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The Impact of Trust on Organizational Silence and Its Challenges in Iran

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Abstract

Today, the issue of “management based on trust” is one of the challenges that are faced by most of the managers because trust can improve employee performance in the workplace. Without trust, there's not innovation, collaboration, creative thinking and productivity and people spend their time protecting themselves and their interests while this is time that should be spent helping the group attains its goals. However, in many Iranian organizations, the level of trust, commitment and job satisfaction between managers and employees, or between supervisors and the employees is low; so that employees do not perform their job duties well and seek a way to exit their organizations. It is because employees withhold information that might be useful to the organization. This problem has a root in managers' negative feedback, beliefs and also organizational factors which can effect on levels of trust between employees and managers and create countless problems in organizations. In this research, definitions of trust and organizational silence, the importance of trust, types of trust and its dimensions, negative consequences of systemic silence, the relationship between organizational silence and employees' trust, the strategic role of management and also the challenges of trust in Iranian public organizations are discussed.

Keywords: trust, Organizational silence, employees, organization, challenge

1. Introduction

Trust in the workplace is a very important factor to the wellbeing of employees and the successful of an organization because An environment of trust assumes that both parties will be safe, and it carries with it an implicit message that they have best interests in mind to each other. Hence, management needs to show that it trusts employees because If employees feel their views or suggestions are not heard or lied to them, they permanently will lost their trust and remain silent in the workplace. Hence, we can say that the efficiency and effectiveness of administrative systems depends on high levels of trust and roots of backwardness of many underdeveloped countries are the lack of trust and employees ' silence in organizations. In the other words, silence can have a negative impact on the trust and productivity of the remaining staff because these can cause some problems for many organizations include: shortage of liquidity, increased conflict, organizational instability, absenteeism and desertion, reduced motivation, rumors and unsolved problems in strikes, barriers in achieving organizational goals and etc. Therefore, if managers create an atmosphere of trust in organizations, they can increase employee commitment. It provides a good environment for employees to express their ideas. This is the result of a proper and effective management in the organization to utilize the knowledge, abilities, skills, capabilities and personal characteristics of employees to achieve organizational goals which can lead to successful and long-term dynamics to enter global markets.

2. Trust

Trust is one of the fundamental and complex aspects of human interactions which its presence or absence in the management literature has become one of the most studied topics in organizations because it plays a role as a mediator variable in the relationships. However, a lot of scholars in various fields have offered different definitions and analysis, so that in 1950 psychologist who was called Erik H. Erikson defined trust as "an essential truthfulness of others as well as a fundamental sense of one's own trustworthiness". (Ammeter et al, 2004: 49).Furthermore, some organizational theorists such as Lewicki et al (1998) describe their use of word exceptions as a belief in another ' behavior and a willingness to act on the basis of this person's behavior (Lewicki et al, 1998:439) Also, Karen Yuan (2009) believes that trust is introduced as one of the constructive, vital ingredients to promote organizational effectiveness and a competitive advantage for organizations. On one hand, trust refers to the relationships between superiors and inferiors (manager's trust in employees and vice versa) who are related to the interest, competence, openness and confidence in others. If employees perceive organizational consequence, procedures and interactions fairly, they will feel more security to develop confidence in their superior and organization and outcomes such as increased job satisfaction, organizational commitment, and professional function will

appear as a result (Bidarian and Jafari, 2012:1622-1623). Hence, It is often said that interpersonal trust increases in an organized and disciplined environment, so that it improves employee performance in the workplace. On the other, it allows organizations to focus on their long-term activities. For example, empowerment employees may be a short-term goal but it leads the innovation process, improves customer service and quality goods, increase accountability at all levels, improve morale working and reduce absenteeism or staff desertion in big organizations (khanifar and zarvandi,2010:14) but Conversely, if mutual trust is absent in-group members in an organization, projects can fail. In this instance, It takes a lot of energy from organization and eventually leads to higher costs (Darman,2011). Therefore, task manager is that he should attempt to depart from the traditional restrictions-bureaucratic model, clarify information, gaining the trust of employees and customer satisfaction, readiness to respond to them with using a variety of techniques or methods because if macro managers do not use their professional and scientific knowledge in organizational communication, they certainly will not be able to achieve the results of qualitative and quantitative. Here are several reasons why experts agree on the importance of trust in the organization. These reasons include: 1) Trust increases cooperative behaviors in groups 2) Trust develops adaptation strategies 3) Trust reduces destructive conflicts (khanifar and zarvandi, 2010:14).

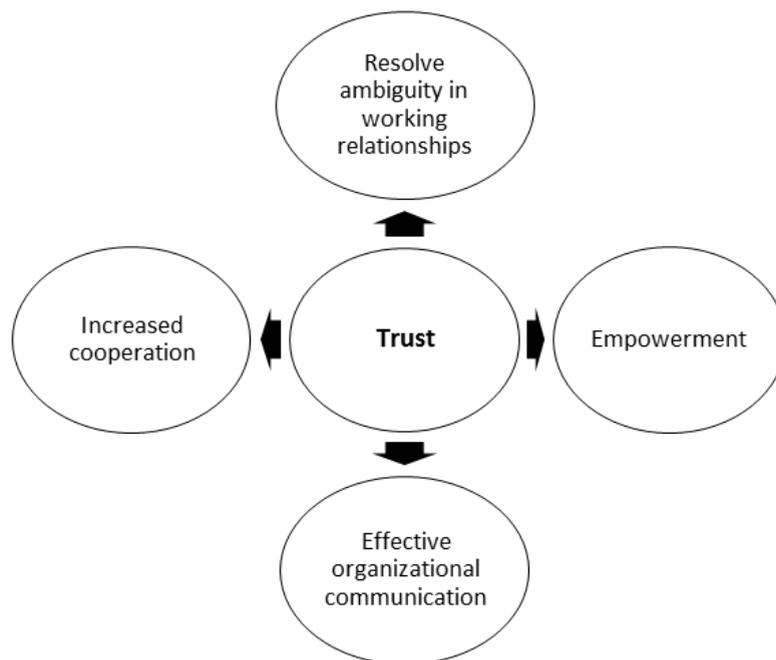


Figure 1. The importance of trust in the organization (khanifar and zarvandi, 2010:14)

3. Types of trust

Trust may be classified as basic, simple, blind, or authentic. The characteristics of each type described by Solomon:

3.1 Basic trust

Basic trust is the ability and willingness to meet people without inordinate suspicion, the ability to talk comfortably to and deal with strangers, and the willingness to enter into intimate relationships. Basic trust provides the basis for one's entire personality and demeanour toward the world.

3.2 Simple trust

Simple trust is the utter absence of suspicion: it demands no reflection, no conscious choice, no scrutiny, and no justification. It may come about because no reason has ever arisen to question the other's trustworthiness, but it may also be that the one who trusts is simply naive.

3.3 Blind trust

Blind trust has been exposed to violation and betrayal but refuses to believe it has occurred. Blind trust denies the possibility that anything could shake or betray the trust.

3.4 Authentic trust

Authentic trust is fully self-aware, cognizant of its own conditions and limitations, open to new and even unimagined possibilities, based on choice and responsibility rather than the mechanical operations of predictability, reliance and rigid rule following. Authentic trust is well aware of the risks and willing to confront distrust and overcome it. Authentic trust leads to productive organizational relationships. An authentic trusting relationship doesn't simply happen, nor can it be mandated (Becky et al., 2010:3).

Moreover, Schindler and Thomas (1993), state that interpersonal trust in organizations can be directed in any or all of three directions from the individual: 1) Upward (from subordinate to manager/ supervisor).2) Downward (from manager/ supervisor to a subordinate).3) Laterally (from co-worker to co-worker)(Dheshni,2008: 12-13).

4. Dimension of trust

A lot of scholars have examined different dimensions of trust, while ability (competence) together with two other factors: integrity and benevolence are the main dimensions of trust. These dimensions are important to trust, and each may vary independently of the others include:

4.1 Ability (competence)

Ability is that group of skills, competencies, and characteristics that enable a party to have influence within some specific domain. The domain of the ability is specific

because the trustee may be highly competent in some technical area, affording that person trust on tasks related to that area. However, the trustee may have little aptitude, training, or experience in another area, for instance, in interpersonal communication. Although such an individual may be trusted to do analytic tasks related to his or her technical area, the individual may not be trusted to initiate contact with an important customer. Thus, trust is domain specific. A number of theorists have discussed similar constructs as affecting trust, using several synonyms. Cook and Wall (1980), Deutsch (1960), Jones, James, and Bruni (1975), and Sitkin and Roth (1993) all considered ability an essential element of trust. Others (e.g., Butler, 1991; Butler & Cantrell, 1984; Kee & Knox, 1970; Lieberman, 1981; Mishra, In press; Rosen & Jerdee, (1977) used the word competence to define a similar construct but all of these are similar to ability in the current conceptualization (Mayer et al, 1995:717-718).

4.2 Benevolence

Benevolence is the extent to which a trustee is believed to want to do good to the trustor, aside from an egocentric profit motive. Benevolence suggests that the trustee has some specific attachment to the trustor. An example of this attachment is the relationship between a mentor (trustee) and a protégé (trustor). The mentor wants to help the protégé, even though the mentor is not required to be helpful, and there is no extrinsic reward for the mentor. Benevolence is the perception of a positive orientation of the trustee toward the trustor (Mayer and Davis, 1995:718-719). On the other, according to Mishra (1994), Mayer et al(1995) and Dietz and Den Hartog (2006),benevolence has a positive impact on trust, which is supported by the respondents who in general believe that the high level of benevolence within the organization contributes to high level of trust. So, the authors conclude that the component benevolence is present; however, it arises as underlying factor in the respondents answers and is not always referred to directly. There seems to be a positive relation between trust and benevolence (Arnason and Johnsen,2012:42).

4.3 Integrity

Integrity means honesty and truthfulness. It is likely the most important dimension to someone who is deciding whether to trust another (Stull,2009:60) because employees who expect managers to maintain a balance between their own actions and behaviors with them. So, integrity and truthfulness are the most important aspects of personal and organizational communication (Tourani, 2011:14). The table below shows some dimension of trust in other research which ability, benevolence, integrity have been highlighted as effective factors on trust.

Table 1. Trust Antecedents (Ghorbani, 2007:11)

Authors	Dimension of trust in other research
Boyle & Bonacich (1970)	Past interactions
Butler (1991)	Availability, competence, Availability, competence, consistency, discreetness, fairness, integrity, loyalty, openness, promise fulfillment, receptivity
Cook & Wall (1980)	Trustworthy intentions, ability ,Availability, competence, consistency, discreetness, fairness, integrity, loyalty, openness, promise fulfillment, receptivity
Deutsch (1960)	Ability, intention to produce
Farris, Senner, & Butterfield(1973)	Openness, ownership of feelings, experimentation with new behavior, group norms
Frost, Stimpson, & Maughan (1978)	Dependence on trustee, altruism
Gabarro (1978)	Openness, previous outcomes
Giffin (1967)	Expertness, reliability as information source intentions, dynamism, personal attraction, reputation
Good (1988)	Ability, intention, trustees' claims about how (they) will behave
Hart, Capps, Cangemi, & Caillouet (1986)	Openness/congruity, shared values, autonomy/feedback
Hovland, Janis, & Kelley (1953)	Expertise, motivation to lie
Johnson-George & Swap (1982)	Reliability
Jones, James, & Bruni (1975)	Ability, behavior is relevant to the individual's needs and desires
Kee & Knox (1970)	Competence, motives
Larzelere & Huston (1980)	Benevolence, honesty
Lieberman (1981)	Competence, integrity
Mishra (1995)	Competence, openness, caring, reliability
Ring & Van de Ven (1992)	Moral integrity, goodwill
Rosen & Jerdee (1977)	Judgment or competence, group goals
Sitkin & Roth (1993)	Ability, value congruence
Solomon (1960)	Benevolence
Strickland (1958)	Benevolence

5. Organizational silence

Organizational silence is an inefficient process which can negatively impact all facets of an organization. Organizational silence can manifest itself in various forms, such as collective silence in meetings, low level participation in suggestion schemes and low levels of collective voice (Maria, 2006:226). According to Morrison and Milliken (2000) organizational silence is the term used to refer to the collective-level phenomenon of doing or saying very little in response to significant problems or issues facing an organization because of negative reactions. Indeed, when most of employees prefer to

keep silence about organizational matters, silence becomes a collective behaviour which is called organizational silence (Henriksen and Dayton, 2006:11). On the other, Pinder and Harlos (2001) defined silence as the absence of voice as it has its own form of communication, involving a range of cognitions, emotions or intentions such as objection or endorsement. Additionally, they recognized that the phenomenon of employee silence might take on different meanings depending on its underlying motives. Van Dyne, Ang and Botero conceptualized organizational silence as a multi-dimensional construct and present three types of silence, acquiescent silence, defensive silence and pro-social silence. Acquiescent silence is described as an intentionally passive silent behaviour. Defensive silence is described as deliberate omission of work related information based on fear of reprisal. Pro-social silence is withholding of work related information for the benefit of others including the organization (Bogosian, 2012). Generally, silence is a powerful and destructive force for both employees and organizations, so that employee silence is often causing an “escalating level of dissatisfaction” among employees, “which shows itself in absenteeism and turnover and perhaps other undesired behaviours” (Wikipedia). In fact, over time silence within organizations causes some employees to be extremely indifferent and this can cause a lack of quality in their business (Deniz et al, 2013:693) because indifferent employees cause the organization to lose money and function poorly. Unfortunately when major monetary losses are detected in organizations, managers tend to react by trying to recover the loss, overlooking the fact employees have become indifferent as a result of unaddressed employee silence (Beheshtifar et al, 2012:280). Moreover, employee silence also has many effects on the employees themselves. As Subrahmaniam Tangirala states that “employee silence affects the personal well-being of employees, increases stress,” and causes them to “feel guilty, where they often experience psychological problems, and have trouble seeing the possibility of change” (Bagheri et al, 2012:50-51). Accordingly, the factors that cause the silence in organizations can divide into three groups. The first is managerial factors. The managers tend to avoid any information that may suggest the weakness of them, the fear of receiving negative feedback from the subordinates who they call as untrustworthy and self-interested, force them to create a climate of silence. The employees, who are against to the climate, are seen as problem makers by the management. These individuals have to face the results of not remaining silent such as to be fired. The turnover rate of talking people is more than the silent ones. In order to protect the status in work life and to avoid from negative repercussions for speaking up, the employees continue to remain silent (Donaghey, et al, 2011: 53). The second is organizational factors. The organizational structures causing to organizational silence can be distinguished into three categories: The employees are self-interested. The management knows the best about the organizational issues. It is better to avoid from disagreement and dissent and to support agreement and consensus for organizational health (Fitnat, 2011:223). The third is

personality factors. One personality reason for organizational silence is that people fear of speaking up about problems because they think if they speak up, they may lose their jobs. In some cases subordinates do not want to appear as though they are going against their supervisors, as they may view the employees' input as criticism of their practices and be fired. Silence is associated with many virtues: modesty, respect for others, prudence, decorum. People silence themselves to avoid embarrassment, confrontation and other perceived dangers. Morrison and Milliken identified five fears that affect an individual's decision to remain silent. These five fears are: Damaging one's image, Being labelled or viewed negatively, Damaged relationship, Retaliation or punishment and Negative impact on others (Shojaie et al, 2011:1733). These factors indicate that silencing can have been the undesirable consequences of reinforcing existing patriarchal structures and processes as well as positions of power and powerlessness but the communication is the key to an organization's success, participative management, proposed system and eventually prepare a safe and secure climate to receive the employees' ideas and suggestions. Here are some of the consequences of organizational silence:

1. Research has shown that decision quality is enhanced when multiple perspectives are considered but organizational silence inhibits multiple perspectives, thus lessening also the quality of decisions.
2. The existence of multiple and conflicting viewpoints within top management has a positive effect on quality of decisions and organizational performance. Organizational silence inhibits these multiple and conflicting viewpoints, thus lessening also quality of decisions and organizational performance.
3. Innovation requires a context in which employees feel free to deviate from the norm, questioning current assumptions and practices. Organizational silence inhibits this freedom, thus also lessening an organization's ability to innovate.
4. Organizations need negative feedback in order to detect and correct errors. Organizational silence inhibits negative feedback. As a result errors are less likely to be detected and may even intensify.
5. Top managers may not receive important information because of organizational silence. Employees may withhold information or may filter out negative information. As a result, managers may be receiving the information that employees think they want to hear. As a further result, managers may assume that no negative feedback means there is a consensus in the organization. This can lead to a false sense of confidence.
6. When top managers/leaders do not receive important information about their leadership style and how it is negatively affecting the organization, these

leaders/managers may assume all is well and may continue negatively impacting the organization (Waldecker, 2013).

6. The relationship between organizational silence and employees' trust

Nowadays, Organizations are faced with new reality which called organizational silence because its reason is negative attitudes in the relationship between managers and employees. Employees who are considered as a strategic resource and played an important role in organizational success, they refused to express their opinions freely, while today's highly competitive world where quality, creativity, empower employees and open communication are very important, many employees believe that their organizations do not support open communication channels and sharing information. On the other hand, managers constantly try to control their employees because they really think that employees are unreliable. In other words, all employees tend to pay more attention to their own self-interests and managers cannot neither punishment and nor encouraging to beware them about this action (Reading, 1985:34). Hence, it is often said that this degree of uncertainty of managers is effective to determine the level of organizational trust because managers who create an environment of trust apparent to all. For this reason, the balance between their own actions and behaviors can overshadowed employees' trust in the organization. As Thompson believes that trust is the result of a successful management and some organizational theorists such as Stanley (2005) states that trust is a relationship and employees want to have a positive working relationship based on mutual trust and respect (smith, 2005: 520) because trust is a vital and critical ingredient in any successful collaborative. Without trust, an organization is not able to implement changes. (Pankaj, 2012). Indeed, managers and employees can be both play an important role for the development and promotion of the organization and it will reach its peak when promotes the establishment of trust-based relationships in organization because at the present time, achieving the organization's goals will depends on to provide legitimate requirements of human resources but since one of the most important psychological needs of employees is to build trust between them and managers as well as their supervisors. So, managers should identify the factors to build trust and increase participation among employees in organization. For this reason, trust is considered one of the most important predictive factors of an increase or decrease in per capita income of economic interactions and acts as a facilitator to reduce the investment costs in order to achieve the potential benefits from various parts of the organization (Ghorbani, 2007:3). On the other, It is a way to share knowledge and information at all levels of organizations, commitment to decisions, Organizational citizenship behavior, job satisfaction, management satisfaction, The leader-member exchange which focuses on two-way relationship between supervisors and subordinates and paying attention and staying on task or activity in the organizations. (Hassanzadeh and Zarei Matin, 2004:33). In spite of all of these, trust is a phenomenon

which divided into two major parts. The first is horizontal trust (trust between employees). The Second is vertical trust (trust between employees and manager) (Elloen et al, 2008:163), so that in 1995 McAllister argued that interpersonal trust is based on cognitive and affective trust. Cognition-based trust is attained based on the knowledge and effort to understand other party's or in other words, Cognitive-based trust relates to whether a party believes that the other side. So, if an individual has proven themselves to be trustworthy by presenting and demonstrating behaviors such as keeping their promises, doing what they say they will do, as well as being honest and factual with others around them, and have consistently kept these behaviors up, then others are much more likely to trust them because they have not done anything to damage this trust or ruin their "Track record.". This trust is also a calculative process which is the result of a rational choice that is made based on "credible information" concerning the intentions or competence of others. Affect-based trust means that it depends on feelings toward the authority that go beyond any rational assessment. This type of trust has an effective role in the relationships between individuals. Hence, if an individual has a fondness, or they really like the person in authority, they are much more likely to trust this authority figure, and are more readily able to believe that the authority figure has not only their own interest in mind, but the best interest of the employee as well. On the other hand, if an individual doesn't like the authority in power, or has had a history of conflicts with the authority in power, they may develop a great dislike for the authority in power. This dislike of the authority figure, may also create the distrust in the authority by the employee, and may raise the employee's suspicions regarding the authority figure. Ring (1996), Das and Teng (1998) also expressed that there are two dimensions of trust .The first dimension is calculus-based trust (information-based rational decisions about the organization or person to be trusted) and other dimension is affect-based trust (feelings of emotional closeness and security with the other). (Khanifar and Zarvandi, 2010:71-72). So it can be acknowledged that management based on trust is a matter of technique and skill which humans use speak up to a supervisor or manager and share their beliefs because if they don't trust each other, the organization cannot function as effectively to achieve its goals. According to an article published by TTG consultants, successful organizations usually have high levels of trust in the workplace, while unsuccessful organizations do not. Therefore, it is important for individuals to be honest and transparent at the workplace because if mutual trust and confidence is lost between managers, supervisors and employees, it will arise an atmosphere of spreading rumors, conflict, lack of the cooperation and political problems in the organization and an atmosphere of silence will spread over the organization ,so that it can waste all organizational efforts, endanger organizational health and ultimately lead an organization toward the negative entropy. The following model is based on the Jacobs model (Jacobs, 2012) which shows consequences of organizational silence and effects of employees' trust in the organizations.

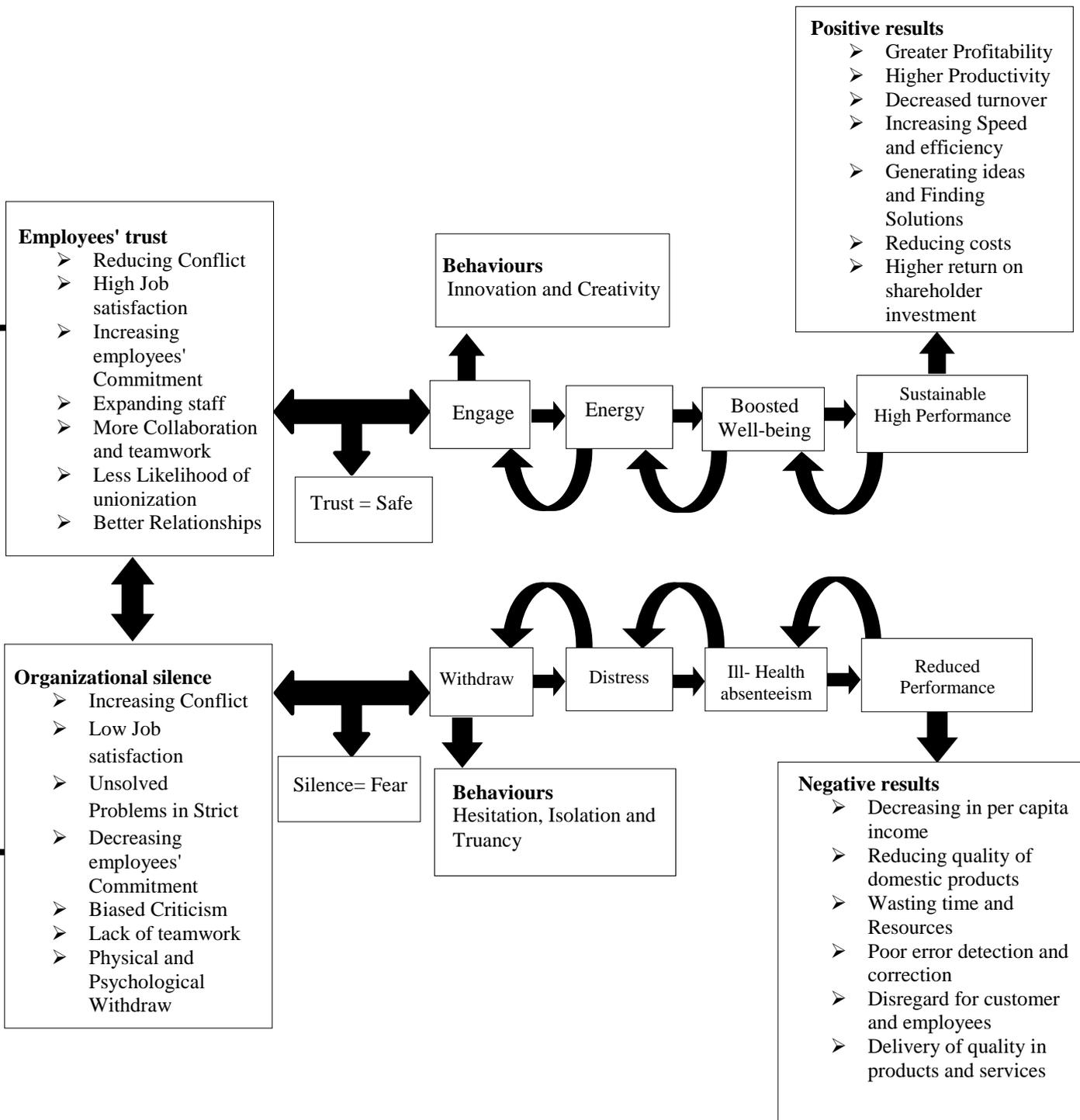


Figure 2 . The model of consequences of organizational silence and effects of employees' trust

7. The Strategic role of management builds trust and decrease the atmosphere of silence

Human resources are the most valuable **asset** for any organization because they have the ability to improve and develop technical and organizational systems. Therefore, if managers can retain creativity employees, they will provide the opportunity for growth and development in the organizations. On the other, a manager with her leadership skills may make wise decisions and lead their employees to success but they'll never able to manage alone better than when the programs are based on collective wisdom in an organization. The fact that there are good ideas in the mind of motivated employees and managers can use them with a comprehensive management. (Hallaji,2009:1).Hence, one of the most important past and present responsibilities of a manager is to work their employees and find problems but it depends on how managers can build trust to use employees' knowledge and creative thinking to solve their problems in the organizations(Ahmadi,2011) but managers often things say and use informal tactics to create silence because they think that employees not yet mature enough to trust, employees have no authority to make decide on action, they are not a member of the group in the organization, employees' interactions can be problematic and cause them behave in a harmful way. In other words, managers send signals that employees interpret as reasons to avoid or even fear speaking up. The silencing behavior of managers is rooted in beliefs they hold about employees and the nature of management (Bret, 2011). It may seriously damage the relationship of trust and confidence between them and employees seek a way to exit from such system. In contrast, if top managers and supervisors create workplace where employees will feel safe to express their views and will be encouraged to offer their ideas and suggestions. For this reason, it seems that there is a closer relationship between trust and leadership skills for managers; this is why managers should efforts to develop their leadership skills in the workplace (Tourani, 2011:14) because trust is the foundation of many activities and interactions and groups in an organization. For example, you can search successive reports about political discontents and protest activities of economic organizations where both managers and employers cannot trust and understand each other (Rafatnezhad, 2012:30). David Bowman has pointed out the five fastest ways how managers lose their employers trust. These behavioral mistakes include:

7.1 Act and speak inconsistently

Nothing confuses people faster than inconsistency. And if confusion due to contradiction is the only constant, trust is sure to fall victim.

7.2 Seek personal rather than shared gain

One, who is out only for him or herself, especially in a team environment, quickly loses the respect and trust of others.

7.3 Withhold information

When the communication channels shut down - both top-down and bottom-up - rumours start and misinformation is believed to be real. Then come denials. True information is often too late, or is never offered. Then trust falls apart.

7.4 Lie or tell half-truths

Untruthfulness is a quick way to break a bond of trust. People may accept it once, even twice, but as the old saying goes, "twice burned".

7.5 Be closed-minded

An unwillingness to consider other ideas and points of view and to create an atmosphere of, "it's going to be my way or the highway," will certainly cut-off communication and eventually shatter trust (Dashti, 2010).

8. The challenges of trust to overwhelm the problem of organizational silence on Iranian public organizations

Researchers for decades have believed that the foundation and credibility of any organization depends on the trust and many managers think how they can build a culture of trust and develop it in the workplace. So, this is a big challenge because managers need to trust their employees to achieve goals and strategies in the organizations. As shaw (1997) claimed that if people who cannot trust each other, will end up cooperating only under a system of formal rules and regulations which may have to be negotiated and enforced sometimes by coercive means(Martins,2000:27). On the other, Robert Behn (1995) states that the trust is one of the three big questions which many management thinkers have always encountered it because the loss of trust can be devastating to organization performance. (zahedi et al, 2011:70) but unfortunately, the issue of trust has been forgotten in the most of the public organizations in Iran, so that organizations have been faced with challenges such as low level of trust between working groups have been lead to a lack of participation and share information among employees in the organizations, while this variable has a strong and direct influence on economic development organizations. This is because employees do not feel comfortable to speak their supervisors and managers about organizational problems, fear negative feedback from managers and supervisor or they feel that every time they make a suggestion it will not be taken into consideration or will be rejected. On the other, some of organizational factors can also lead to organizational silence. All these factors can effect on organizational health. The table below illustrates the most important reasons for the start of employees' silence and distrust which can lead to serious damage costs in the Iranian public organizations.

Table 2. The challenges of trust in decreasing organizational silence

Causes	Effects
Bureaucratic structure	<p>Bureaucratic structure has caused silence, non-honest interactions and lack of trust and limitations on free speech in organizations because it prevents employees to share their information.</p> <p>When opportunities are based on close relationships with particular individuals in public organizations, trust decrease and silence increase between staff members because they haven't equal opportunities and also try to leave their organizations. For this reason, employees have fewer reasons to identify organizational issues and share their ideas and solve them.</p>
Intergroup trust	<p>Managers easily do not accept their limitations, weakness and mistakes because they think that the management is a position to achieve their own personal goals. This behaviour cause that the employees continue to remain silent and reduce mutual trust between employees and managers in organizations.</p>
Rejecting the weaknesses and mistakes	<p>High power distance and control mechanisms caused that trust reduces, increase dissatisfaction and silence among employees in public organizations.</p>
High Power Distance	<p>Lack of familiarity of managers with new principles and theories of management leads to experimental management. This reduces level of trust and increase stress and Ultimately silent in the workplace, so that it has imposed on heavy and irrecoverable costs in the public organizations.</p>
Experimental styles and Lack of management competency	<p>Employees believe that managers are gaining an unfair advantage by exploiting them. This impact on employees' motivation and trust, so that it will increase the conflict between employees and managers and staff experiment psychological pressures.</p>
Exploitation from employees	<p>In these organizations, when an employee expressed new ideas to give negative feedback from their managers and supervisors, This is the result of management's bias or lack of knowledge to show the inability of a person who can be creative because managers don't like an employee to come up with creative ideas. So,</p>
Staff and negative experiences	

The lack of support and appreciation of staff	these behaviours have caused a lot of problems in the workplace. Some of the behaviours are included: suspicion, disenchantment, distrust and lack of employee creativity and more. If managers do not support and appreciate their employees better, the employees will lose their trust, so that they will not have incentive and silence. Finally, the organization will fail to generate new ideas.
Closed systems	A closed system has created an atmosphere of silence and mistrust in public organizations because they do not encourage and support their employees' opinions. On the other, it has reduced profitability in these organizations.
Unclear promotion policies and lack of employee involvement	Unclear promotion policies can create conflicts and distrust, suspicion, disenchantment among employees, so that they avoid working so hard. Also, it causes that many employees don't have been a positive thinking to express their opinions and overcome challenges in the work process.

The above mentioned causes and effects indicate the fact that the business environment in Iran is not desirable because these factors have reduced a part of economic indicators relative to other countries in the region; however, Iran enjoys creative and thoughtful human resources and managers can utilize their employees' full intellectual potential and practical skills to develop their organization's programs to achieve a substantial degree of development growth at national and transnational levels.

9. Conclusion and recommendations

In this paper, besides investigating the impact of trust on decreasing organizational silence and their causes and effects in Iranian public organization, factors affecting them and strategic role of management can be acknowledged that there are the significant inverse relationship between organizational silence and employees' trust because the climate of silence has an influence on employees' behaviour, so that it doesn't let the employees to trust the organization. In fact, employee' silence is a barrier to success in workplace but trust is a key factor which help managers to provide adequate environmental conditions where employees can express their ideas freely without fear of criticism and improve infrastructure development for strengthening the capacity to facilitate the expansion and balanced growth of international trade, maintain competitive advantage in international markets, increase export earnings and finally grow their share of world trade. The recommendations provided below can break the silence and increase levels of employee trust in organizations.

1. Managers and supervisors should support their employees and improve the culture of staff suggestion system in order to create an environment of trust where all of employees can express ideas without fear of negative feedback.
2. Managers should uphold justice and implement principles of ethics and integrity amongst staff to maintain a stable workforce by reducing turnover costs through flexible policies in the workplace.
3. Managers and supervisors should facilitate open communication and support staff in times of need, improve interdepartmental cooperation positively and constructively and also help employee to boost their self-confidence.
4. Supervisors need to play the role of an advisor and maintain their intimate connections with formal and informal meetings in helping their employees to make sense of motivation, loyalty and commitment and prevent the occurrence of conflicts in the organization.
5. Managers should reduce administrative bureaucracy; build trust between employees and executive managers and also efforts to promote the free flow of ideas in the organizations.

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