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Employee Silence, Workplace Motivation and Organisational Performance: a Study of a Typical Cleaning Services Company in Lagos State

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Abstract

Information dissemination is very paramount in any organisation yet most employers subdue employees not to voice out. Those whose voice contribute to organisational achievement are not motivated. This study investigated the effect of employee silence and work motivation on organisational performance in the cleaning services industry in Lagos State using Opel cleaning services Ltd as a study. The study adopts a quantitative approach, using descriptive design and a well structured questionnaire to elicit data from Opel Cleaning service company Ltd. Obanikoro in Lagos State. A sample size of 61 was drawn randomly from various service centres in Lagos State. Findings reveal that employees' reluctance to speak about work-related problems is because of middle and top management attitudes and behaviours. This study recommended that, for employees to speak up about organisational challenges, apodium should be created to ensure communication opportunities and formal systems for the transfer or exchange of information. Also, organisational climate of speaking up concerns, ideas suggestions must be created to enable cleaners have a sense of belonging because the weakest signals which could affect an organisation positively or negatively needs to be detected early enough to ensure strategic competitive advantage

Keywords: *Employee Silence, Work motivation, Performance, Cleaning service, Workplace*

Background to the Study

The ever changing business environment in the global village the world has become today necessitates business enterprises to achieve strategic higher performance, through appropriate and swift dissemination of formal and informal information within and outside organisations. Often times, there are issues which requires urgent decision making and when same is not communicated expediently, it affects the survival of organisations. Ironically, there are employees who withhold useful information about certain issues and problems, affecting their organisations from their superiors. Organisations should be concerned about why employees keep silent on challenges that mitigates or accentuates organisational performance. Employees are the lifeblood and critical factor for organisational performance.

In Lagos State, Nigeria, business enterprises in the cleaning services industry, which have created a lot of employment opportunities for the teeming populace,in recent years, have been experiencing a decline in the standard of work and quality of service delivery. To buttressed this,Aremu and Adeyemi (2011) in, (Agwu and Emeti,2014) opine that most Small and Medium Enterprises in Nigeria die within their first five years of existence, a smaller percentage goes into extinction between the sixth and tenth year while only about five to ten percent survive, thrive and grow to maturity Some of these cleaning service organisations are going into extinction, while those who have so far weathered the storm are bedevilled with complaints from clients concerning benchmark of service delivery like, inconsistent resumption time of cleaners, inability to retain the same set of cleaners for a short period of time due to high labour turnover, inadequate cleaning chemicals, outdated cleaning equipment and inability of service provider to promptly pay cleaners.

It is probable that cleaners keep silent about issues affecting organisational performance because of lack of structured mechanism for horizontal communication, fear of relationship damage, isolation, fear of being sacked, belief that management hardly keep their promises, and lack of experience on speaking publicly. The perception of some managers is, cleaners are self centered and undependable, and therefore act in ways to dissuade upward communication. Well meaning cleaners, who are shut out of decision making process, often feel that it is better not to express their views, which is detrimental to the organisation especially when such views are of strategic importance. When this culture is dominant, there will be an apparent paradox in which most of staff know the facts about the organisation issues but don't dare to speak about them (Morrison and Milliken, 2000), while organisations need individuals who are responsive to the challenges of environment, who are not afraid of sharing information and knowledge, can stand up for their own and their team's beliefs (Shojaie, ZareeMatin, Barani, 2011)

Morrison and Milliken (2000), suggests that organisational silence refers to the collective–level phenomenon of doing or saying very little in response to significant problems or issues facing an organisation or industry because of negative reactions. Some cleaners hardly speak out on issues that have to do with job design, unusual resumption time, inadequate training in acquiring interpersonal skills for dealing with clients , handling of washing chemicals and safety gadgets, resulting in ineffective service delivery, with clients

complaining of jobs done haphazardly. In this case, key decision makers or teams may not have the information that they need to make appropriate decisions or to correct potentially serious problems (Morrison, 2011).

Pinder and Harlos (2001) in ,(Deniz,Noyan, &Ertosun,2013), conceptualize employee silence as involving the withholding of genuine expressions about organisational circumstances by certain organisational members from those who are in position to change those circumstances. Excluding its emotionally difficult expression, silence can convey approval and sharing or disfavour and opposition, thus becoming a pressure mechanism for both individuals and organisations (Gambarotto&Cammozzo,2010). One of the most efficient and effective ways of eliciting cleaners to speak up, is through the Human resource function of motivation.

The importance of motivating people at work is noticeable at all levels of an organisation. AsKalimullah (2010) in, (Ovidiu-Iliuta, 2013),suggests, a motivated employee has his/her goalsaligned with those of the organisation and directs his/her efforts in that direction. Maslow also opined that, "man is a continually wanting animal, as cited in (Klonosk, 2011). That is, there is no doubt the desire of man is continuous and that is why organizations must create innovativeness and entrepreneurial mindset that consistently develops and retains a loyal, committed and able workforce. More so, for management to succeed in discovering the variables that motivate cleaners, cognizance should be taken of powerful forces **in** many cleaning service organisations **that** cause widespread withholding of information about potential problems or issues. Speaking up, enable successful implementation of new practices, whereas reluctance to speak up inhibits implementation. Speaking up is important in the process of team learning (Edmondson, 2003).

Organisations are increasingly demanding more and more from their employees such as taking initiative, speaking up and accepting responsibility because of more intensive competition, higher customer expectations, more focus on quality indicating a constant world of change (Quinn &Spreitzer, 1997).Highly self motivated, committed, ambitious employee, give the most to the organization and get the most from their work. When requisite motivational incentives- podium to participate in decision making, adequate remuneration, job security, and benefits are lacking in the workplace, the resultant effects are low team morale, lack of initiative, lack of enthusiasm, avoidable mistakes, industrial accidents and high labour turnover.

Therefore, managers of cleaning organisations must initiate and develop relevant methodology of modifying the behaviour of cleaners by creating the enabling productive environment that will unleash the individual potentials of cleaners towards attainment of higher organisational performance. These behaviours may create positive or negative effects within organizations, in other words they may either contribute to, or prevent its development (Gulsun,Ozlem, Ilkay, andCuma, 2014).

Statement of the Problem

Cleaning services companies are outsourced companies that are largely engaged in precarious employment which provides flexible and temporary jobs with minimum benefits that are enjoyed by employees who are employed on permanent basis. In recent years, the quality of service delivery of most cleaning service companies in Lagos State, Nigeria, has been on the decline. In churches, banks, schools, malls, eateries, airports and other organisations where cleaning services companies are engaged, the story remains the same- inability to provide a clean and healthy environment in tandem with global practices. This is probably due to insincere report from cleaners on sites/locations, lack of supervisors with great interpersonal skills, inability to maintain stable workforce, high cost of training cleaners with low retention chances, high labour turnover due to delay in salary payment.

It has been observed that some cleaners, who work mostly at sites, far away from the service provider's main office, intentionally withhold salient information on issues that affects the organisation, due to demotivation. Lack of a formal mechanism that facilitates open speech within the organisation, fear of loss of job and lack of experience of speaking publicly are some of the variables why cleaners who are not well motivated may choose to keep silent, thereby impeding decision making process which affects quality of service delivery. This paper therefore seeks to find out the following: the extent to which organizational silence affects organizational performance, the relationship between work motivation and employee silence and if employee silence is a function of how cleaners are motivated in the cleaning services industry in Lagos State, Nigeria; using Opel Cleaning services Ltd as case study. Make recommendations on how to ameliorate employee silence, while utilizing appropriate motivational tools to accomplish higher organisational performance.

Objectives of the Study

The general objective of the study is to determine the effect of employee silence and work motivation on organisational performance in the cleaning services industry in Lagos State using Opel cleaning services Ltd as a case study.

The specific objectives are

I.   To examine if employee silence has any effect on organisational performance.
II.   To examine if work motivation has any significant impact on organisational performance.

Research Questions

I.   To what extent does employee silence affect organisational performance?
II.   Is motivation a function of how organisations perform in the cleaning services organisations?

Research Hypothesis

1. **H$_o$**: Employee silence has no significant effect on organisational performance.

2. **H$_o$:** there is no positive relationship between work motivation and organisational performance.

Literature Review
Conceptual Review on Organizational Silence
Morrison and Milliken (2000) introduced the concept and presented a model identifying its main components and indicating that organizational silence is a socially constructed phenomenon, which is created at an organizational level and affected by many organizational characteristics. These organizational characteristics, such as decision-making processes, management processes, or culture, define the silence behaviour of each employee according to how he/she perceives it.

Park and Keil (2009), in (Hasan,2013), examine this silence in three dimensions. Firstly, silence can be intentional. Employees remain silent even if they are aware of the problem and know of a better solution. Secondly, silence can be a defense mechanism. Employees can remain silent in order to protect their personal interests or not to openly contradict others. Lastly, silence can be a collective decision of employees; a collective reaction of not sharing ideas, thoughts, or knowledge with others. Ellis and Dyne (2009) advise that this behaviour needs to be stopped before it becomes endemically cultural and destructive to the organisation.

As cited in Vakola and Bouradas (2005), one of the major obstacles to change programmes was found to be lack of information, lack of trust and what Morrison and Milliken (2000) defined as organisational silence which is the employee's choice to "withhold their opinions and concerns about organisational problems". While at the workplace, clients may complain about the technology that is deplored by cleaners, such as using brushes for scrubbing rugs instead of vacuum cleaners. This information may never get to management because the site supervisor may down play it or choose to remain silent until the client terminates the contract, thereby making the cleaning services company to be reactive, instead of being proactive.

Organisational silence is an inefficient process which can waste all organizational efforts and may take various forms, such as collective silence in meetings, low levels of participation in suggestion schemes, low levels of collective voice and so on (Nikmaram,Yamchi, Shojaii, Zahran &Alvani,2012). Supervisors and cleaners tend to keep silent during meeting because of fear of being seen as gossipers who report "irrelevant" gossip about their work to management irrespective of the fact that any information is of great value to management whether formal or informal. It is suggested that employee silence is extremely harmful to organisations. It creates an increasing level of dissatisfaction among employees, which manifest in absenteeism and labour turnover and perhaps other undesired behaviours that affects organisational performance. Some cleaning service supervisors lack the interpersonal skills to appropriately convey organisational rules, regulations and policies in a way the cleaners would understand, thereby creating friction or a tensed organisational climate.

It is assumed that employee silence only hurts the organisation, but realistically it hurts both the organisation and the employees. Cleaners who often conceal their inability to use equipment provided, stand the chance of being injured or harmed by industrial chemicals

while on duty. Employee silence also has other effects on the cleaners themselves. Indifferent cleaners, often products of ignored employee silence, tend to feel like cogs in the workplace, developing the attitude "to get along, go along". Because of this attitude cleaners sometimes develop depression and other health problems. Sometimes, these employees use pills and alcohol as a "cure" for the problems they are experiencing at work, which actually make their problems worse (Clemmer,2008).

The possibility of being excluded when speaking up may cause employees to stop communicating and giving feedback to their supervisors. Combined with a failure to intellectually support employees will lead to ineffective organisational decisions (Kahveci, 2010). Despite the heightened rhetoric of open communication and employee empowerment, many employees choose not to voice their opinions and concerns about the matters in their organisations. Communication is the key to an organization's success. If employee silence occurs, communication suffers and it harms the overall functioning of the organisation. Other results may be disappearance of innovation, poor projects, low morale and defective products and over time, silence within organizations causes some employees to be irrelevant to their jobs and quality of work (Bagheri,Zarei&Aeen.2012).

According toMalikeh, Hossein and Mahmood (2012), it is not easy to break silence climate of employees and their managers. The behavioural cycles that maintain organisational silence will be hard to break in part because they are not subject to direct observation or discussion. Guevara (1966), in (Earl, 2005), opines that silence is argument carried out by other means. Remaining silent from the perspective of the organisation means not benefitting from the intellectual contributions of employees, problems not being identified, feedback not provided, information not obtained directly, and solutions to problems remaining inadequate (Hasan,2013). To prevent silence from characterizing their organisations, management should not only allow, but reward, cleaners who come forward with salient or precarious information, and should ensure a process is establish through which cleaners can speak up incognito if they desire to do so.

Work Motivation

Luthans (1998), as cited in (Maharjan, *2012)* asserted that motivation is the process that arouses, energizes, directs, and sustains behaviour and performance. It is the process of stimulating people to action and to achieve a desired task. One way of stimulating people is to employ effective motivation, which makes workers more satisfied with and committed to their jobs. Miner, Ebrahimi and Watchel (1995) state that in a system sense, motivation consists of three interacting and interdependent elements (i.e., needs, drives, and incentives), as cited in (*Maharjan, 2012)*.It is common that three qualities are included in most definitions of motivation: it is a presumed internal force that energizes for action, and determines the direction of action.

Furnham and Eracleous (2009), state that an individual, satisfied with his/her work directly depends on the presence of some motivational factors such as pay, bonus, perks, and other circumstances that motivate him/her. Although, in this part of the world and in particular Lagos State , money is largely a motivating factor in the cleaning service industry, giving

cleaners a sense of belonging at the workplace, tends to make them feel relevant and this increases cleaners' productivity. Some cleaning service companies hardly treat their cleaners with respect, often leading to job dissatisfaction which may manifest in destructive behaviour like stealing of company's properties and uniforms.

Another group of researchers (Luthans&Stajkovic, 2000; Armstrong and Murlis, 2004) try to prove that recognition can be used to motivate people to perform well. In fact, there are many more examples of possible motivators in the literature on a subject of motivation. With multitude of possible options it is not easy to answer the question – what in fact motivates employees. The easiest way to find out is simply ask them, as cited in (Kumar & Kumar,2013). However, asking cleaners on what motivates them without creating the enabling organizational climate for free flow of ideas and initiatives will indeed prove a difficult task. Cleaners tend to keep silent, preferring to inform clients of their plights, like irregular payment of monthly salaries, instead of the cleaning service company that employs them, therefore disclosing the service provider's secrets. This generates mistrust between the client and the cleaning service company, which may likely result in the confrontation and termination of service contract.

Argyris (2010) states that an organisation is formed to achieve goals or results and this effort is best achieved when it is a collective effort. As such, each individual needs to have a job design that appropriately meets the needs of the individual. Various techniques of job design exist such as job rotation, job enrichment and job enlargement. Most cleaning service companies in Lagos State do not properly design jobs for cleaners because of lack of functional Human Resource departments. Cleaners often find themselves struggling to comprehend the demands of their jobs. Lack of clarity on the part of the supervisor in highlighting cleaners' objectives and expectations creates tension and results in conflict. Cleaners may also choose to be silent when they perceive mere complains could annoy the supervisor. Supervisors need to direct cleaners' activities through behaviour modification, utilizing motivational tools, to ensure accomplishment of organisational goals and objectives.

Malikeh, Hossein and Mahmood (2012), suggested that it is rational and strategic for organisations to present a suitable rewarding system for creative ideas, to train the relational skills to the managers and the supervisors, to regulate some rules for supporting the employees' attitudes, to make decisions about the work groups of the organizations, to change the organizational cultures related to the learning organisations and organisational learning, to establish some programs in order to improve human resource management for training skills of decision making. Effective work motivation includes ascertaining what is valued by the individual worker so that motivational strategies can leverage it, where possible. Quite apart from the benefit and moral value of an altruistic approach to treating employees as human beings and respect for human dignity in all its forms, research and observations show that well motivated employees are more creative and productive.

Organizational Performance

Organisational performance of workers or job performance is a measure of a person's ability to execute a specific task (Thompson, 1995, in Khalid, Murtaz,Zafar, Saqib, and Mushtag,2012).Although, organisational performance is measured in many dimensions in items of financial performance and social responsibility, this study is concerned with the aspect of customer service and employee stewardship.

Organisational performance relates to how successfully an organised group of people with a particular purpose perform a function. That is, it is concerned with the positive coordination of employees towards the achievement of organisational goals and objectives. According to Richard, Devinney, Yip and Johnson (2009), organisational performance encompasses three specific areas of firm outcomes: financial performance (profits, return on assets, return on investment, etc.); product market performance (sales, market share, etc.); and shareholder return (total shareholder return, economic value added, etc.). Bala and Muktar (2014), argues that small business organisations performance can be measured in terms of size, employment, capital base as well as profitability. The scholars defined performance as a combination of the actual output and result of organization measured against its input

Relationship between Employee Silence and Organisational Performance in Lagos State Cleaning Services Industry

Hasan (2013), examines the impact of organizational silence in hierarchical organisations: turkish national police case. The survey was manually distributed to 700 police officers working in the city police department. The analysis of result show that most of the participating respondents think that their ignorance, being reluctant, or not to speak up about work-related problems and organisation-based issues are because of executives' attitudes and behaviours. The results of this study are consistent with the results of Cakici's (2008) study on the reasons employees remain silent. She concluded that the most common reason for choosing to remain silent is "administrational and organisational reasons ". The result of the study is also in tandem with (Cakici, 2008) who asserts that the managers hold the key role on employee silence since they determine the policies and organisational decisions.

In furtherance to this, the result show that issue of trust is paramount to ensure organizational goals and objectives. Effective communication and team work between managers and employees can only be achieved by trust. Trust lessens operational risk and costs; it also raises employee commitment and productivity (Krot and Lewicka, 2012). Trust generates added value in an organization, increases flow of information, and knowledge construction. Trust also enriches relationships, interaction, and cooperation (Connell, Ferres and Travaglione, 2003).

Relationship between Work Motivation and Organisational Performance in Lagos State Cleaning Services Industry

Quratul-Ain (2012), investigates the impact of employees motivation on organizational effectiveness. The study focuses on the practice and observance of the two central factors, empowerment and employee recognition for enhancing employee motivation which leads

to organizational effectiveness. The results show that by appreciating the employees for their work done and giving them participation in decision making, internally satisfies them with their job, organization and organisational environment.

Relationship between Organisational Silence, Work Motivation and Organisational Performance in Lagos State Cleaning Services Industry

There is no existing study indicating a direct relationship between organisational silence, work motivation and organisational performance which is the gap in knowledge this study intends to fill. However, because of the existence of a relationship between the constructs as analysed in the literature, it is probable there is a linear relationship between organizational silence, work motivation and organizational performance in Lagos State cleaning service industry.

Theoretical Framework
Psychological Contract

According to Rousseau (1995) psychological contract represents the mutual beliefs, perceptions, and informal obligations between an employer and an employee. It sets the dynamics for the relationship and defines the detailed part of the work to be done. It is distinguishable from the formal written contract of employmentwhich, for the most part, only identifies mutual duties and responsibilities in a generalized form. Psychological contract determines what the parties will, or will not do and how it will be done. When the parties' expectations match each other, performance is likely to be good and satisfaction levels will be high. So long as the values and loyalty persist, trust and commitment will be maintained.

If managed effectively, the relationship will foster mutual trust between the parties, matching the objectives and commitments of the organisation to those of their employees. But a negative psychological contract can result in employees becoming disenchanted, demotivated and resentful of authoritarianism with in the organisation. This will result in an increasingly inefficient workforce whose objectives no longer correspond to the organisation they work with. The main cause of disappointment tends to be that middle managers are protective of their status and security in the eyes of their superiors, and this can introduce conflicts of interest when they are required to fulfill their obligations to their subordinates.

Abraham Maslow's Hierarchy of Needs Theory

Motivation is such an important element in improving work productivity, every organizational needs to have a firm understanding of how it relates to ensuring and enhancing employee self actualization and achievement of sustainable competitive advantage. Maslow described a universally applicable hierarchy of needs based on the assumption that "man is a continually wanting animal," that is, that there may never be a point at which people do not strive for something more than what they currently have (Maslow, 1943). According to Maslow (1943), a need is a physiological or psychological deficiency that a person feels the compulsion to satisfy. This need can create tensions that can influence a person's work attitudes and behaviours. These behaviours and dispositions, if not well managed by management through the application of requisite motivational tools, could lead to organisational silence.

Expectancy Theory

Expectancy theory as propounded by Vroom (1964),describes the simple and direct relationship between a person's expectation that his or her actions will yield a desired result and his or her motivation to perform it.Vroom (1964) defines motivationas a process governing choices among alternative forms of voluntary activities, a process controlled by the individual.Expectancy theory proposes that an individual will decide to behave or act in a certain way because they are motivated to select a specific behaviour over other behaviours due to what they expect the result of that selected behaviour will be. The **expectancy theory** of motivation has become a commonly accepted theory for explaining how individuals make decisions regarding various behavioural alternatives. Organizational climate as facilitated by managers determines how employees will adopt a particular organizational policy depending on his/her expectancy.

Morrison Model on Organisational Silence

Based on model as propounded by Morrison and Miliken (2000), silence is studied through individual, organisational, and relationship concepts to understand it from the viewpoint of relationships or behavioural obstacles. It was found out that the most important reason behind this can be seen in the individual's behaviour affected by conformity with the group of colleagues or fear of receiving a negative feedback. In fact, today's models such as (Vakola&Bouradas,2005;Milliken&Morrison 2003) have confirmed these fundamental facts as silence is a collective-oriented phenomenon which appears to maintain the status quo and the fear of the future situation. In other words, silence might be seen as a virus as it spreads and is transferred from one individual to another and even from a subject to another one (Mehdi and Ehsan, 2015).

Social Exchange Theory

Social exchange theory as postulated by George Homans in 1958, proposes that the relationships we choose to create and maintain are the ones that maximize our rewards and minimize our costs. In the Employer–Worker relationship, employers are more egocentric and definitely not conerned with equality. Workers are likely to keep and value relationships for a long term that give them the most benefits for the least amount of effort which means they will prefer to stay in a work arrangement that they perceive could help them to their goals and objectives. Creating a synergy by aligning the interests of both employers and employees will minimize workplace silence and help achieve higher organisational performance. Cleaners will prefer and maintain any work arrangement that will be profitable in terms of remuneration and self actualization.

Emprical Findings

Vakola and Bouradas (2005) investigates on the "antecedents and consequences of organizational silence: an empirical investigation", using a sample of 677 employees, three dimensions of silence climate are constructed and measured in order to examine their effects on employee silence behaviour, organizational commitment and job satisfaction. The results of the study suggest that supervisors' attitudes to silence is the strongest predictor of job satisfaction indicating that if a supervisor supports free exchange of ideas, handles conflict well, pays attention to his/her employees, they feel more satisfied with their job. This finding is supported by past research which suggests that employees feel more satisfied when a

supervisor supports and creates an environment of mutual trust, respects his/her staff ideas, and shows consideration for staff's feelings (Willkinson and Wagner, 1993; Mishra and Morrissey, 1990; Rich, 1997).

The finding is also consistent with the relevant proposition by Morrison and Milliken (2000). Fear of suffering negative consequences and being characterized as a "troublemaker", lack of openness in communication and lack of supportive supervisory style to exchange of ideas, affect the way employees express or fail to express their disagreements or different opinions and the possibility of adopting or not adopting a "silent" behaviour,

Ryan and Oestreich (1991) conducted interviews with 260 employees from 22 organizations throughout the United States and found that more than 70 percent indicated that they felt afraid to speak up about issues or problems that they encountered at work.

Methodology
This study conducted an empirical examination and seeks to add to the existing empirical literature on Employee silence, Work Motivation and Organisational performance in Opel Cleaning Services Ltd, a major cleaning services companies in Lagos State, Nigeria with a staff strength of over 500 personnel. Opel Cleaning Services Ltd, with its Head Office located in Maryland ,Lagos and branches spread all over the country, provides professional cleaning services on daily ,weekly , monthly ,quarterly and callout basis for all sectors which include; offices ,buildings ,shopping malls and plazas, hotels ,churches ,hospitals or clinics ,factories and homes.

Descriptive statistics such as mean, percentage distribution and standard deviation was used to calculate most of the variables since follows a Likert scale format of Strongly agree, Agree, Disagree and Strongly Disagree. Correlation analysis was used to determine the relationship between Employee Silence, work motivation and Organisational Performance in the cleaning services industry in Lagos State.

Based on the 515 number of personnel of the target population working in Opel cleaning Services Limited comprising of top management team and other members, an alpha level of 10% and a confidence level of 95%, the sample size for this study is 61 samples. In addition, to take care of non response from the respondents, 30% of the sample will be added to increase the sample size (Isreal, 2009).

Therefore, 30% of 61 = 18.3
The appropriate sample size is
61 + 18 = 79.

This section is used to test the research hypothesis using Pearson Product-Moment Correlation Coefficients (*r)* as the analytical tool. Statistical Package for Social Sciences (SPSS) version 20 was used for data analysis to determine the effect of one variable on another.

Research hypothesis one*: Employee silence has no significant effect on organisational performance.*

Table 1.Test of Hypotheses
. **Correlation**

		Organisational performance	Employee Silence
Organisational performance	Pearson Correlation	1	.137
Sig.(2.tailed)			.026
	N	5	5
	Pearson Correlation	.137 .026	1
Employee Silence	Sig.(2 tailed)		
	N	5	5

Interpretation of Result

The result from the table above is presented as follows:

The relationship between employee silence and organisational performance indicates a positive correlation between the two variables (r = 0.137, p-value < 0.05). The p-value shows that the correlation coefficient is significant at 5%. Thus, employee silence has a significant effect on organisational performance.

Research hypothesis 2:*there is no positive relationship between work motivation and organisational performance.*

Table 2.Correlation

		Organisational Performance	Work Motivation
Organisational Performance	Pearson Correlation	1	.793
	Sig.(2-tailed)		,010
	N	5	5
	Pearson Correlation	.793	1
	Sig.(2.tailed)	.010	
Work Motivation	N	5	5

Interpretation of Result

The result from the table above is presented as follows:

The relationship between work motivation and organisational performance indicates a positive correlation between the two variables ($r = 0.793$, p-value < 0.05). The p-value shows that the correlation coefficient is significant at 5%. Hence, there is a positive relationship between work motivation and organisational performance.

Conclusion

The following conclusions were made based on the findings

1.   There is a significant relationship between employee silence and organisational performance.

2.   There is a significant relationship between work motivation and organisational performance.

3.   Organisational climate of speaking up concerns, ideas and suggestions must be created to enable cleaners have a sense of belonging because the weakest signals which could affect the organisation positively or negatively, needs to be detected early enough to ensure information is provided for quick decision making which will ensure proactiveness. Another way to encourage speaking up behaviour is to ensure communication opportunities and create formal systems for the transfer or exchange of information, concerns or ideas. This could be done through suggestion box which would provide information without disclosing the identity of the employee.

Recommendations

The following recommendations are important.

1.   Issues on sites should be reported promptly especially when it has to do with service delivery so that,decision making process is not lengthy.

2.   Supervisors should possess the requisite interpersonal skills to appropriately communicate management policies to cleaners and clients.

3.   Management should support free exchange of ideas by creating the enabling environment so as to assess the creativity and innovation of employee.

Centralisation of decision making and the belief that "management knows best", generates organisational silence and this affects decision making process. Fear of receiving negative feedback from their supervisors is also among the reasons why most cleaners keep silence on issues affecting them and the organisation. Majority of the cleaners do not need to be persuaded, rewarded, coerced, controlled, directed or threatened with punishment to ensure better performance. Oftentimes, employee silence causes depression and affects organisational performance. Ascertaining what is valued by cleaners and supervisors through horizontal communication is important, so that motivational strategies can leverage it, where possible.Giving them a sense of belonging in the organisation will encourage them to speak up on job challenges. Adequate pay and a job design that suit cleaners ensures collective efforts towards achieving higher organisational performance.

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