

Employee Silence and Employee Spirituality.. Are they related?

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Abstract

The aim of this research paper was to investigate whether a relationship existed between employee silence and employee spirituality among employees working within the Egyptian media system. A quantitative research technique was adopted depending on previously designed surveys of high validity and reliability according to Cronbach's alpha test, where 384 surveys were distributed randomly and collected.. Results of which showed that there was a significant relationship between both employee silence and employee spirituality was reached, leading to the acceptance of the alternate hypothesis that is there is a significant relationship between employee silence and employee spirituality and refusing the null one. Research limitations were provided as the study was considered a novel one and was tested only in the Egyptian media system. Additionally, recommendations were included to provide guidance to future researchers and scholars alike.

Keywords: Employee silence, Employee Spirituality, Meaningful work, Calling, Sense of Community, Alignment with Organizational Values

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الصمت الوظيفي و روحانية الموظف.... هل لهما علاقة ببعضهما البعض؟

الملخص

يهدف هذا البحث إلى التحقق ما إذا كان هناك علاقة بين الصمت الوظيفي و روحانية الموظف من خلال العاملين في قطاع الإعلام المصري . للتأكد، تم القيام بتطبيق دراسة كمية من خلال الإستعانة بإستمارات إستقصاء تم الإعتماد عليها في دراسات سابقة حيث أثبتت أنها ذات إعتمادية و صلاحية عالية من خلال معامل ألفا حيث تم توزيع عينة عشوائية بمقدار 384 استمارة و تحليل نتائجهم. و لقد أظهرت النتائج وجود علاقة قوية و وطيدة بين الصمت الوظيفي و روحانية الموظف مما نتج عنه قبول الفرض البديل و رفض الفرض الأصلي. و قد تضمن هذا البحث بعض التوصيات للباحثين في المستقبل و ذلك للأخذ في الإعتبار أنه كان هناك قيود كثيرة لهذا البحث لما به من فكرة جوهرية جديدة لم يتم مناقشتها من قبل .

الكلمات المفتاحية: الصمت الوظيفي ، روحانية الموظف، عمل ذو هدف، النداء للمسئولية، الشعور بالإلتزام، التوافق مع قيم المنظمة

Introduction

The human factor has long been considered as the major productive factor within any organization, that without it, the success and development of the organization wouldn't have been accomplished. That's why organizational employees were always considered as the main sources of change, creativity, learning, and innovation. In the same essence, employees' voice and participation were regarded to be of great value. However, many cases proved that employees choose not to voice their opinions and interests about matters in their organizations. Various research studies showed that employees sharing their feelings and thoughts were most likely viewed as risky actions. Subsequently, these insecurities regarded by employees lead them to remain consciously or unconsciously silent. Silence, as proven, reflected two sided either approval and sharing or disfavor and opposition, thus becoming a pressure technique for both individuals and organizations (Gambarotto et al., 2010). Furthermore, it is quite clear that employees who won't be able to express their views and feelings will eventually lead to employee silence perceptions emergence, a behavior which will be the first main construct of interest within this research.

Beginning by the work presented by Morrison and Milliken in (2000), they were considered to be among the first researchers that placed the basis of employee silence where they defined it as the employee's decision to withhold their opinions and thoughts about organizational problems. Employee silence was further considered as a collective-level phenomenon of minimum participation in response to significant problems that face an organization. It is represented through various forms, such as silence in meetings, low levels of participation, low levels of collective voice and so forth, much of which will be furtherly explained in the literature part of this research.

Moving over to the second construct of interest within this research which is employee spirituality. It is believed that the beginning of interest in employee spirituality was from the early 1920 because of employees in depths needs and wants to survive with their faiths and values at the workplace. Spirituality was thought to have always been in two forms, either in the form of vertical connection or a horizontal one. Vertical connection as an upward connection was that connection with the universe that is God, while on the other hand the Horizontal connection was that related to family, friends and co-workers etc., in other words, with people.

However, as it will be illustrated within this research, spirituality shouldn't be related to religion only. Historically speaking, spirituality indeed came from religion, but employee spirituality, that is the concern of this research paper, is not related to any religion. On the contrary it reflects employees' experiences such as sense of meaning, idea, community, connectivity and transcendence in the workplace. Spirituality can be viewed in different perspectives as how one believes about his or her job -whether it's just a profession or is a passion (Thomson, 2001). Spirituality, therefore, can be reflected through the form of job satisfaction, job performance, work attitude, ethical morals (Choerudin, 2014). That's why, technological changed and highly diversified employess have resulted in an increase in spirituality needs, not only at personal level but also for an organizational level specifically when it comes to be in an ever changing environment (E. H. Burack ,1999).

As a result and through the support of creating a humanistic work environment, employees can be considered more

passionate about their work and thus are more spiritual. Actually spirituality is how and employees gets meaning and purpose for his life. That why Petchsawange and Duchan in their work (2012 in Ajala, 2013: 3) were able to refer to spirituality as a positive impact on employee activity that lead to personal development, fruitful compassion and joy at work. Simultaneously resulting in honest work environment, trustful jobs, increased commitment levels and wellbeing of employees”. Following up through some advancing research, it has shown that employee spirituality was regarded as the major tool that can be adopted to maximize both organizational and individual benefits. Additionally, spirituality provides a way to differentiate between what is wrong from what is right (Giacalone, R.A. and Jurkiewicz, C.L., 2003).

Consequently as a result of what seems to be two separate individualistic behaviors and up to the best knowledge of the researcher, there hasn’t been any research covering or binding these to seemingly new behaviors together. As a result the researcher will try to investigate if a relationship between the named constructs under study exists or not and if employee silence indeed might impact employee spirits and how they might actually feel and act. The application field selected here was different media members within the Egyptian media system in Egypt.

To proceed in a systematic way, it is crucial to investigate the constructs of the research one by one and review the nascent and trusted literature of the corresponding constructs so as to receive authentic, valid and reliable knowledge, all of which will be introduced in the following literature review section .

Literature Review

Employee Silence

Over the last 50 years or so, researchers have focused their interest on silence and voice concept behaviors. Voice has been known as the expression of ideas, thoughts, information, feelings, opinions or concerns (Brinsfield et al., 2009). Voice was considered within the organization as the dominant construct. Nevertheless, Hirschman viewed voice as any trial to change

On the contrary, many employees that attempted to withhold or keep up the information concerning organizational problems or issues were introduced as employee silence. (Bagheri, Zarei & Aeen, 2012). Just like that, researchers found themselves facing two totally different types of employees, those who represent voice and expression of ideas, information, and opinions; and the others who represented silence, ones that remain silent and don't convey any of their ideas, information, and opinions

In fact by the year 2001, employee silence emerged itself as being the behavioral sciences declaring active, conscious, relatively intentional, and purposeful silence within the organization. In other words, Pinder and Harlos (2001) defined it as the opposite of voice. To support this, it was viewed as how to act in a particular social context; that it is the withholding of the various forms of genuine expression about the employee's behavioral, cognitive, and/or affective emotions of his or her environmental circumstances to people who are perceived to be capable of effecting change" (Pinder & Harlos, 2001, p. 334). In the same essence, Bowen & Blackmon in (2003) identified employee silence construct as a decision of choice for employees, whether to share information or to keep them to their selves even if they are related to organizational drawbacks and issues. Additionally, Brinsfield's (2009) pinpointed employee silence to being a multi-dimensional

process that is not only pervasive but also can validly be measured, and at the same time is crucially related to other important organizational behaviors (p. ii).

A major sector of research believed that employee silence only negatively impacts the organization, but realistically it affects both the organization and the employees as well. Unquestionably, any employee's intention to keep silent was considered to be a very powerful weapon against the organization given the fact that the phenomenon of employee silence might take on different underlying motives. One of the major motives of employee silence was considered to be of extremely detrimental nature to organizations often resulting in an escalation of dissatisfaction among various employees leading to higher levels of absenteeism and turnover rates and perhaps other unethical behaviors which affected the day to day activities of the organization. (Colquitt and Greenberg: 311-312). As a result, Silence practiced by employees has resulted in loss of money and poor functions. Other seemingly related problems of silence is the direct effect it had on their wellbeing leading to the development of depression and other health problems and causing higher stress levels. Moreover, Nikmarm, et al, (2012), concluded that silence lead to major obstacle represented in an increased level of corruption.

However, nothing seemed mainly accurate about the major causes of silence. Some believed that employees do not express their thoughts, ideas and suggestions about organizational problems or concerns that affected them because of fear that they will be harmed. Seemingly important to mention, research study conducted by Dyne, et al in (2003) introduced two major reasons justifying why exactly less attention and neglect were practiced un-intentionally on employee silence. First point of view

supported the idea that silence was in fact the natural habit of absence of speech. It isn't related to the fact that the behavior and circumstances of the employee was thoroughly studied and diagnosed or not. In other words it is a human characteristic behavior. Secondly, supporting the first reason mentioned in which they suggested the absence of behavior is harder to know, especially when it is in a more implicit given the fact that managers or leaders might not know about it and the fact that it is more non- understandable way of communication.

For those reasons, not only the studying process of silence an impediment reason of the progress in understanding why and when employees keep their opinion and knowledge to themselves but also it is the awareness of employee silence that need to be addressed to avoid future misleading and miscommunication (Knoll & van Dick, 2013, p. 350). Specifically speaking when it comes to the fact reached that silence was one of the main obstacles against innovation and growth of organizations (Morrison, 2014; Morrison & Milliken, 2000).

Nevertheless, it is important not to ignore the findings in the literature presented by Yildiz (2013) that have not only increased the awareness about employee silence behavior within the organization but also enabled key managerial levels to apply more proper monitoring and diagnosis on employee silence. The researcher's suggestion was that a manager's or a leaders perception about employees can either encourage silent behavior in the organization or discourage it.

In the same manner it is crucial to mention that originally research has distinguished silence to be one of two forms only, which were "quiescence" and "acquiescence" silence. To verify more, "quiescence" silence represented intended omission, while "acquiescence" silence was based on direct submission.

However, this classification wasn't of strong basis. Hence, another one was introduced where employee silence was divided into three main different types. These were acquiescent silence, defensive silence and prosocial silence.

Acquiescent silence mainly showed passive behavior .In other words; it is the ability not to be involved in any organizational processes as a requirement of submissive behavior. For this reason preciously, acquiescent silence lead employees to carry on resignation behavior and exit mood which was considered as a kind of indifference towards the change and development of silence behavior

Next was Defensive silence as described by Morrison and Milliken (2000) through the veiling of feelings towards information, ideas, and thoughts for self-protection. Defensive silent employees prefer to remain calm or mute for their favor in the future. Based on defensive silence, there is a fear and insecurity of making suggestions or speaking for change.

Finally, Van Dyne et al. (2003) explained prosocial silence as the withholding of ideas, thoughts, information and/or opinions with the main intention of benefiting other people or the organization -based on cooperative motives. This silence can be viewed as some sort of betrayal toward the employees current workplace

However, another perspective was furtherly introduced later on that illustrated that the three previously mentioned reasons or on other words, dimensions weren't enough, thus adding a fourth dimension namely opportunistic silence.

Thus the four main dimensions that this research depended on were as follow:

- acquiescent silence,

- quiescence silence that represented the fear of negative harm for oneself of speaking up,
- prosocial silence that represented the need to maintain harmonious relations with others and
- finally comes the forth addition which opportunistic silence referring to the need to protect and enhance one's interests.

Moreover, it is crucial to also mention the research conducted by Mayhew, et al in (2006), where the researchers identified three main factors that helped in nurturing silence environment. First was top management attitude toward silence, following was the second reason identifies as the supervisor's attitude toward silence and thirdly and finally was communication opportunity. Generally speaking, it has always been normal for managers to think that they have and know all the knowledge and information needed for their work but in fact that has never been absolutely correct. That's why, leaders or managers always try to follow the strike role toward employees and not giving any importance to employee's word or suggestions. For this reason, top management attitude could be considered one of the major reasons toward employees silence (Vakola & Bouradas, 2005), a point of interest tehta will be taken into consideration within this research.

Employee Spirituality

The nature and environment of workplace has eloped through various channels of change and manifestation in the last couple of years. Mainly speaking of the various recent trends directed towards reengineering, downsizing and restructuring, the catastrophic results showed huge destructive damage in employee's morality behaviors making idioms such as Loyalty toward the employer, dependability, honesty and reliability all have become a nightmare. The ever alarming threat of hire and

fire policies has developed a sense of fear and insecurity within employees work environment. This insecurity was then reflected on what the researcher will discuss in this research as employee spirituality.

The spiritual concept represented by Petchsawanga and Duchon (2012: 190-191) revealed that employees worked hard not only with their physical activities represented through their hands, but also by their hearts or spirit” (Petchsawanga & Duchon, 2009: 459) and (Ashmos & Duchon, 2000).

When people work with a high spirit they build up passion for their work represented through meaning and purpose along with a sense of fulfilment. As a result the work environment should be considered as a safe place where employees are able to freely express their entire selves and true feelings (Petchsawanga & Duchon, 2012: 191); and (Krahnke, Giacalone & Jurkiewicz. 2003).

Spirituality was defined in its early days by Garcia-Zamor in (2003) as employees being present in their work not only by their bodies but also by their souls". Again in 2003, Jurkiewicz referred to employee spirituality as the values imprinted through the organizational culture that enabled employees to be motivated enough so that their sense of being connected to others provided feelings of completeness and joy.

Additionally, Gull & Doh in (2004) defined Spirituality as employees reaching the true essence of their work through empowerment in their activities as they become more involved, more responsible, more educated, more ethical, more collaborative, and thus, more creative and responsive".

In the same essence it is crucial to point out that Spirituality, as defined here, has no connection what so ever to religion. Religion when mentioned in previous research explained that the workplace tended to have negative impacts through

discriminatory acts and leads to lower productivity levels (Giacalone and Jurkiewicz 2010a). That is why spirituality should always be separated from religion.

In addition to the previous definitions, research found out that spirituality developed spiritual intelligence which showed that employees have the ability to act with compassion and wisdom while having the ability to maintain inner and outer peace of mind regardless of the environmental circumstances” (Wigglesworth, Cindy, 2002).

Spirituality also was proved to be reflected through the organizational culture.

In deep, spirituality involves the ability to unleash one’s main purpose in life, to not only build a strong relationship with their counter employees within work, but also to have the ability to remain consistent between one’s core beliefs and values (Beheshtifar & Zare, 2013).

In the same manner, workplace spirituality was found to impact the motivation and level of response of employees and their adaptability towards fluctuations and change, which eventually impacted their overall organizational performance. Seemingly, Spirituality improved the decision making process of managers or leaders. Spirituality also resulted in increased creativity levels and it was proved that those organizations that encouraged spiritual connection reached higher levels for peace of mind that lead to higher profits and success.

Another favorable factor for the benefits of spirituality is the ability to believe that employees with higher spirituality levels will mostly be evaluated by their managers as being more disciplined, more morale, more enthusiastic, better at solving problems, and of higher work quality than those employees with lower levels mostly because they are more present, more knowledgeable, more aware, and more focused on the task at hand. Luidolf and Bosch as well in (2009) described spirituality

to be able to deal the three major problems that are always faced by the management named morality, stress, and lack of compassion.

So far the research has shed a general light on spirituality; however it is important to mention that various reviews of literature have recognized the different workplace spirituality facets, namely individual spirituality and organizational spirituality.

According to Giacalone and Jurkiewicz (2003) spirituality can be viewed from two perspectives namely; "individual spirituality" that referred to the individualistic level values that resulted in the transcendent experience through work processes, and eloped feelings of connectivity with others while maintaining happy feeling. The employees through individual spirituality have developed faith in both organizational trustworthiness and connectivity with their fellow colleagues.

The Second level is the "organizational spirituality", which unlike the individual spirituality focused on the organizational cultural values that encouraged the transcendent experience of employees through the process of working while also maintaining a sense of happiness. In this approach organization strives for achieving excellence.

Earlier in the work of (Ashmos & Duchon, 2000) they were able to prove that spirituality was a process of mutual relationship between individual employees' spirituality experiences and organizational cultural values.

Likewise, research proved that employees had greater spiritual awareness at individual level rather than the organizational level because of what seems to be a direct linkage between the employees and their direct work environment. At individual level spirituality is related to meaningful work.

Equally important to mention that in their work Harrington et.al. (2001) were able to distinguish between various factors or dimensions that influenced employee spirituality. At the individual level, seven main dimensions were identified as follow: conditions for community, meaning at work, inner life, blocks of spirituality, personal responsibility, positive connections with other individuals, contemplation. On the other side at the organizational level, there were two dimensions only namely organizational values and individual values.

However it is important to mention that the scope of this research was mainly spirtuaity on the individual level or what can be described as employee spirituality

Employee spirituality dimensions that were taken into consideration in this research consisted of the following four items only:

- a) *Meaningful work* (Milliman, Czaplewski, and Ferguson, 2003). That is the willingness and strive to feel the deepest meaning and purpose of one's work.
- b) *Calling* (Seligman,2011). A calling is a deep feeling that arises from gratitude and it is done for its own sake rather than for the materialistic financial benefits it brings.
- c) *Sense of community* (Milliman, Czaplewski, and Ferguson, 2003). This dimension focuses on the interaction between workers and co-workers. At this level spirituality consists of a collective meaning of the mental, emotional, and spiritual relationships of workers with their team or group they work or belong to within the organization.
- d) *Alignment with organizational values* (Milliman, Czaplewski, and Ferguson, 2003). . It is mainly manifested through the level of compatibility employees

have between their personal values and the mission, vision and goals of the organization.

Research Problem and hypothesis development

Various research papers were conducted for both variables understudy, namely employee silence and employee spirituality, however, they were all conducted separately. Up to the best knowledge of the researcher, there have been zero studies investigating the relationship between employee silence and employee spirituality. Thus, this study aims to fill this gap in the literature.

In addition to the fact that many questions were directed toward the constructs understudy about their nature, dimensions, antecedents and consequences. Yet to say, there are still some unanswered questions that need to be considered and addressed. One of those research questions is the one that the researcher raised here to better understand the relationship between employee silence and employee spirituality namely: Is there a relationship between employee silence and employee spirituality among different TV anchors and employees working within the Egyptian media system?

Historical researches conducted revealed that the impacts of employee silence have deep effects not only on employees but also on organization mainly in terms of low performance, reduced productivity. One of the previously mentioned researches proposed the idea that employees' silence negatively impacted innovation in organizations, due to employees' silence failed in proposed projects as a result of the intentionally withholding and unrevealing of critical information practiced by the employees that eventually lead to problematic products,

low morale values and damage to bottom line employees (Pentilla, 2003).

At the same time, it has also revealed from the literature that in many cases silence of employees has generated fruitful results. So as a result of what seems to be some sort of hesitation and controversial results showing the impact and relationship with other work behaviors and for the purpose of trying to tackle out and diagnose the problem in a better way especially in the scarcity of research, the researcher assumes the following hypothesis as follow:

H0: There is no significant relationship between employee silence and employee spirituality

H0-1: There is no significant relationship between employee silence and *Meaningful work*

H0-2: There is no significant relationship between employee silence and *Calling*

H0-3: There is no significant relationship between employee silence and *Sense of community*

H0-4: There is no significant relationship between employee silence and *Alignment with organizational values*

H1: There is a significant relationship between employee silence and employee spirituality

Research Importance

“A barrier to change, creativity and development in a pluralistic world” which was proposed and presented by (Morrison and Milliken, 2000, p.706) provided the base for this research. The researcher then added and built upon the work proposed by Morrison and Milliken which identified silence impact on the performance and creativity of employees which in turn will impact the organizational development as the researcher

assumes that the spirituality level of the employees will be affected as well.

Furthermore, this study is considered as a contribution to academia as well as its benefits on the organizations effectiveness from different perspectives. It's main aim was to add to the existing body of knowledge and literature regarding both employee silence and employee spirituality. Also, it will mainly investigate in a particularly new research scope that is the Egyptian media system. Additionally, this research study will provide a base for further investigation in this area in the future because of its novelty.

Research objectives

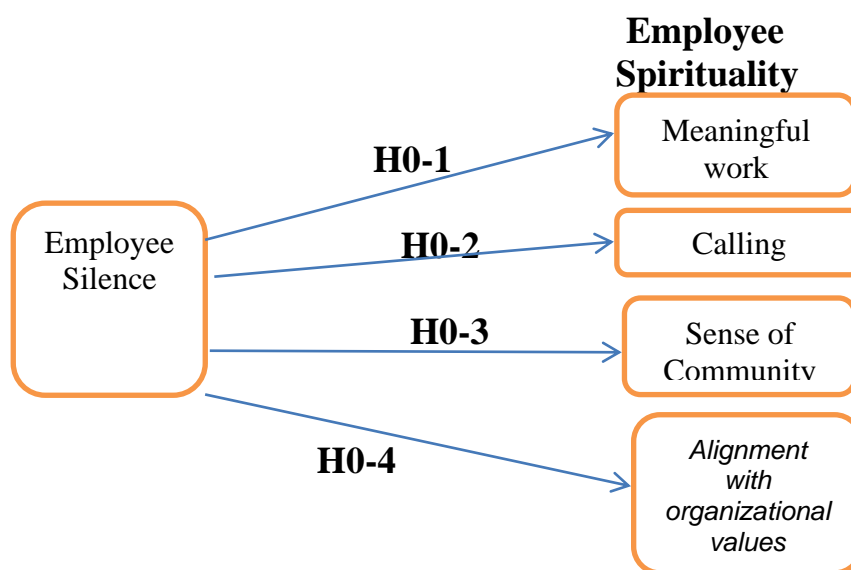
The main objective of this research was to study if a relationship actually existed between employee silence and employee spirituality among employees working in the Egyptian media system. The researcher's interest fell upon this application field preciously because of the sensitivity of the topics that might be published and how employee silence forced in some cases on anchors for example or producers might have an impact on how they actually feel and think, that is their true spirits. Literature as well supported the researchers question at hand through a number of research studies which indicated how common scenarios among the employees of different organization had an impact on how they thought, which in turn impacted their decisions on whether to speak or not about any issue or problem (Milliken et al., 2003). Additionally, it will be helpful for researchers what are the main reasons that lead an employee to be silent.

Contrary to employees working in other fields where in many cases they might know little information or details on the job and even thought that their little views and opinions might be of great impact on the development and success of the

organization, they still try so hard to deliver them, it is within the nature of employees working within the media system that they should be able to express their views openly and without any interruption or ideas to be dictated to them. Thus employees working in the media should have the ability to freely express them-selves covering different political, economic, financial topics and even if they are covering less important topics such as fashion, gardening and cooking for example. Finally, it is beneficial for both, the organization as well as for the employees to reflect their spirits through voice rather than silence.

Research model

The researcher developed the following model based on the constructs understudy as follow:



Methodology and Measures

Before the researcher begins discussing the methodological section, it is mainly important to mention and differentiate between three types of research approaches namely, quantitative, qualitative and mixed research approach (William, 2011). Quantitative research basically depends on numbers and numerical data, survey questionnaire distributed over specific measured samples taken from a population which is used to collect quantitative data. On the other hand, qualitative research gives deeper understanding of concepts and experiences, it gives more meaning in a systematic way (Creswell, 2009). Finally, mixed method as it seems from its name is a combination of both quantitative and qualitative methods. For this research, the researcher adopted the quantitative technique and questionnaires were chosen as the data collection tool as it will be explained later.

For the constructs investigated in this research, the researcher adopted previously developed measurement scales taken from prior studies and all of them were measured through a five-point Likert scales ranging from (1) strongly agree to (5) strongly disagree.

The survey was presented in an online form consisting of two parts. In the first part of the questionnaire, there was descriptive analysis of the demographics understudy about the participants' gender, age and work position. Following was the second part, indicating the statements of the constructs understudy, where 12 statements were used to assess the silence levels of the workers, while there were 27 statements to assess the levels of employee spirituality.

Employee Silence

For employee silence survey, Van Dyne's (2003) scale was used which mainly consisted of the main dimensions adopted in this study namely, acquiescent, defensive, prosocial silence and

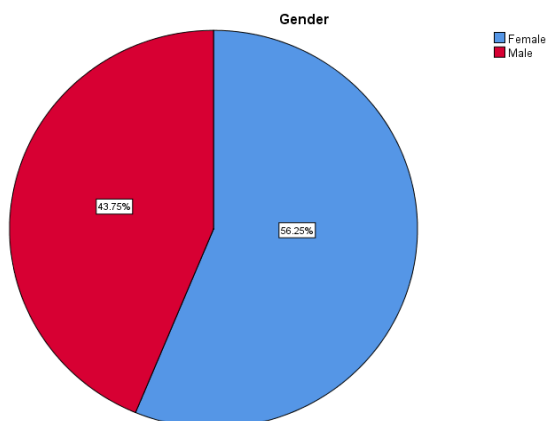
opportunistic silence reflected through the 12-item statements. Van Dyne's study previously assessed the validity of the Four Forms of Employee Silence Scale (FFESS). The research scale thereby is considered to be of a four-factor measure designed to tackle differently motivated tendencies and intentions to be silent in organizations.

Employee Spirituality

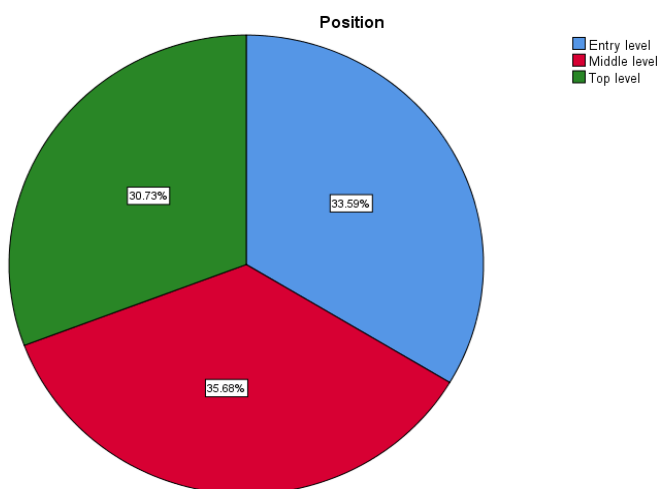
For employee spirituality scale, it was a bit difficult for the researcher. The researcher after a long investigation within the literature decided to adopt Chieh-Wen Sheng and Ming-Chia Chen's measurement scale that was developed in 2012 based on a thematic analysis test results. Because what seemed to be a new scale, the researcher had several doubts regarding the validity and reliability of the scale. Chieh-Wen Sheng and Ming-Chia Chen's study started by conducting the thematic analysis based on the contents of different Focus Group that were regarded as the major means used to extract the data related to the definition of employee spirituality. The study was able to tackle 99 different themes. The themes were then evaluated by two assistant professors and a doctoral candidate who participated in judging the themes, which are (number of agreed theme/total number of theme). Thus, the average inter-coder calculated was an estimated number of 0.91. They were able then to calculate reliability which was found to be very high at 0.98. This result gave the researcher some insurance regarding the scale. However, the researcher decided to again repeat the reliability and validity of the scales using Cronbach's alpha that will be later discussed in the statistical analysis section. Finally, after the three encoders' examination of agreements, Chieh-Wen Sheng and Ming-Chia Chen transformed the themes into a 5-point Likert scale, which the researcher depended on in this research.

Statistical Analysis

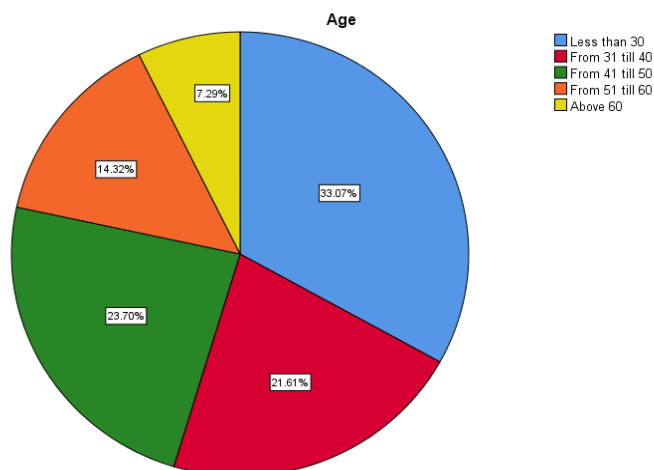
Descriptive analysis of Demographics



The results indicated that 56.25% of the respondents were females, while 43.75% of the respondents were males.



The results showed that 33.59% of the respondents were Entry level management, while 35.68% of the respondents were Middle level management. Finally, 30.73% of the respondents were Top level management.



The results revealed that 33.07% of the respondents were Less than 30 years old, 21.61% were in the age range from 31 till 40 years old, 23.7% were in the age range from 41 till 50 years old, 14.32% were in the age range from 51 till 60 years old and finally, 7.29% were above 60 years old

Cronbach Alpha report

Prior to utilizing the suggested surveys, the researcher decided to assess the internal consistency of the research instrument as per the table below.

Reliability Statistics

Variable	Cronbach's Alpha
Employee Silence	0.738
Employee Spirituality	0.9898

Overall, the instrument scales adopted had acceptable reliability. Internal consistency for the constructs under study was calculated using the Cronbach's alpha, where the acceptable level of reliability is an average of .70 (Nunnally, 1978). The internal consistency reliability for the scales of

employee silence and employee spirituality were an estimated number of 0.738, and 0.9898 respectively, which indicates a high level of reliability.

Normality Test

After using the scales, the researcher then carried out a normality test on the collected data to test whether it's normally distributed or not using Shapiro-Wilk tests as recommended by Uma Sekaran (Sekaran, 2003). The sample number was an estimated number of 384 employees, since the number of employees working at the Egyptian media system was an estimated population above 10000 employees. As shown in table below, the significance levels for all the variables in the table below are ($p < .05$) which reflects that those constructs are not normally distributed within the sample. According to the central limit theorem which indicated that for large samples more than 30 or 40 which is the case here in this research, the sample means can be treated as being normally distributed regardless the distribution of the population (Field, 2009; Ghasemi & Zahediasl, 2012). Therefore, the researcher adopted the parametric test such as correlation and regression analysis.

Tests of Normality

	Shapiro-Wilk		
	Statistic	df	Sig.
Employee_Spirituality	0.933	384	0.000
Employee_Silence	0.961	384	0.000

Correlation Test Analysis

A correlation test can be defined as the tool used to test the relationship between dependent variable and independent

variables. Since the researcher used an interval scale in scale items for all variables, the Pearson correlation was adopted to measure correlation coefficient between variables (Sekaran & Bougie, 2016). The correlation coefficient (r) acceptable range is between -1 and +1, where -1 shows a perfect negative correlation between two variables and +1 shows a perfect positive correlation between two variables (Sekaran & Bougie, 2016).

In case of positive correlation between two constructs, that means they are going together in the same direction either rising or falling, while a negative correlation indicates an opposite directions as one construct rises up, the other falls down. The size's effect for the correlation coefficient has been benchmarked to behavioral sciences to give the practical interpretation cutoffs of the correlation results.

According to Cohen guidelines this test followed cutoff intervals for the effect size of correlation coefficient as shown in table below. It's divided into 4 intervals as follow (Cohen, 1988; Cohen et al., 2003; Nolan & Heinzen, 2011; Bosco et al., 2015).

Cohen guidelines for effect size interpretation	Correlation coefficient value (r)	Effect size
(r) < .1	Negligible /	Very small
(r) = .1 to .3	Small	
(r) = .3 to .5	Medium	
(r) > .5	Large	

The table below shows the test results and its significance of correlation on behavioral intention, since all correlation coefficients among independent variables are below .7 according to Pallant, or .9 according to Hair et al., so this

indicates a probability of the absence of multicollinearity (Pallant, 2005; Hair et al., 2010).

Correlations

		Employee_Spirituality	Employee_Silence
Employee_Spirituality	Pearson Correlation	1	.979**
	Sig. (2-tailed)		0.000
	N	384	384
Employee_Silence	Pearson Correlation	.979**	1
	Sig. (2-tailed)	0.000	
	N	384	384

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

Correlation between Employee silence and employee spirituality

The results shown in table above indicates a statistically significant positive correlation between Employee_Spirituality and Employee_Silence which means a higher Employee_Spirituality is associated with higher Employee_Silence in this sample. The correlation between Employee_Spirituality and Employee_Silence is considered to be high since the correlation coefficient ($r = .979$, $p < .000$).

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Regression Analysis Test

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.979 ^a	0.958	0.957	0.23573

a. Predictors: (Constant), Employee_Silence

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	479.325	1	479.325	8625.646	.000 ^b
	Residual	21.228	382	0.056		
	Total	500.553	383			

a. Dependent Variable: Employee_Spirituality

b. Predictors: (Constant), Employee_Silence

Coefficients^a

Model	Unstandardized Coefficients			Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	-2.110	0.056			-37.461	0.000
	Employee_Silence	1.710	0.018	0.979		92.874	0.000

a. Dependent Variable: Employee_Spirituality

The researcher carried out a simple linear regression test to analyze the relationship between employee silence and employee spirituality. Results revealed in table 1 and 2 indicates a significant regression equation ($F(1, 382) = 8625.646, p < .001$). Also R^2 was found to be .958, which represents that 95.8% of the variance in : Employee_Spirituality can be explained by the Employee_Silence.

Additionally, in table 3 the unstandardized regression coefficient ($B = 1.710, p < .001$) indicates that for every one unit increase in Employee_Silence, there will be 1.710 unit increase in Employee_Spirituality.

Discussion

The aim of this research was to investigate whether a relationship existed between employee silence and employee spirituality among employees working within the Egyptian media system, results of which were found to be positive. Even further, this research gained a major amount of rich results. While at one point the research was able to verify the hypothesis, that is reject the null hypothesis and accept the alternate one, the research reached some very interesting findings with strong practical results. As evidence, the research was able to devise a model which shows the linkage between the silence and spirituality constructs. Of great importance is to mention that the results of this research and other ones in the novel are not similar. The reason for the variation in the results is that employee silence and employee spirituality variables may be treated through some statistical analysis techniques based on sub-dimensions in the research. The researcher as well aims to expand the scope of investigation through an ongoing and a continuous worldwide searching and exploration of the relevant literature.

Starting by the demographics section, literature has previously suggested that there is more silence found in female employees than in male ones. Rosen and Tesser in (2014) proposed that females were highly reluctant in nature to discuss issues than male employees. However, this wasn't the scenario in this research as the researcher found that 56.25% of the respondents were females, while 43.75% of the respondents were males, supporting the idea suggested by the researcher that female employees working in Egyptian media system were of participative nature and shared their voice and interest. Additionally, results reached indicated that 33.59% of the respondents were Entry level management, while 35.68% of the respondents were Middle level management and finally 30.73% of the respondents were Top level management. The researcher assumes that based on the results above, little variance within the results might be affected by the variety of different managerial levels mentioned.

On the contrary, looking on the age category of the participants, results showed that 33.07% of the respondents were Less than 30 years old, 21.61% were in the age range from 31 till 40 years old, 23.7% were in the age range from 41 till 50 years old, 14.32% were in the age range from 51 till 60 years old and finally 7.29% were above 60 years old. This supports that fact that young employees are always more open and participative and of high passion towards expressing themselves openly, unlike older employees, which proves that the older employees get the less interest they show.

Moving over to the statistical analysis, Cronbach's alpha was used to test the reliability of the scales used. Results showed internal consistency for the scales as employee silence and employee spirituality were 0.738, and 0.9898 respectively,

which supports the dependability on the scales used. Following this a normality test was conducted to check whether it's normally distributed or not, which proved to be not normally distributed sample. Thus, the researcher depended on correlation and regression analysis. Correlation test was defined as a statistical test used to check the association between two variables or more. Results of which indicated a statistically significant positive correlation between Employee Spirituality and Employee Silence which means a higher Employee spirituality is associated with higher Employee Silence in this sample, which is considered the opposite of the hypothesis suggested. The correlation between Employee Spirituality and Employee Silence was considered to be high since r was equal to .979. Then came the regression analysis, where R^2 was equal to (.958), which means that 95.8% of the change in Employee Spirituality can be explained by the change in Employee Silence.

Based on previous research studies conducted by academics and practitioners in this field, the significance of employee silence and employee spirituality and its positive influence on employees and the organization as a whole was proven to be of great contribution. Spirituality specifically being the dependent variable of employees was of great impact with respect to the profitability sector of organizations in specific (Thompson, 2000). Spirituality was able to create and develop a good work nature and culture in terms of honesty, creativity, loyalty in the organization that developed a better collaboration between employees and organization. All of which was able to both enhance and maintain employees' high productivity levels and reduced their turnover, in other words, exit mode from the organization that ultimately lead to improved organizational performance

Supporting this idea was the work of Rego and Cunha in (2008) where employee spirituality helped employees develop a sense of affection with the organization and were able to retain them for a longer period furtherly reducing the staffing cost. Additionally, Badrinarayanan & Madhavaram, (2008) argued that organizations supporting workplace spirituality energizes the employees emotionally and motivate them to be more productive.

Also, in the work of Aravamudhan,(2014) organizations as well as employees must understand the need to involve spiritual values to help in engaging the spirits of employees to make them stay longer. All of which mutually benefited employee silence as well as spirituality, since the higher employee spirits reflected on how they expressed their thoughts and ideas that is the voice and not silence.

Limitations and Future Recommendations

Even though this research paper was of great significance, contribution and value, it is important to mention some of the drawbacks or weak points that appeared during the carrying out of the study and were faced by the researcher. Also, some future recommendations as well will be provided as this research opens a wide scope for future investigation of the employee silence and employee spirituality fields.

Firstly the limitations part, one of the major drawbacks faced by the researcher was the different perspectives of employees towards spirituality while observations and discussions were carried out. Some employees viewed spirituality from a religious point while others couldn't comprehend its meaning at all. Additionally, the sense of connectivity between spirit and work seems to be missing. Eventually that's why, many employees have come to accept and realize the lackage of this

feeling as being normal and has nothing to do with work as long as they were able to receive their monetary rewards or in other words, income.

Employee silence as well had many limitations, specifically within this research's field of application. As it is believed in the media system, anchors in many cases are dictated what to say forcing them into a state of silence covering their real ideas, thoughts and believes.

That's why the results of this research might lead to different results if applied in another field of application with less rules and precautions. There a whole lot of practices that can be applied to crystallize the spirituality and relate it with the work silence

That's why the researcher believes that, secondly through the recommendations part, informal communication if allowed within the Egyptian media system employees might foster a sense of community and commitment and therefore employees at this sector will be more at ease and relieved which will alternately reflect on their spirits as well as their ability to express their opinions openly and freely. It is believed that employees who freely share their ideas and thoughts will have less intention to leave work . Again, employees need to believe that spirituality is not of religious scope, but it is beyond that. This can be delivered through various orientation programmes that believe in the idea. Also, it is important to mention that it is not only the adoption of the program that will influence spirituality, but it is the success of the implementation and results reached that will make the difference. Similarly, a system that believes in a culture of change will most definitely prioritize employees' thoughts, feelings and ideas. Organizations need to maintain a culture in which employee happiness is taken into consideration since happy employees are believed to be productive ones. Furthermore a clear mission

and vision of the organization should be presented so that employee can know what they are working for and thus be able to build trust and have faith in the system.

Furthermore, both employee silence and employee spirituality can be investigated in relationship to other constructs such as emotional intelligence, job satisfaction, leadership and organization citizenship behavior etc. Results of which the researcher believes will be of great value and impact.

Conclusion

To summarize what's been previously discussed, it is crucial to mention that top managers and leaders are considered to be the best contributors. They need not only to believe in their powerful impact but also to be able to demonstrate a willingness to comprehend the complexity of the socio technical systems and be prepared to break the silence. The silence of employees as shown before leads to low satisfaction levels, higher turnover rates and lower spirituality levels as reached in this study. In brief, it is harmful both to employees and organization .That's why it is suggested that communication is one of the main keys and solutions to an organization's success , participative management and eventually presenting a safe and secure climate to receive the employees idea and suggestions and brightening their spirituality.

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