



Investigation of the Effects of Job Adjustment and Job Engagement on Organizational Silence of Ayandeh bank's Employees

Narges Paydar

Master of Public Administration, Islamic Azad University, Yasouj Branch, Yasouj, Iran.

Abstract: *The main purpose of this study was to investigate the effects of job adjustment and job engagement on the organizational silence of Ayandeh bank's employees. This research in terms of purpose is "practical" and in terms of data collection is "descriptive-correlation". The statistical population of the study consisted of 1919 mature employees in Ayandeh bank in the year 2018. Using a Morgan table and a random sampling method, 320 employees were selected as sample. Data were collected by Davis Lawfocus's job adjustment questionnaire (1984), Salunova and Shuffli's job engagement questionnaire (2001) and Morrison and Millikan's organizational silence questionnaire (2000). In order to analyze the data of this research, SPSS software was used at two levels of descriptive and inferential statistics. In the descriptive section, mean, standard deviation, frequency and frequency percentage were used. In the inferential section, Pearson correlation test and regression were used to test the hypotheses. The results of Pearson correlation test showed that the various components of job adjustment (progress value, convenience value, position value, altruism value, safety value, autonomy value and compatibility style) have a direct and significant relationship with organizational silence employees of Ayandeh bank. But the components of job engagement (ability, self-sacrifice, and attraction) have an inverse relationship with organizational silence of Ayandeh bank's employees.*

Keywords: *Job adjustment, Job engagement, Organizational silence.*

INTRODUCTION

Today, in many organizations, employees are refusing to give their opinions and ideas about organizational problems, and unfortunately, there is a climate in organizations that often cause employees to feel that their opinions are not worthy and prevents them from speaking. Nowadays this topic is described as the phenomenon of organizational silence. By identifying the factors influencing organizational silence, we can take effective steps to eliminate the barriers of commenting employees in organizations. Organizational silence is a collective phenomenon in which the organization is less engaged in solving new problems encountered (Fisher and Ford, 1998).

Organizational silence plays an important role in the success and failure of the organization and provides a negative climate against the expression of new ideas and information sharing that can have many risks for the organization (Halper; Croft, 1995). Also, organizational silence prevents effective organizational change and development by preventing negative feedback, so the organization will not be able to check and correct errors. Fortado states that teaching how to respond negatively to subordinate requests and suggestions by supervisors has become an art in organizations and such negative behaviors lead to silence so that employees

refrain from commenting and do not see any results in relation to observers and the organization that encourages such behaviors and reactions (Parker, Jimmie son and Amiot, 2010).

Hence, two factors that can affect organizational silence are job adjustment and job engagement. Job adjustment is an important factor for continuing successful employment. Everyone expects his employment to be a pleasure and his credibility and will at least meet his basic needs. In the field of job adjustment, a number of definitions have been proposed; in this regard, Davis's definition can be referred to as the adaptation of personality to work-related environmental factors. Therefore, job adjustment is a combination of psychological and non-psychological factors that make a person feel satisfied with the job (Dawis, 1996). Job adjustment theory is based on the concept of the relationship between the individual and the environment. This theory considers work as a step-by-step task orientated process that involves human interactions and provides a source of satisfaction, rewards, tension, and many other psychological variables. In recent years, attention to job engagement as a psychological component in organizations has led to many discussions and studies. Job engagement is a concept that has a positive and direct relationship with positive outcomes such as job performance, organizational civic engagement, and job satisfaction, and has a negative relationship with leaving a job (Salanova et al., 2003). Organizations today need energetic and enthusiastic employees, who have a lot of interest in their jobs. In general, enthusiastic employees are attracted to their jobs and are doing their job assignments desirably (Bakker and Leiter, 2009). Job engagement, referred to as positive organizational behavior, is a psychological state and the opposite of job burnout. Job engagement refers to penetrant, stable, and positive mental affinities associated with work, characterized by a sense of strength, commitment, and attraction (Taylor and Betz, 1983).

Strength is characterized by high levels of energy, having a resiliency mental state during work, a desire to work hard and stability in dealing with problems. Commitment refers to full engagement in work, an experience of a strong sense of meaningfulness, enthusiasm, inspiration, pride, and challenge. Attraction is characterized by a complete concentration and fascination with the work that takes place at that time and the person has problems with separating himself from work (Narmeen et al., 2012).

Today, one of the problems encountered by employees in organizations is the issue of organizational silence, which is one of the main barriers to change management plans, lack of information, and lack of trust. Most employees are aware of the truth about the organization's problems, but they do not have the courage to express these facts to their leaders. If the phenomenon of organizational silence increases in the organization, it may lead to a decrease in productivity, performance, job satisfaction and commitment. Considering that the issue of organizational silence in Iran's scientific and organizational societies is a new and unfamiliar topic and less literature and research can be found on this subject, this research seeks to review the history and literature of organizational silence, defines and describes the concept of organizational silence, examines different types and motivations of individuals in the presentation of each one, so that it can identify and examine the organizational, managerial, and individual factors, as well as the relationship between job adjustment and job engagement in organizational silence and its consequences in the organization. Finally, it provides solutions to reduce silence. Since organizational silence can be an obstacle to expressing the ideas and opinions of individuals in the organization, identifying the effective factors and trying to eliminate them can facilitate these conditions. Considering that in the review of organizational silence conditions, job adjustment and job engagement variables have been ignored, this research seeks to answer the question whether there is a significant relationship between job adjustment and job engagement components on organizational silence of Ayandeh bank's employees.

Importance and necessity of research

The most important factor in achieving the goals of each organization is human resources and the success and development of each organization will undoubtedly depend on its human resources. Ayandeh bank is one of the organizations whose human resources are often highly committed and willing to work and, if the working conditions are favorable, they are more likely to use their talents and skills (Raeie Dehghi et al., 2011).

Today, one of the important factors important in organizations is job adjustment and job engagement. Job adjustment is an important factor for continuing successful employment. Everyone expects his employment to be a pleasure and his credibility and will at least meet his basic needs. Job adjustment is determined by reducing conflict and increasing the efficiency of work. Job adjustment involves describing and explaining the behaviors that lead to the effective and good execution of the tasks required by individuals and the positive attitude towards the role of the new job. Job adjustment is also an important factor in increasing the productivity and profitability of employees towards the organization, increasing their affiliation to the workplace, increasing the quantity and quality of work, establishing good and human relationships at the workplace, raising morale, and love and interest in work. There is no doubt that each organization is a unique organism, and its first factor is human and attention to the morale of employees (Fani et al., 2010). Also, in recent years, attention to job engagement as a psychological component in organizations has led to many discussions and studies. Job engagement is a concept that has a positive and direct relationship with positive outcomes such as job performance, organizational civic engagement, and job satisfaction, and has a negative relationship with leaving a job. Job engagement makes enthusiastic employees fully absorbed by their jobs and make job assignments desirable and be creative and initiative in their work (Pishva, 1999).

Considering that job engagement and job adjustment are two of the most important factors in organizations and the performance of employees, it is possible to say that choosing this issue is very important and necessary. Job engagement is a concept that has a positive relationship with positive outcomes such as job performance, strengthening organizational civil behaviors and job satisfaction, and has a negative relationship with the intention to leave a job. In general, employees with job engagement have higher performance. On the other hand, job adjustment is also important in the organization, including reducing conflict and increasing efficiency in work, improving performance, increasing job satisfaction and reducing job stress. Therefore, in general, the importance and necessity of this research must be said that undoubtedly the human resources in any organization are the infrastructure of that organization and that no organization achieves its goals except by employing creative forces that are consistent with the goals of the organization. Therefore, recognizing the mental aspects of employees and providing them with the needs, as well as strengthening job adjustment factors and their eagerness for their work, can be effective in increasing their efficiency and productivity in the organization. Therefore, considering the explanations given about job adjustment and job engagement and its importance and necessity in Ayandeh bank as well as public and private organizations, the subject of this research was important and necessary for further investigation.

Literature review

In research entitled "investigating the relationship between organizational justice, job engagement and organizational commitment of faculty members at the University of Isfahan" by Ghorbani Dolatabadi et al. (2017) concluded that job engagement could predict the organizational commitment of faculty members.

Salmani Mood and Vaghar Seidin (2015) concluded in a study entitled "relationship between job engagement of nurses with structural abilities and the appearance of verbal and non-verbal misbehavior in the workplace" that significant relationship was not observed between job engagement and verbal and non-verbal misbehavior experienced by nurses. Their findings also indicated that nurses' eagerness in the study showed a positive and significant correlation with their perceptions of structural capabilities.

Naderi and Safarzadeh (2014) in an investigation of the relationship between organizational justice, organizational health, job engagement and organizational innovative climate with psychological empowerment and organizational civil behavior was concluded that two sets of criterion variables and predictors in two dimensions with focal correlation coefficients of 0.84 and 0.19 have a significant relationship. According to the results, job engagement had the strongest relationship with the first focal variable. Organizational health, organizational justice, and organizational innovation climate were ranked next. In the second dimension, the strongest presence was in organizational health, and organizational innovation climate, organizational justice, and job engagement were in the next hierarchy. Also, according to

the results, the first focal variable had the strongest relationship with psychological empowerment and then with the organizational civil behavior variable. The second focal variable was the strongest relationship with organizational civil behavior and psychological empowerment was ranked next.

Aslanpour Jokandan, Hashemi Sheikh Shabani and Naami (2014) in an investigation of the relationship between some personal and job resources with job engagement in employees of a Gilan industrial company concluded that the innovation climate, job autonomy, core self-evaluation, and appreciation were the most important predictor variables in explaining the variance of job engagement. Personal and job resources were factors influencing job engagement employees and they suggested that because job engagement is important in business, paying attention to these business and personal factors can be beneficial for organizations.

Kikhanezhad and Ghandadi (2013) in a study entitled "investigating the relationship between cultural intelligence with job adjustment and organizational trust of faculty members" concluded that there is a meaningful relationship between cultural intelligence and job adjustment. Also, the results showed that there is a significant relationship between cultural intelligence with organizational trust and job adjustment and organizational trust, but the relationship between behavioral dimensions of cultural intelligence and organizational trust was not significant. Also, the relationship between behavioral dimensions of cultural intelligence and job adjustment was not significant. Based on the research findings, up to 26% of the independent variables of cultural intelligence and trust of faculty members predicted.

Martinez in his research (2015) entitled "the role of job engagement in knowledge sharing," concluded that more eagerness would lead to knowledge sharing.

In a study entitled "investigation of the relationship between job engagement with organizational culture and organizational climate" by Baker and Litter (2014) showed that job engagement is a form of job health that has a good relationship with job adjustment and also a significant relationship with organizational culture and organizational climate and can also be positive and satisfying for employees.

Maduraa et al. (2013) in his research entitled "the impact of employees' eagerness on their job performance," concluded that employee eagerness had a positive impact on their job performance.

Narmeen et al. (2013) concluded in research entitled "investigating the relationship between organizational civil behavior of the employee and their job engagement" that feature model of job engagement has a positive effect on organizational civic behavior.

Ya (2013) conducted a study entitled "tourism conflict, job engagement, and job satisfaction among hotel employees". The results of the study showed that tourism conflicts have a positive relationship with job engagement and there is a positive relationship between tourism conflict and job engagement with job satisfaction. Job engagement modifies the relationship between tourism conflict and job satisfaction.

Arnold et al. (2012) in their research entitled "eagerness to work, performance and active learning" showed that job eagerness has a positive and meaningful relationship with active learning of employees.

Narmeen et al. (2012) examined the relationship between organizational civil behavior of the employee and their job engagement and finally concluded that the feature model of job engagement has a positive effect on organizational civil behavior.

Ram & Prabhaker (2011) investigated the role of employees' eagerness and its relationship with output in the Jordanian industry. A sampling of employees at all levels of management was done and the result confirmed and acknowledged the relationship between job engagement and perception of a healthy climate and organizational support and its impact on empowerment and organizational behavior.

Grant & Berg (2010) and Parker, Jimmieson & Amiot (2010) found in their research that people who are at high levels of job motivation have more control and job engagement than their job.

In a qualitative study by Swinton – Douglas (2010, quoted by Azizpour) examined some of the conditions and implications of job engagement. They found that respect, trust, fairness, security, and evil are among the most important factors for keeping employees alive, and job satisfaction, and job performance and behavior based on the ability to influence the environment are important implications of job engagement.

Hypotheses

The main hypothesis:

Job adjustment and job engagement affect organizational silence of Ayandeh bank's employees.

The sub-hypothesis:

Job adjustment (progress value) affects organizational silence of Ayandeh bank's employees.

Job adjustment (convenience value) affects organizational silence of Ayandeh bank's employees.

Job adjustment (position value) affects organizational silence of Ayandeh bank's employees.

Job adjustment (altruism value) affects organizational silence of Ayandeh bank's employees.

Job adjustment (safety value) affects organizational silence of Ayandeh bank's employees.

Job adjustment (autonomy value) affects organizational silence of Ayandeh bank's employees.

Job adjustment (compatibility style) affects organizational silence of Ayandeh bank's employees.

Job engagement (ability) affects organizational silence of Ayandeh bank's employees.

Job engagement (self-sacrifice) affects organizational silence of Ayandeh bank's employees.

Job engagement (attraction) affects organizational silence of Ayandeh bank's employees.

Materials and Methods

This research in terms of purpose is "practical" and in terms of data collection is "descriptive-correlation". The data collection method is library and field methods. Since this research seeks to determine the relationship between research variables, this research is a correlation type. The statistical population of the study consisted of 1919 mature employees in Ayandeh bank in the year 2018. Using a Morgan table and a random sampling method, 320 employees were selected as sample. The statistical population included 213 men (72.2%) and 89 women (27.8%). Of the participants in this study, 32 people (10%) were with diploma degree, 24 people (7.5%) with graduate degrees, 138 people (43.1%) with bachelor's degree, and 126 people (39.4%) with a master's degree. Also, 76 people (23.8%) had work experience of one to ten years, 192 people (60%) had work experience of eleven to twenty years, and 52 people (16.3%) with work experience more than twenty years. Of the participants in this study, 303 people (94.7%) were officially employed and 17 people (5.3%) were contracted. Data were collected by Davis Lawfocus's job adjustment questionnaire (1984), Salunova and Shuffli's job engagement questionnaire (2001) and Morrison and Millikan's organizational silence questionnaire (2000). Accordingly, there are 36 questions for measuring the dimensions of job adjustment (3 questions for progress value, 13 questions for convenience value, 4 questions for position value, 5 questions for the altruism value, 6 questions for safety value, 2 questions for autonomy value, 3 questions for compatibility style), and there are 17 questions for measuring the dimensions of job engagement (6 questions for ability, 5 questions for self-sacrifice, 6 questions for attraction) as well as there are 15 questions for measuring organizational silence with Likert spectra's 5-option. The validity of the questionnaire was confirmed by the professors and experts in the field of management and Cronbach's alpha coefficient was used to determine the questionnaire. Cronbach's alpha coefficient was more than 0.7 of all research variables. In Table 1, Cronbach's alpha coefficient of each variable is fully presented.

Table 1. Cronbach Alpha of Variables

General Cronbach's alpha	Cronbach's alpha	Variables	
0.902	0.851	progress value	Job adjustment
	0.812	convenience value	
	0.723	position value	
	0.768	altruism value	
	0.834	safety value	

	0.798	autonomy value	
	0.789	compatibility style	
0.891	0.785	ability	Job engagement
	0.826	self-sacrifice	
	0.843	attraction	
0.885	-----	-----	Organizational silence

Findings

Now, with the calculation of the standard error of kurtosis and skewness, the normalization must be checked. If the standard error values of the kurtosis and skewness coefficients are between -2 and +2, then the assumption of normalization is accepted. According to Table 2, because of the standard error of the coefficient of kurtosis and skewness in all three variables between the intervals (-2 and +2), we can accept the normal distribution of the data of all three variables. In Table 2, the values of skewness and kurtosis of variables are given.

Table 2. The values of skewness and kurtosis of variables

Kurtosis	Skewness	Variables
0.214	0.625	Job adjustment
0.678	0.412	Job engagement
1.621	1.115	Organizational silence

Hypotheses review: In order to investigate the hypotheses, the distribution of research data is firstly investigated. To decide on the use of parametric or nonparametric tests, we investigate the normality of the data through the Kolmogorov-Smirnov test. The results of the Kolmogorov-Smirnov test are shown in Table 3.

Table 3. Results of the survey on the distribution of research data

Test Result	Kolmogorov's statistics	Error probability level	Meaningful value	Variables
Distribution is normal	1.626	0.05	0.091	Job adjustment
Distribution is normal	2.442	0.05	0.079	Job engagement
Distribution is normal	3.345	0.05	0.055	Organizational silence

Due to the fact that the distribution of all variables is normal, the Pearson correlation is used to examine the effect between variables.

Hypothesis analysis:

The main hypothesis: job adjustment and job engagement affect the organizational silence of Ayandeh bank’s employees.

Table 4. The correlation coefficient between job adjustment and job engagement on organizational silence

Estimates		Variables
Significance level (p)	Correlation Coefficient (r)	
		Job adjustment correlation coefficient with:

0.001	0.597	Job engagement
0.001	0.531	Organizational silence

According to Table 4, the correlation coefficient between job adjustment and job engagement as an independent variable and organizational silence as a dependent variable is 0.597 and 0.531, respectively, which indicates a significant and positive relationship. Therefore, considering that the coefficient presented in the alpha level of 0.05 is significant, it can be concluded that job adjustment and job engagement affect organizational silence.

The first sub-hypothesis: job adjustment (progress value) affects organizational silence of Ayandeh bank’s employees.

Table 5. The correlation coefficient between job adjustments (progress value) on organizational silence

Estimates		Variables
Significance level (p)	Correlation Coefficient (r)	
		Job adjustment correlation coefficient (progress value) with:
0.001	0.556	Organizational silence

According to Table 5, the correlation coefficient between job adjustment as an independent variable and organizational silence as a dependent variable is equal to 0.556, which indicates a significant and positive relationship. Therefore, considering that the coefficient presented in the alpha level of 0.05 is significant, it can be concluded that job adjustment affects organizational silence.

The second sub-hypothesis: job adjustment (convenience value) affects organizational silence of Ayandeh bank’s employees.

Table 6. The correlation coefficient between job adjustments (convenience value) on organizational silence

Estimates		Variables
Significance level (p)	Correlation Coefficient (r)	
		Job adjustment correlation coefficient (convenience value) with:
0.001	0.673	Organizational silence

According to Table 6, the correlation coefficient between job adjustment (convenience value) as an independent variable and organizational silence as a dependent variable is equal to 0.673, which indicates a significant and positive relationship. Therefore, considering that the coefficient presented in the alpha level of 0.05 is significant, it can be concluded that job adjustment (convenience value) affects organizational silence.

The third sub-hypothesis: job adjustment (position value) affects organizational silence of Ayandeh bank’s employees.

Table 7. The correlation coefficient between job adjustments (position value) on organizational silence

Estimates		Variables
Significance level (p)	Correlation Coefficient (r)	
		Job adjustment correlation coefficient (position value) with:
0.001	0.485	Organizational silence

According to Table 7, the correlation coefficient between job adjustment (position value) as an independent variable and organizational silence as a dependent variable is equal to 0.485, which indicates a significant and positive relationship. Therefore, considering that the coefficient presented in the alpha level of 0.05 is significant, it can be concluded that job adjustment (position value) affects organizational silence.

The fourth sub-hypothesis: job adjustment (altruism value) affects organizational silence of Ayandeh bank’s employees.

Table 8. The correlation coefficient between job adjustments (altruism value) on organizational silence

Estimates		Variables
Significance level (p)	Correlation Coefficient (r)	
		Job adjustment correlation coefficient (altruism value) with:
0.001	0.611	Organizational silence

According to Table 8, the correlation coefficient between job adjustment (altruism value) as an independent variable and organizational silence as a dependent variable is equal to 0.611, which indicates a significant and positive relationship. Therefore, considering that the coefficient presented in the alpha level of 0.05 is significant, it can be concluded that job adjustment (altruism value) affects organizational silence.

The fifth sub-hypothesis: job adjustment (safety value) affects organizational silence of Ayandeh bank’s employees.

Table 9. The correlation coefficient between job adjustments (safety value) on organizational silence

Estimates		Variables
Significance level (p)	Correlation Coefficient (r)	
		Job adjustment correlation coefficient (safety value) with:
0.001	0.725	Organizational silence

According to Table 9, the correlation coefficient between job adjustment (safety value) as an independent variable and organizational silence as a dependent variable is equal to 0.725, which indicates a significant and positive relationship. Therefore, considering that the coefficient presented in the alpha level of 0.05 is significant, it can be concluded that job adjustment (safety value) affects organizational silence.

The sixth sub-hypothesis: job adjustment (autonomy value) affects organizational silence of Ayandeh bank’s employees.

Table 10. The correlation coefficient between organizational activity and employee performance

Estimates		Variables
Significance level (p)	Correlation Coefficient (r)	
		Job adjustment correlation coefficient (autonomy value) with:
0.001	0.689	Organizational silence

According to Table 10, the correlation coefficient between job adjustment (autonomy value) as an independent variable and organizational silence as a dependent variable is equal to 0.689, which indicates a significant and positive relationship. Therefore, considering that the coefficient presented in the alpha level of 0.05 is significant, it can be concluded that job adjustment (autonomy value) affects organizational silence.

The seventh sub-hypothesis: job adjustment (compatibility style) affects organizational silence of Ayandeh bank’s employees.

Table 11. The correlation coefficient between job adjustments (compatibility style) on organizational silence

Estimates		Variables
Significance level (p)	Correlation Coefficient (r)	
		Job adjustment correlation coefficient (compatibility style) with:
0.001	0.522	Organizational silence

According to Table 11, the correlation coefficient between job adjustment (compatibility style) as an independent variable and organizational silence as a dependent variable is equal to 0.522, which indicates a significant and positive relationship. Therefore, considering that the coefficient presented in the alpha level of 0.05 is significant, it can be concluded that job adjustment (compatibility style) affects organizational silence.

The eighth sub-hypothesis: job engagement (ability) affects organizational silence of Ayandeh bank’s employees.

Table 12. The correlation coefficient between job engagements (ability) on organizational silence

Estimates		Variables
Significance level (p)	Correlation Coefficient (r)	
		Job engagement correlation coefficient (ability) with:
0.001	0.573	Organizational silence

According to Table 12, the correlation coefficient between job engagement (ability) as an independent variable and organizational silence as a dependent variable is equal to -0.573, which this value represents the inverse relationship between the two variables. Therefore, considering that the coefficient presented in the alpha level of 0.05 is significant, it can be concluded that job engagement (ability) affects organizational silence.

The ninth hypothesis: job engagement (self-sacrifice) affects organizational silence of Ayandeh bank’s employees.

Table 13. The correlation coefficient between job engagements (self-sacrifice) on organizational silence

Estimates		Variables
Significance level (p)	Correlation Coefficient (r)	
		Job engagement correlation coefficient (self-sacrifice) with:
0.001	0.614	Organizational silence

According to Table 13, the correlation coefficient between job engagement (self-sacrifice) as an independent variable and organizational silence as a dependent variable is equal to -0.614, which this value represents the non-linear relationship between the two variables. Therefore, considering that the coefficient presented in the alpha level of 0.05 is significant, it can be concluded that job engagement (self-sacrifice) affects organizational silence.

The tenth hypothesis: job engagement (attraction) affects organizational silence of Ayandeh bank’s employees.

Table 14. The correlation coefficient between job engagements (attraction) on organizational silence

Estimates		Variables
Significance level (p)	Correlation Coefficient (r)	
		Job engagement correlation coefficient (attraction) with:
0.001	0.489	Organizational silence

According to Table 14, the correlation coefficient between job engagement (attraction) as an independent variable and organizational silence as a dependent variable is equal to -0.489, which this value represents the non-linear relationship between the two variables. Therefore, considering that the coefficient presented in the alpha level of 0.05 is significant, it can be concluded that job engagement (attraction) affects organizational silence.

Lateral findings

What are the contribution of job adjustment and job engagement effects to Ayandeh bank's organizational silence?

Table 15. Summary of the contribution model of job adjustment and job engagement on organizational silence

R ² Modified	R ²	R	Model
0.591	0.593	0.791	the impact of job adjustment and job engagement on organizational silence

Table 16. Analysis of variance of the contribution model of job adjustment and job engagement on organizational silence

Significance level	F	Mean of squares	Degrees of freedom	Sum of squares	
0.001	376.751	61.784	2	123.569	Regression
		0.263	317	57.129	Other
			319	180.819	Total

Table 17. The coefficients of the contribution model of job adjustment and job engagement on organizational silence

Significance level	t	Standardized	Not standardized factor		Statistics
		β	Standard error	B	Variable
0.880	-0.151		0.213	-0.032	Constant value
0.034	2.131	0.076	0.047	0.101	Job adjustment
0.001	21.955	0.786	0.050	1.094	job engagement

Regarding the amount obtained in Table 17, the effect of job adjustment and job engagement on organizational silence of Ayandeh bank's employees is significant. Therefore, its regression equation is as follows:

$$y = -0.032 + 0.101 X_1 + 1.094 X_2$$

Y = Organizational silence of Ayandeh bank's employees

X₁ = Job adjustment

X₂ = Job engagement

Therefore, according to the obtained equation, the most important contribution is job engagement. In other words, job engagement has the most impact on organizational silence of Ayandeh bank's employees.

Conclusion

Reviews and analyzes of statistical findings indicate that the various components of job adjustment (progress value, convenience value, position value, altruism value, safety value, autonomy value, and compatibility style) have a direct and significant relationship with organizational silence of Ayandeh bank's employees. However, the components of job engagement (ability, self-sacrifice, and attraction) have a non-linear relationship with organizational silence of Ayandeh bank's employees. Regarding the review of different literature and theories about organizational silence and the issues referred to, organizational silence is a common phenomenon in organizations and existing and tangible reality for managers and employees. The important point is that the various motives of employees are a kind of organizational silence or vocation, and as a result, employees deliberately refuse to provide their information, opinions, ideas, and beliefs and create a form of silence or voices. Managers should keep in mind that if the employees are silent, the generator engine of job adjustment will stop working. When human resources remain silent as the most important enterprise capital, management and organization face great danger. Therefore, it is suggested that managers of organizations, by organizing and adapting employees, as well as increasing the factors affecting the employees' eagerness towards their jobs, provide the context for their interaction and communication so that these employees find the opportunity to raise their concerns about the organization and reduce the phenomenon of silence in organizations and reduce the performance and productivity of the organization.

Reference

1. Bakker, A. B., & Leiter, M. P. (2009). *Work engagement: The essential theory and research*. Psychology Press, New York, NY.
2. Dawis, R. V. (1996). *Theory of work adjustment and person Environment Correspondence counseling*. Ind. Brown, L. Brooks, (Eds), *Career choice and development*, San Francisco: Jossey- Bass- Dawis, R. V. (1992). *Individual differences tradition in Counseling Psychology*. *Journal of Counseling Psychology*, 9, 7 – 19.
3. Fani, Ali Asghar, Hamdan, Mahmoud and Khayefollahi, Ahmad Ali, 2010, "Designing an Appropriate Leadership Model for Managing Lebanese Organizations (Hospital Management)", *Moderator of Humanities and Management Researches in Iran*, Vol. 14, No. 2.
4. Fisher, S. L., & Ford, K. J. (1998). Differential effect of learner effort and goal orientation on two learning outcomes. *Personal psychology*, 51, 397-420.
5. Halper; Croft (1995). Stress and job satisfaction: A study of English primary school teacher, *Educational Psychology*, Vol.15 (4), pp. 473-489.
6. Narmeen. M., Hassan Danial. A., Tasawary, J., Fawad, A. & Farooq, S.H. (2012). Exploring organizational Citizenship Behavior and its Critical Link to Employee Engagement for Effectual Human Resource Management in Organizations *Mediterranean Journal of Social Sciences*, 3(1), 2039-2117.
7. Parker, .S.L. Jimmie son, N.L. & Amiot, C.E. (2010). Self-determination as a moderator of demands and control: Implication for employ strain and engagement. *Journal of Vocational Behavior*.
8. Pishva, S. (1999). Investigating the relationship between organizational climate and the level of commitment of governmental girls' high school in Shiraz, Master's Thesis, and Shiraz University.

9. Raeie Dehghi, M., Kamkar, M., Landran Esfahani, S., and Salsel, M. (2011) "Predicting Job Satisfaction through Values in Faculty Members of the University" *Knowledge and Research in Applied Psychology*, No. 3, pp. 11-46.
10. Salanova, M, Llorens, S., Cifre, E., Martínez, I & Schaufeli, W.B. (2003). Perceived collective efficacy, subjective well-being and task performance among electronic work groups: An experimental study. *Small Groups Research*, 34, 43-73.
11. Taylor, K. M., & Betz, N. E. (1983). Applications of self-efficacy theory to the understanding and treatment of career indecision. *Journal of Vocational Behavior*, 22, 63-81.