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# The Changing Face of Employee Silence in Different Organizational Cultures affecting Job Engagement

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## Abstract

*Organizational culture is an important factor that has a positive and negative effect on employees' job engagement and silent behavior. Literature suggested four types of organizational cultures such as Power Culture, Role Culture, Achievement culture, and Support culture that influences the employee's Job engagement behavior. The study aimed to explain the relationship between organizational culture and employees' Job engagement through the mediation of employee silence in public sector universities of Quetta, Balochistan. 300 questionnaires were distributed among which 200 responses were obtained using convenience sampling method with cross-sectional design. Findings suggested that there is a significant relationship between organizational culture and job engagement. The mediating effect of employee silence was also found to be significant in the relationship between organizational culture and job engagement.*

**Keywords:** *Organizational Culture, Job engagement, Employees' Silence, Higher Education Institutions.*

## 1. INTRODUCTION

Organizational culture is considered as “an integrated pattern of human behavior which is unique to a particular organization, originated as a result of the organization's survival process and interaction with its environment” (Schein, 1990). In the light of literature, there are various culture models but Handy's (1987) model is one of the most important models about cultural structure, which includes four types of organizational culture named as Support culture, Role culture, Power culture, and Achievement culture. Many studies have been conducted on the relationship of organizational culture with other variables such as Job satisfaction (Belias & Koustelios, 2014), employees' commitment (Messner, 2013), and performance of an organization (Martins et al., 2004). Yet, no study has been carried on the mediating effect of employee silence in the relationship between organizational culture and employee engagement. The study focuses on the three factors of job engagement.

First, employee's state of mind, relationships, and knowledge regarding their jobs. Second, Employers' ability to motivate employees about their work engagement, and third, employees' communication with all levels of organization (Tiwari, 2011).

Employee silence is the refusal of an employee in giving any sort of information and idea about his work. (Morrison & Milliken, 2000). According to (Pinder & Harlos, 2001), there are various types of employee silence., the acquiescent silence, that is intentionally withholding information in passive form, the quiescent silence occurs due to fear and receiving of negative results and can also be described as suppressing of information for self-protection. Similarly, prosocial silence is defined as the intention of giving benefit to other people or organizations by withholding work information and opinion (Van Dyne et al., 2003).

Literature suggested that there is a dearth of research carried in the context of Balochistan, Pakistan. Therefore, this study aimed to explore how organizational culture affects the job engagement of employees with the mediating effect of employee silence in public sector Universities of Quetta. Literature suggested that there is a dearth of research carried in the context of Balochistan, Pakistan. Therefore, this study aimed to explore that how organizational culture affects the job engagement of employees with the mediating effect of employee silence in public sector Universities of Quetta.

#### *Objectives of the study*

- To examine the relationship between organizational culture and employee's Job Engagement.
- To check the effect of organizational culture and employee's silence
- To find out the relationship between employee's silence and employee's Job Engagement.
- To analyze the mediating role of Employee's Silence in the relationship between Organizational Culture and Employee's Job engagement.

## **2. LITERATURE REVIEW**

### *2.1 Organization Culture*

Organizational culture is defined as "a system of shared meaning held by members, distinguishing the organization from other organizations" (Martins & Martins, 2003). Culture directs the organization towards goal attainment. It involves the formation of values by employees in their organization that differentiate them from others (Suharti et al., 2012). Each organization has different norms, beliefs, and environments that make its culture different from other organizations. These cultures play a vital role in the effectiveness of an organization (Bulent et al., 2009). There is a positive relationship found between organizational culture and organizational effectiveness in literature.

Various dimensional has been identified by numerous researchers. However, the most noticeable model developed by Handy (1987) identifying four dimensions of organizational culture as a Power culture, Role culture, support culture, and Achievement culture.

**Power Culture:** A culture that describes the function of control and power with some rules and procedures informally proceeded by the central leader in an organization (Handy 1987). In Power culture, the power remains with a single authority and direction spread to the lower level (Brown, 1998). Employees give priority to the orders of authority rather than organization effectiveness. They always try to give a positive response and hide negative news about the organization. Such employees always break rules for the satisfaction of their boss with power in an organization and take privileges (Horrison, 1990).

**Role Culture:** A culture in which work is functionalized by an administrator. In this type of culture, the designation of a person is considered more valuable than a person appoints to it. In such a culture, a lower staff cannot bypass his higher authorities and is not authorized to do any work without the approval of higher authorities. According to (Harrison & Stokes, 1992), the organizations having role culture "operate on the assumption that people are not to be trusted, so they do not give individual autonomy or discretion to members at lower levels". Employees are bound to follow a structural chain to submit their queries, which may lead to employment discrimination in an organization (Harrison, 1990).

**Achievement Culture:** Achievement culture mainly concentrates on the goals and targets of the organization, which develops the motivation of their members for achievements of all required objectives. The fulfillment of target is more appreciated than generating funds and employees with high skills are highly appreciated.

**Support Culture:** Harrison and Stokes (1992) defined support culture as a climate in the organization that relies on the mutual trust between an organization and its employees. In such a type of culture, employees inspire themselves by helping and supporting each other. They perform teamwork to accomplish a task. The level of commitment in the organization becomes high.

## *2.2 Employee Job engagement (JE)*

Job engagement refers to a relationship between employees and the workplace in an organization (Joshi & Sodhi, 2011). When employees perform their work according to the nature of their job and the work on which they are directed to do the same as it is practiced (Pollock, 1997). Anitha (2014) described the impact of employee engagement on an organization and its standard can be noted when employees increase their attention and efficiency toward the organization. It is an employee's contribution and keenness to the organization for the purpose to deliver new and efficient performance (Griffin et al, 2008). According to the definition of (Kahn, 1990), "Job engagement is 'harnessing of organizational members' selves to their work roles". It is an employee's awareness regarding the nature of his work in the organization, and teamwork with his colleagues to increase the performance and organization's profit (Bevan et al., 1997). Various researches highlighted that the productivity intention decreases significantly as the levels of employee engagement increase. (Maslach et al., 2001).

## *2.3 Employees silence*

Employee Silence can be defined as the suppression of thoughts, information, opinions, and suggestions related to the job of employees (Morrison, 2014). Employee silence is referred to not sharing information intentionally rather than not communicating unintentionally (Tangirala & Ramanujam, 2008). Similarly, employee silence occurs often when employees willingly refuse to give any information and idea about their work (Morrison & Milliken, 2000). According to Pinder and Harlos (2001), there are two major types of employee silence. Firstly, the acquiescent silence expressed disengaged workplace behaviors, which define intentionally withholding of information in passive form. Secondly, the quiescent silence occurs due to fear and receiving of negative results that describe an actively suppressing of information for self-protection. It is noted that to remain silent due to lack of confidence leads to organizational silence. Subsequently, fear of being labeled negatively, perceived as a troublemaker, and affecting the personal relationships in the workplace, conflicting and being punished by superiors are the causes of employee silence (Cakici, 2008). When people find that their views and opinions are making difference so they will further raise their voice, otherwise they remain silent (Bowen & Blackmon, 2003). Likewise, the negative attitude, leading to leaving, restriction, withholding, marginalization,

and other practices of overlooking are repercussions of silence within an organization (Vakola & Boudaras, 2005; Hazen, 2006).

#### *2.4 Relationship between Power Culture and Employees' Job Engagement*

Numerous studies have confirmed the relationship between organizational culture and employees' Job engagement (Shehri et al., 2017). The social exchange theory (SET) explained the association between organizational culture and job engagement (Saks, 2006). Hence, when the culture of an organization match with employee's perception such that the members in an organization need support and power to permit them to create a good relationship with other employees within an organization, they become motivated and contribute their efforts with interest and vice versa. The high valuation of power in such organizations increased the satisfaction of individuals holding high positions (Cooke & Lafferty, 2007). Resultantly, such organizations with high power culture demotivate the subordinates, which leads them toward job disengagement. Given the above literature, it can be hypothesized that:

**H1:** Power culture is negatively linked with employees' job engagement.

#### *2.5 Relationship between Role Culture and Employees' Job Engagement*

In role-cultured organizations, procedures and rules are followed to perform job responsibilities, these rules and procedures are given more value than an employee who fills the job position (Harrison, 1993). Due to the mechanistic modus operandi of employees' such organizations form bureaucratic culture. Hayes's (2013) study suggested that employees' job engagement behavior has been negatively affected by Bureaucratic culture in Public-sector organizations. Hence, it is hypothesized that

**H2:** Role culture is negatively related to employee's job engagement.

#### *2.6 Relationship between Support Culture and Employees' Job Engagement*

An organization that is not supporting their staff in terms of facilitation of right equipment and tool required to perform their job then employees feel difficulty to do their job with zeal, they tend to quit the job (Gordon, 2012). Further, it has been found that the reason behind not quitting the job in such organizational culture might be a higher unemployment rate in the market or some other factors. However, in no supporting cultural environment, the serious problem is the decline in employees' interest in an organization and work engagement (Hagan, 2004). Hence, it is hypothesized that:

**H3:** Support culture is positively related with employees' Job Engagement.

#### *2.7 Relationship between Achievement Culture and Employees' Job Engagement*

Schneider (2009) found in his study that in achievement culture, the goals and objectives of a position assigned to employees are clearly defined to them without any influence which motivates them and results in higher job engagement. Hence, it is hypothesized that

**H4:** Achievement culture is positively related with employees' Job engagement.

#### *2.8 Relationship between Power Culture and Employees' Silence*

In power culture, employees not only tend to suppress negative information from their higher Officers but also do not question their superiors about negative phenomena (Harrison, 1993. p 32-33). Similarly, (Huang (2003) also suggested a positive relationship between Power Culture and Silence. Thus, it is hypothesized that:

H5: There is Positive relationship between Power Culture and employee Silence.

### *2.9 Relationship between Role Culture and Employees' Silence*

In role culture, it is difficult to get approval for needed positive changes or improvements due to bureaucratic procedures, which results in employee's silence, as they perceived that no one would value their suggestions (Harrison, 1993).

H6: Role culture is positively related with employee Silence.

### *2.10 Relationship between Support Culture and Employees' Silence*

The relationship between employees and organizations based on mutual trust is known as support culture (Harrison & Stokes, 1992). In this type of culture, employees are mainly influenced by role model employees (Schein, 2001). It has been hypnotized from the literature that:

H7: Support culture is negatively related with employee's silence.

### *2.11 Relationship between Achievement Culture and Employees' Silence*

Achievement culture's purpose is to make an efficient team of experts to achieve the organizational goals (Brown, 1998). Sheridan and Peters (2002) revealed that the employees of high achievement intend to have high job engagement. In an achievement culture, employees have high internal motivation. For this reason, they do not prefer to remain silent to get a competitive benefit (Harrison, 1993). Therefore, it can be hypothesized that:

H8: Achievement culture is negatively related with employee silence.

### *2.12 Relationship between Employees' Silence and Job Engagement*

The emotional link between the employee and their organization is Job engagement (Joshi & Sodhi, 2011). Moreover, the Supervisors' behavior influences employee's behaviour more than the top management. When supervisors give a positive response to their subordinates, it motivates them toward job engagement (Sparrowe & Liden, 2005). Morrison and Milliken's (2000) research expressed that silence is of three types: employees create emotions of unworthiness, failure in controlling emotions, and a false mental image of Perfection. These feelings affect employee's job satisfaction, work efficiency, and commitment. Indeed, they desire to quit. According to Kahn (1990), the disengaged behavior of employees can be observed when silence (acquiescent silence) is all around in the organization. Silence is identical to disengaged employees, who are not committed to improving the organization (Pinder & Harlos, 2001).

H9: Employee's silence is negatively related to Job engagement.

## *2.5. Theoretical Model*

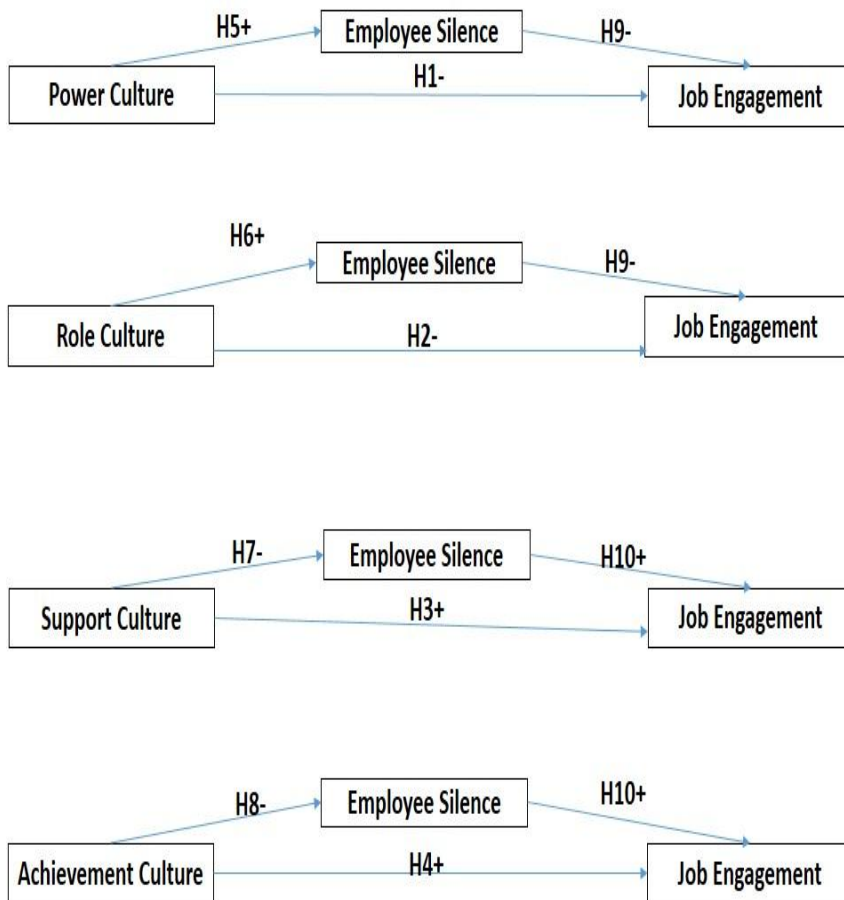


Figure 1: Conceptual Models

### 3. RESEARCH METHODOLOGY

#### 3.1 Research Design

The study is based upon a causal study with the purpose to determine the effect of organizational culture on employees' Job engagement with the mediating role of employee silence. The cross-sectional design has been selected, and self-administrated questionnaires were distributed through the survey method for data collection. Participants filled the Questionnaires voluntarily. Three Hundred (300) questionnaires were distributed among faculty members of three public Universities in Quetta out of which 200 were collected. The response rate was 66.66 percent.

#### 3.2 Sampling

The convenience sampling technique was used for data collection due to the unavailability of participants, time, and cost. According to (Saunders, Lewis, & Thornhill, 2009), the easiest method for the selection of accessible random cases is the convenience sampling method. For an appropriate statistical generalization, the minimum sample size of the study was 200. Mostly, the previous studies conducted in the same context used a sample size of 200-300. The literature suggests using the same sample size as previous similar studies planned for data collection (Israel, 1992). The target population for this study was the faculty members of public sector Universities located in Quetta i.e. Professors, Associated

professors, Assistant professors, and Lecturers, etc. These Universities include the University of Balochistan, Quetta (UOB), Balochistan University of Information Technology, Engineering & Management Sciences, Quetta (BUIITEMS), and Sardar Bahadur Khan University Quetta (SBK). The sample consisted of 96 Male (48%) and 104 female (52%) participants.

### 3.3 Measuring Instruments

The Organizational Culture Assessment Tool (OCAT) adopted from (Harrison R & Stokes G, 1992) has been used containing 15 items. Participants were guided to put only from 5 to 1 for each statement in the “existing culture” column. The most preferred and least preferred choice of participant ranged from “5 to 1”. Reliability of the 15 items scale was found with the value of .850, which showed that instruments have a good consistency to study Organization culture and its dimensions.

Job Engagement was measured using 17 items of UWES (Utrecht Work Engagement Scale) established by (Schaufeli & Bakker, 2004). It includes a “7point scale whereby “1=Never, 2= Almost Never, 3=rarely, 4=Several times, 5=Often, 6=Very Often and 7=Always”. The sample item includes: “At my work, I feel like bursting with energy”, “I find the work that I do meaningful and purposeful”. The reliability value of Job Engagement resulted through Cronbach’s Alpha was .745.

The employee silence scale has been adapted from scales formulated from the exploratory studies of Bransfield (2009) and Milliken et al. (2003). The 12 items are measured on a “seven-point” Likert scale (1= strongly Disagree, 2= Disagree, 3 Somewhat Disagree, 4= Neither agree nor disagree, 5 = somewhat Agree, 6 Agree, 7 =Strongly Agree”). The sample item includes “I remained silent at work (Because my superiors are not open to proposals, concerns, or the like)”, “I remained silent at work (Because not to give away my knowledge advantage)” etc. The reliability for this scale was found with a value of .788.

## 4. RESULTS AND DISCUSSION

### 4.1 Demographics

The collected sample for this study contained 96 men (48%) and 104 women (52%). The participants from University of Balochistan were 82 (41%), Sardar Bahadur Khan Women University was 60 (30%) and Balochistan University of Information Technology Engineering and Management science were 58 (29%). The PHD degree holders among participants were 3.5% (n=7), M. Phil/MS degree holders were 28% (n=56), master’s degree holders were 45.5% (n=91) and 18.5% participants were bachelor’s degree holders. The mean age of participants was 30 years (SD=0.838). Among the participants 7% were Assistant Professors (n=14), 3.5% Associate Professors (n=7), 83% were Lecturers (n=166) and 11% were Professors (n=11).

### 4.2 Descriptive and correlation analysis

The mean value of Employees’ silence was equal to 4.455 (SD = 1.208), Job Engagement 5.006 (SD = .773), Power Culture 3.420 (0.591), Role Culture 3.565 (SD = .524), Achievement Culture 3.525 (SD = .539) and Support Culture 3.63 (SD = .521).

	Mean	SD	ES	JE	P_C	R_C	A_C	S_C
<b>ES</b>	4.4551	1.20851	<b>.896</b>					
<b>JE</b>	5.0065	.77388	.356**	<b>.845</b>				

<b>Pow_Cul</b>	3.4207	.59183	.494**	.556**	<b>.780</b>			
<b>Role_Cul</b>	3.5658	.52451	.357**	.519**	.658**	<b>.760</b>		
<b>Ach_Cul</b>	3.5257	.53959	.022	.507**	.460**	.650**	<b>.757</b>	
<b>Sup_Cul</b>	3.6316	.52121	.494**	.251**	.659**	.662**	.412**	<b>.706</b>

The above table showed the reliability of the scale and the results of the correlation analysis. Cronbach's Alpha value has been mentioned in the above table against each of the respective variable in bold italic form. The value for Employee silence is .896, Job engagement is .845, Power culture = .780, role culture = .760, achievement culture = .757 and support culture is .706.

Pearson's correlation was used to examine the relationship between Power culture, Role Culture, Achievement Culture and Support Culture with employees Silence and job engagement. The result showed significant positive relationship between employee silence and job engagement at ( $r = .356, p < .01$ ). There was significant relationship between employee's silence and the dimensions of organizational culture with the values ( $r = .494, r = .357, r = .022$  and  $.494$  at  $p < .01$ ). However, the achievement culture and employee silence insignificantly correlated with each other.

Results of Pearson correlation showed that job engagement has positive relationship with the dimensions of organizational culture *i.e.* Power culture ( $r = .556, p < 0.01$ ), Role Culture ( $r = .519, p < 0.01$ ), Achievement Culture ( $r = .507, p < 0.01$ ) and Support Culture ( $r = .251, p < 0.01$ ).

#### 4.3 Regression analysis

##### Regression Analysis between Power culture and Job Engagement

Regression Analysis between Power culture and Job Engagement							
Model	R	R Square	F Change	Sig. F Change	Durbin-Watson	Unstandardized Beta	
1	.556 <sup>a</sup>	.309	84.670	.000	2.227	.730	

Note: \*\*  $p < 0.01$

$R^2$  measures the percentage change in the dependent variable (Job Engagement) caused by the independent variable (Power Culture). It is called coefficient of determination. The above table explained 30% variation in the dependent variable. F test also showed that the model is significant at  $F(1, 199) = 84.6, p < .01$ .

Regression analysis between Power culture and Job engagement can be represented by the following equation.

$$JE = 2.488 + .730 (\text{Power culture}) \quad \text{Eq}_1$$

As P\_ culture increases by 1 unit, Job engagement will increase by .730 units.

##### Regression Analysis between Role culture and Job Engagement



<b>Regression Analysis between Role culture and Job Engagement</b>						
<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>F Change</b>	<b>Sig. F Change</b>	<b>Durbin-Watson</b>	<b>Unstandardized Beta</b>
1	.519 <sup>a</sup>	.270	67.952	.000	2.137	.759

Note: \*\* p < 0.01

The above table explained 27% variation in the dependent variable. F test also showed that the model is significant at F (1, 199) = 67.952, p < 01.

$$JE = 2.297 + .759 (\text{Role culture}) \quad \text{Eq}_2$$

As R\_ culture increases by 1 unit, Job engagement will increase by .759 units.

Regression Analysis between achievement culture and Job Engagement

<b>Regression Analysis between Achievement culture and Job Engagement</b>						
<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>F Change</b>	<b>Sig. F Change</b>	<b>Durbin-Watson</b>	<b>Unstandardized Beta</b>
1	.507 <sup>a</sup>	.257	65.540	.000	2.161	.718

Note: \*\* p < 0.01

The above table explained 25% variation in the dependent variable. F test also showed that the model is significant at F (1, 199) = 65.540 p < 01.

$$JE = 2.487 + .718 (\text{Achievement culture}) \quad \text{Eq}_3$$

Regression Analysis between support culture and Job Engagement

<b>Regression Analysis between Support culture and Job Engagement</b>						
<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>F Change</b>	<b>Sig. F Change</b>	<b>Durbin-Watson</b>	<b>Unstandardized Beta</b>
1	.251 <sup>a</sup>	.063	12.401	.001	2.325	3.688

Note: \*\* p < 0.01

The above table explained 6% variation in the dependent variable. F test also showed that the model is significant at F (1, 199) = 12.401, p < 01.

$$JE = .367 + 3.688 (\text{Support culture}) \quad \text{Eq}_4$$

As Support culture increases by 1 unit, Job engagement will increase by 3.688 units.

#### 4.4 Mediation Analysis:

Mediating effect of employees' silence is examined through Preacher Hayes's (2008) method. By using this method, Bootstrap results generated to examine the indirect effect

(Mediating effect) of independent variable on dependent variable through mediator along with confidence interval 95%. In case the results of indirect effect estimates showed significantly different than zero ( $p < .05$ ), then zero will not exist in confidence interval, Hence, it can be summarized that the effect of the independent variables (Power culture, Role Culture, Support culture and Achievement Culture) on the dependent variables (Job Engagement) is mediated by the mediating variable (Employee silence). Numbers of bootstrap samples to attain the confidence intervals for the indirect effect were 5000.

*Regression analysis between Power culture, employee silence and job engagement*

Relationship	Unstandardized $\beta$	t	R <sup>2</sup>	F	Confidence Interval	
					Lower	Upper
P- cul __ JE	.6583	6.95	.3095	41.02	.4715	.8451
ES ____ JE	.0572	1.25			-.0328	.1473

Note: \*\*  $p < 0.01$

$$JE = 2.472 + .6583 (PC) + .0572 (ES)$$

We have regressed both the independent variable and the mediating variable on dependent variable for testing the mediation analysis. The result showed that there is an insignificant relationship between employee silence and job engagement at ( $\beta = .0572$ ,  $t = 1.25$ ,  $p > .01$ ) with the confidence interval of (-0.0328 to .1473).

*Regression analysis between Role culture, employee silence and job engagement*

Relationship	Unstandardized $\beta$	t	R <sup>2</sup>	F	Confidence Interval	
					Lower	Upper
R- cul __ JE	.6568	6.83	.3045	40.05	.4671	.8464
ES ____ JE	.1257	3.025			.0437	.2076

Note: \*\*  $p < 0.01$

$$JE = 2.101 + .6568 (RC) + .1257 (ES)$$

The result showed that there is a significant relationship between employee silence and job engagement at ( $\beta = .1257$ ,  $t = 3.025$ ,  $p < .01$ ) with the confidence interval of (0.0437 to .2076).

*Regression analysis between Achievement culture, employee silence and job engagement*

Relationship	Unstandardized $\beta$	t	R <sup>2</sup>	F	Confidence Interval	
					Lower	Upper
Ach- cul __ JE	.7295	9.015	.0001	.0199	.5698	.8891
ES ____ JE	.2216	6.108			.1500	.2931

Note: \*\*  $p < 0.01$

$$JE = 4.351 + .7295 (AC) + .2216 (ES)$$

By regressing both the independent variable and the mediating variable on dependent variable for testing the mediation analysis, results showed that there is a significant relationship between employee silence and job engagement at ( $\beta = .2216$ ,  $t = 6.108$ ,  $p < .01$ ) with the confidence interval of (.1500 to .2931).

*Regression analysis between support culture, employee silence and job engagement*

Relationship	Unstandardized $\beta$	t	R <sup>2</sup>	F	Confidence Interval
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					<b>Lower</b>	<b>Upper</b>
<b>Sup- cul __ JE</b>	.1400	1.202	.1312	13.517	-.0896	.3696
<b>ES _____ JE</b>	.1923	3.814			.0928	.2918

Note: \*\* p < 0.01

$$JE = 2.101 + .6568 (RC) + .1257 (ES)$$

We regressed both the independent variable and the mediating variable on dependent variable for testing the mediation analysis. The result showed that there is a significant relationship between employee silence and job engagement at ( $\beta = .1923$ ,  $t = 3.814$ ,  $p < .01$ ) with the confidence interval of (-.0928 to .2918).

## 5. DISCUSSION

The main purpose of this study was to examine the relationship between the independent variable Organizational culture and the dependent variable Job engagement and to find out the effect of mediator Employee silence on the relationship between four dimensions of organizational culture and job engagement.

The first hypothesis stated that the Power culture has a negative effect on employees' Job engagement. The results of the study are similar to the latest researches referring that organizations having high power culture always affect employees' job engagement negatively (Allen et al., 2007). Besides this, many research studies highlighted the similar relationship between Power culture and Job engagement (Cooper, 1983; Saks, 2006; Gyensare, 2014). Thus, from the literature, it is confirmed that in high power-oriented culture organizations, the motivation level of lower staff decreases that led them toward work disengagement.

The results of this study revealed that the role of culture and employees Job Engagement have a negative significant relationship among the faculty members of UOB, SBK, and BUITEMS University in Quetta city. It means that role culture-oriented Universities minimize the faculty member's Job engagement behavior. In such an environment, the organizations mainly focus on the job description and specialization of the employees (Harrison & stokes, 1992). Sometimes a key role disseminates to inefficient employees due to which skilled employees at lower level discriminated which affect the performance of organizations and efficiency of employees.

The study hypothesized and proved that the support culture has a positive and significant relationship with job engagement among faculty members in the various departments of three public sector universities of Balochistan Province (UOB, BUITEMS & SBKWU). The results of the study are similar to the study of Gordon (2012). The literature revealed that those employees not equipped with the requisite facilities to perform their jobs in organizations are mostly found uncommitted to their work and vice versa. (Saavedra & Kwun, 2000) added in his study that the mutual trust of employees and organizations can exist when a support culture is established in the organizations.

This study results supported the hypothesis that the achievement culture is positively related to job engagement. Achievement culture has a positive and significant effect on job engagement in the public sector universities of Balochistan Province at Quetta. Schneider (2009) stated that the employees of organizations with defined objectives always achieve their goals.

Employee silence showed a negative significant association with employees' job engagement among faculty members in the University of Balochistan, BUITEMS, and SBK University in Quetta. The results also justified the study hypotheses H9 and H10. Indeed, literature also anticipated the disengagement of employees from their work due to employee

silence in an organization (Pinder & Harlos, 2001). Hence, employee job engagement decreases as much as employee silence increases in organizations.

### 5.1 Future Research Direction

This study can be replicated with a large sample size data collected on the National and international levels by including more independent variables to get results in a more generalized form. This study only focused on Higher Educational Institutes.

## 6. CONCLUSION

This research aimed to examine the effect of organizational culture on employees' job engagement with the mediating effect of employees' silence in three public sector Universities of Higher Education Institutes of Balochistan in Quetta City. Analysis showed that the dimensions of organizational culture: Power, Role, and Support culture were having a significant positive relationship with employee's silence and employee's job engagement; however, achievement culture showed only significant relationship with employee engagement but an insignificant relationship with employee silence. Employee silence was used as a mediator between dimensions of power culture and employees job engagement. Given the above, it has been learned that the silent behavior of faculty members of the University of Balochistan, Sardar Bahadur Khan Women University, and the Balochistan University of Information, Engineering Technologies and Management Science, Quetta mediated their respective cultures and job engagement behavior.

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