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An investigation into factors relating to speaking up in the workplace.

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## Abstract

This study investigates the factors that enable or prevent employees to speak up. Effective employee communication is vital in early detection of problems. Employee silence is defined as the deliberate withholding of information useful to the progress of an organization. Empowered employees will take personal accountability and ownership of issues. In an increasingly competitive market employee communication and reaction to change is vital for the success or failure of an organization. Previous research has found that failure of employees to speak up can have significant consequences, including decreased innovation and productivity; unreported health and safety incidents; stress; depression; and lower commitment and job satisfaction. This study (N = 240) has confirmed that employees may not speak up out of fear of being labelled in a negative manner. Employees are more likely to speak up when they feel it is safe and worthwhile. This study provides recommendations for managers for enabling and encouraging employees. The present study has found trust in supervisor, supervisor support and self-monitoring were found to be significant predictors of speaking up.

*Key words:* Employee voice, employee silence, communication, management, speaking up.

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## **Table of contents**

Abstract.....	ii
Acknowledgements .....	iii
List of tables.....	vi
Chapter 1. Introduction.....	1
Chapter 2. Literature Review .....	3
2.1 Organisational Change.....	3
2.2 Loyalty and Neglect .....	4
2.3 Employee Voice.....	4
2.4 Silence.....	5
2.5 Organisational Citizenship Behaviour.....	6
2.6 Mum effect.....	7
2.7 Spiral of silence.....	8
2.8 Organisational justice .....	9
2.9 Whistle blowing .....	10
2.10 Summary.....	11
Chapter 3. Significant Prior Research .....	13
3.1 Silence.....	13
3.2 Voice .....	14

3.3 Negative feedback .....	14
3.4 Self-monitoring .....	15
3.5 Employee communication .....	17
3. 6 Job satisfaction .....	17
3.7 Workplace commitment .....	18
3.8 Perceived Organizational Support (POS) .....	19
3.9 Trust.....	20
3.10 Management practices .....	20
3.11 Demographic factors.....	22
3. 12 Work flows .....	23
4. 1 Research design.....	24
4.2 Procedures.....	25
4.3 Ethics .....	26
4.5 Data Analysis .....	31
Chapter 5. Results or Findings.....	33
Chapter 6. Discussion.....	1
6.1 Recommendations .....	10
6.1 Limitations .....	10
6.2 Future directions for research .....	12
Chapter 7. Conclusion .....	14

Appendix 1: Questionnaire .....	27
Appendix 2: Online view of questionnaire.....	45
Appendix 3: Results of open ended question .....	1

**List of tables**

- 1.1 Demographic statistics
- 1.2 Reliability analysis
- 1.3 Regression data
- 1.4 Summary of comments from open ended question

## Chapter 1. Introduction.

Many people in the workplace may witness a bad situation and not speak up about it. People may not discuss poor work habits, incompetence, bullying, disrespectful behaviours or lack of engagement. Rather than speaking up people may complain to others, do unnecessary work and deliberate about the problem. Employees who can speak up do not waste time, because they have the confidence and skills to solve workplace issues (Brooks, 2016). The consequences of not speaking up can be severe for workplace safety. Major changes to health and safety legislation were announced where companies could face hefty fines for putting employees at risk. Labour Minister Simon Bridges (Johnstone & Cowlshaw, 2013) says "this is the legacy we owe to the Pike River families, the families of the 75 people who are killed each year in New Zealand workplaces" (para 8). Pike River Coal Ltd was fined \$760,000 on nine charges relating to the failure to ensure the safety of its employees after 29 miners were killed in 2010 (Johnstone & Cowlshaw, 2013). Statistics from WorkSafe New Zealand (2016) show that 13 companies or bosses in Waikato region have been prosecuted. Employees may suffer from mental health problems such as stress, depression and anxiety. David, 54 who was a high profile general manager suffered from anxiety in presentations and meetings. David hid his problems from his colleagues for 30 years. He suffered in silence everyday feeling embarrassed and fearful. David finally broke his silence when asked to speak about mental health awareness. David has now founded an organization that helps people to speak up and spread awareness.

Employee communication is vital to the progress of an organization (Barrett, 2002).

However, in some cases employees choose to remain silent. Organizations need good change management practices to be competitive, fast and flexible. Understanding how to enable and encourage employees to speak out is an important focus for managers. The aim of this study is to conduct a study that investigates factors affecting speaking up in the workplace. The results of this study will assist organizations who are interested in empowering employees to be more vocal in the workplace, thereby increasing engagement and performance of staff. This study makes a unique contribution to the literature because it focuses on organizations. There have been limitations to previous studies because they have been carried out on MBA students only. This study will investigate silence in relation to financial circumstances also well as regional limitations in employment which has not previously been studied.

Prior research assumes that what is understood about voice fully applies to silence. An absence of intentional silence is not indicated by the presence of voice behaviour (Dyne, Ang, & Botero, 2003). However, consider a person who is naturally outgoing. This person often may express themselves, and others may rate them high on measures of voice, but there also could be a host of situations to which they remain silent for a variety of different reasons. However, the extent, nature, and implications of their silence may not surface with assessments of voice or its antecedents.

## Chapter 2. Literature Review

The focus of this study is on speaking up in the workplace. However, a closer examination of other relevant concepts is necessary to gain a good background and understanding. The following section will look at the antecedents of speaking up such as organisational change, Loyalty and Neglect, Employee Voice, Silence, Organizational Citizenship Behaviour, Mum effect, Spiral of silence, Organisational justice and Whistle blowing.

### 2.1 Organisational Change

Change is important in organisations. Middle managers interpret, communicate and implement change. However, interpreting change is not always easy. Executives and top managers design projects and strategies where middle managers must implement the change. Middle managers deal with anxiety and defensiveness of employees. Managers need to be effective in communicating their understanding. The ambiguity associated with change can be demanding and leads to uncertainty and misunderstandings. There can be confusions resulting from contradictory interpretations. Employees often struggle with changing roles, processes, and relationships. Anxiety can cloud judgement and decision making. Top managers have less contact with lower levels employees, which means limited opportunities to seek clarification. Employees look to their managers to give sense of change when managers themselves can be struggling for understanding (Lüscher & Lewis, 2008).

## 2.2 Loyalty and Neglect

Exit, voice, and loyalty suggests three options in responses to dissatisfaction. The first response is exit. Exit is voluntary separation or changing jobs. Employees may leave the job or get a transfer. The decision to leave may be easy it requires effort by the employee and means that the employee believes the situation will not improve. Hirschman identified the "voice option," is an attempt to change things. Voice is important in unfavourable conditions, employees need to be able to speak up and ensure that the organization performs effectively. The third category is loyalty. Some employees will stick around for some time before reacting to a problem. They "suffer in silence, confident that things will soon get better" (Hirschman, 1970, p 38). Loyalty is favourable for the organization. Exit is associated with being silent. Voice is constructive in alerting management to problems (Farrell, 1983)

## 2.3 Employee Voice

Voice is an important concept for organisations that want to encourage higher organisational performance. Voice can include being able to express complaints and grievances to management. Employees must be able to participate in the decision-making processes of the organization. Voice also involves the articulation of individual dissatisfaction and being able to address a specific problem or issue with management (Dundon, et.al, 2004). Voice can be constructive and proactive in expressing high work standards, challenging others, and making suggestions for change. Van Dyne (1998) defined voice as non-required behaviour that emphasises change and a drive to improve.

Dyne et al. define ProSocial Voice as expressing work-related ideas, information, or opinions based on cooperative motives. Prosocial Voice is intentional, proactive, and other-oriented. Its primary focus is to benefit others. Speaking up and making suggestions involves personal risk. Most employees become comfortable with things and prefer to maintain the status quo. Disengagement and self-protection results in fear of speaking up. People may become defensive to protect themselves. Defensive employees may try to shift attention and blame to others. Individuals may use excuses and justifications in response to feeling threatened. Acquiescent Voice is disengaged behaviour that is caused by feeling like you cannot make a difference (Dyne, Ang & Botero, 2003.)

#### 2.4 Silence

Pinder and Harlos (2001) defined employee silence as withholding behavioural and cognitive evaluations of work related issues to people who are capable of changing the situation. Pinder and Harlos, define two basic forms of silence: Acquiescent Silence (passive withholding of ideas) and Quiescent Silence (active withholding of ideas). Pinder and Harlos emphasized unjust situations and focused specifically on factors that would cause employees to break the silence and speak up. Morrison and Milliken (2000) defined organisational silence as employees withholding their opinions and concerns about organisational problems. They argue that in an organisation with a culture of silence, employees do not speak the truth due to fear of negative consequences and due to beliefs that their opinions are not valued. There are some positive aspects of silence because it is a critical part of social interaction. The politeness theory (Brown & Levinson, 1987) stress the value of silence in upholding cultural norms about appropriate versus inappropriate

conversation. Employees may proactively withhold proprietary company information. Acquiescent Silence is withholding relevant ideas or opinions based on resignation, suggesting passive and disengaged behaviour. Hirschman's (1970) states that neglect is a form of passive behaviour. Pinder and Harlos (2001) summarized silence as the opposite of voice and a form of inaction and acceptance of the status quo. Disengaged employees are not willing make the effort to speak up. Or some employees may not speak up because they believe they do not have the capability to have an influence. For example, an employee could withhold comments during a departmental meeting based on an unwillingness to exert the effort to get involved. Pinder and Harlos describe Quiescent Silence as deliberately remaining silent based on personal fear of the consequences of speaking up. Morrison and Milliken's (2000) also define organizational silence based on fear of personal consequences. Dyne et.al define Defensive Silence as withholding relevant ideas as a form of self-protection based on fear. Defensive Silence is intentional and proactive to protect themselves (Schlenker & Weigold, 1989). Defensive Silence is more proactive, involving awareness and consideration followed by a conscious decision to withhold ideas. The Mum Effect is an example of self-protective silence (Rosen & Tesser, 1979; Tesser & Rosen, 1975). The Mum Effect describes when people do not deliver or delay the delivery of bad news to avoid personal discomfort or negative personal consequences. Silence includes cooperative behaviour, for example protecting of proprietary knowledge or confidential information for the benefit of the organization.

## 2.5 Organisational Citizenship Behaviour

Citizenship behaviour is going beyond the requirements of one's role. This is not something that is easy for organisations to enforce or govern. Citizenship behaviour is subtle, difficult to measure, may contribute to others' performance, and may involve some sacrifice of an individual. However, frequent displays of citizenship behaviour will be noted by supervisors and will influence individual performance. Mood is also an important factor to consider. Individuals with a more positive mood will be more pro social in their actions towards others. Those with a more negative mood, due to frustration, anger and disappointment display less prosocial behaviour. High job satisfaction would result in a greater display of citizenship behaviour (Smith, Organ & Near, 1983). Individual initiative and cooperation are becoming increasingly more important for organizations. OCB is behaviour that contributes to the maintenance and enhancement of the social and psychological context that supports task performance. OCB consists of several behavioural dimensions. Altruism is the intention to help another person. This could include helping others who have been absent, are new or have a high workload. Generalized Compliance is impersonal behaviours and norms expected of a good worker (e.g., punctuality, timely breaks and not spending time in idle conversation). Organ (1988) extended the definition to altruism, conscientiousness, sportsmanship, and courtesy and job-task citizenship performance. Job-task citizenship is behaviour that requires extra effort, persistence and dedication.

## 2.6 Mum effect

Rosen and Tesser (1970) have shown that communicators are more reluctant to give bad news as opposed to good news. According to the Mum effect people tend to keep quiet

about bad messages. Rosen and Tesser(1970) carried out a study in which subjects overheard a message that another subject should be told to call home. Subjects were divided into two groups; one asked to deliver good news and one bad news. Almost all the subjects told the recipient to call home. However not many of the subjects who were told of the bad news actually mentioned that the news was bad. On the other hand almost all of the subjects in the good news category mentioned that the news was good. This may be due to feelings of guilt. The communicator can feel more guilt if they do not share the fate or experienced of the person receiving the bad news. Tesser, Rosen and Batchelor (1972) showed that communication is enhanced in non-anonymous conditions. This may be due to a fear that non anonymous conditions would make it easy for the recipient to single him out for failing to act responsibly and failing to deliver the bad news.

## 2.7 Spiral of silence

The spiral of silence is a theory of public opinion. Noelle - Neumann (1974) defines public opinion as “the opinion which can be voiced in public without the fear of sanctions and upon which actions in public can be based” (p 44). Public opinion arises from an individual’s interaction with their social environment. The fear of not isolating oneself, and the fear of separation is an important part of public opinion. An individual is vulnerable to the actions of their social groups. Individuals observe their social environment and determine the direction of support of their opinions and ideas. The individual will evaluate strength and urgency of their argument and determine the chances of success of their ideas and solutions. If an individual finds themselves on the favourable side of an argument this

may boost their self-confidence and enable them to express themselves without the fear of isolation. If an individual is on the losing end of the argument, they may be less willing to express themselves. Voicing the opposite opinion puts the individual in danger of being isolated. Public opinion can be described as the dominating opinion which is affected by the attitudes and behaviours of others. The individual can feel threatened by fear of isolation and the loss of popular support (Noelle - Neumann, 1974). An individuals' ideas, attitudes, and behaviours are influenced by their perception of what others do or think. Individuals scan their environment to assess the climate of opinion. It is not clear if fear of isolation can sufficiently explain one's willingness to speak out. Scheufle (2000) has highlighted that other factors will influence people's willingness to speak out and must be investigated further.

## 2.8 Organisational justice

Organisational justice theory focuses on the perception of fairness in organisations. The theory categorises employees' views and feelings about their treatment and the treatment of others. Distributive justice is the perceptions about the outcomes of decisions, and considers factors such as equality, equity and needs. Procedural justice is the perceptions about the processes used to make and implement decisions. Procedural justice is allowing individuals to voice their opinion in the decision making process, consistently following process and implementing procedures free of bias. Organisational justice has been associated with employee turnover, organisational citizenship behaviours, trust in management and organisational commitment. Interactional justice is the interpersonal

treatment people receive as procedures are formed. This means that those making decisions treat individuals with respect and take the time to explain why decisions are being made. Procedures are more likely to be viewed as fair when the opinions of individuals have been heard before a decision is made. In some cases even if an individual cannot influence the outcome, having the chance to voice their opinion can also lead to an increased perception of fairness. Individuals feel valued when those making decisions ask for their input in the decision making process (Greenberg, 1990).

## 2.9 Whistle blowing

Whistle-blowing act is the giving of information concerning organisational activities. The whistle-blower is an individual who lacks the authority to make changes in the organisation. Whistle-blowing may provide valuable information that could improve the organization. Illegal activity is associated. According to Hirschman (1970) whistleblowing is rebelling by the expression of voice. The activity may involve misconduct, neglect or irresponsibility. Challenging individuals with power in the organisation can lead to disruption. Effects can be reduced loyalty, commitment, and task performance. Individual factors are significant in the person's decision to blow the whistle. Individuals have differing extents of moral standards, those with high standards are more inclined to blow the whistle. Self-esteem is also an important factor, those with low self-esteem maybe more likely to withdraw from situations and less likely to blow the whistle. Males may be more likely than females to blow the whistle. Males have higher self-esteem than females. Females tend to conform to the opinion of the majority. Whistle-blowing tends to occur more frequently when individuals have a greater number employment alternatives. Older

employees feel a greater sense of investment in the organisation in terms of the time and effort they have put in. Older employees are therefore less likely to whistle blow due to a fear of losing their investment. Individuals with social and financial support from family or friends are also more likely to blow the whistle. Individuals with support are more likely to feel secure and raise their concerns (Near & Miceli, 1985).

## 2.10 Summary

Employee communication is affected by many organisational processes. Aspects of communication have been studied and defined extensively. However, there are still some gaps which can be studied further. There is still much to be understood about specifically how and why employees intentionally remain silent (Morrison & Milliken, 2000). Previous research has studied how employee expressive voice, such as whistle-blowing, procedural justice, and OCB. There have also been studies focused on an employee's failure to communicate such as the Mum effect and spirals of silence. These studies have differed within the target of the communication, this can include top-management, supervisors or co-workers. Studies have also differed with respect to their level of analysis, for example an individual, group or organisation. Employee silence is a process beginning with a stimulus (i.e., witnessed wrongdoing or unfair treatment) which a person feels motivated to speak up in response to. Employees may often find themselves in situations where they are willing to share information with a co-worker, but are scared to share the information with a supervisor. Individual factors such as self-esteem, education and gender are related to employee communication. Two individuals that witness the same wrongdoing may or may not choose to speak up. A person with low self-esteem may be more fearful and less

confident in speaking up. The following section will discuss significant prior research in key concepts relating to speaking up.

## Chapter 3. Significant Prior Research

Employees are an invaluable source of ideas and inspiration for organisational improvement initiatives. Understanding the context for employees speaking up will enable organisations to develop ways to encourage employees (Premeaux & Bedeian, 2003). This section will look into key concepts of silence, voice, negative feedback, self-monitoring, employee communication, job satisfaction, workplace commitment, POS, trust, management practices, demographic factors, workflows and directions for future research.

### 3.1 Silence

Silence can commonly be associated with modesty and respect for others. The decision to remain silent is a common one (Milliken & Morrison, 2003). Many organisations send the message that falling into line is the safest way to hold onto a job (Detert & Treviño, 2010). Silence is more than simply having nothing to say, it can have motives and implications (Kassing, 1997). Employee silence is when employees have something meaningful to say but remain silent (Brinsfield, 2013). The 'spiral of silence' theory developed by Noelle-Neumann states that people are highly influenced by their environment. People are more likely to support the position of the majority due to fear of isolation (Bowen & Blackmon, 2003). Employee silence can be active, conscious, intentional, and purposeful. Acquiescent Silence reflects disengagement and Defensive silence signals self-protection. Acquiescent Silence is withholding relevant ideas, information, or opinions based on resignation. Acquiescent Silence suggests disengaged behaviour that is more passive than active. It is an endorsement or passive acceptance of the status quo. Employees are not willing to put in

the effort to speak up, get involved, or attempt to change the situation. Types of employee silence and voice have been well researched and characterized. Quiescent Silence describes deliberate omission based on personal fear of the consequences of speaking up (Dyne, et al).

### 3.2 Voice

Employee voice is ideas are important in decision making and organizational effectiveness. Employees being able to speak up have a positive impact on decision quality, team and organisational performance (Dooley & Fryxell, 1999). Employees who speak up have been found to be better performers (Whiting, Podsakoff, & Pierce, 2008). Hirschman (1970) developed exit, voice and loyalty as behavioural responses to organizational members' dissatisfaction. High loyalty is associated with voice and low levels of loyalty are associated with exit. Hirschman (1970) characterised silence under loyalty, stating that loyal employees will stay and suffer in silence hoping that things will get better. Employee silence is the intentional withholding of concerns, information or opinions regardless of the communication medium. There have been previous attempts to measure employee silence, but these measures have not been validated or are not direct measures.

### 3.3 Negative feedback

Organisations may have a climate of silence in which a manager fears receiving negative feedback, especially from subordinates. People often feel threatened by negative feedback and will try to avoid receiving negative feedback. If negative feedback is received they may

try to ignore it, dismiss it or attack the credibility of the source (Morrison & Milliken, 2000). Argyris and Schon (1978) suggest that managers feel a strong need to avoid embarrassment, feelings of vulnerability and incompetence. Managers may view employees as self-interested and that they cannot be trusted to act in the best interests of the organization. Managers may believe that employees are not knowledgeable therefore not involve them in making decisions. Employees must be encouraged to take the initiative to make decisions and learn. This means embracing shared team values and focusing on results. Empowered employees will speak up even if it means challenging the status quo (Detert & Burris, 2007). Empowered employees act like they are self-employed, feel trusted, encouraged to think, experiment and improve (Morrison & Milliken, 2000).

*Hypothesis one: Individuals who have previously experienced negative feedback from speaking up will be more reluctant to speak up in the future.*

*Hypothesis two: Individuals will be reluctant to speak up due to a fear being labelled negatively or suffering from negative consequences.*

### 3.4 Self-monitoring

Self-monitoring is the extent to which individuals regulate expression to obtain desired public appearance. Individuals with low self-esteem are unlikely to put themselves in positions of vulnerability, therefore may not speak up in uncomfortable situations (Premeaux & Bedeian, 2003). Morrison and Milliken (2000) state that “unlimited employee input is not desirable because it might overload decision-making processes and impede timely and effective decision making” (pg. 719). As such managers may feel it is not to their benefit to get everyone’s opinion. Individuals differ in the extent to which they

regulate their public appearances. There are risks associated with openly expressing one's views. Self-monitoring can predict an individual's position in a workplace. High Self-Monitors (HSM) are more likely to emerge as leaders. Voicing emotions has been associated with leadership status. Individual differences in self-monitoring may be a predictor of speaking up. Speaking up is the result of deliberate and careful considerations of the consequences. For employees to offer their views, they must believe that doing so will not be too costly. Direct costs of speaking up are the time and energy spent in speaking one's mind. Indirect costs can be public image, disagreements, feeling like your opinion doesn't count and damage to relationships. Individuals vary in their sensitivity to contextual cues, and in their ability to adapt their behaviour to the requirements of a situation. HSMs are sensitive to contextual cues and are capable of modifying their behaviour for the sake of desired public appearances. They read the nature of a situation, invoke an image of the type of person the situation calls for. Low Self-Monitors (LSMs) tend to reflect their own inner attitudes, emotions and dispositions. LSMs have no desire to project what they perceive to be a false image of themselves. LSMs prefer situations where they can display of their authentic selves and have no desire to impress others. HSMs are more likely to be concerned with how speaking up affects their public appearances. HSM's express their thoughts in a manner intended to impress others (Premeaux & Bedeian, 2003). LSMs prefer situations that allow them to be themselves, they are very responsive to trustworthiness. HSMs, on the other hand, behave more opportunistically, being willing to play to their audience for their own benefit. HSM's more willing to engage in deception and are less trusting than LSMs. Therefore they are less likely to be influenced by social bonds. HSMs may actually speak up less as trust in one's supervisor increases and the expression of one's

views becomes the norm rather than a means for establishing a unique public image (Eisenberger, et.al, 2001).

*Hypothesis three: High self-monitors are more likely to speak up motivated by a desire to present themselves in a positive light.*

### 3.5 Employee communication

The business environment is competitive requiring fast and flexible responses. Employee communication is critical to the success or failure of change implementation in an organisation. Change management fails without effective communication. Change requires employees to make short term sacrifices. Employees will not make these sacrifices unless they believe the change is useful. Effective communication is clear and consistent to educate and inform employees. Communication must motivate employees to support the companies' direction and encourage high performance (Barrett, 2002). Harlos (1999) found that some organisations have cultures promoting silence with intense supervisory control, suppression of conflict, valuing of job relations over human relations, and emphasis on production and ambiguous hierarchies. Organisations that allow employees to speak up are able to formulate solutions by using employee concerns and complaints. When employees are not able to speak up this leads to serious consequences such as threat to employee safety, failure to speak up about medical problems or product safety (Detert & Treviño, 2010).

### 3. 6 Job satisfaction

Job satisfaction a widely studied area of organisational behaviour. Job satisfaction consists of multidimensional psychological responses to one's job. These responses have affective, behavioural, and cognitive components. They may be quantified with measurement techniques that assess evaluations of features or characteristics of the job, emotional responses to events that occur on the job, and behavioural dispositions, intentions, and enacted behaviours (Hulin & Judge, 2003). Hirschman (1970) proposed that employees may respond to job dissatisfaction with either exit, voice, or loyalty. According to Hirschman, loyalty often entails remaining with the organisation but responding passively to job dissatisfaction by accepting the status quo without raising any objections or making any suggestions for improvements. In contrast, Morrison and Milliken (2000) indicate that diminished job satisfaction may result from organisational silence. According to Morrison and Milliken this may be due to a perceived lack of control which occurs when employees are denied an opportunity to voice their concerns.

### 3.7 Workplace commitment

Workplace commitment has been conceptualised, defined, and measured in a variety of ways. However, a common theme is that commitment entails a perceived bond to a particular target. Commitment in its various forms has been linked to many important individual and organisational outcomes such as turnover, attendance, performance and employee well-being. According to Morrison and Milliken (2000), organisational silence may lead to lower commitment. Procedures that allow for employee voice are usually perceived more positively because they signal that employees are valued members of the organisation. The group value model also suggests that employees feel less valued when

they perceive that they and others cannot openly express their viewpoints. Subsequently, when employees feel less valued, they will be less likely to value, identify, trust, and commit to the organization (Hulin & Judge, 2003).

### 3.8 Perceived Organizational Support (POS)

Employees who are emotionally committed to the organization show heightened performance, reduced absenteeism, and a lessened likelihood of quitting their job.

Employees are more concerned with the organisation's commitment to them. Being valued by the organisation can yield such benefits as approval and respect, pay, promotion, access to information and other forms of aid needed to better carry out one's job. When one person treats another well, the other person is bound to treat them well. Perceived Organizational Support (POS) is being assured that help will be available from the organisation to carry out one's job effectively and to deal with stressful situations. POS is encouraged by the employees' tendency to assign the organisation humanlike characteristics. Actions taken by agents of the organisation are often viewed as indications of the organisation's intent rather than attributed solely to the agents' personal motives. POS can be encouraged by organisational policies, norms, and culture. Employees view their favourable or unfavourable treatment as an indication that the organisation does or does not favour them. On the basis of organisational support theory there are three general forms of perceived favourable treatment received from the organisation (fairness, supervisor support, organisational rewards and job conditions) that increase POS. POS can influence job satisfaction and positive mood. POS contributes to overall job satisfaction by meeting

socioemotional needs, increasing performance-reward expectancies, and signalling the availability of aid when needed (Rhoades & Eisenberger, 2002).

*Hypothesis four: employees that score high on POS are more likely to feel comfortable speaking their mind because they feel help and support are readily available and that their concerns matter to the organization.*

### 3.9 Trust

Trust is having confident and positive expectations of another individual. Trust manifests in workplaces. Trust is important in the workplace, but there is risks associated with it. Supervisors play an especially important role in an employee's decision to speak up because of the close nature of the relationship and the power supervisors have over employees. The extent of self-monitoring will also influence trust in supervisors and speaking up. Individuals with high trust in supervisor and low self-monitoring will have a greater likelihood of speaking up (Tulubas & Celep,2012).

*Hypothesis five: employees who feel disengaged with their supervisor, do not trust or agree with their strategy are less likely to speak up. Employees who feel concerns are addressed are more likely to speak up.*

### 3.10 Management practices

Management practices have a significant impact on employees. Avery, et.al (2012) define ethical management as taking interest in employees' concerns or ideas, asking questions, encouraging conversation, personal responsibility, and follow-up actions. Poor management

can lead to employees feeling ignored and detached from the organisation. Ethical managers include followers by keeping their best interests in mind. Ethical managers create an environment where employees feel a sense of belonging and personal ownership. Greater ownership will lead to greater job satisfaction, increased effort and performance. Engaged individuals will recognize the organisation needs their input to survive and learn long term. Speaking up is more likely when individuals believe it is safe and worthwhile (Avery et.al, 2012). An employee who was demeaned for speaking up in the past is likely to expect a loss from speaking up again and will prefer to keep silent (Detert & Edmondson, 2005). Milliken, et.al, 2003 found that 35% of their sample had been in a situation where they were concerned about an issue but did not speak out. The most common reason reported was fear of being viewed negatively. Common labels mentioned were troublemaker, tattletale, or complainer. Respondents made statements like “why bother, not be worth it, and what would be the point?” When discussing why they felt unable to speak up answers included lack of experience, rank, unsupportive supervisors, organisational structure and culture.

It is important to create a culture where every employee feels that they make a difference, are competent and valued. Managers and organisations must assume that people want to achieve and contribute (Coleman, 1996). Fairer decisions are made when employees are able to give their opinion prior to the decision being made. Employees that can easily raise concerns are less stressed, dissatisfied, and staff turnover is lower. Many important issues do not rise up to upper management. By promoting employee voice leaders have the potential to influence the culture and ensure important issues are highlighted effectively. Voice opportunity is the availability to present one’s viewpoint before a decision is made.

Voice instrumentality is the degree to which voicers perceive their voice behaviours will effect decisions. Employees maybe reluctant to speak up if they feel their opinions are different to those of the group. There is a gap in understanding exactly how leadership effects voice behaviours in employees (Greenberg & Edwards, 2009). Leaders can influence pay and promotion. Subordinates are more willing to contribute to the team when leaders are more willing to receive input and take action. Leaders must encourage two-way communication, listen effectively, and be future oriented. Leaders have the power to offer rewards and punishments for employee behaviour. Leadership behaviours such as action-taking and approachability are important in encouraging employees to speak up (Millien & Morrison, 2003). Many leaders in an organisation consider that no news is good news, assuming employees are not interested in decisions. Leaders must be able to identify motivators and inhibitors for employees (Morrison, 2014).

### 3.11 Demographic factors

Demographic factors are also measured in this study. Previous research has found significant differences in communicative behaviours based on race, education, gender, age, and job classification (LePine & Van Dyne, 1998). Women are more like to indicate engagement by smiling and nodding heads to encourage collaboration and improve relationships. Therefore it is expected that females will be more likely to report engaging in the relational dimension of silence than men. LePine and Van Dyne (1998) found that participants with at least some college engaged in more voice than those with no college. Therefore, to the extent that education level is indicative of higher self-confidence it is

expected that respondents with higher levels of education will report lower levels of the diffident dimension of employee silence.

### 3. 12 Work flows

When working in work flows members must share ideas and knowledge when making decisions and many viewpoints need to be considered. Human behaviour is influenced by many independent factors. Employees with greater job satisfaction are more likely to speak up. Job satisfaction is defined as a positive emotional state related to positive on-the-job experiences (LePine & Van Dyne, 1998). Employees who are critical to tasks in their work group have greater personal influence. Employees who speak up openly allow early detection of problems, opportunities and respond successfully to unexpected events. Task critical employees will be more willing to challenge the status quo because they have greater expectation of having an influence and motivating other employees to engage in voice behaviours. Voice behaviour is expressing challenging, but constructive opinions, concerns, or ideas. Employees who are influential will define their roles in a constructive way and may feel a sense of duty to initiate positive change having had an emotional investment in the group. Some employees may not engage in change-oriented behaviours because they are afraid of how they might be personally affected by such changes (Venkataramani & Tangirala, 2010). More research needs to be focused on why people do not engage in voice in a work flow. This study will focus particularly on negative feedback, fear of being labelled, self-monitoring, effects on speaking up and the effects of perceived organizational support. The next section will discuss research methods used in this study.

## Chapter 4. Research Method

### 4. 1 Research design

Employee silence is a complex topic consisting of many factors. An investigation into employee silence requires measures which account for these factors and can characterise silence as more than the absence of voice. The motives and intents of employee silence need to be accounted for. The research design provides a framework for collection of data. Quantitative methods are associated with numbers. Quantitative methods test theories in a deductive way. The traditional view is that quantitative researchers are positivist. Positivism is the application of methods of the natural sciences to the study of social reality. It seeks a causal explanation by means of controlled observation and measurement (Bryman & Bell, 2015). Deductive research is associated with quantitative data. Deductive research will formulate a hypothesis to be tested. Hypotheses drive the process of gathering data. Deductive research can be used to test factors that were influential in the situation being investigated (Hyde, 2000). Quantitative research is concerned with operational definitions, objectivity, replicability and causality. Questionnaires are commonly used and can highlight key concepts. Questionnaires are a quick, convenient and an inexpensive method of collecting information. Replication can be achieved by using the same research in another context. Quantitative research will look at the general characteristics of a population using a representative sample to make generalizations. Validity is the degree of accuracy of the method and proves integrity of the conclusion. Reliability measures stability over time, retest method and internal reliability. Reliability of a questionnaire is its ability to get the same data when under taken in the same conditions. However, this may difficult to achieve

when examining different people in different environments. Reliability refers to accuracy of measurement. The validity is how well the questionnaire addresses the measures being studied.

#### 4.2 Procedures

This study is conducted using a questionnaire administered by snow ball sampling. The questionnaire consisting of nine sections which participant's rate on a Likert scale. The Likert scale used was a five point scale ranging from 1 = Strongly Disagree, to 5 = Strongly Agree. For the results of the study to be generalizable to the total study population a representative sample needs to be taken. The survey questions and categories for subsequent analysis will be adapted from the work of Chad Brinsfield, 2012. Many researcher consider 100 the minimum to enable several subpopulations to be studied (Bailey, 2008). A large sample size will allow for accurate analysis. 100 participants have been determined as the appropriate sample size for this study (Sreejesh & Anusree, 2014). Participants for the study will be recruited by snow ball sampling. Snow ball sampling is a non-random technique where each individual in the sample is asked to name a different individual. Subjects were selected from within the researcher's network and subsequently on referral from other survey respondents. The researcher identifies a person who fits the profile of subjects for the study. The researcher asks this person for the names of others who would also fit the profile of subjects wanted for the study. All participants completed the same survey. The questionnaire used simple language, is easy to read and has clear instructions. The wording is not ambiguous or vague. All respondents should be able to understand the question to mean the same thing. The questionnaire started with questions

that are easy and participants will enjoy answering. The questionnaire is self-tested and checked by research supervisors. Pilot testing of questionnaire allows for an assessment of if respondents understand the questions and whether the length and structure are appropriate. The final questionnaire was made available online. Participants will first be shown a page for informed consent. The informed consent advises participants that participation is voluntary, strict confidentiality, participation is anonymous and that participants have the ability to withdraw at any time. A statement of the purpose of the research and contact details of the researchers is given. Participants will be made aware that the data collected is for research purposes only. There will only be one open ended question since closed ones are easier to answer. An easy to follow survey minimizes the risk that respondent will fail to answer a question. A good explanation as to why this research is important is given before the survey to increase engagement amongst participants.

#### 4.3 Ethics

This research was determined to be low risk. The risks identified for this research include requesting of information which maybe sensitive for potential participants. This includes information relating to individual identity, job relationships and dynamics with colleagues and bosses. These risks has been mitigated by the survey being anonymous and no details of an individual's organisation or workplace being requested. No specific details that could identify an individual have been requested.

An online application for ethics approval was requested. The ethics committee reviewed the online application and is satisfied that the project meets the requirements of the Code of

Ethical Conduct for Research, Teaching and Evaluations involving human participants.

Privacy, confidentiality and anonymity of the participants will be maintained. The data will only be used for the intended purpose of this study. No harm will come to participants from the research. A full disclosure statement will be given to the participants. Participation is voluntary and participants will be able to decline if they wish. Participants will be expected to answer honestly and follow instructions. (Sreejesh & Anusree, 2014).

This research will be conducted in accordance to the Code of ethical conduct for research teaching and evaluation involving human participants. The Code considers basic human rights of respect for persons, autonomy, privacy and justice. The intention of the Code is to provide protection for all participants in research. The code is guided by ethical principles such as justice, truthfulness, confidentiality and respect for persons. Respect for persons involves recognition of the personal dignity, beliefs, privacy and autonomy of individuals. Individuals have the right to decide whether or not they participate in research, without having to provide a reason. Individuals have the right to withdraw from participating in research at any time. Participation must be informed and voluntary and based on understanding of adequate and appropriate information about what such participation will involve. In the first page of the survey prospective participants will be given all the information relevant to their decision to participate, in a manner that is easy to comprehend.

#### 4.4 Development of measures

All items on the survey have been coded on a five-point scale ranging from 1 = strongly disagree to 5 = strongly agree. POS was measured by 8-items from Rhoades & Eisenberger

(2002). Questions began with the phrase my organisation..." and included sample items such as "Cares about my opinions", "Really cares about my wellbeing", "Strongly considers my goals and values", and "Would forgive an honest mistake on my part" ( $\alpha = 0.9$ ).

Job satisfaction was measured by 5 items from Hackman & Oldham (1975). Questions asked included "I am enthusiastic about my work", "I feel satisfied with my present job", "Each day at work seems like it will never end", "I feel real enjoyment in my work" and "I consider my job rather unpleasant" ( $\alpha = 0.826$ ). These questions were found to be most relevant to the research topic. There are other versions (Brayfield & Rothe, 1951; Hoppock, 1935; Taylor & Bowers, 1972, Scarpello & Campbell, 1983), however, these are quite lengthy.

Self-esteem was measured using 6 items from Shahani, Diploye & Phillips, 1990.

Questions included "On the whole, I am satisfied with myself", "At times I think I am no good at all," I feel that I have a number of good qualities", "I am able to do things as well as most other people", "I feel I do not have much to be proud of" and "I certainly feel useless at times". ( $\alpha = 0.782$ ). Rosenberg's (1975) original measure consisted of 10 items.

Self-monitoring was measured using 12 items from Lennox & Wolfe, 1984. Questions include "In social situations, I have the ability to alter my behaviour if I feel that something else is called for", "I have the ability to control the way I come across to people, depending on the impression I wish to give them", "When I feel that the image I am portraying isn't working, I can readily change it to something that does", "I have trouble changing my

behaviour to suit different people and different situations; “Even when it might be to my advantage, I have difficulty putting up a good front”, “Once I know what the situation calls for, it's easy for me to regulate my actions accordingly, I am often able to read people's true emotions correctly through their eyes” and “In conversations, I am sensitive to even the slightest change in the facial expression of the person I'm conversing with” ( $\alpha = 0.862$ ). Snyder's (1974) original measure consisted of 25 items.

Employee commitment is measured with a 6 item from Allen and Meyer, 1990. Questions included “How committed are you to your employer?”, “To what extent do you care about your employer?”, “How dedicated are you to your employer?”, “To what extent have you chosen to be committed to your employer?”, “How responsible do you feel for your employer?” and “To what extent do you feel bound to your employer?” ( $\alpha = 0.911$ ). The original scale developed by Allen and Meyer (1990) is a three component model.

Supervisor support is measured with a 6 item scale from Kalidass & Bahron, 2015).

Questions include “Is concerned about me as a person”, “Is helpful when I have a family or personal emergency”, “Feels each of us is important as an individual”, “Is helpful when I have a routine family or personal matter to attend”, “Is concerned about how employees think and feel about things” and “Is understanding when I have personal or family problems which interfere with my work” ( $\alpha = 0.781$ )

Trust in supervisor is measured with a 10 item scale from Mayer, Davis & Schoorman, 1995. Questions include “If I had my way, I wouldn't let my supervisor have any influence over issues that are important to me”, “I would be willing to let my supervisor have complete control over my future in this company”, “I really wish I had a good way to keep an eye on my supervisor”,

“I would be comfortable giving my supervisor a task or problem which was critical to me, even if I could not monitor his/her actions”, “I would tell my supervisor about mistakes I’ve made on the job, even if they could damage my reputation”, “I would share my opinion about sensitive issues with my supervisor even if my opinion were unpopular”, “I am afraid of what my supervisor might do to me at work” and “If my supervisor asked why a problem happened, I would speak freely even if I were partly to blame” and “If someone questioned my supervisor’s motives, I would give my supervisor the benefit of the doubt” ( $\alpha = 0.931$ ).

The silence categories for this study have been adapted from the work of Chad Brinsfield, 2012. These categories characterize the different motives of intentional silence. This measure characterized silence as more than simply the absence of voice and considers the many dimensions that can be important to employees. The validity and reliability of the measure has been proven. This measure is appropriate for our study because it enables a measurement of intentional behaviour based on a specific motive and captures the multidimensional nature of silence. A Likert scale for measurement was chosen because employee silence should be assessed using a graduated extent. Self-measurement is appropriate because employee silence is based on internal motives and intention and may not be obvious to others. Considering the multidimensional nature of silence I have added two further questions to the measures established by Chad Brinsfield. These two questions are added to determine the impact of financial pressures and limitations of employment due to geographic location. These are important factors affecting employees' wellbeing and are not addressed in the silence literature and no current measures exist for these.

The questions in the defensive category consist of I frequently remain silent because management is not open to other's views, opinions, or ideas, due to bad

management practices, due to negative experiences I've had with speaking up, due to fear of retaliation, to protect myself from harm, I was instructed not to speak, I do not have the authority to correct the situation and I am intimidated by management ( $\alpha = 0.895$ ).

The questions in the diffident category are I frequently remain silent because I do not want to appear incompetent, to avoid embarrassing myself, because I am unsure what to say, because I expect someone else to speak up and to protect my image or reputation ( $\alpha = 0.825$ ).

The questions in the relational category are I frequently remain silent to protect my relationship with another individual, to avoid hurting someone's feelings, to protect another person from harm, because I do not want to be viewed as causing problems and to avoid conflict ( $\alpha = 0.781$ ).

The questions in the ineffectual category are I frequently remain silent because I do not think it is worth the effort to speak up and because I do not think it will do any good to speak up ( $\alpha = 0.805$ ).

The deviant category consisted of two questions; to purposefully harm the organization and to purposefully harm another individual ( $\alpha = 0.928$ ). The questions in the disengaged category are I frequently remain silent because I do not care what happens, and to gain a personal advantage ( $\alpha = 0.741$ ). The personal circumstances category consists of two questions. The questions are I frequently remain silent due to financial hardship and no other employment opportunities in my geographic location ( $\alpha = 0.805$ ).

#### 4.5 Data Analysis

SPSS is used to analysis data. Once the survey results were received they were entered into SPSS. Missing data is coded using 999. Any questions that are in the opposite to the typical flow or intent of the questions are to be reverse coded. Questions typically coded to 1 were recoded to 5, 2 recoded to 4, 4 to 2 and 5 recoded to 1. The measures used were tested to ensure they are reliable. A Reliability Analysis was conducted to ensure measures have an adequate level of reliability. A Cronbach's alpha is generated by the analysis, a value 0.70 and higher indicate reliability. The measures were created using SPSS, all the variables relating to a particular measure were added together than divided by the total number of variables. Descriptive Statistics are performed to extract range and mean data. Correlation Analysis are the variables we're interested in predicting, this identifies if they are remotely related to each other. This is performed using the Bivariate Correlations analysis. A linear regression was conducted to generate R-square value, F-value and significance and the Beta weights. The format of the results will be adapted from Shawyer and Sennetti, 2009. The quotes from the open ended question were analysed and grouped into similar categories.

## Chapter 5. Results or Findings

A total of two hundred and fifty five complete responses were collected for this study.

Subject demographics can be found in table 1.1. The majority (72%) of respondents were female. The majority (54.3%) of respondents were divorced, followed by married (27%).

In terms of ethnicity most respondents (44.7%) were New Zealand European followed by other (11%). The majority, 74% did not belong to a union. 42.2% of the subjects had a

Bachelor's degree and 11.9% had a master's degree. 53% of the respondents worked 25-35 hours per week followed by 7.8% working 35 – 45 hours per week. 26.7% of respondents are in the age bracket of 25 – 35 and 24.2 % in the age bracket of 35 -45.

Table 1.1 Subject Demographics.

Demographic		Frequency	Percent
Gender	Male	107	27.0
	Female	288	72.7
Marital Status	Married	107	27.0
	De Facto	69	17.4
	Divorced	215	54.3
Ethnicity	New Zealand	177	44.7
	European		
	Maori	12	3.0
	Tongan	5	1.3
	Chinese	6	1.5
	Indian	16	4.0
	Other	44	11.1
Member of a union	No	293	74.0
	Yes	86	21.7
Highest level of education	Secondary school	43	10.9
	Bachelor's degree	167	42.2
	Bachelors with	32	8.1
	honours		
	Master's degree	47	11.9
	pHD	13	3.3

Demographic	Frequency	Percent
Diploma	40	10.1
Technical or trade qualification	30	7.6
Number of hours worked in one week.		
1 - 5	18	4.5
5 - 10	19	4.8
10 - 15	13	3.3
15 - 20	27	6.8
20 - 25	39	9.8
25 - 35	210	53.0
35 - 45	31	7.8
45 and above	17	4.3
Age		
18 - 25	45	10.0
25 - 35	120	26.7
35 - 45	109	24.2
45 - 55	94	20.9
55 and above	26	5.8



Table 1.2 Reliability analysis

All the measure used have Cronbach's alpha higher than 0.70, and are therefore reliable measures.

Type of silence	Cronbach's alpha
Defensive silence	0.895
Diffident Silence	0.825
Relational Silence	0.781
Ineffectual Silence	0.805
Deviant Silence	0.928
Disengaged silence	0.741
Personal factors	0.805
POS	0.900
Job Satisfaction	0.826
Self Esteem	0.782
Self-monitoring	0.826
Employee commitment	0.911
Supervisor Support	0.781
Trust in Supervisor	0.931

Table 1.3 Regression Coefficients

\*Significance determined from p-values <0.05, \*\*marginally significant for p-values <0.10

Variables	Defensive	Diffident	Relational	Ineffectual	Deviant	Disengaged	Personal factors
Trust in supervisor	-0.990	0.155	0.162	0.021	0.218	0.269	0.103
Job satisfaction	0.160	0.106	0.124	0.840	0.034*	0.007*	0.313
	0.148	-0.155	-0.029	-0.141	-0.169	-0.264	-0.275
Self esteem	0.019*	0.670	0.750	0.117	0.053	0.002*	0.020*
	-0.158	-0.289	-0.318	-0.480	-0.092	-0.026	-0.136
	0.006*	0.000*	0.000*	0.567	0.256	0.750	0.101
Self-monitoring	0.033	0.022	-0.002	-0.010	0.149	0.700	-0.055
	0.506	0.750	0.978	0.898	0.040*	0.325	0.451
POS	-0.224	-0.132	-0.125	-0.253	-0.019	0.022	-0.285
	0.001*	0.129	0.020*	0.008*	0.837	0.811	0.030*
Employee commitment	-0.021	0.133	0.063	-0.066	0.192	-0.032	0.218
	0.728	0.113	0.495	0.462	0.028*	0.708	0.014*
Supervisor Support	-0.310	-0.223	-0.107	-0.037	-0.116	-0.158	-0.052
	0.000*	0.019*	0.297	0.709	0.239	0.101	0.598
Tenure	0.113	0.570	0.081	0.252	0.329	0.344	0.091
	0.031*	0.029*	0.302	0.001*	0.000*	0.000*	0.230
Education	0.077	0.060	0.112	0.062	0.001	0.049	0.103
	0.117	0.374	0.126	0.391	0.986	0.471	0.146
Age	-0.124	-0.238	-0.167	-0.019	-0.146	-0.265	0.091**
	0.027*	0.002*	0.047*	0.822	0.071	0.001*	0.818

The defensive category can be significantly associated with job satisfaction ( $\beta$  0.148,  $p < 0.05$ ), self-esteem ( $\beta$  -0.158,  $p < 0.05$ ) POS ( $\beta$  -0.224,  $p < 0.05$ ), supervisor support ( $\beta$  -0.31,  $p < 0.05$ ), age ( $\beta$  -0.124,  $p < 0.05$ ) and tenure ( $\beta$  0.114,  $p < 0.05$ ). The diffident category can be significantly associated with self-esteem ( $\beta$ -0.289,  $p < 0.05$ ), supervisor support ( $\beta$ -0.223,  $p < 0.05$ ), tenure in role ( $\beta$ 0.57,  $p < 0.05$ ) and age ( $\beta$ -0.238,  $p < 0.05$ ). The relational category can be significantly related to self-esteem ( $\beta$  -0.318,  $p < 0.05$ ), POS ( $\beta$  -0.125,  $p < 0.05$ ) and age ( $\beta$  -0.167,  $p < 0.05$ ). The ineffectual category is significantly associated with POS ( $\beta$  0.253,  $p < 0.05$ ) and tenure ( $\beta$  0.252,  $p < 0.05$ ). The deviant category is significantly associated with trust in supervisor ( $\beta$  0.18,  $p < 0.05$ ), tenure ( $\beta$ 0.329,  $p < 0.05$ ), self-monitoring ( $\beta$  0.149,  $p < 0.05$ ) and employee commitment ( $\beta$  0.192,  $p < 0.05$ ). The disengaged category can be significantly associated with trust in supervisor ( $\beta$  0.269,  $p < 0.05$ ), job satisfaction ( $\beta$  0.264,  $p < 0.05$ ), tenure ( $\beta$  0.344,  $p < 0.05$ ), and age ( $\beta$  -0.265,  $p < 0.05$ ). The personal factors category is significantly associated with job satisfaction ( $\beta$  -0.275,  $p < 0.05$ ), employee commitment ( $\beta$  0.218,  $p < 0.05$ ) and age ( $\beta$  0.0091,  $p$ -values  $< 0.10$ ).

Table 1.4 Summary of comments from open ended question

Category	Frequency
Issue with higher management	26
Issues with co-workers	19
I always speak up	14
Workplace bullying	12
Fear of negative consequences	9
Issues with supervisor	8
Changes in policy and procedure implemented with no consultation	7
Being treated unfairly	6
Discrimination	5
Policy and procedure changes implemented without consultation	5
Workplace conflicts	4
Communication issues	3
Salary and promotions	3
Favouritism	2
Harassment	2
Wanting to listen and learn from more experienced members	2
Demanding customers	1
Did not have all the facts	1
Expecting others to speak	1
I haven't felt the need to speak	1

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Category	Frequency
Job Dismissal	1
Not requested to speak up	1
Poor treatment of staff	1
Staffing issues	1
Training of new staff	1
Well being	1
Workplace Health and Safety	1

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Results from quotes obtained from the open ended question in the survey indicate that the most significant factors were higher management, co-workers and workplace bullying. Results also show that there are a significant number of people (14) that say they always speak up in the workplace.

## Chapter 6. Discussion

The results of the survey can be broken down into six categories based on the work of Chad Brinsfield, 2012. The defensive category relates to the withholding of information due to the fear of the consequences of speaking up. The consequences could be retaliation or punishment. The results of this study show that the defensive category of speaking up is associated with self-esteem, self-monitoring, POS, supervisor support and age. There are risks associated with openly expressing one's views. For employees to offer their views, they must believe that doing so will not be too costly. Individuals with low self-esteem are unlikely to put themselves in positions of vulnerability, therefore may not speak up in uncomfortable situations (Premeaux & Bedeian, 2003). Individuals with high esteem are likely to feel comfortable expressing themselves openly. Negative feedback discourages employees from speaking up. Employees who have experienced negative feedback could be affected by feelings of distrust and negativity towards their supervisor. This may affect their self-esteem and they may start feeling fear of speaking up. This addresses and confirms hypothesis one, negative feedback discourages employees from speaking up. Individuals who have previously experienced negative feedback from speaking up will be more reluctant to speak up in the future. Individuals may also start to fear being labelled negative manner as a result of speaking up, such as being labelled a trouble maker (Detert & Edmondson, 2005). This confirms hypothesis two: individuals will be reluctant to speak up due to a fear being labelled negatively or suffering from negative consequences.

This association can also be seen by the comments of some respondents. "My colleague's behaviour to each other is very negative but they are being managed by my

team leader but I never speak up about how unpleasant it is and my TL never asks about how their behaviour impacts me”

“Issues with behaviour of co-workers (talking back, general disrespect) but keep quiet as from past experiences no action is taken and nothing will change.”

“When colleagues in my previous role were talking negatively about another colleague, even though I disagreed with what they were saying I decided not to join in the conversation for fear of being judged”

“Inappropriate behaviour of colleagues where speaking up could lead to retaliation against me:

High Self-Monitoring (HSM) has been associated with leadership behaviours and are more likely to voice their emotions. HSMs are sensitive to contextual cues and are capable of modifying their behaviour for the sake of desired public appearances. Low Self-Monitors (LSMs) tend to reflect their own inner attitudes, emotions and dispositions. LSMs prefer situations where they can display their authentic selves and have no desire to impress others. HSMs are more likely to be concerned with how speaking up affects their public appearances. HSM's express their thoughts in a manner intended to impress others (Premeaux & Bedeian, 2003). LSMs prefer situations that allow them to be themselves, they are very responsive to trustworthiness. HSMs, on the other hand, behave more opportunistically, being willing to play to their audience for their own benefit. HSM's are more willing to engage in deception and are less trusting than LSMs. Therefore, they are less likely to be influenced by social bonds. HSMs may actually speak up less as trust in one's supervisor increases and the expression of one's views becomes the norm rather than a

means for establishing a unique public image (Eisenberger, et.al, 2001). This study shows that self-monitoring is associated with the fear of the consequences of speaking up. HSM are more likely to not speak up when they know the audience will not appreciate what they have to say. This proves hypothesis three: HSM are more likely to speak up motivated by a desire to present themselves in a positive light.

This is demonstrated by responses from the survey such as “Where I work sharing is encouraged. The only time I have stayed silent is when my thinking is more devil’s advocate than a genuine need to speak up”

The diffident category is characterized by lack of self-esteem, insecurities, self-doubt or uncertainties. Individuals may want to avoid negative outcomes (for example embarrassment) they associate with speaking up. Individuals in this category will focus more on themselves, characterized by the spiral of silence (see Chapter 3). The study shows this category has a significant relationship to trust in supervisor, job satisfaction, self-esteem, age, tenure and supervisor support. Organizations may have a climate of silence in which individual may fear receiving or delivering negative feedback. People may feel threatened and will try to avoid receiving or giving negative feedback. Individuals may try to ignore it or dismiss the feedback (Morrison & Milliken, 2000). Argyris and Schon (1978) suggest that managers feel a strong need to avoid embarrassment, feelings of vulnerability and incompetence. Managers may view employees as self-interested and that they cannot be trusted to act in the best interests of the organization. Managers may believe that employees are not knowledgeable therefore not involve them in making decisions. Managers must encourage employees and create a positive environment. This means embracing shared team values and focusing on results. Empowered employees will speak

up even if it means challenging the status quo (Detert & Burris, 2007). Empowered employees act like they are self-employed, feel trusted, encouraged to think, experiment and improve (Morrison & Milliken, 2000). Empowered employees will have greater job satisfaction and less turnover. In contrast, Morrison and Milliken (2000) indicate that diminished job satisfaction may result from organizational silence. According to Morrison and Milliken this may be due to a perceived lack of control which occurs when employees are denied an opportunity to voice their concerns. This study also shows an association with tenure, employees who feel disengaged with their employer are more likely to want to resign.

These themes are demonstrated by respondents to this survey, “The new process we were using was implemented without being tested first there were some bottlenecks and issues. I raised one of these with my manager who stated that I was being difficult and negative. I was made an example of and micro managed. Also moved to a desk where I was isolated, this meant I did not speak up again and neither did anyone else.”

“Way the organization treated outgoing staff”

The relational category is motivated by relationships with peers. An individual will be motivated by not wanting to cause harm to a relationship. This study proves a link between the relational category and trust in supervisor, self-esteem and supervisor support. This category is associated with Prosocial Voice (Dyne, 2003), the expressing of work-related ideas, information, or opinions based on cooperative motives. Prosocial Voice is intentional, proactive, and other-oriented. Its primary focus is to benefit others. Speaking up and making suggestions involves personal risk. Those with a more negative mood, due to frustration, anger and disappointment display less prosocial behaviour. Supervisor support

and trust are important in this category. The work culture and environment is significantly impacted by the leaders of the organization. If the supervisor is able to create an empowering environments employees will have greater self-esteem and be able to freely express their opinions.

The behaviour is demonstrated by commentary from respondents “I don't think I've been silent... our workplace is very open and my boss and colleagues are lovely and supportive. I've generally felt free to speak up. Perhaps the only time I wouldn't would be so as to not hurt someone's feelings, e.g. if they had an idea that I didn't think was good, I would still hear them out and try and be supportive, and not critical - at least initially (even if in my head I thought it wasn't a good idea)”

“We are very team orientated and have an excellent relationship with each other”  
Two participants bought up the positive aspects of remaining silent, such as being new and wanting to learn from more experienced colleagues.

“In large meetings sometimes it pays to be intentionally silent and listen to others that have experience/knowledge. I find it is a good way to learn. Sometimes ask questions if I don't understand”

“I am very new to my job, so at the moment I am very quiet at meetings as I don't feel like I have enough knowledge about my role to speak up just yet. But once I am more familiar with my role I will feel more confident and speak a lot more.”

The ineffectual category signifies that the line of thinking that speaking up will not affect the situation. It is not worth the effort to speak up thus individuals will accept the situation. This category is an example of Acquiescent Voice, disengaged behaviour that is caused by feeling like you cannot make a difference (Dyne et.al, 2003). Hirschman (1970) describes

this as passive behaviour and a form of passive behaviour. POS and tenure are associated with the ineffectual category. Being valued by the organization can yield such benefits as approval and respect, pay and promotion, and access to information and other forms of aid needed to better carry out one's job. Employees who are emotionally committed to the organization show heightened performance, reduced absenteeism, and a lessened likelihood of quitting their job. Employees are more concerned with the organization's commitment to them. When one person treats another well, the other person is bound to treat them well. Perceived Organizational Support (POS) is being assured that help will be available from the organization to carry out one's job effectively and to deal with stressful situations. Actions taken by agents of the organization are often viewed as indications of the organization's intent rather than attributed solely to the agents' personal motives. Employees view their favourable or unfavourable treatment as an indication that the organization does or does not favour them. On the basis of organizational support theory there are three general forms of perceived favourable treatment received from the organization (fairness, supervisor support, and organizational rewards and job conditions) that increase POS. POS can influence job satisfaction and positive mood. POS contribute to overall job satisfaction by meeting socioemotional needs, increasing performance-reward expectancies, and signalling the availability of aid when needed (Rhoades & Eisenberger, 2002). This proves hypothesis four, employees that score high on POS are more likely to feel comfortable speaking their mind because they feel help and support are readily available and that their concerns matter to the organization.

“Another person did something that they shouldn't have done and I didn't say anything to anyone because I didn't feel it would make a difference and I could be held responsible for it as that person was friends with management and they had done it before.”

“We are encouraged to speak up within my organization, and I naturally speak up if there is an issue”

The deviant category is intentionally withholding information from others to cause harm. This study shows this category has a significant association with trust in supervisor, job satisfaction and employee commitment. Employee commitment has been linked to many important outcomes such as turnover, attendance, performance and employee well-being. According to Morrison and Milliken (2000), organizational silence may lead to lower commitment. The group value model also suggests that employees feel less valued when they perceive that they and others cannot openly express their viewpoints. Subsequently, when employees feel less valued, they will be less likely to value, identify, trust, and commit to the organization (Hulin & Judge, 2003). Employers need to have procedures that allow for employee voice are usually perceived more positively because they signal that employees are valued members of the organization. Feelings of not being valued by the organization have significant consequences. There are no examples of this category given by the respondents of this survey. This may be because people find it difficult to discuss instances where they have intentionally caused harm to another individual. This area can be further developed in future research.

The disengaged category relates to when individuals feel they are unable to make a difference to the situation. This happens when an individual removes themselves from their work role. This dimension partially overlaps with Acquiescent silence. Future research should look at further refining these two categories into one. This study has found an association with trust in supervisor, job satisfaction, tenure and age. Trust in supervisor is

an important aspect in keeping employee engaged in their workplace. Trust is associated with feelings of confidence and positive expectations from your supervisor. There are risks associated with trusting your supervisor. Supervisors play an especially important role in an employee's decision to speak up because of the close nature of the relationship and the power supervisors have over employees (Tulubas & Celep,2012). Hypothesis five: employees who feel disengaged with their supervisor, do not trust or agree with their strategy are less likely to speak up. Employees who feel concerns are addressed are more likely to speak up. The significance of this relationship is demonstrated by the commentary of participants, 9 participants directly address conflicts with their supervisor with many others indirectly mentioning supervisors.

“I was putting in additional hours to ensure that a research project that I was involved in was completed however for majority of the project my supervisors took credit for the work.”

“My supervisor is essentially a bully who likes to use intimidation tactics on all staff even those she claims are friends.”

Other personal circumstances is a category consisting of questions I added to this analysis. These factors can have a significant burden on an individual's minds. Many may feel burdened by the financial pressure associated with mortgages and raising a family. Some specific jobs may only be available in specific regions which may make leaving a job harder. These individuals may feel they have limited options and have to put up with unfavourable treatment. This category has been associated with self-esteem and POS. Feelings of limited opportunity may decrease self-esteem particularly in the long term. This research highlights the significance of this area and future research focusing in depth is

needed. The below comments from participants highlight how these issue can create a lasting effect on individuals.

“Pay rises as I have only had one in the 14 years I have been here”

“There is no issue at work only the job is hard & physical so I am having problems to perform due to my health issue, but the money is good and others won't be getting anything similar in my region so I don't want to leave but have to in future”

Management practices have a significant impact on all the categories evaluated in this research. Avery, et.al (2012) define ethical management as taking interest in employees' concerns or ideas, asking questions, encouraging conversation, personal responsibility, and follow-up actions. Poor management can lead to employees feeling ignored and detached from the organization. Ethical managers include followers by keeping their best interests in mind. Ethical managers create an environment where employees feel a sense of belonging and personal ownership. Greater ownership will lead to greater job satisfaction, increased effort and performance. Engaged individuals will recognize the organization needs their input to survive and learn long term. Speaking up is more likely when individuals believe it is safe and worthwhile (Avery et.al, 2012). An employee who was demeaned for speaking up in the past is likely to expect a loss from speaking up again and will prefer to keep silent (Detert & Edmondson, 2005). The decisions of managers are significant, 25 people in this study mention situations regarding managers. Themes include tensions with bosses, employees feeling like bosses were favouring particular individuals, unfair allocation of workload, lack of resources, poorly implemented policies, need for control, not recognizing hard work and not taking the opinion of employees.

“Situations where there is an imbalance of power, for example in senior leadership meetings where my CEO expresses an opinion about my field of expertise...if he were incorrect in his opinion I would not call him out on this because he would lose face in front of his subordinates and I would find myself being managed out the door.”

“High level management decision outside of my control such as resource and head count”

## 6.1 Recommendations

This research did not consider if the job of participants needs them to speak up. There could be significant variation by occupation. Further research could look at characterizing speaking up in different industry and occupations. A significant number (19 participants) made commentary around issues involving their co-workers. It would be interesting to further examine the dynamics between co-workers in differing situations. One participant also mentioned the tone of someone’s emails this shows the importance of the medium of communication. This is an area that requires further investigation as to the differences in speaking up relating to different communication mediums. This study did not focus on situations where employees chose to keep silent or speak up. Further analysis into charactering particular situations would be beneficial. This would be beneficial for managers trying to address particular situations where they would like their employees to speak up more often.

## 6.1 Limitations

Snow ball sampling is not random because there is no way of knowing the precise extent of the population from which it would have to be drawn. There is no accessible sampling frame for the population from which the sample is to be taken. It is very unlikely that the sample will be representative of the population. However, snowball sampling is a good fit when the researcher needs to focus upon or reflect relationships between people. This research could be affected by sampling error, it is extremely unlikely that study will end up with a truly representative sample (Bailey, 2008). However, snowball sampling is a form of convenience sampling and a high response rate was achieved using this method.

The survey should be short to reduce the risk of respondent fatigue, it is easier for a respondent to become tired of answering questions in a long questionnaire. There was some feedback from respondents that they found the survey to be too long. For further studies the measures should be refined further especially in the silence category. Self-completed questionnaire are low cost to administer. Social media enables easy distribution of the survey amongst friends and family. Surveys are quick to administer. Self-completion questionnaires' are more convenient for respondents because they can be completed when they want and at the speed they want to go. However there are some disadvantages and limitations. There is no one present to help respondents if they are having difficulty answering a question. Attention must be paid that the questionnaire is easy to complete otherwise questions will be omitted if the instructions are unclear. There was a number of questions omitted by participants in this study this may be due to the length or lack of clarity around some questions. There is no opportunity to probe respondents to elaborate an answer. Probing can be very important when open ended questions are being asked. This is where an interview would have also been useful. Interviewers are trained to get more from

respondents. In a further investigation I would recommend conducting an interview based on the responses to the open ended questions of this study. Many participants reported that they always spoke up in the workplace. An interview would be useful in probing what makes these people different and how their strategies can be adopted by others.

Respondents of surveys are more likely to become tired of answering questions that are not relevant to them and that more likely to perceive some questions as boring. Because this survey is cross sectional and relates to a single point in time, does not control for external factors that could impact causality. So only the expected direction of the relationship is discussed.

The results of this survey could be affected by data processing error. This could be due to incorrect data entry or computer programming. The study can be affected by response bias because people have a tendency to answer some question falsely. People may misrepresent or give false answers to appear intelligent or conceal information they consider personal or embarrassing. Or respondents may unconsciously give false information due to forgetfulness. Social desirability bias is the tendency for respondents to give answers that are socially desirable or acceptable, which may not be accurate. Information about educational qualification might be overstated to gain prestige. The respondent may try to create a favourable image of themselves. The may respond in a way they think is socially desirable rather than the correct information.

## 6.2 Future directions for research

Future direction for research needs to focus on factors that make speaking up more likely. This would enable managers to have a more focused view of how to create a positive environment for employees. The open ended question of this survey have found a significant number of people who state they always speak up. A qualitative study interviewing managers and employees is needed to investigate this further. The role of leadership in promoting or discouraging voice behaviours needs to be explored. Over time, the feeling of being unable to speak up about issues and concerns may result in a sense of helplessness and reduced job satisfaction (Milliken & Morrison, 2003). Research asking if employees have an awareness of the long term negative implications of remaining silent is needed. This should be conducted by a qualitative study consisting of interviews to get in-depth information from employees. Research needs to expand and explore when participants have spoken up and been supported by management or colleagues. More studies are needed in which participants select factors which made experiences of organisational change more positive.

## Chapter 7. Conclusion

Employee communication is critical to the success of organizations. Managers must be able to create a positive environment where employees are able to speak freely. This is crucial for creating organizations which can quickly adapt to change. Change requires short term sacrifice from employees. This study investigated numerous factors relating to speaking up by a cross sectional self-administered survey and semi structured interview. This study has confirmed the hypothesis that negative feedback discourages employees from speaking up. Individuals who have previously experienced negative feedback from speaking up will be more reluctant to speak up in the future. Individuals will be reluctant to speak up due to a fear of being labelled negatively or suffering from negative consequences. Employees who feel disengaged with their supervisor, do not trust or agree with their strategy are less likely to speak up. Employees who feel concerns are addressed are more likely to speak up. Future research is required to narrow down the categories of the type of incidents where an employee is remaining silent and the target of silence. Communication is affected by the communication medium. Traditionally research in the field has focused on face to face conversations. However investigation into other mediums such as email, video conferencing is also needed.

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## Appendix 1: Questionnaire

What is your sex?

Female	
Male	

What is your age?

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What is your marital status?

Single	
Married	
De Facto	

What is your ethnicity?

New Zealand European	
Maori	
Samoan	
Cook Islands Maori	
Tongan	
Niuean	
Chinese	

Indian	
Other	

How many years have you worked for your organization?

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Are you part of a union

Yes	
No	

How many hours per week do you work.

---

What is your highest level of education?

NCEA Level 3	
Bachelor's degree	
Master's degree	
Doctoral degree	
Other professional degree	
Not applicable	

**Please indicate the extent of your agreement with the following statements concerning your current job.**

I am enthusiastic about my work

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

I feel satisfied with my present job

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Each day at work seems like it will never end

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

I find real enjoyment in my work

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

I consider my job rather unpleasant

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

**Please read the following statements and indicate the answer that best matches what you think.**

The organization values my contribution to its well-being

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

The organization fails to appreciate any extra effort from me

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

The organization would ignore any complaint from me

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

The organization really cares about my well-being

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Even if I did the best job possible, the organization would fail to notice

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

The organization cares about my general satisfaction at work

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

The organization shows very little concern for me

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

The organization takes pride in my accomplishments at work

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Disagree				Agree
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**Please indicate the most appropriate response to the following statements**

On the whole, I am satisfied with myself.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

At times I think I am no good at all.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

I feel that I have a number of good qualities.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

I am able to do things as well as most other people.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

I feel I do not have much to be proud of.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

I certainly feel useless at times.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

**Please indicate the most appropriate response to the following statements**

In social situations, I have the ability to alter my behaviour if I feel that something else is called for.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

I have the ability to control the way I come across to people, depending on the impression I wish to give them.

1	2	3	4	5
Strongly	Disagree	Neutral	Agree	Strongly

Disagree				Agree
----------	--	--	--	-------

When I feel that the image I am portraying isn't working, I can readily change it to something that does.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

I have trouble changing my behaviour to suit different people and different situations.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

I have found that I can adjust my behaviour to meet the requirements of any situation I find myself in.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Even when it might be to my advantage, I have difficulty putting up a good front.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Once I know what the situation calls for, it's easy for me to regulate my actions accordingly, I am often able to read people's true emotions correctly through their eyes.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

In conversations, I am sensitive to even the slightest change in the facial expression of the person I'm conversing with.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

My powers of intuition are quite good when it comes to understanding others' emotions and motives.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

I can usually tell when others consider a joke to be in bad taste, even though they may laugh convincingly.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Disagree				Agree
----------	--	--	--	-------

I can usually tell when I've said something inappropriate by reading it in the listener's eyes.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

If someone is lying to me, I usually know it at once from that person's manner of expression.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

**Please indicate your agreement with the following statements concerning your direct supervisor at your current job**

Is concerned about me as a person

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Is helpful when I have a family or personal emergency

1	2	3	4	5
---	---	---	---	---

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
----------------------	----------	---------	-------	-------------------

Feels each of us is important as an individual

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Is helpful when I have a routine family or personal matter to attend

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Is concerned about how employees think and feel about things

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Is understanding when I have personal or family problems which interfere with my work

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

**Please indicate the extent of your agreement with the following statements concerning your direct supervisor at your current job**

How committed are you to your employer?

1	2	3	4	5
To a small extend	To a less extend	To a moderate extend	To more of a extend	To a large extent

To what extent do you care about your employer?

1	2	3	4	5
To a small extend	To a less extend	To a moderate extend	To more of a extend	To a large extent

How dedicated are you to your employer?

1	2	3	4	5
To a small extend	To a less extend	To a moderate extend	To more of a extend	To a large extent

To what extent have you chosen to be committed to your employer?

1	2	3	4	5
To a small extend	To a less extend	To a moderate extend	To more of a extend	To a large extent

How responsible do you feel for your employer?

1	2	3	4	5
To a small extend	To a less extend	To a moderate extend	To more of a extend	To a large extent

To what extent do you feel bound to your employer?

1	2	3	4	5
To a small extend	To a less extend	To a moderate extend	To more of a extend	To a large extent

**For each of the following reasons for intentionally remaining silent please describe your typical behaviour at your current job**

I frequently remain silent at work due to negative experiences I've had with speaking up.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

I frequently remain silent at work to avoid experiencing negative emotions.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

I frequently remain silent at work to avoid embarrassing myself.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

I frequently remain silent at work to protect my image or reputation.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

I frequently remain silent at work because I do not want to be viewed as causing problems.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

I frequently remain silent at work because I do not want to appear incompetent.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

I frequently remain silent at work because management is not open to other's views, opinions, or ideas.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

I frequently remain silent at work because I am intimidated by management.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

I frequently remain silent at work due to bad management practices.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

I frequently remain silent at work due to feeling burdened by financial hardship

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

I frequently remain silent at due to limited employment opportunities in my region

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

**Please indicate the extent of your agreement with the following statements concerning your direct supervisor at your current job**

If I had my way, I wouldn't let my supervisor have any influence over issues that are important to me.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

I would be willing to let my supervisor have complete control over my future in this company.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

I really wish I had a good way to keep an eye on my supervisor.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

I would be comfortable giving my supervisor a task or problem which was critical to me, even if I could not monitor his/her actions.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

I would tell my supervisor about mistakes I've made on the job, even if they could damage my reputation.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

I would share my opinion about sensitive issues with my supervisor even if my opinion were unpopular.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

I am afraid of what my supervisor might do to me at work.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

If my supervisor asked why a problem happened, I would speak freely even if I were partly to blame.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

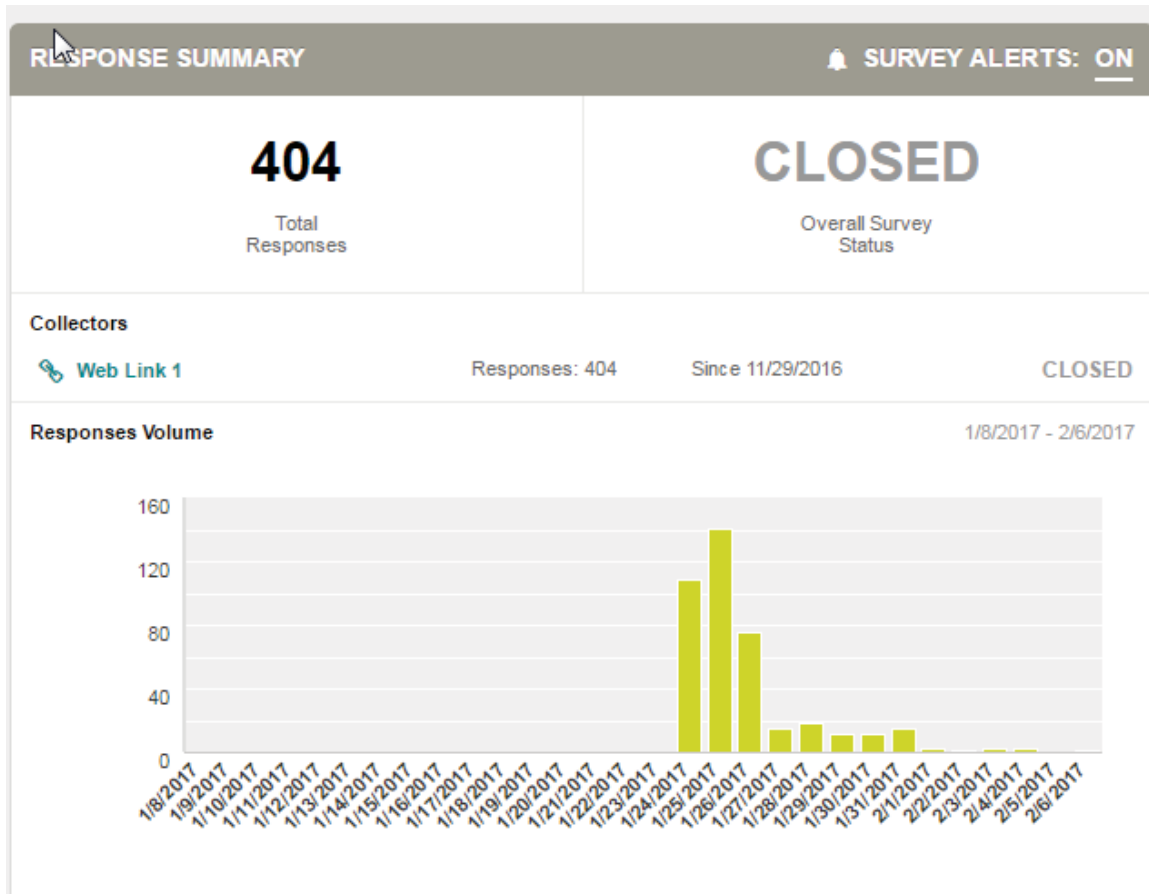
If someone questioned my supervisor's motives, I would give my supervisor the benefit of the doubt.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

If my supervisor asked me for something, I would respond without thinking about whether it might be held against me.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

## Appendix 2: Online view of questionnaire



Dear potential participant

This study investigates the factors that enable or prevent employees to speak up. Employee silence is defined as the deliberate withholding of information useful to the progress of an organization. When employees do not speak up this can have significant consequences. Employees may not speak up out of fear of being labelled in a negative manner. However, employees are more likely to speak up when they feel it is safe and worthwhile. This research aims to gain a greater insight into this area.

This project has been evaluated by peer review and judged to be low risk. Consequently, it has not been reviewed by one of the University's Human Ethics Committees. The researcher named is responsible for the ethical conduct of this research. If you have any concerns about the conduct of this research that you wish to raise with someone other than the researcher(s), please contact Dr Brian Finch, Director, Research Ethics, Telephone: +64 (06) 356 9099 ext. 84459, email [humanethics@massey.ac.nz](mailto:humanethics@massey.ac.nz).

Should you wish to participate you have the right to:

- Decline to answer any particular question.
- Ask any questions about this research project at any time during participation.
- Provide information on the understanding that you will remain anonymous.
- Be given access to the completed research report.

Please feel free to contact the researcher directly if you have any questions or comments.

Kind Regards


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Finally, thank you for taking the time to complete this survey!  
Your participation in this research project is greatly appreciated.



**1. Please answer the following:** 

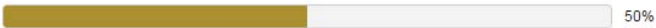
	Gender	Age	Marital Status	Ethnicity
What is your:	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Other Ethnicity (please specify)				
<input type="text"/>				

**2. Please answer the following about your work:** 

How long have you worked if your organisation (years):	Are you part of a union?	How many hours (on average) do you work per week?	What is your highest level of education?
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

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**4. The following questions relate to your supervisor:**

**My supervisor...**

	1-Strongly Disagree	2-Disagree	3-Neither Disagree or Agree	4-Agree	5-Strongly Agree
Is concerned about me as a person	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is helpful when I have a family or personal emergency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Feels each of us is important as an individual	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is helpful when I have a routine family or personal matter to attend	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is concerned about how employees think and feel about things	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is understanding when I have personal or family problems which interfere with my work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>


**5. The following questions relate to your job:**

	1-Strongly Disagree	2-Disagree	3-Neither Disagree or Agree	4-Agree	5-Strongly Agree
I am enthusiastic about my work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel satisfied with my present job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Each day at work seems like it will never end	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I find real enjoyment in my work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I consider my job rather unpleasant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**6. The following questions relate to yourself:**

	1-Strongly Disagree	2-Disagree	3-Neither Disagree or Agree	4-Agree	5-Strongly Agree
I frequently remain silent at work due to feeling burdened by financial hardship.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



11. Please describe a work-related issue, event, or concern you were intentionally silent rather than speak up. 

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### Appendix 3: Results of open ended question

Category	Comments
Being treated unfairly	<p>Giving me more work than I could do and then having to still work from home with sick children</p> <p>I had been on leave and when I returned I was told on my lunch break that as of next week I was being moved to teach in another classroom as one of the teachers was sick of working in that classroom and wanted to be in my classroom. I was devastated as I loved working in that classroom but I didn't say anything just did what I was told to do and now I am struggling in my new classroom</p> <p>I was asked to work extra hours without pay. I was offered a work car and weekly petrol but my employer gave it to her son's friend. My employer is slow to pay me and has never paid me holiday pay.</p> <p>I kept silent on the extra workload and demands of my role due to my colleague continual absence for a prolonged period of time (working on average just 16 hours a week in a full time role). There were a lot of issues with the speed of processing work at our department, and issues with following up things I did not know anything about. I did not speak up as my boss was seldom in office and he did not know the procedures of the work, due to my old manager leaving her position. Also, there was a lot of politics involved around my colleague getting leeway with taking leave. Others who supervised at times were unclear and does not communicate well with old information on how to do things in my role- at times this has caused confusions and unnecessary accusatory comments.</p> <p>I believed I was given a heavier workload than a peer/colleague</p> <p>There is no issue at work only the job is hard &amp; physical so i am having problems to perform due to my health issue but the money is good won't be getting anywhere in my region so I don't want to leave but have to in Future</p>

Category	Comments
Changes in policy and procedure implemented with no consultation	<p data-bbox="343 481 391 1968">Changes in policies dealing with HR or budgetary issues.</p> <p data-bbox="534 481 726 1968">A public forum debating some changes to standards that I felt were bad for the industry but I did not speak up as there were senior politicians and others present and I was nervous in their company</p> <p data-bbox="726 481 805 1968">Quick succession of changes to workplace routines, roles and resource placement without consulting the staff. A drop in staff morale.</p> <p data-bbox="805 481 981 1968">Changing booking system of company fleet cars from manual to electronic system. Extensive debate and angst amongst colleagues re this. Wanting to go to union, upset them system had changed. Personally i saw it as progress and did not speak up to support my colleagues, preferring to remain silent as I knew my opinion would be unpopular. End result 6 months after changing its now business as usual and those most opposed have also 'got over it'. I guess you could say was saving my energy for a battle I felt important/worth fighting for</p> <p data-bbox="981 481 1125 1968">Staffing issues on the floor. Not having enough consistency with teachers causes issues with the children and staff. My boss didn't want to pay for an extra teacher as she wants to make as much money as possible. Rather she just employed relievers that can be paid at minimum wage. It wasn't my place to say anything.</p> <p data-bbox="1125 481 1220 1968">Generally related to an overcrowded curriculum at school. Expectation to teach too many areas that aren't always a priority for a child's learning</p> <p data-bbox="1220 481 1332 1968">Changing shift hours without consultation. Take it or leave attitude. When I reminded them of the negative effects, I was told it's happening anyway. When I left through stress over the stupid hours, they made it out to be my fault.</p>

Category	Comments
Communication issues	<p>Most things now because I know my crew leader (supervisor) has the ability to stay back after work and convince team leader of what she believes is true, she stresses and catastrophizes issues, without me even knowing there is a problem. Manager will tell staff one thing one day then a couple days later tell us we were doing it wrong.</p> <p>The tone of someone's email</p>
Demanding customers	<p>Sometimes we get clients who are straight up crazy and looking for a fight. These people get completion of services contracted then added to the blacklist</p>
Did not have all the facts	<p>when I am not sure of all the facts to be able to ascertain what has happened</p>
Discrimination	<p>Discrimination was. Pregnant and passes over for a promotion and manager hired his friend.</p> <p>Diversity/inclusion</p>
Expecting others to speak	<p>The use of seclusion such as time out was common for a while but as a second year BTeach student I felt I was unable to speak up</p> <p>Team leader referring to the women in my team as horses and hyenas when they laugh. I feel it really degrading brought it once in confidence and another member of the team found out. Now I just remain quiet</p>
Favouritism	<p>I work with two men whom do not value the work of a woman as well as cultural differences, this is how I justify my silence as much as their own I have daily confrontations where I remain silent rather than speak up. Essentially I am resigned to it.</p> <p>Operational / service failures in customer meeting. Management were present, so I let them respond.</p> <p>Redundancy of Australians rather than visa workers. Couldn't be bothered arguing it in the end.</p>

Category	Comments
	<p>The exclusionary practices some staff collude in. Other incidents in the past have proven the employers do nothing when something directed at other staff members by certain individuals they like. Speaking up changes nothing so further incidents of similar occurrences have not been made mention of as nothing gets done.</p>
Fear of negative consequences	<p>Another person did something that they shouldn't have done and I didn't say anything to anyone because I didn't feel it would make a difference and I could be held responsible for it as that person was friends with management and they had done it before.</p>
	<p>I was putting in additional hours to ensure that a research project that I was involved in was completed however for majority of the project my supervisors took credit for the work.</p>
	<p>I can't think of one off the top of my head, but I usually keep quiet if it is office politics</p>
	<p>In group discussions where my knowledge of the subject was limited and I wanted to avoid looking stupid.</p>
	<p>Being blamed for others errors</p>
	<p>A previous manager instructed staff to lie on a company-wide staff survey. It was easier to give in to her demands than to raise it with higher management, as nothing would have been accomplished by doing so other than professional suicide. The manager I question had a history of holding grudges against people who spoke against her, and higher management had no interest in the concerns of the staff, apart from paying lip-service for the sake of appearances.</p>
	<p>Dealing with national head office contacts/projects, as a staff member in another city... learnt from past experience that if you don't like something you make trouble for yourself by speaking against it (past employer)</p>
	<p>In a meeting if you are the one to bring up an issue you get landed with the task of fixing it even if you do not have the tools or authority to do so. Then are blamed by both team leaders and management for not fixing it. Often they will talk to others with the intention to discredit your reputation telling only half the story.</p>

Category	Comments
Harassment	<p>When colleagues in my previous role were talking negatively about another colleague, even though I disagreed with what they were saying I decided not to join in the conversation for fear of being judged</p> <p>A person in the work place continues to be rude and domineering toward me. I put up with it and say nothing because I don't want confrontation or to feel awkward or to answer questions about the incidents.</p> <p>A colleague grabs my shoulders often; or pats my back, or lean on my leg when we were working together at one desk.</p> <p>There was nothing. I always speak up.</p> <p>I'm not the silent type. I am an open book - at times, that can be misunderstood and cause conflict. Honesty and clarity are values I hold high so I freely speak out and say what I think.</p> <p>I always speak up.</p> <p>I cannot think of a recent example, as we are encouraged to speak up within my organisation, and I naturally speak up if there is an issue</p> <p>None, I always speak up.</p> <p>Never happened that I don't speak up.</p> <p>I don't have any, as I'm a centre manager who has worked from the bottom to the top and have my teams interest at heart.</p> <p>I have always spoken up...</p> <p>I can't think of anything, I generally speak up with any concerns - especially health and safety or child related.</p> <p>I normally speak up if I have any concerns.</p> <p>Any issue at work I do speak up.</p> <p>Can't think of anything. We are very team orientated and have an excellent relationships with each other</p>

Category	Comments
	<p>I don't think I've been silent... our workplace is very open and my boss and colleagues are lovely and supportive. I've generally felt free to speak up. Perhaps the only time I wouldn't would be so as to not hurt someone's feelings, e.g. if they had an idea that I didn't think was good, I would still hear them out and try and be supportive, and not critical - at least initially (even if in my head I thought it wasn't a good idea)</p> <p>I often speak up about issues, I am not silent about them</p>
I haven't felt the need to speak	<p>Where I work sharing is encouraged. The only time I have stayed silent is when my thinking is more devil's advocate than a genuine need to speak up</p>
Issues with co-workers	<p>A staff member gave a breastfed baby of 10 months another child's bottle which was cow's milk. When I brought it to her attention, she blamed the child as if it was her fault for drinking it up. I stayed silent about this incident.</p> <p>Bad work practices by work colleague.</p> <p>Inappropriate behaviour of colleagues where speaking up could lead to retaliation against me</p> <p>When a colleague I oversee badmouths management</p>
	<p>A work colleague showed evidence of drinking (prior to arriving) at a work related event (her breath was the tell-tale sign plus 2 others mentioned it to me) where it would not be condoned. i spoke to the person directly as a friend. The colleague denied it. I chose to keep quiet.</p>
	<p>A work colleague I have leadership of does a poor job which impacts my workload.</p>
	<p>Events related to other employees behaviours and interaction. I was intentionally silent because officially I don't have anyone reporting to me. Then, not really up to me to decide, opine or anything.</p>
	<p>The way co-worker relate to some people weren't very nice.</p>
	<p>My colleagues behaviour to each other is very negative but they are being managed by my team leader but I never speak up about how unpleasant it is and my TL never asks about how their behaviour impacts me</p>

Category	Comments
	Other staff claiming they worked more hours than they did. Me completing many of the tasks they weren't doing.
	Mood and professionalism of other staff/teacher not effect children
	Personal issues relating to other staff members.
	Work with someone where it is better to kept silent rather than provoke them by speaking up
	Complaints from co-workers about other co-workers
	Issues with behaviour of co-workers (talking back, general disrespect) but keep quite as from past experiences no action is taken and nothing will change.
	I did not agree with another member of staff's approach. Working in ECE everyone us different but I found the approach far too harsh for infants but I was fairly new and the other person had been there for 4 years
	Other staff members leaving due to the company not offering us assistance
	Stupid things they do like rekeying a safe but not changing the combination on the second safe these keys are kept in, therefore anyone who knew the combination can access the new keys & hence the safe there for this achieved nothing except pointless expense. (Drug safe & missing drugs).
	Root cause analysis to resolve a problem was hijacked somewhat vehemently by team member who clearly had no idea.
	Confrontation would only have escalated, explanation availed nothing. Elucidated problem and fixed, but unfortunately did not help as a training session for problem solving.
Issues with higher management	The lack of development support for managers promoted to new roles.
	When I knew the CEO held a fixed view that I could not shift or influence. restructure - the rationale was flawed but my role was disestablished so I had to step carefully

Category	Comments
	<p>The new process we were using was implemented without being tested first there were some bottle necks and issues. I raised one of these with my manager who stated that I was being difficult and negative. I was made an example of and micro managed. Also moved to a desk where I was isolated, this meant I did not speak up again and neither did anyone else.</p> <p>Situations where there is an imbalance of power, for example in senior leadership meetings where my CEO expresses an opinion about my field of expertise...if he were incorrect in his opinion I would not call him out on this because he would lose face in front of his subordinates and I would find myself being managed out the door.</p> <p>Poor behaviour my senior management in a meeting.</p> <p>I was put in to team to sell a publication. The allocation of leads was unfairly distributed and I felt bullied to go along with the plan which changed what had been a very different lead allocation in my favour. I chose to stay quiet in the issue because I knew that my supervisor had a set agenda and was not going to receive negative feedback favourably.</p> <p>In a previous job for a previous employer a junior team member was having his work criticised aggressively and unfairly by a senior team member with the approval of the supervisor. I remained silent to avoid reprisals and having my own work scrutinised in the same way. I lasted a very uncomfortable year in the job despite being committed to the organisation.</p> <p>when I was pregnant and working in a Super market I was 18- the owner / Operator called me into his office and gave me a lecture on being pregnant and asked if the father had run a mile as said to me I suppose you will want maternity leave. I said no just to keep him happy. On reflection this was inappropriate as neither my supervisor nor manager was present and I didn't know who to talk to about the situation.</p> <p>high level management decision outside of my control such as resource and head count</p>

Category	Comments
	<p>There were clear tensions between my boss and my colleague, and they were clashing over aspects of our work that I shared similar concerns about. I tried to speak up about it initially, but the response I got from both my boss and her superior led me to believe my raising the issues was not appreciated, would not create change and that I would do well to back off and not rock the boat.</p>
	<p>2 fixed term employees were not given the same opportunity and one of them was directly appointed into role without it being internally advertised because she was the boss's friend going through a hard time</p>
	<p>Shop being under-staffed but higher level management don't feel we are busy enough to have another member of staff.</p>
	<p>Poor managing, ridiculous decision making made on the run, poor control of budgets</p>
	<p>I've been on contract for four years. My boss doesn't like being challenged on anything, she keeps me on contract as a ransom. She makes me apply every year for my job, loves the power during the interview process.</p>
	<p>When I felt my manager hired someone they shouldn't have</p>
	<p>I was asked to teach Year 6 sport to relieve the assistant principal each Friday instead of working on preschool/junior primary programs. I have an early childhood degree. I believe they were placing more importance on the older students and admin. I chose not to say anything because I was fearful of what might happen next.</p>
	<p>The Assistant Principal at my school is a workplace bully and there have been 10 staff members bullied out over a two year period (and it is a small school with a small staff). I do not have the courage to speak up and place a report to the Education Department for fear that nothing will be done and the retribution it will cause for myself and other staff members.</p>
	<p>Conflict in management. Disagreement. Could see both sides of argument</p>
	<p>The centre manager dealing with settling a child and giving advice to the parent(s) it wasn't her job to do so and was different to what we had just decided on at our team meeting and policy.</p>

Category	Comments
	<p>The way children have been picked up/held by my manager</p>
	<p>Staff meetings when the Manager was telling us what was expected, without consultation. If you didn't agree too bad so easier just to sit and say nothing or you would get shot down in front of everyone</p>
	<p>Consulting company making decisions to change staffing levels without full understanding of the value, but having the decisions mandated by the CEO.</p>
	<p>My employer was a serial adulterer which of course you couldn't speak of, he also had great staff who made him look good but he didn't recognize their achievements. I don't work for him anymore. I now work for myself. In the last 5 years he's lost 65 staff and paid out approx. \$100,000 in personal grievance claims. Don't know how employers get away with this!</p>
	<p>My peers ability to manage their team and provide them with development opportunities</p>
	<p>When those at a higher level than mine were deciding on work matters and schedules that would affect the work conditions of those at my level - at that point in time I felt that I had no voice.</p>
Issues with supervisor	<p>Supervisor incompetence</p>
	<p>Reporting a colleague who disclosed he was drinking heavily when on call one weekend; as he is good friends with our supervisor.</p>
	<p>Your survey needs spell checking for, consistency. Organisation and organization. My supervisor is essentially a bully who likes to use intimidation tactics on all staff even those she claims are friends.</p>
	<p>When a co-worker wrote a complaint about our supervisor and handed it to management.</p>
	<p>The supervisor regularly stops speaking to people for days. I knew this was happening to a girl and I have not spoken up because I fear the reaction from the centre manager</p>

Category	Comments
	Supervisor took credit for work that they didn't do without acknowledging the team at all. Supervisor blamed team for things that were out of our control.
	My centre managers need to be in control of everything, little or small. (For e.g.: she 'wants' to know every conversation happening among the staff as well as the parents and families)
	When witnessing staff being treated unfairly by their supervisor.
Job Dismissal	Constructive dismissal
Not requested to speak up	when the new boss told us he was doing some work on a new project he had been given, because he doesn't ask me if I had any knowledge in the area, I didn't speak up with the history or background about work we had done a year ago on the situation.
Policy and procedure changes implemented without consultation	A particular policy was implemented that had a flaw in it. Having spoken up previously about another policy flaw and told I was negative and should consider a job change, I said nothing. The policy flaw caused lots of problems and caused lots of extra work for staff. It was subsequently amended.
	Teaching practice used with young children
	Conflict with philosophy
	When a programme is set up to fail. But resources keep getting poured into it - the programme is destroying value. But it's politically unpopular to point out the obvious. Another programme lied to employees and shareholders, I was the figurehead, and I get asked questions about that every day. In that moment I have to decide if I use the company line (and lie) or say what actually happened. It's not the biggest lie, but it's still very bad form.
	Poorly managed and planned project for which my expertise and knowledge was not used. Could see the project would be unsuccessful but was not asked for my input so did not offer it.
Poor treatment of staff	Way the organisation treated outgoing staff

Category	Comments
Salary and promotions	<p>Coming from commercial business to not-for-profit, I see many areas where staff have come to expect unreasonable expenditure (eg: team building trips to Auckland with expensive accom, meals etc.) - I feel these expenses are largely unnecessary and extravagant but don't feel that my concerns would be heard /taken on board by management.</p> <p>Pay rises as I have only had one in the 14 years I have been here</p> <p>Being under staffed (within ratio) but team extremely stressed because we were in ratio.</p> <p>As the manager, I had a bad employee. Because she was new to the role, I felt voicing my concerns around her performance weren't justified.</p> <p>In large meetings sometimes it pays to be intentionally silent and listen to others that have experience/knowledge. I find it is a good way to learn. Sometimes ask questions if I don't understand</p> <p>I am very new to my job, so at the moment I am very quiet at meetings as I don't feel like I have enough knowledge about my role to speak up just yet. But once I am more familiar with my role I will feel more confident and speak alot more.</p> <p>Staff wellbeing</p> <p>Work place bullying. A person was bullied because she was gay another team member would say she didn't want to use the toilet after her because she would become gay and management thought it was funny. I did say something and then I got bullied by management. Staying silent can save you from being bullied but you end up hating who you have become and the place you work.</p> <p>A colleague was being bullied by the manager. This bullying had gone on for several months. This colleague then developed very bad health problems, filed a personal grievance but was then so badly handled by the organisation and</p>

Category	Comments
	<p>HR that they had no choice but to quit. As two other previous employees had quit to avoid the manager, I felt like this was a really bad pattern that was not going to be stopped by me. I then kept quiet and was on alert. My contract ended with them and I decided not to renew it.</p>
	<p>Knowing that our centre director is bullying staff but unable to find a way to convince our owners that this is the case. I am trying to speak up but it is putting me in the line Of fire too</p>
	<p>Being bullied by my site leader. Not just me but everyone including contractors and customers.</p>
	<p>Speaking up about a college of mine who was bullying a child. I could not do this as there is a massive stigma about doing so at my work. I also felt I had no authority to do this as I was a student teacher at the time, and the teacher herself was in a leadership position.</p>
	<p>Bullying</p>
	<p>Bullying and bad mouthing from staff to disrespect myself and benefit them.</p>
	<p>bullying and treatment of staff that is not equal</p>
	<p>When I felt I was being bullied but I was made to feel it was my fault.</p>
	<p>Can't think of any at the moment. However I have answered these questions based on a poor work environment. I use to be very vocal and didn't mind what people thought of me. But after suffering bullying in the work place I will no longer speak up until I feel it's safe to do so</p>
	<p>Feeling an issue hadn't been resolved as I felt I needed a meeting with a person I felt was bullying me but manager just told me to drop it as it would look like I just wouldn't let it go, as this person had been spoken too. I was not able to express my feelings and hurt to this person</p>
	<p>I was silent when I was being bullied at work and instead resigned. A rep saw my resignation and said they didn't want me to leave and moved me to another store for me to be more comfortable.</p>

Category	Comments
Workplace conflicts	<p data-bbox="347 488 395 972">Conflict between two colleagues.</p> <p data-bbox="395 488 459 972">Where I felt the issue should be handled differently for the credibility of the organisation, but was aware that monetary concerns in the short term would over-ride it, so there was no point.</p> <p data-bbox="459 488 523 972">When involved in discussions with colleagues with stronger personalities than me I will stay silent to avoid conflict.</p> <p data-bbox="523 488 587 972">Conflict at work, we are all aware we have been here before with this employee, and nothing gets done.</p>
Workplace Health and Safety	<p data-bbox="587 488 692 972">Work health safety issues when traveling in remote communities</p>