



UNIVERSITI
TEKNOLOGI
MARA

Fakulti
Pengurusan
dan Perniagaan

FBM INSIGHTS

UNIVERSITI TEKNOLOGI MARA CAWANGAN KEDAH

Volume 4

2021

e-ISSN 2716-599X

UiTM *di hatiku*

eISSN 2716-599X



9 772716 599000

FBM INSIGHTS

**Faculty of Business and Management,
Universiti Teknologi MARA Cawangan Kedah
e-ISSN 2716-599X**

The editorial board would like to express their heartfelt appreciation for the contributions made by the authors, co-authors and all who were involved in the publication of this bulletin.

Published by : Faculty of Business and Management,
Universiti Teknologi MARA Cawangan Kedah, Malaysia.

Published date : 30 September 2021

Copyright @ 2020 Universiti Teknologi MARA Cawangan Kedah, Malaysia.

All rights reserved. No part of this publication may be reproduced, copied, stored in any retrieval system or transmitted in any form or by any means, electronic, mechanical, photocopying, recording or otherwise, without the prior permission from the Rector, Universiti Teknologi MARA Cawangan Kedah, Kampus Sungai Petani, 08400 Merbok, Kedah, Malaysia.

The views, opinions, and technical recommendations expressed by the contributors and authors are entirely their own and do not necessarily reflect the views of the editors, the publisher and the university.

TABLE OF CONTENTS

Editorial board	iii
Rector's message.....	iv
From the desk of the head of faculty.....	v
1. CROWDFUNDING: A NEW NORMAL IN MALAYSIA	1
<i>Anita Abu Hassan, Fauziah Mohamad Yunus & Mohd Syazrul Hafizi Husin</i>	
2. DEVELOPMENT OF THE ARCHAEOLOGY SITE: DOES DONATION- CROWDFUNDING IS THE ANSWER?	3
<i>Anita Abu Hassan, Mohd Syazrul Hafizi Husin & Fauziah Mohamad Yunus</i>	
3. IMPACT OF MICROCREDIT PROGRAMME ON PARTICIPANTS' BEHAVIOUR IN MALAYSIA: AN OVERVIEW	6
<i>Zuraidah Mohamed Isa, Dahlia Ibrahim & Zaiful Affendi Ahmad Zabib</i>	
4. A QUEST ON THE STUDENTS LEARNING PREFERENCES	8
<i>Nurul Hayani Abd Rahman, Shaira Ismail & Nani Ilyana Shafie</i>	
5. LEVERAGING ON VISITOR'S HERITAGE TOURISM MOTIVATION	11
<i>Khairul Azfar Adzahar, Mohd Fazil Jamaludin & Mohd Shafiz Saharan</i>	
6. GREEN HUMAN RESOURCE MANAGEMENT AND ORGANIZATIONAL SUSTAINABILITY	13
<i>Nurul Hayani Abd Rahman, Shaira Ismail & Nani Ilyana Shafie</i>	
7. FACTORS CONTRIBUTING TO HUMAN CAPITAL PRODUCTIVITY	16
<i>Hamizah Hassan</i>	
8. WEBSITE QUALITY: ITS IMPACT ON THE USERS	18
<i>Norhidayah Ali, Azni Syafena Andin Salamat & Nor Zaini Zainal Abidin</i>	
9. BRIEF HISTORY OF WAQF: THE OTTOMAN EMPIRE	21
<i>Dahlia Ibrahim & Zuraidah Mohamed Isa</i>	
10. HALAL FOOD SUPPLY CHAIN MANAGEMENT: ISSUES IN MALAYSIA HALAL FOOD AND BEVERAGES INDUSTRY	24
<i>Musdiana Mohamad Salleh & ETTY Harniza Harun</i>	
11. SOCIAL ENTERPRISE: NEW WAY TO DO BUSINESS IN MALAYSIA	30
<i>Roseamilda Mansor & Nurul Hayani Abd Rahman</i>	
12. THE ADVANCEMENT OF HUMAN RESOURCE MANAGEMENT IN THE NEW AGE	34
<i>Sarah Sabir Ahmad & Azfahanee Zakaria</i>	
13. VOICE OR SILENCE: DOES IT REALLY MATTER?	37
<i>ETTY Harniza Harun, Musdiana Mohamad Salleh & Nor Aslah Adzmi</i>	

14	TAWARRUQ AS AN ALTERNATIVE TO AR RAHNU STRUCTURE	40
	<i>Mohd Shafiz Sharan, Mohd Fazil Jamaludin, Khairul Azfar Adzahar & Norwahida Wagiran</i>	
16	A SNAPSHOT OF HIGH-PERFORMANCE ORGANIZATION (HPO)	45
	<i>Azfahanee Zakaria, Syed Mohammed Alhady Syed Ahmad Alhady & Sarah Sabir Ahmad</i>	
16	WORKING FROM HOME AND STRESS AMONG LECTURERS: A REVIEW	47
	<i>Zainuddin Mohd Piah, Azyyati Anuar & Bawani Selvaraj</i>	
17	A BRIEF HISTORY OF LEAN	51
	<i>Azyyati Anuar, Daing Maruak Sadek & Bawani Selvaraj</i>	
18	SUSTAINABILITY OF MICRO AND SMALL ENTERPRISES DURING COVID-19 PANDEMIC	54
	<i>Baderisang Mohamed & Mohd. Sukor Bin Md. Yusoff_</i>	
19	THE USAGE OF ONLINE PAYMENT TRANSACTION DURING COVID-19 PANDEMIC	59
	<i>Ramli Saad, Wan Shahrul Aziah Wan Mahamad & Mursyda Mahshar</i>	
20	COVID-19 PANDEMIC: THE INSIGHTS ON ONLINE LEARNING	62
	<i>Ramli Saad, Yong Azrina Ali Akbar & Mursyda Mahshar</i>	
21	IS TIKTOK A NEW JOB BOARD?	65
	<i>Mohd Fazil Jamaludin, Mohd Shafiz Saharan & Khairul Azfar Adzahar</i>	
22	GENDER AS A MODERATING VARIABLES OF E-PAYMENT	67
	<i>Khairul Azfar Adzahar, Mohd Shafiz Saharan & Mohd Fazil Jamaludin</i>	
23	ODL'S POSTMORTHEM, STUDENTS AS CUSTOMER OR PRODUCT?	69
	<i>Shakirah Mohd Saad, Intan Nazrenee Ahmad & Rosliza Md Zani</i>	

VOICE OUT OR KEEP SILENT: DOES IT REALLY MATTER?

Etty Harniza Harun
etty@uitm.edu.my

Faculty of Business and Management, Universiti Teknologi MARA Cawangan Kedah

Musdiana Mohamad Salleh
diana001@uitm.edu.my

Faculty of Business and Management, Universiti Teknologi MARA Cawangan Kedah

Nor Aslah Adzmi
aslah787@uitm.edu.my

Academy of Language Studies, Universiti Teknologi MARA Cawangan Kedah

In an organization, the leader and employees play a vital role to ensure the objectives, vision and mission of the organization can be achieved. The relationship between these two groups is something unmeasurable and is always interesting to be highlighted because failure in bringing good relationship between these two parties may eventually lead to job dissatisfaction and may also lead to high workers turnover.

The successful relationship between these two parties is usually very much related to the satisfaction of workers in the organization. Job satisfaction here can be measured through the nine areas including pay, promotion, supervision, benefits, rewards, operation procedure, coworkers' relations, work itself and communication (Spector, 1985).

From the nine areas highlighted, the area focused in this paper is on the communication and this refers to communication between the leader and subordinates which is the voice. We must have heard of this statement "no news is a good news", and when transplanted into how management look into this matter is that when there is no respond meaning everything is good and acceptable at all levels of the organization. Does this really mean that keeping silent is good or is there any other factors of employees' attitudes of keeping silent?

In this paper, we will try to look at the concept of employee's voice and silence and the leading factors. Employee voice is informal and discretionary communication by an employee of ideas, suggestions, concerns, information about problems, or opinions about work-related issues to persons who might be able to take appropriate action, with the intent to bring about improvement or change (Detert & Burris, 2007; Morrison, 2011; Tangirala & Ramanujam, 2008; Van Dyne & LePine, 1998). Thus, it depicts the process of communication from lower to upper level and the communication can be in many forms from giving suggestions to the extent of expressing their concerns to the top management. The definition also implies how the upward management takes action towards the voice raised up to them. In contrast to employee's voice is the employee silence which implies the opposite character of voice.

Employee silence on the other hand is the action of employees who refuse to voice out and choose to remain silent despite they may have feedback or criticisms to share. Although chances are given, they choose not to say anything over matters within the organization to individuals who might be able to take action. These are people who are not engaged in voice and may instead choose to be silent. Looking at the action, it is interesting to know the reason behind, is it because of the employee's unwillingness to be engaged or is it because of fear of the consequences.

Table 1
Variables that can motivate or inhibit voice

	Motivators	Inhibitors
Individual dispositions	Extraversion Proactive personality Assertiveness Conscientiousness Duty orientation Customer orientation	Achievement orientation
Job and organizational attitudes and perceptions	Organizational identification Work group identification Felt obligation for change Job satisfaction Role breadth Control or influence Organizational support	Detachment Powerlessness
Emotions, beliefs and schemas	Anger Psychological safety	Fear Futility Image or career risks
Supervisor and leader behaviour	Openness Consultation Leader-member exchange Transformational leadership Ethical leadership Leader influence	Abusive leadership
Other contextual factors	Group voice climate Caring climate Formal voice mechanisms	Job and social stressors Climate of fear or silence Instrumental climate Hierarchical structure Change resistant culture

Source adapted from 2014 Annual Review of Organizational Psychology and Organizational Behavior

Table 1 highlights on the factors that motivate employee whether to speak or remain silent. Factors that motivate employees to speak were highlighted in column two under the motivators and factors that hinder employees to speak is highlighted in column three under inhibitors. The main concern in the table is on the factors that inhibit employees to voice out their opinion. For example, superior and leader behavior as highlighted in the table that is related to abusive leadership can be an alarming situation of how a leader's character can shape respond received from employee. Continuous feeling of being abused may lead to employee refused to voice out their opinion and leading to an autocratic style of leadership.

After looking at the factors that motivates and inhibits employees to speak, it is very interesting to look further on the effects of silence. As mentioned by (Morrison & Milliken,2000) significant level of silence can affect an organization such as high level of employee stress, dissatisfaction and disengagement which in the end may lead to undermine performance and retention. Bagheri (2012) mention that involvement of employees may encourage people to have the feeling of belongingness and can encourage them to speak freely. Thus, having an atmosphere that creates employee involvement with the management can also create relationship and better communication between the superior and subordinates.

REFERENCES

- Bagheri, G., Zarei, R., & Aeen, M. N. (2012). *Organizational Silence (Basic Concepts and Its Development Factors)*. *Ideal Type of Management*, 1(1), 47-58. Retrieved from https://www.researchgate.net/profile/Mojtaba_Nikaeen/publication/259383988_Organizational_Silence_Basic_Concepts_and_Its_Development_Factors/links/00463530707dcd184d000000.pdf
- Detert, J.R & Burris, E.R. (2007). *Leadership behavior and employee voice: Is the door really open?* *Academic Management Journal* 50:869–84
- Morrison, E.W. & Milliken, F.J. (2000). *Organizational silence: a barrier to change and development in a pluralistic world*. *Academic Management Review* 25:706–25
- Morrison, E.W. (2011). *Voice and silence within organizations: literature review and directions for future research*. *Academic Management Ann.* 5:373–412
- Morrison, E.W. (2014). *Employee voice and silence* *Annual Review of Organizational Psychology and Organizational Behavior*.1:173–97
- Spector, P. E. (1985). Measurement of human service staff satisfaction: Development of the job satisfaction survey. *American Journal of Community Psychology*, 13(6), 693-713.
- Tangirala, S. & Ramanujam, R. (2008). *Exploring nonlinearity in employee voice: the effects of personal control and organizational identification*. *Academic Management Journal* 51:1189–203
- Van Dyne, L.V. & LePine, J.A. (1998). *Helping and voice extra-role behavior: evidence of construct and predictive validity*. *Academic Management Journal* 41:108–19