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Surface and deep conceptualizations of silence and voice paradoxes: An empirical analysis of women behavior at workplace

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Abstract: Although the phenomena of organizational silence (OS) and voice are widely observed in the organizations, there exists little empirical evidence regarding their surface and deep conceptualizations and/or multiple paradoxes associated with their interaction. The study aims to investigate the surface and deep conceptualizations of these paradoxes while presenting its theoretical and empirical rationale for the possible differences based on relationships with subdimension of counterproductive work behavior and organizational identification among women at workplace. A sample of 168 women academicians was collected from three universities at three different stages of their lifecycle. The results indicate that on surface OS and voice display similar direct and moderating relationships with CWB and OI, respectively. However, the analysis of deep conceptualization shows that motives behind the paradoxes of silence and voice play an important role in shaping their relationships; with prosocial motives being most influential. With an empirical analysis, the study highlights the motives of silence and voice paradoxes and introduces new avenues for studying the interaction of multiple paradoxes associated with work behaviors in organizations.

Subjects: Human Resource Management; Organizational Studies; Public & Nonprofit Management

Keywords: organizational silence; organizational voice; counterproductive work behavior; organizational identification; paradox; gender

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PUBLIC INTEREST STATEMENT

Why do we raise our voice? And why do we remain silent? These are two very basic questions being asked in communication, sociology, political science, and most recently in organizational behavior research. These questions gain more importance in marginalized groups like females in organizations from Pakistan. This research provides an insight into the paradox of silence and voice in females working in organizations. A motive-based evaluation of Silence and Voice is conducted to address the surface and deep dynamics of this paradox. Furthermore, the negative outcomes of this paradox in female employees are highlighted. The study provides interesting findings and unexpected results and shed light on issues concerning Organizational Silence and Voice.

1. Introduction

The discussion on the role of silence and voice in organizations is not new (Hirschman, 1970; Kolarska & Aldrich, 1980). Since 1970s, researchers have been working on concepts related to silence and voice: either viewing them as extremes of the same continuum or two separate and distinct constructs. This debate is still alive and today there exist two different bodies of literature: one supporting the former that when an individual has some important suggestion, information, or concern he/she would either express it (displaying voice behavior) or withhold it (displaying silence behavior) (Frazier & Bowler, 2015; Milliken & Lam, 2008; Morrison, Wheeler-Smith, & Kamdar, 2011), whereas the other body of literature suggests that silence and voice should be treated as separate constructs (Brinsfield, Edwards, & Greenberg, 2009; Dyne, Ang, & Botero, 2003; Kish-Gephart, Detert, Treviño, & Edmondson, 2009). Authors holding the former perspective imply that an increase in silence would lead to a decrease in voice and vice versa. It also implies that both these variables are predicted by the same factors, albeit in opposite directions (Harvey, 1988; Harvey, Martinko, & Douglas, 2009; Tangirala & Ramanujam, 2008a, 2008b). However, in the later perspective, the key argument spells out that voice is a deliberate individual choice while; silence can be explained as a behavior of automatic withdrawal, habitual behavior, or resignation (Kish-Gephart et al., 2009; Pinder & Harlos, 2001). Hence, the constructs of silence and voice, according to them, are not two extremes of the same continuum but the phenomena having the potential to coexist. Although an adequate amount of literature exists in support of both these arguments, for the purpose of this research we take on the later view that both silence and voice behaviors have the potential to co-exist. However, the dichotomy of silence and voice could lead to multiple paradoxes in an organization making it a challenge for the employees to choose their optimum level.

In gender-based organizational studies, voice and silence has been used to analyze the inequality and exclusion. The liberal feminists present "women voice" perspective as an act of speaking up and being heard (Belenky, 1986; Ferrario, 1991; Gilligan, 1982; Rosener, 1990; Tannen, 1991). In contrast, the poststructuralists in gender-based studies view silence as, "discursive practices that eliminate certain issues from arenas of speech and sound" (Simpson & Lewis, 2005, p. 1254). Researches in organizational studies also report relationship between Gender and CWB. Berry, Ones, and Sackett, (2007) and Hershcovis et al. (2007) provide significant correlations between these two variables and reported that men engage in more CWB than women. The developmental literature posits that men and women do not engage in same type of CWBs. Men mainly engage in verbal and physical aggression while women engage in more relational aggression that damage relationships (Archer, 2000; Card, Stucky, Sawalani, & Little, 2008). These acts of women are either direct (withholding social interactions until a demand is met) or indirect (instigating others until a demand is met). In women, this affects interpersonal relationships by exerting power on peers. This behavior could ultimately lead to personal animosity and spill over to work.

Regardless of the gender of employees, literature posits that contradictions, competing demands, and even tensions are inherent in the functionality of organizations (Poole & Van de Ven, 1989). Western scholars conceptualize these tensions as "Organizational Paradoxes" (Cameron & Quinn, 2005; Smith & Lewis, 2011; Yukl & Lepsinger, 2004); further they have intensely stressed on the solutions of these emerging demands of the organizations (Bobko, 1985; Denison, Hooijberg, & Quinn, 1995; Sundaramurthy & Lewis, 2003). In evaluation of multiple paradoxes of silence and voice, this study focuses on two main considerations. First, the degree to which organizations need to switch between two poles of paradox over time and seeking a dynamic balance among them (Burgelman, 2002; Burgelman & Grove, 2007; Simsek, 2009). Second, according to Smith and Tushman (2005) "organizational literature is ripe with the recognition of contradictory relations between, for example, individual and group demands, between focus and flexibility, and between autonomy and democracy" (p. 526) which leads to multiple paradoxes interconnected with each other and their effective management is essential for the functionality of the organizations. The purpose of this study is to highlight these contradictions, competing demands, and tensions under voice and silence paradox of women working in different public sector universities by evaluating its surface and deep conceptualization. On surface, how this paradox affects the ability of women in displaying

counterproductive work behavior (CWB) and moderating effects of organizational identification on the relationships. Further, in deep conceptualization, the underlying motives of organizational silence (OS) and organizational voice (OV) are evaluated providing a potentially rich understanding of gender processes in organizational settings.

2. Organizational silence

OS is present everywhere in the organizations yet little research is conducted on this construct (Johannesen, 1974; Scott, 1993). Dyne et al. (2003) proposed two main reasons for lack of interest in OS and its interpretation as a simple unitary concept. First, many researchers consider OS as a non-behavior that is "OS is the absence of Speech" and second, a behavior that is absent and non-observable is much harder to study (Johannesen, 1974). Pinder and Harlos (2001), have defined OS as "withholding genuine expression about behavioral, cognitive, and/or affective evaluations of organizational circumstances to people who seem capable of changing the situation" (p. 333). Morrison and Milliken (2000) presented a different approach to OS and stated "it is a collective phenomenon where employees withhold their opinions and concerns about potential organizational problems" (p. 707). This definition identifies OS as a systematic organization culture in which the organizational members do not express their ideas and do not speak the truth.

The field of ethics and communication provide interesting insight into the construct of OS. Unlike the management literature, the emphasis is on the circumstances in which silence is helpful and appropriate rather than absence of voice. Bok (1989) adopted the philosophical and ethical framework for explaining silence. He focused on the ethical and philosophical issues related to a voluntary decision to keep back relevant information. His primary focus was on the actions of secret keeping and identified two main types of silence, which lead to concealment of facts. *Appropriate concealment* (such as trade secrets, professional confidences, insider information, private data, and secret ballots) and *Abusive concealment* (such as malicious deception, consumer fraud, insider trading, and false advertising). Further, Bok stressed that the actions and decisions to express and withhold the ideas and truths are based on personal judgment and moral standards of an individual. The philosophical work by Nyberg (1993) on silence is most relevant to the work at hand. He argued that "telling the truth all the time is not only unrealistic but also impractical" (p. 10). He further posits that silence behavior in the form of concealing and withholding information is essential for high-quality interpersonal relationships e.g. it is impractical and impossible to know all the thoughts of the other person because of the share volume of the information. Similarly, in some circumstances, you would avoid knowing about the negative and critical thoughts a close friend or family member may have about you or your actions.

The literature in communication studies presents the positive influences of silence and views it as an essential and critical part of social interaction. Turner, Edgley, and Olmstead (1975) explained these judgments about revealing and hiding information. Further, concealment of facts and deceptions are mandatory for everyday communications. Brown (1987) under the politeness theory explains silence as part of our culture when being polite and becomes valuable when we are upholding the norms and customs about appropriate and inappropriate communications. According to Grice (1991), in effective communication we decide on four main issues: quantity of information, quality of information, relevance of information, and clarity of information, and based on these four issues we decide what to communicate or withhold. Scott (1993) views silence as a two dialectical components of effective communication, that is without silence communication is impossible as all the parties would be expressing their views and nobody would be listening. Finally, Strauss (1997) posits that without masking, deception, concealment, and hypocrisy in thoughts and feelings social relationships are not possible.

Traditionally OS was regarded as a passive behavior, however researchers like Scott (1993) argue that silence is not merely the opposite of voice which doesn't make it a passive behavior. Instead, OS can be active, aware, deliberate, and purposeful behavior (Pinder & Harlos, 2001). This shift in paradigm led to a complex and multidimensional interpretation of OS. It has identified different forms

and manifestations of silence that range from being proactive and strategic to being conscious, purposeful, and intentional. Based on the active nature of silence, it has been divided into three different forms that are as follows:

2.1. Acquiescent silence

When we brand a person of being "silent," it is assumed the person is not communicating. While making this proposition, we limit ourselves that person who is silent has ideas, information, and opinions but he/she decides not to share or express them. We view silence as the mere absence of voice, which is not the case. There are employees motives involved which inhibit or promote OS. Pinder and Harlos (2001) were the first authors who identified and presented acquiescent silence (AS). They defined AS as "withholding relevant ideas, information or opinions, based on resignation." Kahn (1990) identified AS as disengaged behavior that is more passive than active.

In development of notion of AS, we draw reference from both the management and communication literature. Hirschman in (1970) presented a model called EVLN model in which he identified and characterized behaviors that lead to lack of involvement and resentment. Farrell (1983), through empirical evidence, proved AS a key characteristic of neglect and ineffectiveness. Pinder and Harlos (2001) presented the management view about OS. First, they termed silence as a behavior opposite to voice and second they state OS as a form of inactive behavior that is interpreted as an endorsement of prevailing situation. Last, they characterized OS as a passive acceptance of status quo.

2.2. Defensive silence

Dyne et al. (2003) defines defensive silence (DS) as "withholding relevant ideas, information or opinions as a form of self- protection, based on fear" (p. 1367). As the definition shows, DS is a proactive, deliberate, and planned behavior with the purpose to secure oneself from external threats (Schlenker & Weigold, 1989). Pinder and Harlos (2001) have immersed DS in Quiescent Silence, which is intentional withholding of views and opinions with the fright that it may lead to dire results. They further present a distinction between Acquiescent and Quiescent Silence, as the former implies passive behavior of withdrawal while the latter is based on the fear to express and speak up or repercussion of speaking up and presenting suggestions. Self-protective silence closely relates to the theory "The Mum Effect" and can be described as its form (Rosen & Tesser, 1970; Tesser & Rosen, 1975). It occurs when the individual tries to avoid giving the bad news to the recipients with the purpose to avoid their discomfort, defensive responses, and negative consequences. Similarly, Morrison and Milliken (2000) presented "Personal Emotion of Fear" as a behavior that enforces OS. Further, (Avery & Quiñones, 2002) have proposed voice opportunity and Edmondson (1999) offered psychological safety as key prerequisite for speaking up in work environments.

2.3. Prosocial silence

Literature about acquiescent and DS is available in management literature (e.g. Morrison & Milliken, 2000; Pinder & Harlos, 2001), however, limited literature is available about prosocial silence (PS). PS was first coined by Dyne et al. (2003) and they related this construct with organizational citizenship behavior (OCB) and referred to its literature to identify prosocial forms of silence (Organ, 1988). PS is defined as "withholding work-related ideas, information or opinions with the goal of benefiting other people or the organization based on altruism or cooperative motives" (p. 1368).

PS is an offshoot of OCB being intentional and proactive with the purpose to benefit and help others (Korsgaard, Meglino, & Lester, 1997). Similarly, PS is discretionary and not recognized by the formal reward systems of the organization. Podsakoff, MacKenzie, Paine, and Bachrach (2000) identified seven dimensions of OCB "Sportsmanship" most closely associated with PS. Organ (1988) defines Sportsmanship as "the Prosocial absence of complaints, tolerating the inevitable inconveniences, and impositions of work without whining and grievances" (p. 60). If we relate it to silence behavior, absence of complaints means withholding your grievances and objections is also PS (Kowalski, 1996).

3. Organizational voice

Voice is also prevalent everywhere in the organizations like silence. Nevertheless, unlike silence voice has received much more interest from the researchers. There are two major conceptualizations of Organization voice in the management literature. First, focus on the construct of voice as behavior in which employees proactively speak up giving views, ideas, and proposals to bring about change (Farrell & Rusbult, 1992; Frese, Teng, & Wijnen, 1999; Rusbult, Farrell, Rogers, & Mainous, 1988; Vandyne, Cummings, & Parks, 1995; Van Dyne & LePine, 1998; Withey & Cooper, 1989; Zhou & George, 2001). Second, researchers describe OV as a tool that enables due process in the organization (Bies & Shapiro, 1988), improves justice judgments (Folger, 1977), and ensures employee inclusion in decision-making processes (Lind, Kanfer, & Earley, 1990). Various literature exists when it comes to define a term that describes VB. One of the first and most well-known works on OV was the EVLN model (exit, voice, loyalty, and neglect) presented by Hirschman (1970) and further developed by Farrell (1983), Rusbult et al. (1988), and Withey and Cooper (1989). The EVLN model mainly focused on the passive forms of voice. Most recently, researchers have focused specifically on the voice behavior that is proactive and results in positive speaking up behaviors outside the EVLN model (Avery & Quiñones, 2002; Van Dyne, Graham, & Dienesch, 1994; Van Dyne & LePine, 1998; Zhou & George, 2001).

In summary, voice is an intentional and voluntary sharing and expression of ideas, opinions and information. Dyne et al. (2003) presented a three-part framework of OV with the purpose to identify a more precise conceptualization of voice enabling the researchers for more effective empirical evaluations and improve their ability to distinguish between different forms of voice. They described three types of voice: Prosocial Voice (Other oriented based on corporation), Defensive Voice (protective based on fear), and Acquiescent Voice (disengagement based on resignation).

3.1. Prosocial voice

Prosocial voice is an offshoot of OCB, LePine, and Van Dyne (1998) defines PV as "as non-required behavior that emphasizes expression of change-oriented comments with a motive to improve rather than merely criticize the situation" (pp. 855). Dyne et al. (2003) define PV as "expressing work-related ideas, information or opinions based on cooperative motives" (pp. 1371). The definitions show PV as intentional, proactive, others oriented, and rendering benefits to individuals and organizations. Organ (1988) argues that OV is the noblest form of OCB as it involves risk of negative repercussions. As Staw and Nemeth (1989) posit PV not being received positively by everybody in the organizations as when someone indulges in OV status quo may disturb which makes the stakeholders feeling vulnerable.

3.2. Defensive voice

The terms DV and AV were first presented by Dyne et al. (2003). They developed these two types of voice behaviors as polar opposites of the Silence Behaviors proposed by Morrison and Milliken's (2000). They proposed AS (silence based on fear) and DS (silence based on the feeling that one cannot make any difference). The same conceptualization is supported by Pinder and Harlos (2001) as AS (silence based on fear) and quiescent silence (silence based on withdrawal and resignation). Dyne, Ang, and Botero developed DV and AV with the purpose to minimize the elusive nature of voice behavior. Defensive voice is defined as "expressing work-related ideas, information or opinions based on fear with the goal of protecting the self" (Dyne et al., 2003, pp. 1372).

Motives are very important in explaining different voice behaviors. As discussed earlier, the motive of PV is to raise one's voice to help others i.e. the motive is altruism. In contrast, self-protection is the motive for DV. Self-protection is the behavior that focuses on safe, secure decisions while taking less personal responsibility and attributing outcomes to external factors (Schlenker and Weigold, 1989). Arkin, Shepperd, Giacalone, and Rosenfeld (1989) argue that when people feel threatened they use excuses, justifications, and disclaimers as tools of self-protection. The purpose behind DV is to protect oneself from the unfavorable and undesirable outcomes (Jones & Pittman, 1982; Rayan Kathleen & Oestreich Daniel, 1991).

There is also reference regarding defensive voice in the communication literature. There are two main perspectives in communication that focus on the need to be communicated to respondents and how it has to be managed. First, the information manipulation theory identifies four dimensions amount, veracity, relevance, and clarity based on which individuals manipulate and maneuver voice communications (McCornack, 1992). The purpose behind this manipulation of communication is to achieve the best possible results. Sometimes this manipulation is conducted through the feeling of fear or in self-defense from negative consequences. Second, Turner and colleagues (1975) were of the view that it is very important to exercise control of information while making verbal communications. They identified different techniques i.e. half-truths, diversionary responses, distortion, exaggeration, and outright lies that people employ to control information with the purpose of protecting themselves.

3.3. Acquiescent voice

Acquiescent Voice is defined as "the verbal expression of work-related ideas, information or opinions based on feelings of resignation" (Dyne et al., 2003, pp. 1373). AV is a behavior based on resignation, disengaged, and feeling powerless to bring change or make a difference. References towards AV are present in management as well as social psychology literature. There are two main theories that relate to AV, first the Abilene paradox and second the Pluralistic ignorance. The Abilene paradox explains scenarios in which people communicate their agreement and show verbal conformity and do not take time to or put in some effort to communicate their ideas on the issue (Harvey, 1988). Second Pluralistic Ignorance initially used for group level has similarities with AV. A phenomenon that a person assumes his or her opinion differs from group opinion and complies with the group opinion, endorses it, and shows agreement. Yet in reality, nobody agrees with the group opinion but comply because of the aforementioned conundrum.

4. CWB, OV, and OS

In recent times, there has been a notable increase in the body of knowledge about CWBs. Robinson and Bennett (1995) define CWB as "Voluntary behaviors that violate significant organizational norms, and, in so doing, threatens the well-being of the organization or its members, or both" (p. 556). Aspects of CWB are studied under different labels like deviance, aggression, antisocial behavior, and violence (Griffin & Lopez, 2005). Further, some researchers focus on individual antecedents of CWB like theft, absence, safety violations, while other stress on an integrated approach for CWB (Griffin, O'Leary-Kelly, & Collins, 1998; Hollinger & Clark, 1982; Robinson & Greenberg, 1999). All these theories, researches, and framework point CWB as the behavior that is damaging for the organizations and lead to reduced individual and organization effectiveness.

CWB refers to acts performed that hurt other employees or the organization. Further, CWBs can be minor or major depending on the severity of damage towards individuals and organization. As mentioned earlier individual display, OS and OV based on positive others-oriented motives or negative resignation, and self-protection motives. DV and DS are based on the self-protective motive exhibiting this behavior in fear of negative repercussions. Moreover, in protecting oneself they perform acts that are harmful to individuals and organization. Similarly, AV and AS is based on the feelings of resignation that he or she cannot bring about any change and literature clearly states various withdrawal behaviors are harmful for the organization. On the contrary, PV and PS are based on other-oriented motives and hence would display negative relationship with CWB.

H_1: There will be a Positive relationship between OV with CWB.

H_{1a}: There will be a Positive relationship between Acquiescent Voice with CWB directed towards individual and organization.

H_{1b}: There will be a Positive relationship between Defensive Voice with CWB directed towards individual and organization.

H_{1c}: There will be a Negative relationship between Prosocial Voice with CWB directed towards individual and organization.

H_2: There will be a Positive relationship between OS with CWB.

H_{2a}: There will be a Positive relationship between AS with CWB directed towards individual and organization.

H_{2b}: There will be a Positive relationship between DS with CWB directed towards individual and organization.

H_{2c}: There will be a Negative relationship between PS with CWB directed towards individual and organization.

5. Organizational identification

The social identity approach includes two interrelated theories social identity theory and self-categorization theory. Social identity theory was first developed to explain negative behaviors like intergroup hostility and in-group favoritism (Tajfel & Turner, 1979, 1986). However, Ashforth and Mael (1989) first used this theory in the organizational context. Organizational identification is defined as the sense of oneness with the organization, which results in the employees owning and thinking that organizational perspective as his/her own (van Knippenberg, 2000). Researchers believe strong OI results in strengthening motivation and improving performance (Ellemers, De Gilder, & Haslam, 2004).

In this study, OI is employed as a moderating variable. Review shows that OI is often used as a moderating or mediating variable. Yan and Gao (2010) studied the effects of abusive supervisor on CWB and evaluated the mediating effects of OI inferring the mediating effects as significant. We would refer to three studies that are closely related to this study. Norman, Avey, Nimnicht, and Pigeon (2010) studied psychological capital as independent variable, while OCB and CWB were used as dependent variables. OI was employed as a moderating variable. This study concluded that employees that have strong psychological capital and high OI would display OCB. On the other hand, this study further proposes that employees with weak psychological capital and low OI would probably display CWBs. This study gives us an idea about the dynamics of moderating effects of OI on OCB and CWB.

Tangirala and Ramanujam (2008a, 2008b) presented two studies in which OI was used in different form to evaluate its effects on OV and Silence. In the first study, OI was used as a moderator variable to analyze the effect of personal control on voice. They concluded that weak personal control would result in weak OV when OI is strong. Furthermore, they also argued that at strong personal control results in high OV when OI is also strong. Again as mentioned earlier this study gives us an overview about how OI would influence OV as a moderating variable. In the second study, Tangirala and Ramanujam took OS was the dependent variable while OI acts as an independent variable and Procedural justice climate acts as a moderating variable. They conclude that OI and OS are negatively related to each other and this negative relationship is enforced when procedural justice climate is higher.

H_3: Organizational Identification negatively moderate the relationship between OV and OCB.

H_4: Organizational Identification negatively moderate the relationship between OV and CWBs.

6. Method

6.1. Research settings

To test the hypotheses, it was necessary to identify organizations where OV and OS were important for employee's performance. The population of this study was teaching staff from three public sector universities. Universities were selected because of their differences and similarities. First, the universities differ from one another enormously based on context and culture. Second, while the universities differ from each other extensively they are public sector organization founded on hierarchal and bureaucratic structures.

The target universities were selected based on their relevant phase of lifecycle. Lester, Parnell, and Carraher (2003) have identified five stages of organizational life cycle i.e. Existence, Survival, Success, Renewal, and Decline. Further, they provided the characteristics of each stage under four dimensions (Situation, Structure, Decision-Making Style, and Strategy). An online questionnaire was administered which included 17 universities of the region. Each lifecycle was coded and respondents were requested to classify the universities. Through an online survey, 25 faculty members having extensive experience in higher education sector of the region responded. Based on the responses a mean score was generated and three universities were selected from each of the life cycle categories (PU Form Renewal Stage, HU from Success Stage, and BKU from Survival Stage). No university was placed in existence and decline stage of the life cycle.

6.2. Respondents

Total academic faculty in the three target universities was 1,039 and female faculty in these universities was 208. A total of 168 completed questionnaires of female faculty were received from the three universities (Table 1). The questionnaires were repeatedly distributed in the sample for enhanced response rate. Seventy percent of the sample was holding full time permanent jobs. The mean age of all the participants was 31.6 (SD = 4.99, range 25–53). The mean for education in years was 18.11 years (SD = 1.50) while the average job experience was 5.27 years (SD = 3.69). The data were collected from three universities selected based on their life cycle 45% from PU (Renewal Stage), 37% from HU (Success Stage), and 18% from BKU (Survival Stage). Lastly, 14% of the respondents hold supervisory positions in their respective universities.

6.3. Measures

6.3.1. Counterproductive work behavior

Bennett and Robinson's (2000) scale for deviant behavior was used to measure CWBs. The scale has 19 items. The scale has been designed to differentiate between negative behaviors directed towards

Table 1. Descriptive of the sample

	No	**%**
HU (success stage)	63	37
BKU (survival stage)	30	18
PU (renewal stage)	76	45
Contract	51	30
Permanent	117	70
Supervisory	24	14
Non-supervisory	144	86
	Mean	**SD**
Age	31.6 years	4.99 years
Education in years	18.11 years	1.50 years
Experience in years	5.27 years	3.69 years
Total sample = 168		

individual (CWBI) and behaviors directed towards organization (CWBO). CWBI has 7 items and an Alpha coefficient of 0.78. CWBO had 12 items and had an Alpha coefficient of 0.81.

6.3.2. Organizational silence

The OS scale developed by Dyne et al. (2003) was used to identify the level of Silence behavior displayed by the respondents in their respective organization. The total number of items included in the scale is 15. These items are divided into three subdimensions: AS, DS, and prosocial silence with each containing five items. Kılınç and Ulusoy (2014) conducted the reliability analysis of the scale and presented alpha values of 0.869 for the overall scale. While for the subscales, they have ascertained alpha values of 0.814 for AS, 0.885 for the DS, and 0.899 for the ProSocial Silence.

6.3.3. Organizational voice

Dyne et al. (2003) Scale for OV was employed to measure the level of Voice behaviors displayed by the employees. The number of items in the overall scale was 15. The scale comprised three subscales, Acquiescent Voice, Defensive Voice, and ProSocial Voice with five items each. Lee, Diefendorff, Kim, and Bian (2014) presented the reliability of the subscales of OV i.e. Acquiescent voice ($\alpha = 0.89$), Defensive voice ($\alpha = 0.83$), and Prosocial voice ($\alpha = 0.87$).

6.3.4. Organizational identification

A six-item scale developed by Edwards and Peccei (2007) was used for measuring Organizational identification. The six items exhibited a high level of internal consistency reliability ranging from 0.87 to 0.93 across different samples varying from professionals to administration.

7. Results

Confirmatory factor analysis was conducted using Varimax Rotation and Principle Axis Factor extraction. The matrix was evaluated and the items with the lowest loadings were identified in each construct. The lowest loading items were removed until the average loading of all the items in the construct was greater than 0.7. These exclusions improved the quality criteria of the model. Further quality criteria were calculated using SMARTPLS 3.0 Cronbach alpha reliability tests, composite reliability and average variance explained (AVE) extracted is presented in Table 2. All variables have alpha values more than 0.7, AVE more than 0.5 and composite reliability more than 0.7. Further, the correlations between the variables of the study are also presented. CWB is positively correlated with all the variables of the study except PS, PV, and OI. Furthermore, OS and OV are also positively

Table 2. Quality criteria statistics and correlations among study variables

	Mean	SD	AVE	CR	CWB	OS	OV	CWBI	CWBO	AS	DS	PS	AV	DV	PV	OI
CWBI	1.94	0.88	0.58	0.89	0.92**	0.66**	0.64**	(0.85)								
CWBO	1.59	0.74	0.61	0.94	0.90**	0.57**	0.44**	0.66**	(0.93)							
AS	2.21	0.83	0.66	0.91	0.38**	0.70**	0.52**	0.40**	0.28*	(0.88)						
DS	1.91	0.82	0.75	0.94	0.62**	0.76**	0.60**	0.59**	0.54**	0.40**	(0.92)					
PS	5.86	1.30	0.60	0.88	−0.47**	−0.71**	−0.44**	−0.45**	−0.42**	−0.18**	−0.28*	(0.84)				
AV	2.27	0.96	0.67	0.91	0.43**	0.50**	0.78**	0.53**	0.25*	0.62**	0.39**	−0.13	(0.88)			
DV	2.07	1.07	0.79	0.95	0.52**	0.51**	0.78**	0.50**	0.45**	0.34**	0.64**	−0.16	0.56**	(0.93)		
PV	5.88	1.14	0.76	0.88	−0.44**	−0.61**	−0.74**	−0.45**	−0.34**	−0.24*	−0.39**	0.65**	−0.25*	−0.34**	(0.92)	
OI	6.18	0.98	0.67	0.92	−0.38**	−0.56**	−0.59**	−0.36**	−0.32**	−0.31**	−0.32**	0.55**	−0.28*	−0.27*	0.71**	(0.90)
OS	3.33	0.54			0.68**											
OV	3.40	0.59			0.60**	0.72**										

Notes: AVE: average variable explained, CR: composite reliability, CWB: counterproductive work behavior, OS: organizational silence, OV: organizational voice, CWBI: counterproductive work behavior-individual, CWBO: counterproductive work behavior-organizational, AS: acquiescent silence, DS: defensive silence, PS: prosocial silence, AV: acquiescent voice, DV: defensive voice, PV: prosocial voice, OI: organizational identification. The values in () are Cronbach alpha values.

*Level of significant at $p < 0.5$.

**Level of significant at $p < 0.1$.

Table 3. CWB, CWBI, and CWBO regressed on OS, OV, OI, and their interactions

Predictors	CWB		CWBI		CWBO	
Step 1—direct effects						
OS	0.564		0.174		0.559	
OV	0.249		0.404		0.079	
OI	0.058		0.433		0.018	
F	20.744**		21.812**		10.444**	
R^2	0.493**		0.506**		0.328**	
Step 2—interactions						
OS × OI	−0.211		−0.119		−0.280	
OV × OI		−0.212		−0.222		−0.172
Δ*F*	9.074**	5.828*	2.463	6.129*	12.314**	2.702
ΔR^2	0.064**	0.043*	0.019	0.044*	0.109**	0.028

*Level of Significant at $p < 0.5$.

**Level of Significant at $p < 0.1$.

correlated with the other variables of the study except PS, PV, and OI. Similar to CWB, CWBI, and CWBO are also positively correlated with all the other variables of the study except PS, PV, and OI hence providing support for the acceptance of H_1, $H_{1a,b,c}$, H_2 and $H_{2a,b,c}$. The correlation between CWBI and CWBO is 0.66 that display appropriate discrimination between the subdimensions. The correlations between the subdimensions of OS and OV range from 0.65 to −0.34 showing strong discriminate validity of the scale. The moderating variable OI is negatively related to all the variables of the study except PS and PV.

Table 3 shows the results of CWB and its subdimensions regressed with the independent variables and their interactions. In the first step, CWB was regressed with OS, OV, and OI and in the second step the product term between OI and the independent variables OS and OV. In step 1, of the overall model CWB was regressed with OS, OV, and OI ($R^2 = 0.493$) when the interactions were added in the second step significant Δ*F* and ΔR^2 are reported. Consequent to significant results, the moderating effects are plotted in Figure 1. In the next model, CWBI was regressed resulting in significant $R^2 = 0.506$ but the moderation effects were not found significant with OS as dependent variable and OI as moderating variable. On the contrary, the interaction moderation effects of OI and OV were found significant. In the last model, CWBO was regressed with OS, OV, and OI resulting in a significant $R^2 = 0.328$. In the second step, interaction between OS and OI were entered resulting in a highly significant $\Delta R^2 = 0.109$ moreover, the interaction between OV and OI was not found significant. It is deduced that OI significantly moderated the CWBI–OV and CWBO–OS relationships.

In Figure 1, the moderation effects of OI on the relationships of OS and OV with CWB are displayed. There exists a positive relationship between CWB and OS while OI negatively moderates this

Figure 1. Plots of the moderator effect of OI on relationships of CWB with OS and OV.

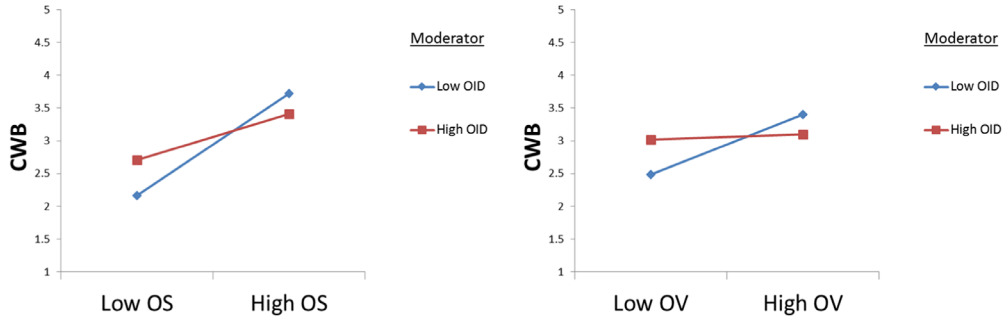

Table 4. Results of moderated regression of CWBI and CWBO regressed on OI, subdimensional of OV, OS, and there interactions

	CWBI			CWBO		
	b	R^2	ΔR^2	***b***	R^2	ΔR^2
Intercept	−0.115			−0.275**		
AS	0.496**			0.162		
OID	−0.176**			−0.188*		
AS × OI	−0.197	0.355**	0.029	−0.364**	0.233**	0.106**
Intercept	−0.070			−0.220*		
DS	0.624**			0.162		
OID	−0.160			−0.188*		
DS × OI	0.014	0.384**	0.001	−0.364**	0.310**	0.094**
Intercept	−0.304**			−0.359**		
PS	−0.283**			−0.274**		
OID	0.143			0.205		
PS × OI	0.157*	0.281**	0.061*	0.171*	0.261**	0.077*
Intercept	−0.096			−0.157		
AV	0.483**			0.212		
OID	−0.207**			−0.189		
AV × OI	−0.099	0.332**	0.006	0.094	0.134*	0.006
Intercept	−0.071			−0.170		
DV	0.464**			0.435**		
OID	−0.205*			−0.110		
DV × OI	0.026	0.302**	0.001	−0.187	0.276**	0.031
Intercept	0.289**			−0.343**		
PV	−0.246*			−0.102		
OID	−0.419**			0.065		
PV × OI	−0.156***	0.249**	0.085**	0.135**	0.190**	0.064*

*Level of significance at $p < 0.5$.

**Level of significance at $p < 0.1$.

relationship. This relationship stays strongly positive at low levels of moderation of OI and starts diminishing at high levels of OI hence accepting H_3. The relationship between CWB and OV is also tested for moderation effects of OI. The relationship is also negatively moderated by the OI i.e. the positive relationship between CWB and OV is reduced by OI in such a way that at low level of moderation the relationship stays positive however at higher level of moderation this positivity is reduced providing proof for acceptance of H_4.

Table 4 shows the results of moderated multiple regression analysis of CWBI and CWBO on each of the subdimensions individually, OI, and their interactions. For each analysis, in the first step each of CWBI and CWBO was regressed with either a subdimension of OS, OV, and OI. In the second step, the product term between OI and the other predictor was added resulting in 12 multiple regression analysis (3 types of OS, 3 types of OV by each of CWB forms). This analysis was conducted with the purpose to identify the separate moderation effects of each variable combination and not the effects of on pair of variables contingent upon others. It can be noticed from Table 4 that the overall multiple regression was significant in all the cases. For CWBI, only PS and PV have significant moderator terms, while for CWBO, AV and DV have non significant moderator term while AS, DS, PS, and PV are significant. The table also presents ΔR^2 for all the analysis with maximum significant value of

0.106 for the interaction term of AS and OI with CWBO and the minimum significant value of 0.061 for the interaction terms of PS with CWBI.

8. Discussion

This research focuses on an important gap in the organizational literature by applying the surface and deep conceptualization approach to address the voice and silence paradox in women of public sector organizations. On surface, this study explores the independent relationships of OS and OV with CWB and the moderating role of OI in displaying CWB at organizational and individual levels. In deep, the association between the subdimensions of OS and OV with individual- and organizational-level CWBs was tested while evaluated for moderating effects of women OI. The results were compared and validated with previous works and found the differences consistent in magnitude with prior workplace studies and meta-analysis.

On surface, we find positive correlations between OS, OV, CWB, and their subdimensions. Farrell and Petersen (1982) believe that employees engage in two types of voice behavior that is direct voice (refers to appeals to authorities within the focal organization) and indirect voice (refers to appeals to outside authorities or agents). The direct voice doesn't normally lead to CWBs, however when direct voice fails individual employees indulge in indirect voice which leads to CWB. As Kolarska and Aldrich (1980) explain this phenomenon as "People may use indirect voice after direct voice fails, when they are afraid of using direct voice, when they do not believe in the effectiveness of direct voice or when they do not know how to use direct voice" (p. 44). Harlos (2001) also explains the same positive relationship between OV and CWBs in voice systems, assuming every voice is considered to be in the best interest of the organization that leads to more and more employees displaying indirect voice or using informal voice systems. The informal voice systems make the employees disadvantaged and even harmed which leads to the display of CWB more often (Townsend, Wilkinson, & Burgess, 2012). Schweiger and Denisi (1991) presented a positive relationship of OV with CWB in post-merger settings. They argued that in these settings increased flow of information, honest and open communication and encouragement of feedback resulted in CWBs.

We also noticed positive relations of OS with CWB and numerous studies supporting our result while some researchers even conceptualize OS as a withdrawal behavior (Conlon, Meyer, & Nowakowski, 2005; Dyne et al., 2003; Pinder & Harlos, 2001). Colquitt, Greenberg, and Zapata-Phelan (2005) present a positive relationship of OS and CWB and a precursor of other CWBs like absenteeism and turnover. Parker and August (Parker & August, 1997) posit that dissatisfied employees indulge in OS which leads to turnover. Murray (2009) presented a positive relationship between OS and workplace bullying, as "Bullying behaviors exist because of a whitewall of silence that often protects the bully" (pp. 274). Felblinger (2008) is of the view that employee's indulgence in OS with negative motives (Withdrawal and Defense) create an institutional environment in which CWBs prospers and promote. Similarly, according to Heames and Harvey (2006), OS is legitimizing and thus institutionalizing CWBs like bullying in the organizations. Morrison and Milliken (2000, pp. 718) in their model about the repercussions of OS have identified multiple facets of CWB positively affected. They believe that OS leads to many negative behaviors including CWBs like withdrawal, turnover, sabotage, and deviance. These studies and many more present a positive relationship of OS with different facets of CWB e.g. sexual harassment (Fitzgerald & Ormerod, 1993; Fusilier & Penrod, 2015; Peirce, Rosen, & Hiller, 1997; Sheikh, Khatoon, Batool, Mushtaq, & Siddiqui, 2014) and substance abuse (Dunn, 2005; Griffith, 1999; Mello, 2013). The surface analysis provided us with a paradox of OS and OV, as they have same correlates and act similarly towards the CWB and its subdimensions (organizational and individual) which leads to arising of the need for further detailed evaluation.

For further understanding of the voice and silence paradox, this study also presented relationship between the subdimensions of OS and OV with CWB. It was found that the acquiescent and defense motives-based silence (AS, DS) and voice (AV, DV) were positively correlated with CWB and its subdimensions. While the PS and voice was negatively related to CWB, CWBI, and CWBO. Jarunratanakul (2013) in his doctoral thesis also presented a negative relationship of OV and its antecedents with

both CWBI and CWBO. However, the results presented by Travis, Gomez, and Mor Barak (2011) relate most closely with our results. They are of the view that employees engage in active job neglect when they raise their voice i.e. an increase in employees displaying OV would result in employees displaying more CWBs and our study proves this phenomenon true with a female sample. However, an analysis of the relationship of CWB with subdimensions of OV explains that AV and DV are positively related to CWB while PV is negatively related to CWB, matching the results of Travis et al. (2011). These results infer that among female employees speaking up can limit one's propensity to engage in active neglect overtime, however speaking up can be considered a long-term outlet for those who engage in passive job neglect. It can be inferred from the results that in the case of female employee, in the shorter timeframe, the prosocial motive of voice stops them from displaying CWBs, however when defensive- and withdrawal-based motives of voice surface they push the employees to display CWBs in the longer run. This behavior could be attributed in particular to the social norms in the male-dominated society of Pakistan where female employees being motivated to indulge in active participation raise their voice and try to keep CWBs at the minimum. However, when they receive the backlash of prosocial voice in the form of reprisal from their male peers, they are forced to exhibit higher CWBs by displaying self-protective and resignative voice behaviors. For women propensity to raise their voice formally and informally largely depends upon the relationships they share with their managers (Townsend et al., 2012). Further, in service providing organizations like universities the organizational and people management skills of the managers plays an important role in determining the effects of informal and formal voice systems.

As mentioned earlier, this study reports a positive relationship of OS with CWB. AS and DS were positively related to CWB as both these subdimensions are based on withdrawal and defensive behavior, respectively (Colquitt, Conlon, Wesson, Porter, & Ng, 2001; Conlon et al., 2005; Murray, 2007). However, as Colquitt et al. (2005) state that not all silence behaviors are based on withdrawal or defensive motives, there can also be prosocial motive for silence (Dyne et al., 2003) that comes under PS which has a negative relationship with CWB. Chirasha and Mahapa (2012) studied relationships similar to our research and presented a positive relationship between OS with organizational (CWBO) and interpersonal (CWBI) deviance. Further in their study, AS and DS were positive related to both CWBI and CWBO and PS was negatively related to both CWBI and CWBO. Majority of these researches did not distinguish between male and female respondents presenting similar results for the whole set of respondents however, our research despite showing similar results is different because it explains the phenomenon in a gender-specific (women only) study setting.

Researchers have identified OI differences based on gender and used it to magnify the gender-based differences (Gkorezis, Mylonas, & Petridou, 2012; Monzani, Bark, van Dick, & Peiró, 2014). Therefore, for further detailed analysis, OI was employed as a moderating variable to examine the effect of gender specific identification. In the first step of this process, the relationships of OS and OV with CWB were studied under moderation effects of OI. As mentioned earlier, our study presents a positive relationship between OS and CWB however; this relationship dampens when moderated by OI. It explains that at higher levels of OS and higher level of OI, individuals display lower amounts of CWBs. Further, it is observed among women that increased OS led to more counterproductivity but if they had a strong OI, it leads to fewer CWBs. A positive relationship also exists between OV and CWB and similar to previous model OI negatively moderated this relationship such as at higher OI the employees would display reduced CWBs. To a certain degree, strong OI inhibits the employees in displaying behaviors that are harmful to the organizations. Resultantly, we come across another paradoxical problem that shows both OS and OV behaving in the same way when subjected to similar moderators.

In the next step, the same interaction variables of OS, OV, and OI were regressed with CWBI and CWBO that had the following implications. First, the moderation effects of OI on the relationship of OS and CWBI were not found significant explained by the moral licensing view by Klotz and Bolino (2013) for women, which have much stronger effects in Pakistani society where, irrespective of the level of OI, women display relational deviance by detaching themselves from individuals until their

demands are met. Second, the significant moderation effects of OI on the relationship between OV and CWBI is stated in the self-characterizing aspect of OI (Edwards & Peccei, 2007) in a way that the more the individuals define in terms of organizational affiliation, the lesser likely they are to indulge in harmful behaviors directed towards individuals with similar affiliations. Third, higher levels of OI also lead to increased goal synergies and integration of individual and organizational values that prohibit women from displaying CWBO even at higher levels of silence behavior (Wu et al., 2015). Finally, this research also presents non-significant moderation effects of OI on the relationship of OV and CWBO that results due to a voice climate which encourages raising one's voice and is part of the identity of the organization (Frazier & Bowler, 2015; Frazier & Fainshmidt, 2012).

Last, our study explored the moderating effects of OI in the relationship between subdimensions of OS, OV, and CWB. Our findings shed light on relationships of voice and silence with behaviors counterproductive for organization under different levels of identification. It is evident from the results that OI significantly moderates the negative relationship of CWBI and CWBO with prosocial motives of silence and voice. This paradox is explained by Carlo, Koller, Eisenberg, Da Silva, and Frohlich (1996) as approval-oriented and internalized prosocial moral reasoning associated with femininity. Besides, our research explains that OI also significantly moderates the positive relationship of AS and DS with CWBO by dampening this relationship as suggested by Burris, Detert, and Chiaburu (2008) and Bullitt and Farber (2002). Women learn to suppress their aggression over time, as they are discouraged more than men to engage in deviant behavior, as explained through the aggression literature (Ostrov & Godleski, 2010). Further certain gender stereotypes and gender role theory researchers (Eagly & Steffen, 1986; Edwards, Greenberg, & Greenberg, 2010; Prentice & Carranza, 2002) are of the view that aggression and other forms of CWB are acceptable for males but not for women as they are caring and communal and are tutored to avoid physical and psychological risks. Thus, supporting our results that at individual level only prosocial motives of silence and voice display significant relationships. At the organizational level, women display more proactive behaviors than men (Kerig & Stellwagen, 2010). Our results show at the organizational level this proactive nature leads to significant relationship based on prosocial motives, defensive, and resignative motives of silence.

9. Conclusion

By focusing our attention on the surface and deep conceptualizations of OS and OV among women that is broadly located in liberal feminist and structural paradigms; and by highlighting the complexities of the relationships, we have provided a new perspective of gendering in the organization that would significantly contribute to theoretical development of the field. Our research has uncovered the complexity of the concepts of OS and OV, their relationships with OI and CWB, while particularly drawing attention to the potential contradictions and paradoxes associated with the behavior of women at workplace. This study reinforces our initial conceptualization of the OS and OV paradox as both would lead to CWB at the individual and organizational level. However, especially in women counterproductive behaviors can be contained by focusing on the motives for indulging in silence and voice. Furthermore, through positive OI these harmful effects could be dampened. It is through these interdependencies and paradoxes that we can enhance our understanding of the OS and OV in the context of gender-based organizational processes. Most importantly, unlike previous studies that have examined gender as one possible predictor of CWB; this study has presented theoretical rationales for the possible difference based on gender, differentiated subtypes of CWB, and examined the effect of moderators. More work needs to be done to disentangle these relationships and more importantly acknowledge their importance in organizational studies. The paradoxical nature of silence and voice in the context of gender makes a particularly interesting area for future enquiry hence providing a useful base for further empirical and theoretical work.

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