-serving goals) (Jain, 2015).

### 2.5.1 *Acquiescent Silence (disengaged behavior)*

Randhawa (2017) referred to Acquiescent silence as withholding relevant information or ideas based on resignation; in essence, the employee does not display reaction to any organization's problems or events. Employees refrain from speaking up because they believe their efforts to raise concerns are futile or their superiors will not consider them, who have arrogant attitudes (Karakas, 2019). For example, when employees presume that they do not add value in an organizational meeting, they leave and do not proactively contribute any opinion or a suggestion (Randhawa, 2017). According to (Adamska & Jurek, 2017), the impression that expressing ideas is futile emanates from previous efforts to raise more vital issues that fell upon deaf ears.

### 2.5.2 *Quiescent(defensive) Silence*

Randhawa (2017) defined this type of silence as withholding relevant ideas based on fear as a form of self-protection. Karakas (2019) also pointed out that Quiescent silence pertains to employees remaining silent by concealing their views and opinions to protect themselves since they fear the repercussions they will be confronted with due to speaking up about any situation in the organization. Karakas (2019) further argued that most employees engage in defensive /acquiescent silence because they do not want to take responsibility for their opinions for the relevant situation. When employees perceive their managers/superiors as threats or presume that their ideas would be interpreted negatively, they are left with no choice but to opt for silence. The Mum effect by Rosen and Tesser (1979) could be used to explain self-protective silence. The Mum effect outlines scenarios when people do not transmit or delay to convey

bad news to prevent personal discomfort or negative personal consequences. In practice, silence is unavoidable for the employees if they fear that their working conditions would turn unfavorably, such as longer duty hours, job loss, denial of promotion, exclusion, damaging relationships (Adamska & Jurek, 2017).

### *2.5.3 Prosocial Silence (concern for others)*

Pacheco et al. (2015) identified prosocial silence as withholding ideas, information, and opinions concerning the workplace to benefit the organization and its employees. Adamska and Jurek (2017) contended that this type of silence is exhibited to comply with organizational citizenship behavior requirements. It is intentional, discretionary, and proactive behavior that prioritizes others to prevent external threats, which may jeopardize corporate loyalty within the business environment. Karakas (2019) maintained that the motive of prosocial silence is either sacrifice or cooperation. That is, individuals make sacrifices and cooperate because they think in favor of the people around them. For example, an employee can show other-oriented behavior and cooperation by preserving proprietary information to benefit the organization (Pacheco et al., 2015). Lastly, employees thus prefer tarnishing their image rather than damaging their relationships (Çınar, Karcıoğlu, & Alioğulları, 2013).

### *2.5.4 Opportunistic (based on self-serving goals)*

Jain (2015) maintained that the fourth form of employee silence (opportunistic silence) refers to strategically withholding work-related ideas, information, or opinion with the intent to benefit oneself at the expense of causing harm to others. Bormann and Rowold (2016) say employees refrain from sharing ideas and information for self-benefit by disguising or misleading others. Once again, Knoll and Van Dick (2012) introduced the notion that retention of information may also be beneficial if employees do not want to give away power and status if future changes threaten it. Adamska and Jurek (2017) claimed that employees could resort to opportunistic silence as a strategy to avoid additional workload. Adamska and Jurek (2017) contended further that opportunistic silence is also referred to as deviant silence, as it is assumed that an employee is alert of the harm done to others.

## **2.6 Antecedents of employee silence behavior**

Research indicated numerous justifications for employees to engage in silent behaviors, some

of which are personal and institutional reasons. While individual reasons have to do with personality traits, institutional attributes are fashioned according to the value of associations initiated inside the institution (Fapohunda,2016).

### *2.6.1 The Individual Traits Perspective*

#### *2.6.1.1 Agreeableness*

Initially, because expressing and withholding information at work are perceived as optional work behaviors that are not required by formal job descriptions, these behaviors could be strongly linked to personality traits, considering that personality influences an individual's actions taken in a social context (Crant, Kim & Jie, 2011). Chou and Chang, 2017) showed that agreeable individuals tend to be kind, cooperative, and lenient and comply with social conventions. The preceding is supported by the findings in Chou and Chang's (2017) study, which reported that agreeableness fortifies an individual's intentions to withhold suggestions and opinions. Similarly, agreeable individuals exhibit lower prosocial and defensive silence levels than non-agree-able individuals (Lee, Diefendorff, Kim & Bian, 2014).

#### *2.6.1.2 Introversion V.S extraversion*

Chou and Chang (2017) investigated personality traits; they concluded that the introversion trait enhances an employee's intent to withhold and express ideas that support worthwhile organizational policies, procedures, and objectives instead of extroverts. Additionally, individuals who are not exposed to new experiences, which are not imaginative and creative, are more likely to withhold their opinions and suggestions concerning making constructive and functional changes to the organization than those less in the same characteristics (Chou & Chang, 2017).

#### *2.6.1.3 Proactive personality trait*

Chou and Chang (2017) talked about one more well-studied individual personality trait in employee silence, which turns out to be a proactive personality. In general terms, an assertive personality implies an individual's relatively stable behavioral tendency to effect environmental change (Buil, Martínez, & Matute, 2019). Individuals who are high in proactive personality traits are more likely to take the personal initiative to change their situations intentionally and less likely to withhold relevant information (Chou & Chang 2017). In contrast, low in proactive

personality individuals remain passive, refrain from raising their concerns, and adapt to the situation's circumstances (Bergeron, Schroeder & Martinez, 2013). In other words, they are reactive and satisfied with maintaining the status quo within their organization.

## 2.6.2 *The Interpersonal Perspective*

### 2.6.2.1 *Interactional justice*

A study by Wang and Jiang (2015) drew on the concept of interactional justice. Interactional justice occurs when employees are not treated with dignity and respect, when their personal needs are neglected, or when their treatment violates specific formal rules (Wang & Jiang 2015). It was revealed by Huang and Huang (2016) that employees who are treated without dignity and respect are more likely to display a low level of employee silence aimed at benefiting the organization (i.e., prosocial silence).

### 2.6.2.2 *Power Imbalance*

Research has shown that power imbalance could influence subordinates' communication of ideas between supervisors and subordinates. Lam and Xu (2019) denoted that the power imbalance inherent in organizational roles is probably the most significant factor that makes employees' silence such a widespread experience. Lam and Xu (2019) further asserted that as supervisors and subordinates hold different hierarchical positions, the power imbalance is inevitable because supervisors control more resources than subordinates. Employers have more authority to adjust remuneration and are also less affected by the turnover of any employee. A senior position is endowed with more power, boosts individuals' positive emotions, and activates their approach behaviors such as aggression (Frege & Kelly, 2020). Contrary, individuals with lower positions and power are prone to encounter threats; hence they seek more avoidant and inhibited behaviors as silence (Olsen, 2016).

### 2.6.2.3 *The organizational and Societal Perspective*

Jain(2015) has found that hierarchical structure and organizational traits are fundamental reasons for employee silence. For instance, literature revealed that when an organization applies centralized decision-making and lacks feedback appeal systems, it promotes an overall organizational climate that restrains upward communication, resulting in employee silence

(Frazier & Bowler, 2015).

Jain (2015) further stated that supervisors' attitude to silence, top management attitude to silence, and communication opportunities, relate to and predict employees' silence. An unjust environment characterizes the organizational model, including extreme managerial control, conflict repression, unclear reporting arrangements, and poorly implemented performance assessments. Employees will prefer not to articulate views and thoughts (Fapohunda, 2016). As a result, intense norms and defensive routines within the organization prohibit employees from expressing what they feel or know (Jain, 2015). Besides, organizational policies that consider repercussions to employee voice enhance employee silence (Dedahanov, Lee, & Rhee, 2016). In this manner, speaking up may be perceived as harmful and threatening, then employees may choose to refrain from speaking up for self-protective reasons (i.e., defensive silence).

#### *2.6.2.4 Fear*

Lam & Xu (2019) described an ambiguous phenomenon in which most employees know specific organizational difficulties; they are equipped with all the necessary skills to solve them. Yet, they dare not communicate their ideas to supervisors. Afterward, Lam and Xu (2019) spotted employee silence as an employee's response to injustice in organizations. They turn to be reluctant to articulate out of fear or a deep state of resignation. Prouska and Psychogios (2018) further displayed that fear is the most pervasive and usual reason for employee silence due to possible punishment. Morrison, Wheeler-Smith, and Kamdar (2011) posited that fear and futility explicate why people suppress their opinions; they worry that speaking up will be viewed negatively and believe that doing so is futile. The fear of being isolated and losing a job can explain why minority members rarely express their workgroups' opinions (Lam & Xu, 2019).

#### *2.6.3 Consequences of employee silence behavior*

The concept of employee silence has been documented to have massive effects on employees and the organization.

##### *2.6.3.1 Individual effects*

Research on employee silence by Bagheri, Ghodratollah, Zarei, and Aeen (2012) highlighted that disinterested employees, usually products of employee silence, tend to feel like cogs at

machinery factories, growing an attitude to get along, go along. Morrison (2014) concurred that of this attitude, silence could stimulate significant levels of employee stress, dissatisfaction, and disengagement, which can undermine performance and other health issues. In some cases, these employees seek comfort by using pills and substance abuse, which practically worsen their problems (Bagheri et al., 2012). Most people believe that employee silence only harms the organization, but it hurts both the organization and employees. In this manner, employees feel unsatisfied, devalued, and exhibit unsatisfactory performance.

Tahmasebi et al. (2013) conducted an empirical study that found a positive relationship between employee silence and job burnout. Job burnout is defined as an occupational risk accountable for declining the employee's physical and psychological power (Lambert, Qureshi, Frank, Klahm & Smith, 2017). Moreover, depersonalization develops, resulting in emotional exhaustion (Nechanska, Hughes, & Dundon, 2018).

Irrespective of what triggers employee silence, it can hamper employee trust and morale and lead to demotivation, lack of commitment, stress, cynicism, and withdrawal behavior. Lastly, having trouble seeing the possibility of change (Prouska & Psychogios, 2018). Other studies indicated that silence negatively impacts affective commitment and organizational citizenship behavior (Jain, 2015). It could be argued that a lack of opportunity to express one's view can lead to dissatisfaction, produce negative emotions (anger, anxiety, fear, sadness), and decrease the level of satisfaction among employees who choose to remain silent in front of their supervisors (Jain, 2015).

#### *2.6.3.2 Organizational effects*

Nechanska et al. (2018) employee silence can be perceived as unpleasant because when employees withhold information and conceal their ideas, it impacts the organization negatively. For example, employee silence has severe implications for the team and organizational performance because core decision-makers may lack the information needed to make informed decisions or rectify serious problems. Nechanska et al. (2018) supported the former idea that withholding valuable information deprives the organization of access to opinions that nurtures progress, knowledge, and adaptation. Bagheri et al. (2012) found that employee silence can be destructive in organizational settings, often causing increased employee dissatisfaction, usually observable in absenteeism and turnover. Later, Fapohunda (2016) noted that employee silence causes some employees to be exceedingly apathetic. Apathetic employees are those who have lost interest in their jobs, employers, and quality of work. As a result, organizations suffer

financial losses, perform poorly because of employees' indifference. Other than this, managers are liable to react to the disclosure of significant economic losses in organizations by attempting to retrieve loss overlooking the reality that employees have grown to be indifferent due to not tackling employee silence (Bagheri et al., 2012). Communication is significant in organization accomplishment, and where employee silence arises, communication suffers, and consequently, the organization's general functioning suffers too (Fapohunda, 2016). Lastly, it could be argued that lack of opportunity to express one's ideas adversely affects an organization's feedback system, problem-solving approach, and benefiting from organizational citizenship behaviors (Deniz, Noyan, & Ertosun, 2013).

## **2.7 CONCEPT ORGANIZATIONAL CITIZENSHIP BEHAVIOR**

### *2.7.1. Foundation and definitions of OCB*

Wang (2016) reflected that the concept of organizational citizenship behavior is not new and that it can be traced back to 1938 when Barnard formulated a concept of "willingness to cooperate." Wang (2016) further explained the concept of "Organizational citizenship," which was later proposed by Katz & Kahn (1978), showing that three genres of behaviors are imperative in attaining significant levels of organizational effectiveness: Firstly, individuals must become members of and remain in the organization; secondly, they must reliably execute roles given to them; thirdly, while they dependably perform the task assigned to them, they must engage in casual innovative and cooperative behaviors beyond duty call, yet in line with organizational objectives. Wang (2016) defined organizational citizenship behavior as personal behavior that is voluntary, not directly recognized by the official reward system that entirely enhances the effective operation of the organization. Tambe and Shanker (2014) maintained that employees could not be commanded to exhibit organizational citizenship behaviors. In turn, employees cannot anticipate any formal rewards for engaging in organizational citizenship behaviors, although this behavior goes unnoticed. Moreover, Srivastava and Gope (2015) reported that organizational citizenship behavior alludes to when employees assist their colleagues with work and perform duties beyond their job descriptions. Orient new employees, use time wisely, utter positive things about the organization to external forces, adhere to organizational rules and regulations even when nobody is monitoring them.

### *2.7.2 Three academic questions about the definition of organizational citizenship behavior*



Wang (2016) reported that the concept of organizational citizenship behavior falls in a quandary, that Organ (1998) even had to modify its definition so often. Research has shown that scholars have questioned the concept of organizational citizenship behavior. Wang further summarized the questions in the following manner. According to the Organ's (1998) definition, employees should exhibit citizenship behavior at their discretion, extra-role behavior. Some authors state that it is challenging to differentiate if a behavior is an extra-role, such as the conscientious dimension behavior, it can be seen as role behavior.

Secondly, Wang affirmed that organizational citizenship behavior is not linked to formal rewards according to the definition. However, authors like MacKenzie, Podsakoff, and Fetter (1993) discovered that salesman supervisors assessed employee performance by role behavior and extra-role (organizational citizenship behavior). Consequently, the salesman that exhibited more citizenship behaviors would get better evaluation results. Wang (2016) gave an example of a study that showed that employees who displayed better organizational citizenship behaviors could receive their supervisor's supervisor's positive sentiments, better evaluation results, and affect reward and promotion decisions. According to Wang (2016), these results indicate that organizational citizenship behavior could bring employees considerable rewards.

Third, Wang (2016) further showed that Organ (1998) defined that organizational citizenship behavior should be informal, a selfless and altruistic behavior that should benefit the organization. But as stated in Bolino, Hsiung, Harvey, and LePine's (2015) study, some employees engage in organizational citizenship behavior to promote their reputation while others do it for promotion opportunities.

### 2.7.3 *Types of organizational citizenship behaviors*

Organizational citizenship behavior can be categorized into seven types (Tambe & Shanker 2014).

1. Helping behavior- which refers to help others means voluntarily. Altruism is the predecessor of helping behavior.



2. Sportsmanship -refers to maintaining positive behavior and willingness demonstrated by the employees to sacrifice their interests for the organization's sake.
3. Organizational loyalty does not refer to being loyal to the organization and taking realaction to stimulate the organization's positive image to the outsiders.
4. Organizational compliance denotes complying with company rules, regulations, and procedures as the best employee and steward.
5. Individual initiative means engaging in proactive acts, making sincere efforts to improve work results, and motivating others.
6. Civic virtue alludes to being part of the organization's political membership, engaging in policy issues, and monitoring the community's behalf.
7. Self-development refers to discretionary steps initiated by the employee to advance oneself in terms of knowledge, expertise, and abilities to expand the contribution to the organization.

Naqshbandi, Singh, and Ma (2016) proposed that organizational citizenship behavior is categorized by five dimensions: altruism, conscientiousness, courtesy, civic virtue, and sportsmanship. Herholdt (2015) claimed that these dimensions are broadly acknowledged and supported in the literature. The five dimensions are briefly discussed below:

#### *2.7.4 Dimensions of organizational citizenship behavior*

##### *2.7.4.1 Altruism*

Naqshbandi et al. (2016) described altruism as discretionary behavior that an employee displays when assisting their colleagues in completing tasks under rare circumstances—for instance, being helpful, being collaborative, and going an extra mile to help co-workers with a given work or related problem (Naqshbandi et al., 2016). Mitonga-Monga and Cilliers (2016) further interpreted altruism as the degree to which employees assist co-workers when they are swamped with work, assist them with personal matters, and orient new employees'

jobs. In a nutshell, altruism means helping or helpfulness. In a study conducted by Motaung and Radebe (2018), altruism meant assisting employees in completing complex tasks, assisting them in executing these tasks timeously, and assisting those absent. Finally, altruistic behaviors tend to transmit relevant expertise to others to improve their performance (Ünal 2013, as cited in Motaung & Radebe, 2018).

#### *2.7.4.2 Conscientiousness*

Various scholars (Tambe & Shanker, 2014; Mitonga-Monga & Cilliers, 2016) gave different conscientiousness definitions. They believe that it is a voluntary behavior beyond the organization's minimum job requirements, such as adhering to rules and regulations, refraining from taking extra breaks and working additional long days. According to Naqshbandi et al. (2016), conscientiousness pertains to going beyond minimally expected attendance levels, punctuality, housekeeping, penchant towards conserving resources, and overall giving an impression of a responsible citizen of the organization. Moreover, if employees are conscientious, they need limited supervision because they are organized, self-disciplined, accountable, and hardworking (Tambe & Shanker, 2014). A narrower view of conscientiousness comprises behaviors intended to comply with the rules and regulations and give prior notice of absence from work (Motaung & Radebe, 2018).

#### *2.7.4.3 Courtesy*

Various authors concurred that courtesy refers to actions aimed at assisting a co-worker in precluding a problem from arising, like consulting with co-workers before taking steps that would affect them (Motaung & Radebe, 2018; Mitonga-Monga & Cilliers, 2016). It differs from altruism because altruism pertains to helping someone in trouble. Likewise, courtesy involves helping them prevent the problems, for instance, leaving a copy machine in good condition for another employee's use (Naqshbandi et al., 2016). Lastly, a courteous employee suggests behaviors that stimulate employees' positive attitudes by reducing conflict in an organization. In addition, courtesy in the workplace allows employees to create an environment that induces trust, transparency, information sharing, respect, and steps to ensure that other employees' rights are not violated (Tambe, 2014; Sun, Chow, Chiu, & Pan, 2013).

#### *2.7.4.4 Civic virtue*

Motaung and Radebe (2018) outlined that civic virtue originated from Graham's concept of organizational citizens. It signifies an employee's willingness to participate in the organization's political life, such as attending meetings and making substantial inputs to enhance performance. Naqshbandi et al. (2016) further argued that civic virtue denotes engaging in the organization's activities more than the average level by attending voluntary meetings and functions, checking organizational communications such as emails, and keeping up with corporate announcements. Tambe & Shanker (2014) also pointed out that civic virtue relates to employees participating in the organization's political life, supporting the administrative function, and staying updated with the organization's changes.

#### *2.7.4.5 Sportsmanship*

Naqshbandi et al. (2016) addressed sportsmanship as an employee's desire to refrain from complaining when encountering unavoidable problems and abuse created in performing business activities. That is, not complaining unnecessarily about dilemmas experienced in the workplace, bearing, and maintaining a positive attitude towards the organization's problems. Mitonga-Monga and Cilliers (2016) emphasized that sportsmanship refers to behavior that strives to retain healthy relationships with colleagues, even when they behaved annoyingly or when the organization faced turmoil. Sportsmanship is more about an employee's willingness to endure minor and temporary personnel inconveniences and impositions of work without grievances, complaints, appeals, accusations, or protest and emphasizing the positive aspects of an organization more than the negative ones (Mitonga-Monga & Cilliers, 2016). This is beneficial in conserving organizational energies to accomplish the task and, to a large extent, relieves managers of unnecessary load/stress.

#### *2.7.5 Antecedents of Organizational citizenship behaviors*

##### *2.7.5.1 Perceived Organizational support*

Stinglhamber and Ohana (2016) defined Perceived organizational support represents employees' observations about organizational support and care. Prior studies proved how perceived organizational support is an essential predictor of organizational citizenship behavior (Ali, Rizavi, Ahmed, & Rasheed, 2018). Drawing from social identity theory, perceived organizational support on its part should trigger a sense of responsibility and the need to reciprocate, making a way to a felt obligation to assist the organization. Dai, Hou, Chen, and

Zhuang (2018) agreed that perceived organizational support ought to fortify employees' efforts in their regular job activities, resulting in elevated in-role job performance and organizational citizenship behaviors.

#### *2.7.5.2 Perceived Organizational Justice/ Perceived Fairness*

Wan (2017) maintained that fair procedures stir the desire to support the organization's needs and supplement organizational citizenship behavior. O'Connor and Crowley-Henry (2015) defined perceived organizational justice as an employee's subjective perception of fairness. Wan (2017) contended that employee's sense of belonging in teams instigates perceptions of fairness and promotes citizenship behaviors. Besides, when the employer exhibits fair treatment of its employees, employees will automatically feel compelled to reciprocate by showing organizational citizenship behaviors. Inversely, employees may stick to harmful reciprocity norms to suppress organizational citizenship behaviors and only execute contractual duties (Srivastava & Gope, 2015).

#### *2.7.5.3 Job satisfaction*

Studies have investigated the role that mood plays in organizational citizenship behavior. Yadav and Punia (2013) discovered that a more positive mood usually desires to exhibit more citizenship behavior. When job satisfaction is included, the results revealed that a positive mindset led to job satisfaction, which leads to a higher rate of organizational citizenship behavior. Motaung and Radebe (2018) define job satisfaction as employees' feelings or general gratitude for their work and job components such as working conditions, equitable rewards, and communication with colleagues. Yadav and Punia (2013) also affirmed that employees with high levels of job satisfaction are more likely to display organizational citizenship behaviors, resulting in decreased tendencies of new job search.

#### *2.7.5.4 Leader-member exchange*

Dhammika (2016) described the leader-member exchange as the relationships between leaders and their subordinates they mentor directly in an organization. Newland (2012) has shown that leader-member exchange can influence organizational citizenship behavior. Punia (2013) examined the relationship between organizational citizenship behavior and leader-member exchange. Newland (2012) further posited that leader-member exchange could be an antecedent

and an outcome of organizational citizenship behavior.

### *2.7.6 Consequences*

Scholars assented that the consequences of organizational citizenship behavior are not limited to the organization's performance. Srivastava and Gope (2015) proposed that organizational citizenship behavior outcomes extend to customer satisfaction, employee turnover, organization performance, organization effectiveness, service quality, employee well-being, absenteeism, and withdrawal behavior. Also, Naqshbandi et al. (2016) noted that organizational citizenship behavior could contribute to organizational performance since this behavior yields an effective means of handling interactions between members of an organization and results in increased collective outcomes.

## **2.8 Compulsory Citizenship Behavior**

Shaheen, Bashir, Shabbir, and Saleem (2019) defined Compulsory citizenship behavior as extra-role favors that employees are compelled by supervisors or colleagues to offer, even when it is not the self-driven goodwill of the individual. Primarily, suppose compulsory organizational citizenship duties are supplemented to employees' existing workload without replacing it with their formal tasks. In that case, it overloads them (Shaheen et al., 2019) as withholding of information and ideas has been perceived as a form of defensive workplace behavior. From this perspective, employees are prone to adopt a defensive posture and engage in silent behaviors to cope with prior unpleasant experiences such as compulsory Organizational citizenship (He, Peng, Zhao, & Estay, 2017).

## **2.9 Potential Negative Effects of organizational citizenship behavior**

While organizational citizenship behavior has widely been deemed a positive behavior that adds value to the organization, there are costs and risks. Campbell, Pickford, and Joy (2016) elaborated that employees can capitulate to job creep, wherein initially discretionary tasks are expected as part of their roles. A good example is the concept of compulsory citizenship behavior, wherein superiors demand employees to execute more tasks than those listed on their job descriptions. Campbell, Pickford, and Joy (2016) further said that for employees who engage in organizational citizenship behavior, the absence of reward from the organization or lack of acknowledgment from the co-worker assisted might impair motivation. Campbell,

Pickford, and Joy also argued that promoting exceptional employees can result in a decline in organizational citizenship behavior, especially if the ambition for promotion drove it. Lee, Kim, and Joon-Ho (2013) discovered that organizational citizenship behavior dropped after promotion was obtained, mainly where the individual believed that there was little or no chance of further promotion. Organizational citizenship behavior can consume time from official tasks to the extent that the contractual duties are compromised by additional (unrewarded) expectations (Campbell, Pickford, & Joy, 2016).

### *2.9.1 Employee turnover*

Ekhsan (2019) explained employee turnover as well calculated and deliberate wilfulness to exit the organization and move to another. Newland (2012) asserted that when an employee is hired, the organization invests substantial time, money, and employee resources. Newland (2012) moreover said that when the employee exits the organization, the organization forfeits the money they have invested in the individual. Hence, companies are continuously searching for ways to mitigate turnover. Newland (2012) further presented that organizational citizenship is negatively related to turnover. Those with low citizenship behaviors stand high chances of leaving the organizations than employees who display high organizational citizenship behavior levels. Yadav and Punia (2013) reviewed studies on antecedents, outcomes, and correlations of organizational citizenship behavior and confirmed that organizational citizenship behavior might cause variance among managerial ratings. In a sense that individuals who exhibit more organizational citizenship behaviors tend to receive higher performance appraisals than those who display low levels of organizational citizenship behaviors.

### **2.10 Organizational Identification**

Lately, the construct of organizational identification has stirred up the interest of organization theory researchers, social-psychologists and progressively becoming the core concept in organizational behavior (Al-Shalabi, 2019; Chen, Chen, & Sheldon, 2016). Scholars highlighted the two reasons for the augmented interest in the study of organizational identification. Zeb and Saifullah (2011) showed that the first reason is that organizational identification is perceived as central to the analysis and comprehension of the relationship between the organization and its employees. Zeb and Saifullah (2011) maintained that the second reason is that organizational identification is considered to have financial, nonfinancial,

short-term, and long-term outcomes that lead to organizational efficiency and effectiveness. Xenikou (2014) asserted that among the first authors to propose that the perception of oneness with or belongingness to an organization is the substance of organizational identification were (Ashforth & Mael 1989). In other words, organizational identification demonstrates how group membership is incorporated into the self-concept.

Fuchs and Edwards (2012) identified organizational identification as the extent to which employees feel a sense of psychological oneness and unity with their organization. It comprises a significant component of the individual's self-definition (Xenikou, 2014). After that, Ashforth and Mael (1992) upgraded the definition of organizational identification and defined it as perceived oneness with an organization and encountering the organization's triumphs and failures as one's own (Demir, 2015; Tsui & Ngo, 2015). More scholars defined organizational identification in similar ways in that an employee has joined their corporate membership to their self-concept, either cognitively (feeling a part of the organization), emotionally (pride in membership), or both (Ikon & Chika, 2019).

Like, Ikon and Chika (2019) defined organizational identification as the perception of oneness with or belongingness to a group, including a direct or sympathetic experience of its successes and failures. While Mutendi, De Braine, and Dhanpat (2019) clarified the concept of organizational identification as an employee perceiving the organization as a portion of their personhood. Ng (2015) declared that organizational identification is the extent to which an employee considers the organization as part of their identity or self-concept, a sense of belonging, and the bond that an individual has with the organization. Lastly, Turkoglu and Dalgic (2019) specified organizational identification as the level to which employees define themselves by the same characteristics they think to describe their organization. To be specific, Organizational identification clears the question, "how do I perceive myself with my organization?" Ikon and Chika (2019). Following the above definitions, authors (Al-Shalabi, 2019; Chen, Chen & Sheldon, 2016) agreed that organizational identification comprises cognitive, emotional, and psychological attachment between employees and organizations. The psychological attachment appears when employees adopt the defining attributes of the organization as defining themselves. The cognitive component is the awareness of one's membership in a group/organization, called self-categorization. The emotional part is a person's affective commitment to the group (Xenikou, 2014). Thus, identification implies a



psychological linkage of self and organization and unity of individual and organizational values. According to social identity theory, employees define themselves in line with the organization's goals to meet their needs of pride, attractiveness, prestige, and belongingness (Anwar, Ahmed, Waqas, Ismail, & Islam, 2019) The more an employee feels a sense of attachment or belongingness to the organization, the more likely they are to support the organization and exhibit behaviors that will be beneficial to it (Wilkins, Butt, & Annabi, 2017)

### *2.10.1 Components of Organizational Identification*

Ikon and Chika (2019) identified the concept of organizational identification as a psychological connection between the individual and the organization. Edwards and Peccei (2007) conceptualized organizational identification as comprising three subcomponents based on self-categorization and self-labeling, Integrating organizational goals and values, and attachment to the organization (Reese, 2014).

#### *2.10.1.1 Self-categorization and self-labeling*

Xenikou (2014) showed that the first sub-component of organizational identification, often referred to as the cognitive component, refers to an awareness of an individual's membership in a group. To put it differently, Ikon and Chika (2019) defined this subcomponent as the degree to which organization members are self-defining and how employees perceive themselves in connection with their organization. Reese (2014) also stated that self-categorization relates to social identity theory and its mutual impact on the employee and the employee on forming identity. Reese further asserted that It is the process where individuals categorize themselves as members of the organization and imitate the group, and adapt to fit. Self-labeling or self-categorization aims to comprehend if the individual's strength follows the organization's perception (Reese, 2014). Social Identity theory revealed that the more employees perceive and define themselves in line with their organization, the more strongly they can identify with it (Xie, Bagozzi, & Meland, 2015).

#### *2.10.1.2 Integration of values and goals*

Various authors described the second subcomponent of organizational identification as the extent to which employees share the organization's goals and values and incorporate them



into their belief systems (Reese, 2014; Xie et al., 2015). Integrating values and goals assesses what Hocke-Mirzashvili and Hickerson (2014) delineated as self-referential, where an individual recognizes a collective like oneself. Organizational identification scholars previously addressed integrating values and goals as a significant aspect of organizational identification's conceptualization through shared characteristics (Edwards & Peccei, 2007). The social identity theory indicated that the more the employees and organizational goals overlap, the stronger the identification. The main aim of sharing organizational goals and values is to determine if the employee identifies with the items declared by the organization (Reese, 2014).

### **2.10.1.3 Sense of organizational belonging and membership**

Organizational identification scholars like (Hocke-Mirzashvili & Hickerson, 2014; Reese, 2014; Xenikou, 2014) categorized this third component of organizational identification as the affective/emotional (Zhang, Guo, & Newman, 2017) referred to it as the evaluative component. On the other hand (Xie et al., 2015) explained it as a positive or negative value connotation attached to the group membership – group self-esteem. Zhang et al. (2017) argued that it is made of two dimensions: pride and respect. Pride hints at the extent to which an individual feels that their organization is assessed positively by external stakeholders (Zhang et al., 2017). Sense of organizational belonging and membership indicates the degree to which an employee encounters a sense of attachment to, belonging, and membership with the organization (Reese, 2014).

On the contrary, respect means that employees feel that co-workers grant them a positive group status (Zhang et al., 2017). The social identity theory elaborates that the higher level of an individual's sense of attachment and belonging to their organization, the more strongly they can identify with the organization (Edwards & Peccei, 2007). The more incredible individuals' sense of attachment and belonging to their employing organization, the more strongly they can identify with the organization.

### **2.10.2 An extended model of organizational identification**

Volkova and Chiker (2020) defined organizational identification as a desirable attachment made by individuals to their respective users. The authors acknowledged both positive and negative forms of organizational identification; thus, they expanded a model that was placed into practice and comprised of the following dimensions:

Strong Identification (SOID) is a peculiar psychological state that a person exhibits positive conduct towards most aspects of the organization.

Disidentification (DOID) refers to a particular psychological state in which individuals exhibit a negative attitude towards some aspect of the organization and disconnect themselves from themselves.

Ambivalent Identification (AOID) is a psychological state of both identification and disidentification with several organizational aspects. An employee likes some of the elements while hating others.

Neutral identification (NOID) refers to a psychological state of neither identification nor disidentification with the organization. An employee can define themselves neutrally regarding various aspects of the organization instead of focussing on personal goals.

### *2.10.3 Why does organizational identification matter?*

It is evident from a literature review that organizational identification plays a vital role in the way employees think and feel about their team and organization and the way they conduct themselves within the workplace. In connection with the above, Steffens and Haslam (2017) postulated that the psychological sense of being a group member is the foundation for diverse forms of group and organizational behavior. From this perspective, authors argue that meaningful and fulfilling group life that enables individuals to feel at home and identify with their organization grants them the opportunity to promote numerous health-promoting experiences (Steffens & Haslam, 2017). These cover a feeling of belonging, a sense of direction and purpose, and social support expertise (Steffens & Haslam, 2017). Earlier research has discovered that employees who identify with their organizations are prone to be satisfied and motivated with their jobs.

Execute their tasks beyond the tasks stated on their job descriptions, obtain excellent work performance and demonstrate positive organizational citizenship behaviors (Wilkins et al., 2018). Likewise, organizational identification allows employees to be articulate, making constructive criticism and recommendations for a change. Organizational identification

conveys self-definition through cognitive and affective bonds with the employing organization (Xenikou, 2014). Employees identify with specific organizations to eliminate uncertainties and gain desirable resources. In turn, these organizations decree a set of behaviors, attitudes, and norms that the individual follows. Karanika-Murray, Duncan, Pontes, and Griffiths (2015) added that the organization's task would be to sustain a favorable and firm relationship by fostering a strong sense of organizational identification. Karanika-Murray et al. (2015) posited further that organizational identification could help comprehend a range of work behaviors, including turnover, commitment, cooperation, resistance to change. Organizational identification is indispensable for the effective functioning of the workplace.

#### *2.10.4 Antecedents of organizational identification*

##### *2.10.4.1 Perceived organizational support*

One of the noted antecedents to organizational identification is perceived organizational support. Subba (2019) highlighted the concept as the degree to which individuals believe their organization esteems their contribution and considers their well-being. Edwards and Peccei (2010) asserted that employees are likely to develop an attachment and identify with the organization when they display interest in their well-being. An employee who feels that they are intertwined with co-workers within the organization is liable to presume that others see him as part of the organization and, therefore, may be more likely to view them as members of the organization (Subba, 2019).

##### *2.10.4.2 Perceived organizational prestige*

Podnar and Golob (2015) explained perceived organizational prestige as how an employee thinks and believes that outsiders perceive their organization and thus them as members of that organization. Podnar and Golob (2015) further contended that perceived organizational prestige is one of the most influential constructs positively related to organizational identification. Organizational members feel proud to form part of an organization believed to image in public positively. Anwar et al. (2019) initiated a view that as the organization becomes honored, the employee wallows in reflected glory and joyously identifies with its reputation and goals. Further, stereotypes that demonstrate central beliefs and default indirectly enable employees to identify with their organization's goals. Lastly, Anwar et al. (2019) said that as these stereotypes become more different from competitors, the organization becomes a more

salient ideal with which the employee identifies.

#### *2.10.4.3 Organizational communication*

Bartels et al. (2010) reported that organizational communication is outlined in a range of capacities regarding the sender and recipient's hierarchical position, the direction of the communication, its level of abstraction, the communication function, content, and form. Varied types of communication, such as horizontal and vertical communication, are essential to ensure organizational identification. Horizontal communication was defined as communication that arises through dialogue amongst colleagues and other departments of equal stature in the organization. While vertical communication pertains to communication through a top-down process, executives and other managers discuss organizational goals and support their subordinates (Bartels et al., 2010). Various vertical communication types, such as information about the organization's strategy or objectives and current developments, help employees establish their organization's status. Horizontal communication is task-related and informal and happens between individuals on an equal footing in the hierarchy (Vladutescu et al., 2015). While both are necessary for identifying with their company, vertical communication is more linked to organizational identification. Likewise, horizontal communication fortifies identification within their department, branch, or sector (Vladutescu et al., 2015).

#### *2.10.5 Consequences of organizational identification*

##### *2.10.5.1 Job satisfaction*

Subba (2019) pointed out that employees who identify with their organization are liable to attach to the organization, behave in conformity with the organizational goals and expectations and be more willing to stick with the organization. Accordingly, these employees specify their responsibilities and engage in activities that are beneficial to the organization. Subba (2019) moreover claimed that organizational identification enhances motivation and job satisfaction among employees. Organizational identification's affective and cognitive components are associated with job satisfaction (Karanika-Murray et al., 2015). Also, considering that the organization's health is in the employee's interest, the absence of identification with the group may result in discrepancies in goals and motivation, reducing job satisfaction (Karanika-Murray et al., 2015).

##### *2.10.5.2 Pro change behavior*

Fuchs and Edwards (2012) highlighted what pro-change behavior entails: a positive attitude towards change in commitment to change and change support. Fuchs and Edwards (2012) further drew from the social identity theory. They affirmed that when employees feel a sense of belonging within the organization, they will go the extra mile for their benefit. Identification in that manner would be a sturdy instrument for fostering pro-change behavior. In simpler terms, employees who strongly identify with their organization will perform beyond their contractual duties to help achieve organizational objectives during change execution. They are expected to share the organization's values and goals (Fuchs & Edwards 2012).

## **2.9 Chapter summary**

The chapter discussed the theoretical framework that the concepts of Organizational identification, organizational citizenship behavior, and employee silence are grounded on, and the conceptual framework and the study's hypothesis. Moreover, the chapter outlined how the concepts relate to one another based on empirical research. Lastly, the chapter covered the antecedents and consequences of organizational identification, organizational citizenship, and employee silence behavior involved in the study.

## CHAPTER 3

### RESEARCH METHODOLOGY

#### 3.1 Introduction

This section entails the Research Paradigm, research design, population and sample size, measuring instruments, data analysis, research procedure, ethical considerations, and delimitation of the study.

#### 3.2 Research Paradigm

A Paradigm is defined as established beliefs by scientists and a set of agreements about how we perceive the world, how problems are solved, and steps are taken when conducting research. In other words, paradigms include a basic set of beliefs or assumptions on how research is carried out (Rahi, 2017). The positivist Paradigm associated with the French philosopher Auguste Comte was used to address the research problem. Positivism, also referred to as a scientific method, empirical science, post-positivism, and quantitative research, focuses on objectives and measures using actions and opinions, which helps the researcher describe the data rather than interpret the data (Rahi, 2017). The positivist paradigm assumes that knowledge is objectively given and measurable operating instruments; knowledge is objective and quantifiable. Positivists make inferences in quantitative terms on how variables relate, cause outcomes.

Additionally, they test hypotheses linked to general causal explanations (Kelly, Dowling, & Millar, 2018). Positivists, therefore, emphasize the use of valid and reliable methods to describe and explain the events. Its benefit includes its ability to generate generalizable replicable findings (Kelly et al., 2018).

#### 3.3 Research Design

Research design is the researcher's procedure to gather information or data about a problem or phenomenon (Creswell & Creswell, 2017). Research design can follow either qualitative, quantitative, or mixed-methods approaches. In this study, quantitative analysis and cross-sectional design were employed. According to Brannen (2016), quantitative analysis refers

to data conversation in numerical form to describe and explain what the data obtained reflects. Brannen (2016) further showed that employing the quantitative method is to discover how many and what kinds of people in the general population have particular characteristics, which have been found to exist in the population. A cross-sectional design refers to a study based on observations representing a single point in time (Babbie, 2015). Besides, the study used the survey method in the form of questionnaires to obtain data from participants. The questionnaires used in this study were standardized and previously used by most South African scholars. Questionnaires can easily reach many employees, and the collected data provides quantifiable answers (Mertens, 2019).

### **3.4 Population and sample**

The study was conducted in Vhembe District Municipality (VDM), selected (SAPS) organizations. Vhembe district municipality is one of the four districts of Limpopo province in South Africa, and it is comprised of four Local Municipalities- Thulamela, Makhado, Collins Chabane, and Musina. The data was collected are Thohoyandou SAPS, Sibasa SAPS, Malamulele SAPS, and Louis Trichardt station.

The study population refers to the total number of subjects from which the data will be collected (Creswell & Creswell, 2017). The study population comprised all the support staff (Human Resources, Supply Chain, Registry services, Finance departments, and supply chain) at SAPS stations in Vhembe district, Limpopo province. Data was collected from 300 participants using multisampling techniques. Purposive sampling is a non-probability sampling in which the researcher's judgment is based on representative or most useful units (Babbie, 2010). Secondly, stratified random sampling was used to select the respondents. Stratified sampling is a sampling method from a population divided into homogeneous groups (Ingham-Broomfield, 2014).

### **3.5 Measuring Instruments**

A Questionnaire was used to gather information from the sample-the questionnaire comprised four sections. The first section covered demographic data; the second section consisted of the employee silence behavior scale; the third section covered the organizational identification scale; and the last section, section D, was the organizational citizenship behavior scale.

#### *3.5.1. Biographical Questionnaire*

In obtaining demographical information for the sample, a self-designed biographical questionnaire was used. The biographical questionnaire gathered data concerning the demographical variables such as age, gender, education, Employment type, number of hours worked per week, hospital tenure, unit tenure, and work experience.

### *3.5.2 Employee silence behavior scale*

Knoll and van Dick's (2013) 12-item scale assessed four forms of employee silence. The measurement has a seven-point Likert scale that ranges from 1 (never) to 7 (very often). Each form of employee silence behavior was represented by three statements to complete the item as shown in the following sample: "I remain silent at work because of a fear of negative consequences" (quiescent silence); "I remain silent at work because I will not find a sympathetic ear anyway" (acquiescent silence); "I remain silent at work because I do not want others to get into trouble" (prosocial silence) and; "I remain silent at work to avoid giving away my knowledge advantage" (opportunistic silence). The Cronbach's alphas for the four forms of employee silence behavior subscales were: Acquiescent 0.82; Quiescent 0.84; prosocial 0.85; Opportunistic 0.75.

### *3.5.3 Organizational identification Scale*

Edwards and Peccei's (2007) scale was used in this study because it measures three diverse but related dimensions of identification. The dimensions are self-categorization as an organizational member, sharing organizational goals and values, and a sense of attachment, belonging, and membership. The instrument consists of six items with a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The scale had a Cronbach's alpha coefficient of 0.935.

### *3.5.4 Organizational citizenship behavior scale*

Lee and Allen (2002) used the organizational citizenship behavior scale to measure nurses' organizational citizenship behavior levels. The instrument had 16 items and 5 Likert scales ranging from 1 = Never, 2 = rarely, 3 = Sometimes, 4 = often, to 5 = always, and a reliability score of 0.83.



### **3.6 Research Procedure**

Before the data collection process, and ethical clearance certificate was obtained from the University of Venda research office. The researcher employed a pilot study with 50 participants to test the validity and reliability of the questionnaire. The researcher requested consent from the Human Resources Departments and selected participants after all the selected public organizations. After distributing printed questionnaires, arrangements for the collection were communicated with the participants.

### **3.7 Amendments of research questionnaire guided by the pilot study**

As part of the design process, the draft questionnaire was distributed to 50 professionals working for the SAPS to ensure that the items/ questions presented the problems the study intended to address. The participants were merely supported staff: employees in Human Resources, Supply Chain, Registry services, and Finance departments. After the pilot study was conducted, few adjustments, such as the complete removal of participants' names and replaced with a signature and adjustment in the listing of marital status.

### **3.8 Data analysis**

Data analysis is a procedure where data is combined, reduced, and interpreted according to the respondents' responses and what the researcher read (Merriam & Grenier, 2019). In this study, IBM- SPSS version 25 was employed to complete descriptive, factor, inferential, and multiple regression analysis, and the details are explained below.

#### *3.8.1 Descriptive analysis*

Descriptive analysis is used to portray the participants' demographic characteristics (Ng et al., 2014). This analysis summarizes and describes all variables' characteristics through mean, range, and standard deviation.

#### *3.8.2 Factor analysis*

Exploratory Factor Analysis was performed to identify factors in each variable in this study. Three factors were identified for employee silence behavior: acquiescent silence, prosocial silence, and opportunistic silence, as valid (Table 4.10). Table 4.11 showed that five factors

were identified with adequate factor loadings for organizational citizenship behavior: altruism, courteousness, courtesy, civic virtue, and sportsmanship. All items in organizational identification loaded adequately in a single factor.

### *3.8.3 Inferential analysis*

#### *3.8.3.1 Pearson Correlation Coefficient*

Pearson's correlation analysis is conducted to determine the strength of the relationship and direction between independent and dependent variables (Ng et al., 2014). The Pearson correlation coefficient was used to test the relationship between organizational identification and organizational citizenship behavior.

#### *3.8.3.2 Multiple regression analysis*

Multiple regression analysis is conducted to measure the association between a single dependent variable and multiple independent variables (Ng, 2015). Multiple regression analysis was used to test employee silence behavior's moderating role on the relationship between organizational identification and organizational citizenship behavior.

## **3.9 Ethical considerations**

Saunders and Lewis (2012) defined research ethics as the standards of the researcher's behavior with the rights of those who become the subject of a research project or those affected by it. The following ethical standards were incorporated when doing research.

An informed consent form, as stated by Kumar (2019), refers to the rights of respondents to know about the intent of the research, what impact will it have on them, the risks and benefits associated with participation, and the right not to consent to participate if they choose to do so. Participation of respondents was voluntary. Participants were told of their right not to participate in the study and to withdraw participation at any time should they feel their rights were violated. Participants were requested for consent before the data collection process.

Confidentiality refers to the assurance given to participants that the information they provide will not be disclosed or attributed back to them. To ensure confidentiality and anonymity, the researcher informed respondents not to fill in their names in the questionnaires administered to them.

## CHAPTER 4

### PRESENTATION OF RESULTS

#### 4.1 Introduction

This chapter presents and discusses the study results on the relationship between organizational identification, organizational citizenship behavior, and employee silence behavior. The chapter further presents the correlations of demographic variables (age, position, employment status) with organizational citizenship behavior, organizational identification, and employee silence behavior. The study was conducted in Vhembe District Municipality, Limpopo Province, South Africa, for public employees. Results are presented first, followed by the discussions, and the summary is given last. Specifically, this section's topics are reliability, factor, correlation, and regression analysis, respectively.

#### 4.2 Reliability analysis

**Table 4. 1: Alpha Coefficient Range and Levels of Reliability (Source Hair, Money, Samuel and Page 2007)**

| Alpha Coefficient Range | Levels of reliability |
|-------------------------|-----------------------|
| <0.6                    | Poor                  |
| 0.6 to 0.7              | Moderate              |
| 0.7 to 0.8              | Good                  |
| 0.8 to 0.95             | Very good             |

Table 4.1 above illustrates the rule of thumb for labeling the Cronbach Alpha coefficient (Hair, Money, Samuel, & Page, 2007). Reliability scores ranging from 0.8 – 0.95 represent very good reliability; 0.7 – 0.8 = good reliability; 0.6 – 0.7 = moderate reliability and any score lower than 0.6 is regarded as poor.

**Table 4. 2: Earlier reliability scores**

| Variable                            | No of item | Alpha-Score | Reliability Level |
|-------------------------------------|------------|-------------|-------------------|
| Employee silence behavior           | 12         | 0.85        | Very good         |
| Organizational identification       | 6          | 0.935       | Very good         |
| Organizational citizenship Behavior | 16         | 0.83        | Very good         |

Table 4.2 above illustrates the earlier reliability scores of the instruments that were used in this study. Employee silence behavior was reliable with an alpha coefficient of ( $\alpha = 0.85$ ) (Tangirala & Ramanujam, 2008), followed by Organizational identification, which presented an alpha coefficient of ( $\alpha = 0.935$ ) (Edwards and Peccei's, 2007) and lastly, Organizational citizenship behavior with an alpha score of ( $\alpha = 0.83$ ) by Allen and Lee (2002).

**Table 4. 3: Reliability assessment: Cronbach Alpha**

| Variable                            | No of item | Alpha-Score | Reliability Level |
|-------------------------------------|------------|-------------|-------------------|
| Employee silence behavior           | 12         | 0.864       | Very good         |
| Organizational identification       | 6          | 0.905       | Very good         |
| Organizational Citizenship Behavior | 16         | 0.469       | Poor              |

Table 4.12 above represents the reliability scores for the study variables calculated using Cronbach's Alpha coefficient. Organizational Identification and employee silence behavior alpha were found reliable ( $\alpha > 0.6$ ) with alpha coefficient score of ( $\alpha = 0.905$ ) and  $\alpha = 0.864$  respectively. This indicates satisfactory reliability and internal consistency of items in the measurement tool (Pallant, 2016). On the other hand, the data on the measurement tool for organizational citizenship behavior represented had poor or limited reliability with an alpha coefficient ( $\alpha = 0.469$ ).

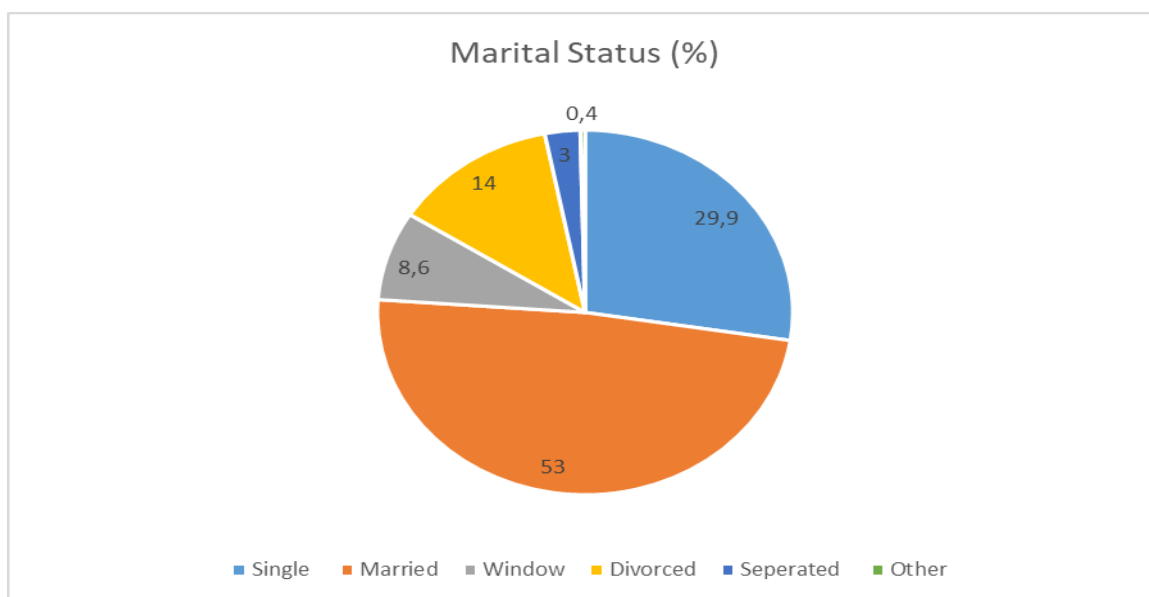
### 4.3 Descriptive analysis

Descriptive analysis is used to portray the demographic characteristics of the participants. This study's demographic results were the following variables, gender; marital status; qualification; employment status; and position.

**Table 4. 4: Demographic information (Gender)**

| Variable | Frequency | %     |
|----------|-----------|-------|
| Males    | 137       | 51.1  |
| Females  | 131       | 48.9  |
| Total    | 268       | 100.0 |

Table 4.4 shows that Males 137 (51.1%) were most represented among the respondents while females constituted 131 (48.9%).

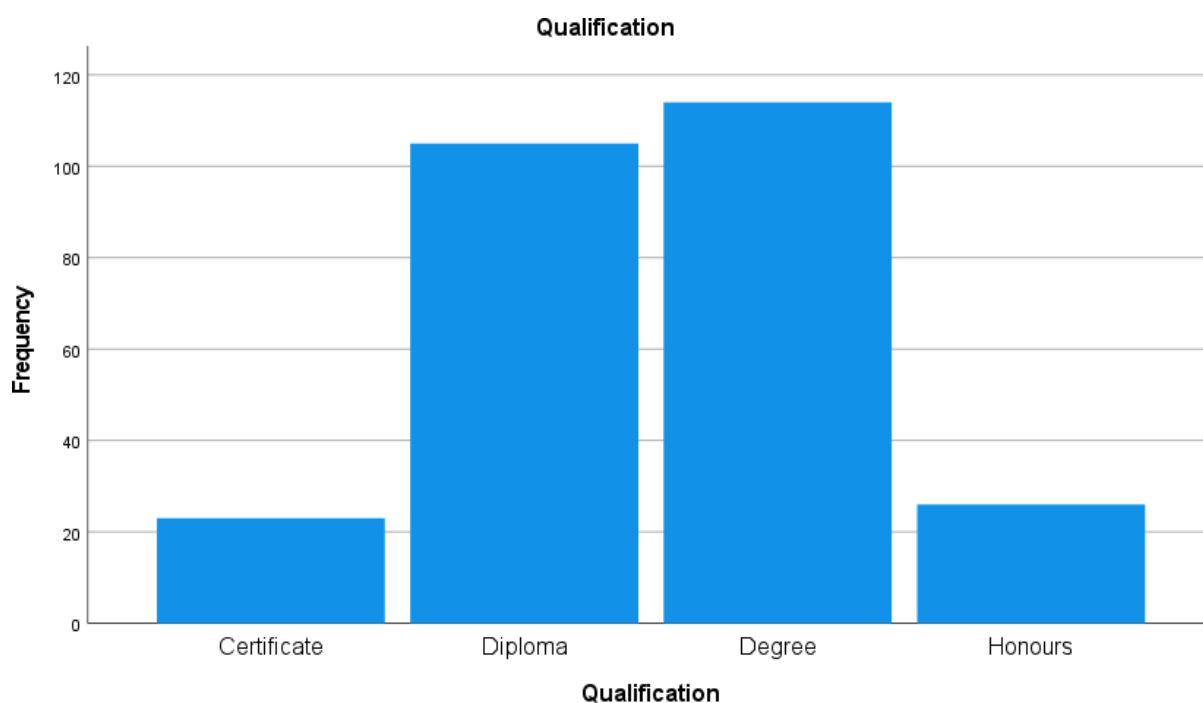


**Figure 4.1:** Marital status of the respondents

**Table 4. 5: Demographic information (Marital status)**

| Variables | Frequency | %     |
|-----------|-----------|-------|
| Single    | 80        | 29.9  |
| Married   | 142       | 53.0  |
| Widow     | 23        | 8.6   |
| Divorced  | 14        | 5.2   |
| Separated | 8         | 3.0   |
| Other     | 1         | .4    |
| Total     | 268       | 100.0 |

Table 4.5 and Figure 4.1 shows that most of the respondents, 142 (53%), were married while widowers were 23 (8.6%), followed by those who were divorced 8 (3%) and lastly, other category constituted 1 (0.4%).



**Figure 4.2: Level of education (Qualification) of the respondents**

**Table 4. 6: Demographic information (Qualification)**

| Variable    | Frequency | %     |
|-------------|-----------|-------|
| Certificate | 23        | 8.6   |
| Diploma     | 105       | 39.2  |
| Degree      | 114       | 42.5  |
| Honors      | 26        | 9.7   |
| Total       | 268       | 100.0 |

Table 4.6 and Figure 4.2 shows the results of the respondents by qualification, those who possessed Certificates were 23 (8.6%), followed by respondents with Diplomas 105 (39.2%), and those with a degree as their highest qualification were 114 (42.5%); lastly, those with Honors Degrees were 26( 9.7%)

**Table 4. 7: Demographic information (Employment status)**

| Variable  | Frequency | %     |
|-----------|-----------|-------|
| Permanent | 213       | 79.5  |
| Contract  | 55        | 20.5  |
| Total     | 268       | 100.0 |

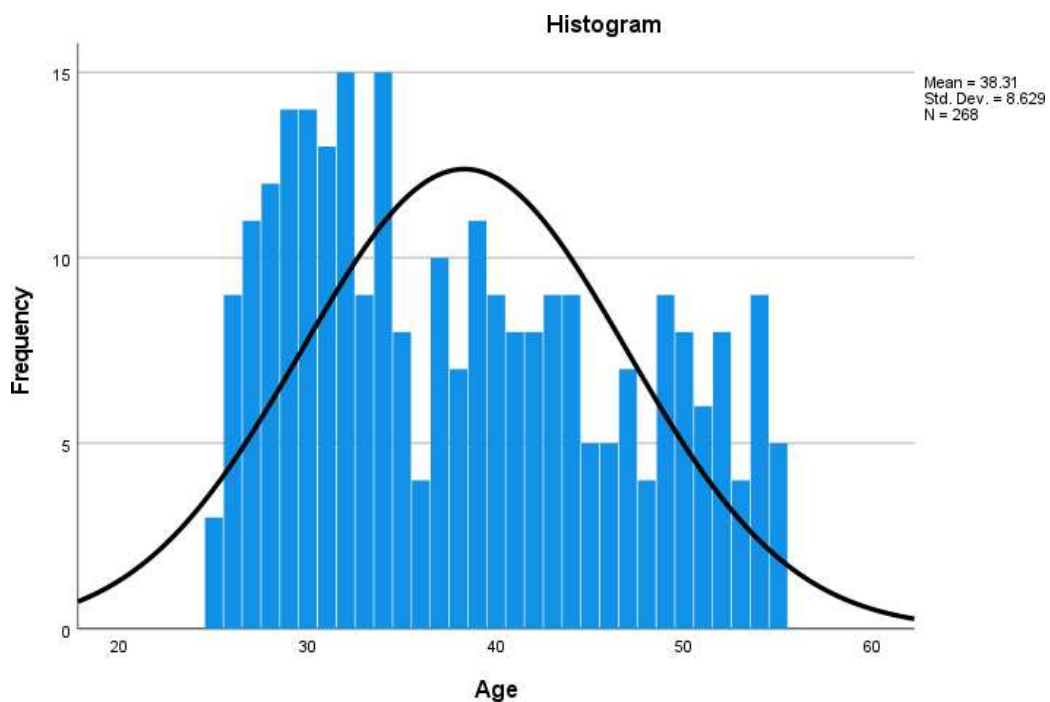
Table 4.7 shows that most respondents were permanently employed 213 (79.5%) while those on contract constituted 55 (20.5%).

**Table 4. 8: Demographic information (Position)**

| Variable | Frequency | %     |
|----------|-----------|-------|
| Junior   | 150       | 56.0  |
| Senor    | 118       | 44.0  |
| Total    | 268       | 100.0 |

Table 4.8 above illustrates that junior employees from the participants were 150(56%) while senior employees were 118(44%).

**Demographic information (Age)**



**Figure 4.3: Descriptive statistics for the age groups of the respondents**

The age group to participate in this study ranged from minimum age 25 to the maximum age of 55 years, and the mean score illustrated as 38.31 Figure 4.3.



#### 4.4 Factor analysis

**Table 4.10:** Factor loadings for Employee Silence Behavior

| No       | Factor ESB  | Initial loadings |
|----------|---|------------------|
| Factor 1 |   |                  |
| 1        | Because I will not find a sympathetic ear, anyway                     | 0.900            |
| 2        | Because nothing will change, anyway                                   | 0.892            |
| 3        | Because my superiors are not open to proposals, concerns, or the like | 0.719            |
| Factor 2 |   |                  |
| 4        | Because I do not want to embarrass others                             | 0.752            |
| 5        | Because I do not want to hurt the feelings of colleagues or superiors | 0.881            |
| 6        | Because I do not want others to get into trouble                      | 0.872            |
| 10       | Because of fear of negative consequences                              | 0.823            |
| 12       | Because I fear disadvantages from speaking up to superiors            | 0.764            |
| Factor 3 |   |                  |
| 8        | Because of concerns that others could take advantage of my ideas      | 0.307            |
| 9        | So as not to give away my knowledge advantage                         | 0.763            |
| 11       | To avoid being vulnerable in the face of colleagues or superiors      | 0.877            |

$KMO = 0.815$ ;  $Df = 66$ ,  $P = 0.000$

**Table 4. 11:** Factor loadings for Organizational citizenship behavior

| No                 | Factor OCB  | Initial loadings |
|--------------------|---|------------------|
| Factor 1: Altruism |   |                  |
| 2                  | I am determined to work towards the betterment of the organization. | 0.525            |

|                             |  |       |
|-----------------------------|--|-------|
| 8                           | I became satisfied, knowing that I had assisted a colleague who encountered work-related problems. | 0.629 |
| 9                           | I assist my co-workers in completing their duties  | 0.561 |
| 10                          | I adjust my work schedule such that I may address in extra time the request of co-workers.         | 0.613 |
| 11                          | I express my concerns about the reputation and image organization clearly                          | 0.606 |
| 12                          | I say welcome to new employees when they enter the organization                                    | 0.637 |
| 13                          | I feel pride when representing the organization to others.   | 0.705 |
| 14                          | I express my loyalty to my organization.   | 0.641 |
| Factor 2: Conscientiousness |  |       |
| 6                           | I replace colleagues who are absent at work  | 0.598 |
| 7                           | I give my personal properties to others to help them in their work.                                | 0.785 |
| 16                          | I assist my colleagues, even when they try to achieve personal goals.                              | 0.517 |
| Factor 3: Civic virtue      |  |       |
| 1                           | I make suggestions for improving the functions and tasks in the organization                       | 0.484 |

|                         |  |       |
|-------------------------|--|-------|
| 15                      | I perform duties that I was not asked for, but I know they will help achieve the organization's goals. | 0.397 |
| Factor 4: Sportsmanship |  |       |
| 3                       | I devote some time to help my colleagues with work and non-related work issues                         | 0.451 |
| 5                       | When other employees talk negatively about the organization, I defend it.                              | 0.657 |
| Factor 5: Courtesy      |  |       |
| 4                       | I take measures to protect my organization against potential problems                                  | 0.594 |

$KMO = 0.710, Df = 120; p = 0.000$

**Table 4.12:** Factor loadings for Organizational Identification

| No       | Factor: OI   | Initial loadings |
|----------|--|------------------|
| Factor 1 |  |                  |
| 1        | My employment in the workplace is a big part of who I am | 0.629            |
| 2        | I consider myself as the organization's own              | 0.855            |
| 3        | What the organization stands for is crucial to me        | 0.875            |
| 4        | I share the goals and values of the organization         | 0.869            |
| 5        | My membership in the organization is vital to me         | 0.899            |
| 6        | I feel strong bonds with the organization                | 0.876            |

$KMO = 0.866; Df = 15; p = 0.000$

Data were tested for factorability using the Kaiser Normalisation method before assessing factor structure through Exploratory Factor Analysis (EFA). Kaiser-Meyer-Olkin (KMO) measured sampling adequacy, and Bartlett's sphericity tests were used for the assessment. Bartlett's test of sphericity is considered significant at ( $p < 0.5$ ), and sampling adequacy is suitable at 0.5 or greater (Pallant, 2016; Tabachnick & Fidell, 2013). employee silencebehavior yielded a KMO value of 0.815, and Bartlett's covariance homogeneity was significant at 0.000. Furthermore, organizational citizenship behavior and organizational identification also yielded satisfactory scores for sampling adequacy and sphericity test ( $KMO = 0.710; P = 0.00$ ) and  $KMO = 0.866; 0.000$ ), respectively. This result indicates that the sample size was adequate and covariance

between items significant. Hence, factor analysis was considered suitable and performed.

Factor analysis was performed to identify factors in each variable. Eigenvalues and factor loadings were observed and rotated with varimax to extract factors for each variable's simple factor structure. Factors with eigenvalues above one were extracted, while items with a factor coefficient or loading of  $\geq 0.4$  were considered. Those items that loaded less than 0.4 and predicted a total variance of less than 5% were suppressed upon inspection of the initial pattern and structure matrices (Pallant, 2007). Three factors were identified for employee silence behavior: acquiescent silence, prosocial silence, and opportunistic silence as valid (Table 4.9). Although item 8 loaded on the opportunistic silence factor, it scored below the recommended threshold with a factor coefficient of 0.307. Hence, it was deleted and excluded for further analysis. In organizational citizenship behavior five factors namely altruism (item 2, 8, 9, 10, 11, 12, 13, & 14); courteousness (item 6, 7, & 16); courtesy (item 4); civic virtue (items 1 & 15) and sportsmanship (3 & 5) were identified with adequate factor loadings. All items in organizational identification loaded adequately in a single factor.

## 4.5 Inferential analysis

### 4.5.1 Pearson Correlation Coefficient

In this study, Pearson's correlation coefficient analysis examined the strength between organizational identification and organizational citizenship behavior and the relationship between organizational identification and employee silence behavior. The Pearson correlation coefficient analysis also tested the relationships between organizational citizenship behavior, organizational identification, employee silence behavior with age, gender, and position.

**Objective 1:** Examine the relationship between organizational identification and organizational citizenship behavior.

**Table 4.13:** Pearson correlational analysis between organizational citizenship behavior, employee silence behavior, and organizational identification

| Variable                              | 1       | 2    | 3 |
|---------------------------------------|---------|------|---|
| 1 Organizational citizenship behavior | 1       |      |   |
| 2 Employee silence behavior           | -.231** | 1    |   |
| 3 Organizational identification       | .111**  | .042 | 1 |

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

Table 4.13 above illustrates the overall relationship between organizational citizenship behavior, employee silence behavior, and organizational identification. The results show a significant and positive relationship between organizational citizenship behavior and organizational identification ( $\alpha = .111$ ;  $p < 0.01$ ). Employees who exhibit organizational citizenship behaviors, altruism, courtesy, sportsmanship are more likely to attach to the organization and feel a sense of belongingness. As a result, this kind of employee is prone to stay longer with the organization and exhibit more positive behaviors, productivity, commitment, and higher performance levels.

**Objective 2:** To analyze the relationship between employee silence behavior and organizational citizenship behavior

Table 4.13 indicates a negative relationship between organizational citizenship behavior and employee silence behavior ( $\alpha = -.231$ ;  $p < 0.01$ ). It means employees' silent behavior harms organizational citizenship behavior. When the level of silence increases, this will affect their ability and willingness to go the extra mile for the organizations they work for. They will further refrain from sharing meaningful information with their colleagues for the betterment of the organization.

**Table 4. 14: ESB; OCB; OI; Age; Position; And Gender Correlations**

|          | ESB     | OCB    | OI    | Age    | Position | Gender |
|----------|---------|--------|-------|--------|----------|--------|
| ESB      | 1       |        |       |        |          |        |
| OCB      | -.231** | 1      |       |        |          |        |
| OI       | .043    | .111** | 1     |        |          |        |
| Age      | -.167** | .192** | .113  | 1      |          |        |
| Position | -.112   | .065   | .104  | .619** | 1        |        |
| Gender   | -.028   | -.044  | -.066 | -.084  | .035     | 1      |

Note: ESB = Employee silence behavior; OCB = Organizational citizenship behavior; OI = Organizational identification; \*\*.Correlation is significant at the 0.01 level (2-tailed).

Table 4.14 shows a significant negative relationship between demographic variable age and employee silence behavior (ESB) ( $\alpha = -0.167^{**}$ ;  $p = .006$ ). It shows age affects the willingness to express ideas. The results also indicated that younger workers were more reluctant to speak about organizational issues with the hope of securing their jobs. The results further indicated a negative relationship between ESB and organizational citizenship behavior (OCB) ( $-0.231^{**}$ ;  $P = 0.005$ ), which means that employee silence behavior negatively impacts employees' ability to exhibit citizenship behaviors to the organizations productivity.

Table 4.14 also indicated a significant relationship between age and OCB ( $.192^{**}$ ;  $p = 0.032$ ), meaning that age influences the willingness to exhibit organizational citizenship behaviors. In a nutshell, the older the worker, the more chances of exhibiting organizational citizenship behaviors. The table also showed a significant positive relationship between OCB and Organizational Identification(OI) ( $= .111^{**}$ ;  $P = 0.002$ ), meaning organizational citizenship behavior significantly and positively impacts organizational identification. That is, when employee levels of citizenship increase, they identify more with the organization. age and position ( $\alpha = 0.619^{**}$ ;  $p = 0.000$ ). There was no other significant relationship observed.

#### 4.6 Multiple regression analysis

Multiple regression analysis was employed in this study to determine the moderating effect of employee silence on the relationship between organizational identification and organizational

citizenship behavior.

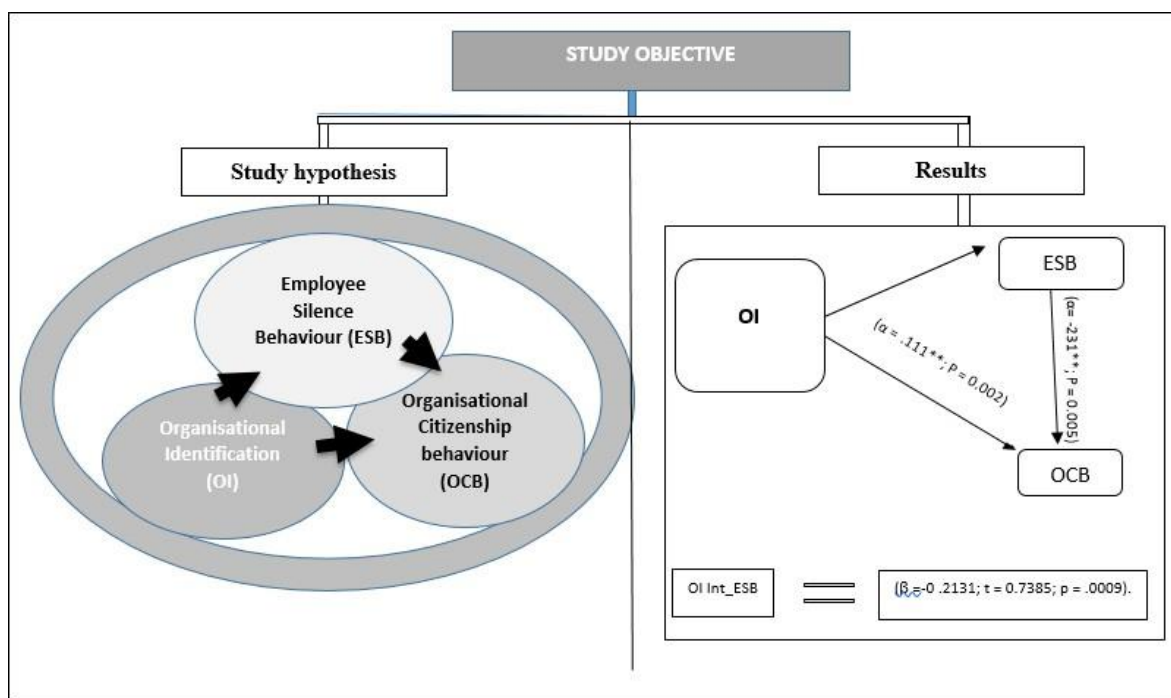
**Objective 3:** To determine how employee silence behavior moderates the relationship between organizational identification and organizational citizenship behavior

**Table 4. 15: Moderating effect of ESB on OI and OCB**

| Variable                    | $\beta$ | Std. Error | t      | Sig   |
|-----------------------------|---------|------------|--------|-------|
| Organization identification | .1414   | .4677      | .0522  | .0341 |
| Employee silence behavior   | -.3717  | .5027      | -.7394 | .4614 |
| Int_1                       | .2131   | .0177      | .7385  | .0009 |

$R^2 = 0.1040$ ;  $F = .9293$

Table 4.15 above presents the moderating effect of employee silence behavior on the relationship between organizational identification and organizational citizenship behavior. The moderating effect was tested using regression analysis following the process method in SPSS as proposed by Hayes. The results show that the model is significant and explained 10.4% of the variance in organizational citizenship behavior ( $R^2 = 0.104$ ;  $F = .9293$ ;  $p = 0.000$ ). Furthermore, results suggest that organizational identification is a significant predictor of organizational citizenship behavior with a variance of 14% ( $\beta = .1414$ ;  $t = 0.0522$ ;  $p = .0341$ ), and employee silence behavior is not a predictor of organizational citizenship behavior among public employees. The interaction between organizational identification and employee silence behavior significant ( $\beta = -0.2131$ ;  $t = 0.7385$ ;  $p = .0009$ ). Thus, employee silence behavior moderates the relationship between organizational identification and organizational citizenship behavior. The null hypothesis is rejected; hence we accept the alternative hypothesis.



**Figure 4.4:** Summary of the empirical findings of the study.

**Figure 4.4** above indicates the relationship between organizational citizenship, organizational identification, and employee silence behavior. The figure illustrates that the employee silence behavior moderates the relationship between the organizational citizenship behavior and the organizational identification ( $\beta = -0.2131$ ;  $t = 0.7385$ ;  $p = .0009$ ). There is a negative relationship between employee silence behavior and organizational citizenship behavior ( $\alpha = -0.231^{**}$ ;  $p = .005$ ). This means that the employee silence behavior negatively affects the employees' willingness to exhibit the helping behaviors on behalf of the organization. The figure also reflects the positive relationship between organizational identification and citizenship behavior. This means that organizational identification influences citizenship behaviors. When the employees feel a sense of belonging, they automatically reciprocate by working harder to make a difference in that organization.

#### 4.7 Chapter Summary

This chapter presented an analysis and interpretation of the results. Test of reliability and instrument validity was conducted using Cronbach's Alpha coefficient. Factors for each variable were identified using KMO, while relationships were examined using the Pearson correlation and regression analysis. The results revealed that the relationship between most variables was significant. For instance, organizational identification was significantly related to organizational citizenship behavior and its facets.



The results also showed the relationship between the demographic variables (age, position, employment status) with Organizational citizenship behavior, organizational identification, and employee silence behavior. For instance, age was negatively related to employee silence behavior, which negatively impacted organizational citizenship behavior. On the other hand, organizational citizenship behavior was inversely associated with the facets of employee silence behavior such as acquiescent and prosocial silence. Lastly, the results showed that employee silence moderates the relationship between organizational identification and organizational citizenship behavior.

## CHAPTER 5

### DISCUSSION AND CONCLUSION

#### 5.1. INTRODUCTION

Following the study hypotheses, this chapter reviews the summary of analysis results obtained from a sample of South African public service employees. Each relationship between the variables will be discussed in terms of previous and research findings. Then limitations and lastly recommendations for future research are discussed.

The first hypothesis states that there would be a relationship between organizational identification organizational citizenship behaviors. The result shows that employees who strongly identify with their organizations are more likely to go the extra mile on behalf of their organization and to put in extra effort to help their colleagues. They will perform their duties on time; they will be willing to adhere to organizational changes and show respect for their co-workers. (Van Dick et al., 2006).

The above results confirm previous research findings where organizational citizenship behavior was significantly related to organizational identification. Prior research showed a significant relationship between organizational identification and organizational citizenship behavior in profit and non-profit organizations, educational institutions, hospitals, and banking sectors (Srivastava & Madan, 2016). Van Dick et al. (2006) investigated identity and the extra mile: Relationships between organizational identification and organizational citizenship behavior. Their results showed that organizational identification and organizational citizenship are related significantly and substantially in samples of for-profit and not-for-profit organizations in the educational, hospital, banking, and Call center sectors. Van Dick et al. (2006) further postulated that employees who are more strongly identified with their organizations are more likely to go the extra mile on their organization's behalf and put extra effort to help their colleagues. This substantiates a study by Gukiina et al. (2018) on institutional identification and organizational citizenship behaviors of Uganda Hotel Staff, where organizational identification was a predictor of organizational citizenship behavior. Therefore, we accept the first hypothesis.

The study's second hypothesis states that there would be a negative relationship between organizational identification and employee Silence. The Pearson correlation coefficient was obtained in this study. It indicated a negative relationship between organizational citizenship behavior and employee silence behavior, which means that employees think they will convey awful news if they raise problems within the organization. They hold the perception that they have reserved a relationship with their supervisors. Thus, they choose to remain silent within time. Then their courtesy conscientiousness will be lessening. As a result, employees will no longer go the extra mile when performing their duties and will not assist their colleagues.

Previous research on organizational citizenship behavior and employee silence behavior showed a negative relationship between the two constructs. On their correlation analysis, Acaray and Akturan (2015) found a negative relationship between organizational citizenship behavior and acquiescent silence; and between organizational citizenship behavior and defensive silence, but a positive relationship between organizational citizenship behavior and prosocial silence. These results reveal that employee silence negatively impacts organizational citizenship behavior as silent employees have concerns that obstruct them from performing more than usual. Similarly, Harbalioğlu and Gültekin (2014) found a negative and weak relationship between organizational silence and organizational citizenship behavior. The results mean that as the employees' silence increases, their organizational citizenship behaviors are reduced. The current study conforms with most previous studies.

Although the relationship between organizational identification and employee silence behavior is known, there has been little evidence of a link in previous literature on how employee silence behavior moderates the relationship between organizational identification and organizational citizenship behavior. The current study suggested that organizational identification is a significant predictor of organizational citizenship behavior with a variance of 14%. In contrast, employee silence behavior is not a predictor of organizational citizenship behavior among public employees. It can be assumed that employees who feel a sense of belonging with the public sector are likely to exhibit reciprocity, appreciation, willingness to assist co-workers, and work the extra mile in the workplace. On the other hand, when employees do not express themselves, when they do not share information regarding work issues, this will negatively affect or damage behaviors such as courtesy, Conscientiousness, and sportsmanship. The interaction between organizational identification and employee silence behavior is significant. Thus, employee silence behavior moderates the relationship between organizational identification and organizational citizenship behavior. With the introduction of employee

silence in the relationship between organizational identification and organizational citizenship behavior, employees in the public sector will not need to work extra hours to assist co-workers voluntarily. They will not contribute their ideas because they would not be feeling like part of the organization. Thus, we accept the null hypothesis.

Findings on the relationship among the psychological and demographic variables indicate the following. The results showed a significant negative relationship between employee silence behavior and age. It means that employee silence behavior harms the generation of employees. The results further revealed that the willingness to share ideas in the workplace varies with age. In this case, younger employees may be reluctant to share information about organizational issues to secure their positions. Younger employees perceived expressing their opinions on corporate matters as a threat to their work; therefore, they opted for silence. Additional findings showed age influences organizational citizenship behavior. To explain further, as the age number increases, the level of organizational citizenship also increases. Older workers showed a willingness to work beyond their contractual duties, assisted colleagues with challenging tasks, oriented new employees, completed their responsibilities on time more than younger employees.

## **5.6 Conclusion**

The study aimed to investigate the relationship between organizational identification and organizational citizenship behavior and further analyze how employee silence behavior moderates public employees' relationships in Vhembe District Municipality. The overall results showed a significant and positive relationship between organizational citizenship behavior and organizational identification. The results showed a positive and meaningful relationship between organizational identification with constructs of organizational citizenship, altruism, conscientiousness, and civic virtue. The current findings show that the South African police service professionals have positive feelings about their organization's belongingness. As a result, they are organizational identification beyond their formal duties; they feel the need to stay longer with the organization instead of having feelings of obligation to perform work or belong to the South African Police service. The results depicted a negative relationship between organizational citizenship behavior and employee silence behavior. It can be assumed that when most South African police service professionals engage in silent behaviors, like hiding information about specific corporate issues, their energy to exceed expected job requirements declines. Lastly, employee silence moderated the relationship between organizational

identification and employee silence behavior. It can be concluded that due to a sense of positive feelings about the organization, professionals at the South African police service have consistently performed beyond their expected requirements. Still, when silent behavior occurs, organizational identification and organizational citizenship behaviors decline. Therefore, it is crucial for management to discover factors that trigger employee's identification with the organization, organizational citizenship behaviors, and open communication regarding work issues to have a competitive advantage over police organizations nationally and globally. A lack of these three factors has negatively impacted employee morale, organizational progress due to confidential information, and many more behaviors such as disengagement and dissatisfaction.

## **5.6 Limitations of the study**

One of the limitations of the present study was the sample size; results cannot be generalized to all South African Police professionals since the sample consisted of 271 respondents in the Vhembe District Municipality, Limpopo province. Moreover, data was collected during level 3 of lockdown in South Africa, where more employees could not gather in offices. Having access to respondents was very challenging as employees were not reporting to work every day. Another limitation was that during the level 3 lockdown, most organizations were operating from home and virtually, so getting a permission letter to conduct the study from the South African Police Service took time. Moreover, data had to be collected from five Local Municipalities within the Vhembe District Municipality. The process of moving around was exhausting and financially distressing. Lastly, some participants were not willing to participate due to their pressed schedules. It is a limitation because they would have contributed informative data to the study.

## **5.7 Recommendations**

### *5.7.1 Recommendations for future research*

This study has attempted to impart knowledge to a body of South African research on organizational behavior in the professional work context. Future research could be extended to different and larger samples across other Districts of the country. The factor loadings result of this study for the four facets of employee silence behavior (quiescent silence, acquiescent

silence, prosocial silence, opportunistic silence) that prior researchers identified, quiescent silence was not found. Therefore, it is recommended that detailed research be conducted to discover the facets of employee silence behavior. The study has found that organizational identification is significantly related to organizational citizenship behavior. The introduction of employee silence leads to a decline in the dependent and independent variables of the study. It is recommended that more investigations be done on the factors that might trigger organizational citizenship behavior and organizational identification in the work context.

### *5.7.2 Implications for organizations*

Collaborative research on investigated variables such as organizational identification, organizational citizenship behavior, and employee silence behavior contributes to organizational behavior and positive psychology in the workplace. There is a need for transformation in people management and corporate decision-making towards developmental methods that enhance organizational identification and organizational citizenship behaviors. Human resources matter in the organization; managers should invest in their human resources to experience high performances, productivity, and quality and maintain a competitive advantage on a global level further. Organizations need to familiarize themselves with the labor market trends; one of the crucial trends found is technical development. As robots are emerging, it is critical to developing human resources' technical skills for improved performances at the global level. Another trend is teleworking; according to a Gallup survey, virtual workers work more committed than locally employed workers. Organizations need to emphasize telework to enhance employee identification and further work beyond their contractual duties. Flexible working is one of the leading trends in the global market. Employees who perform better do not work from nine to five but have autonomy over their work and flexible working hours. Organizations should therefore consider flexible working hours as this allows for creativity and desired results.

### **5.8 Chapter summary**

This chapter discussed a summary of analysis results based on prior and current findings. In this study, conclusions were made; moreover, future research recommendations were given and practical implications for organizations.

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## APPENDIX A: INFORMED

### CONSENT FORM INFORMED CONSENT FORM

In terms of the University of Venda's ethical requirements, you are invited to complete this form to indicate your permission to participate in this study voluntarily.

I hereby confirm that I have been fully informed about the study's purpose, procedures, and activities. The rights and the risks of employees' participation have also been fully explained to me. I am aware that the study results will be anonymously processed into a study report, including personal details regarding my sex, age, date of birth, initials, and diagnosis. I may, at any stage, without prejudice, withdraw my consent and participation in the study. I have had sufficient opportunity to ask questions and (of my own free will) declare myself prepared to participate in the study.

Therefore, I hereby freely GIVE/Do not give my consent to participate in the study as outlined voluntarily (**Delete the inapplicable**).

Date

Signature of respondent

Full Name of Researcher

Date

Signature

**Dimpho Arema Mashile**

..... 2020.....



## APPENDIX B: RESEARCH QUESTIONNAIRE



### School of Management Sciences

#### Department of Human Resource Management and Labor Relations

My name is **Dimpho Arema Mashile**; I am a Master's student at the University of Venda registered for M.Com in HRM. My research is on organizational work-related behavior among public employees in South Africa. I am inviting you to participate in this study, with every information treated as confidential will not be divulged to anyone without your consent. Your participation is voluntary, and you will be asked to respond to questions related to the research topic. The questions do not require you to provide personal details such as your name and contact details. If you feel that the statement items are not proper, you can choose not to answer, and you have the right to withdraw from the study even after you have started completing the questionnaire.

The ethical requirements of the University of Venda, you are invited to complete the underlying indicating your permission to participate in this study voluntarily

I confirm that I have been fully informed about the study's purpose, procedures, and activities. The rights and risks of participation have also been fully explained to me. I was given the full opportunity to ask any questions, and I understand that participants can withdraw from the study at any stage and time without providing any reasons. Therefore, with this, I freely Give/Do not give my consent to participate in the study as outlined voluntarily (**Delete the inapplicable**).

**Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Researcher signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

Persons to Contact in the Event of Any Problems or Queries: Research supervisor: Prof. Sunday Samson Babalola Email address: [sunday.babalola@univen.ac.za](mailto:sunday.babalola@univen.ac.za) /+27159628258)

HOD: HRM & LRs: Ms. Khathutshelo Khashane; Email address: [khathutshelo.khashane@univen.ac.za](mailto:khathutshelo.khashane@univen.ac.za)



**University of Venda**  
**School of Management Sciences**  
**Department of Human Resource Management and Labor Relations**

**QUESTIONNAIRE**

Dear Participant

I am **Dimpho Arema Mashile**, a postgraduate student in the field of Human Resource Management. The following statements are research questions on organizational work-related behavior that requires your sincere response to all the items. There are no right or wrong answers, so you need not think about your responses. Be assured that all the information will be treated with the utmost confidentiality and used for academic research purposes only. Do not write your name or any other form of identification on the questionnaire to maintain the anonymity attached to the expected responses. Participation is voluntary, and you are free to withdraw at any point as you attempt to answer the research questions. When the study is completed, you will be provided with the results, provided you request the findings.

Thank you for your co-operation,

Dimpho Arema Mashile

+27792797395; Email: dimphoarema.mash@gmail.com

**Section A**

Please complete by marking with an (X) or filling the blank spaces where appropriate.

1. Gender: Male ..... Female .....
2. How old are you (in year) .....
3. What is your marital status: (1) Single\_\_\_\_\_ (2) Married\_\_\_\_\_ (3) Widower\_\_\_\_\_  
(4) Divorced\_\_\_\_\_ (5) Separated\_\_\_\_\_ (6) Other (Specified\_\_\_\_\_
4. Highest Academic Qualification\_\_\_\_\_

5. How long have you been employed in your present organization.....
6. Which organization are you currently working: .....
7. Classification of your organizational position: (1) Junior employee \_\_\_\_\_ Senior \_\_\_\_\_ (3) Management Staff \_\_\_\_\_
8. Employment status (1) Permanent \_\_\_\_\_ (2) Temporary \_\_\_\_\_ (3) Intern \_\_\_\_\_ (4) Contract \_\_\_\_\_

### Section B

Carefully read each statement and indicate the extent to which you agree or disagree with each item. Tick with an (X) in the appropriate box using the Key: 1. Strongly Disagree; 2. Disagree; 3. Uncertain; 4. Agree; 5. Strongly Agree

| No. | Item root: I remained silent at work.                                 | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|---|
| 1.  | Because I will not find a sympathetic ear, anyway                     |   |   |   |   |   |
| 2.  | Because nothing will change, anyway                                   |   |   |   |   |   |
| 3.  | Because my superiors are not open to proposals, concerns, or the like |   |   |   |   |   |
| 4.  | Because I do not want to embarrass others                             |   |   |   |   |   |
| 5.  | Because I do not want to hurt the feelings of colleagues or superiors |   |   |   |   |   |

|     |  |  |  |  |  |  |
|-----|--|--|--|--|--|--|
| 6.  | Because I do not want others to get into trouble                 |  |  |  |  |  |
| 7.  | Because that would mean having to do additional avoidable work   |  |  |  |  |  |
| 8.  | Because of concerns that others could take advantage of my ideas |  |  |  |  |  |
| 9.  | So as not to give away my knowledge advantage                    |  |  |  |  |  |
| 10. | Because of fear of negative consequences                         |  |  |  |  |  |
| 11. | To avoid being vulnerable in the face of colleagues or superiors |  |  |  |  |  |
| 12. | Because I fear disadvantages from speaking up                    |  |  |  |  |  |

### Section C:

| No. | Items  | 1 | 2 | 3 | 4 | 5 |
|-----|--|---|---|---|---|---|
| 1.  | I make suggestions for improving the functions and tasks in the organization |   |   |   |   |   |
| 2.  | I am determined to work towards the betterment of the organization           |   |   |   |   |   |
| 3.  | I devote some time to help my colleagues with work and non-related           |   |   |   |   |   |

|    |  |  |  |  |  |  |
|----|--|--|--|--|--|--|
|    | work issues  |  |  |  |  |  |
| 4. | I take measures to protect my organization against potential problems                              |  |  |  |  |  |
| 5. | When other employees talk negatively about the organization, I defend it.                          |  |  |  |  |  |
| 6. | I replace colleagues who are absent from work.   |  |  |  |  |  |
| 7. | I give my personal properties to others to help them in their work.                                |  |  |  |  |  |
| 8. | I became satisfied, knowing that I had assisted a colleague who encountered work-related problems. |  |  |  |  |  |
| 9. | I assist my co-workers in completing their duties.   |  |  |  |  |  |

|     |  |  |  |  |  |  |
|-----|--|--|--|--|--|--|
| 10  | I adjust my work schedule such that I may address in extra time the request of co-workers.             |  |  |  |  |  |
| 11  | I express my concerns about the reputation and image organization clearly.                             |  |  |  |  |  |
| 12. | I say welcome to new employees when they enter the organization.                                       |  |  |  |  |  |
| 13. | I feel pride when representing the organization to others.   |  |  |  |  |  |
| 14  | I express my loyalty to my organization.   |  |  |  |  |  |
| 15  | I perform duties that I was not asked for, but I know they will help achieve the Organization's goals. |  |  |  |  |  |
| 16  | I assist my colleagues, even when they try to achieve personal goals.                                  |  |  |  |  |  |

### Section D

Each statement below relates to something that an employee might say about their organization. Carefully read the statement items and indicate the extent to which you agree or disagree with each item. Tick with an (X) in the appropriate box using the Key: 1. Never, 2. Rarely, 3. Sometimes, 4. Often, 5. Always

| No. | Item  | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|---|
| 1.  | My employment in the workplace is a big part of who I am. |   |   |   |   |   |
| 2.  | I consider myself as the organization's own.              |   |   |   |   |   |
| 3.  | What the organization stands for is crucial to me.        |   |   |   |   |   |
| 4.  | I share the goals and values of the organization.         |   |   |   |   |   |
| 5.  | My membership in the organization is vital to me.         |   |   |   |   |   |
| 6.  | I feel strong bonds with the organization.                |   |   |   |   |   |

## APPENDIX C: ETHICAL CLEARANCE LETTER

### RESEARCH AND INNOVATION OFFICE OF THE DIRECTOR

NAME OF RESEARCHER/INVESTIGATOR:  
**Ms DA Mashile**

Student No:  
17020179

**PROJECT TITLE: Organisational identification, organisational citizenship behaviour and employee silence behaviours: A Case study of employee in Vhembe District Municipality, Limpopo Province, South Africa.**

PROJECT NO: SMS/19/HRM/02/0711

SUPERVISORS/ CO-RESEARCHERS/ CO-INVESTIGATORS

| NAME             | INSTITUTION & DEPARTMENT | ROLE                   |
|------------------|--------------------------|------------------------|
| Prof SS Babalona | University of Venda      | Supervisor             |
| Ms K Khashane    | University of Venda      | Co - Supervisor        |
| Ms DA Mashile    | University of Venda      | Investigator – Student |

Type: **Masters Research**

Risk: **Minimal risk to humans, animals or environment**

Approval Period: **August 2020 - August 2022**

The Research Ethics Social Sciences Committee (RESSC) hereby approves your project as indicated above.

**General Conditions**

While this ethics approval is subject to all declarations, undertakings and agreements incorporated and signed in the application form, please note the following.

- The project leader (principal investigator) must report in the prescribed format to the REC:
  - Annually (or as otherwise requested) on the progress of the project, and upon completion of the project
  - Within 48hrs in case of any adverse event (or any matter that interrupts sound ethical principles) during the course of the project.
  - Annually a number of projects may be randomly selected for an external audit.
- The approval applies strictly to the protocol as stipulated in the application form. Would any changes to the protocol be deemed necessary during the course of the project, the project leader must apply for approval of these changes at the REC. Would there be deviated from the project protocol without the necessary approval of such changes, the ethics approval is immediately and automatically forfeited.
- The date of approval indicates the first date that the project may be started. Would the project have to continue after the expiry date; a new application must be made to the REC and new approval received before or on the expiry date.
- In the interest of ethical responsibility, the REC retains the right to:
  - Request access to any information or data at any time during the course or after completion of the project,
  - To ask further questions; Seek additional information; Require further modification or monitor the conduct of your research or the informed consent process.
  - withdraw or postpone approval if;
  - Any unethical principles or practices of the project are revealed or suspected,
  - It becomes apparent that any relevant information was withheld from the REC or that information has been false or misrepresented.
  - The required annual report and reporting of adverse events was not done timely and accurately,
  - New Institutional rules, national legislation or international conventions deem it necessary

ISSUED BY:  
UNIVERSITY OF VENDA, RESEARCH ETHICS COMMITTEE  
Date Considered: August 2020

Name of the RESSC Chairperson of the Committee: Prof Takalani Mashau

Signature:   
Director Research and Innovation

Signature: ...  ...

17 August 2020



University of Venda  
PRIVATE BAG X5050, THOHOYANDOU, 0950 LIMPOPO PROVINCE SOUTH AFRICA  
TELEPHONE (015) 962 8504/8313 FAX (015) 962 9080  
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## APPENDIX D: PERMISSION LETTER

**PERMISSION TO CONDUCT RESEARCH IN SAPS: ORGANISATIONAL IDENTIFICATION, ORGANISATIONAL CITIZENSHIP BEHAVIOUR AND EMPLOYEE SILENCE BEHAVIOUR: A CASE STUDY OF PUBLIC EMPLOYEES IN VHEMBE DISTRICT MUNICIPALITY, LIMPOPO PROVINCE, SOUTH AFRICA: UNIVERSITY OF VENDA: MASTERS DEGREE: RESEARCHER: DA MASHILE**

- 6.1. The research will be conducted at his/her exclusive cost.
- 6.2. The researcher will conduct the research without the disruption of the duties of members of the Service and where it is necessary for the research goals, research procedures or research instruments to disrupt the duties of a member, prior arrangements must be made with the commander of such member.
- 6.3. The researcher should bear in mind that participation in the interviews must be on a voluntary basis.
- 6.4. The information will at all times be treated as strictly confidential.
- 6.5. The researcher will provide an annotated copy of the research work to the Service.
- 6.6. The researcher will ensure that research report / publication complies with all conditions for the approval of research.
7. If approval is granted by your office, for smooth coordination of research process between your office and the researcher, the following information is kindly requested to be forwarded to our office:
  - **Contact person:** Rank, Initials and Surname.
  - **Contact details:** Office telephone number and email address.
8. A copy of the approval (if granted) and signed undertaking as per paragraph 6 supra to be provided to this office within 21 days after receipt of this letter.
9. Your cooperation will be highly appreciated.



**MAJOR GENERAL**  
**THE HEAD: RESEARCH**  
**DR PR VUMA**

**DATE:** 2020-11-09



## APPENDIX E: TURN IT IN REPORT

| Master's Research Project - 2 |   |              |                |
|-------------------------------|---|--------------|----------------|
| ORIGINALITY REPORT            |   |              |                |
| <b>25%</b>                    | <b>17%</b>  | <b>17%</b>   | <b>11%</b>     |
| SIMILARITY INDEX              | INTERNET SOURCES  | PUBLICATIONS | STUDENT PAPERS |
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| 5                             | Long W. Lam, Angela J. Xu. "Power Imbalance and Employee Silence: The Role of Abusive Leadership, Power Distance Orientation, and Perceived Organisational Politics", Applied Psychology, 2018<br>Publication |              | 1%             |
| 6                             | Submitted to Higher Education Commission Pakistan<br>Student Paper  |              | 1%             |
| 7                             | Submitted to Wesley Institute<br>Student Paper  |              | <1%            |



## APPENDIX F: EDITORIAL LETTER

