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Employees silence and emotional well-being in hospitals

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Abstract---Employee silence among healthcare professionals is a significant issue since it can have a significant effect on an organization's success. Employee silence may prevent development of a solid and trustworthy connection between superiors and subordinates, which leads to higher turnover intentions, poor loyalty, and undesirable organisational behaviour. Every superior is responsible for ensuring that employees feel motivated enough to express their opinions. Also superiors must give special attention to promote the emotional well-being of the staff as poor well-being may act as a roadblock for organizational success. The purpose of this paper is to review the literature on employee silence and emotional well-being in hospital setting.

Keywords---hospitals, healthcare, emotional well-being, employee silence.

Introduction**Employee silence in Hospitals/Healthcare**

Healthcare especially hospitals is regarded as among the most dynamic industry in India as well as worldwide, and working in such an industry is quite stressful. The health-care industry has a lot of opportunities, but it also has a lot of obstacles. As one of the largest service industries, it faces numerous challenges, including unmanageable patient loads and consumer expectations, workplace violence, a shortage of health-care workers such as nurses and doctors, long working hours, inadequate infrastructure, and poor access to healthcare services in rural areas. Despite the fact that health care workers are required to confidently and clearly voice their thoughts and opinions without fear, there are times when hazards and errors go unreported. Such methods are not desirable since they

may endanger the patients' health and have a negative impact on their job satisfaction and motivation (Vogus, Weick and Sutcliffe, 2010). Non sharing of suggestions inhibit good decision-making, which can result in hospital injuries due to medical error. As a result, staff silence can pose a concealed risk to patient safety (Mrayyan, Shishani & Al-Faouri, 2007).

In general, Modern organizations want their staff to communicate their thoughts, be sensitive to difficulties in the workplace, not be hesitant to share their expertise and experiences, and defend their own and the organization's principles (Liu, Wu and Ma, 2009). In this regard, it is believed that achieving these standards will boost to the organization's growth. Employees in every firm, in fact, have ideas about how to strengthen their firms. While some employees communicate their feelings and views, many prefer to keep quiet, preventing helpful ideas from reaching the light of day and contributing to corporate progress. Employee silence is a phenomenon that enhances employee tardiness, attrition, and discontent while also being tremendously damaging to the organisation (Morrison and Milliken, 2000). Silence in the workplace is a group act, influenced by a variety of individual, organisational, and cultural elements.

Silence in the workplace has a series of adverse implications on both an individual and organisational level. Among the most significant challenges to organisational change and development is employee silence (Yildiz, 2013). Enterprises are unable to be aware of their staff' new ideas as a result of silence, and thus miss out on a significant chance for growth (Hischrman, 1970). While employee silence limits the adoption of good management decisions, it also prevents errors and issues from becoming evident and being addressed (Miller, 1972). When there is no appropriate feedback mechanism in place, errors and inefficiencies can become irreversible, with much more harmful repercussions (Milliken and Morrison, 2003).

Employee silence, according to Nafei (2016), is a type of behaviour in which employees refrain from speaking. Employee prefers to stay silent and refrains from expressing their opinion in an organisation in order to avoid any bad consequences. Karriker and Williams (2009) focused on the notion of Organizational justice, defining it as fair, impartial, and just conduct achieved by employees doing jobs in any firm, and claiming that this justice in treatment adds a significant value to employees' performance.

Emotional Well-being in Hospitals/Healthcare

The capacity to comprehend, accept, and exhibit ones self emotions correctly, as well as the capacity to admit personal constraints (Kozier et al. 2000), in combination with the ability to operate conveniently and efficiently is known as emotional well-being (Smeltzer & Bare 2004) .

Emotional well-being of healthcare professionals in the face of the growing trend of having to use a multiple-skills strategy in emotionally taxing workplace conditions. The health-care system in India is a challenging place to work for healthcare workers. Under-staffing, an inadequate training, congested hospitals, inadequate medical administration, a shortage of supervisory assistance,

excessive work times, and task overburden are among the issues (Aucamp,2003;Hall 2004). Restricted influx of new of nurses, along with a rise in the number of patients in terms of high levels of poverty , adds to such issues and places higher pressure on healthcare staff (Subedar.2005).A few of the outcomes of these difficulties is that healthcare workers including nursing staff in hospital setting are required to do multi-skill tasks on a daily basis.To put it another way, they are required to undertake jobs for which they've never received official training and are beyond their scope of practise.Healthcare staff may not get the opportunity to communicate freely as a result of which they show a tendency to remain silent which may affect the emotional well-being of the staff in a negative way (Adamovich et al. 1996;French, Plessis, and Scrooby,2011).

Literature Review

Emotional wellbeing

According to Scheepers et al (2019), boosting doctors' understanding of their emotions aids in fostering self-regulation of their behaviour. At work, the emotional well-being of health care staff is critical to their personal and professional advancement. Favourable positive emotional health of medical practitioners is required to deliver effective patient care, as they must be prepared to hear openly and empathise with patient anxieties and disturbed sentiments. Strong positive well-being among medical personnel fosters higher patient-safety performance (eg.medical error).

Pant and Agarwal (2020) conducted a thorough investigation into the mental well-being of workers working from home during the COVID-19 outbreak. Workers' feelings are mildly positive and varied in terms of loneliness, rage, and sadness, according to the survey. French, Plessis, and Scrooby (2011) conducted a study to look at the influence of the professional workplace on nurses emotional well-being and coping mechanisms. Semi-structured discussions were used to gather information from nursing staff. The study's results revealed that nursing staff have both positive and bad experiences. In order to offer outstanding patient care, nurses prioritise their job, beliefs, and group solidarity.

Chana (2015) conducted a research to look at the link between nurses' emotional well-being, compassionate attitude toward patients, and work performance. Data was gathered through the use of questionnaires in a survey. The study's findings revealed a strong link between employees' emotional well-being and overall compassionate attitude toward patients, as well as work performance. The study concluded that it is critical for health systems to promote their employees' emotional well-being, due to the effect on patient care.

Employee Silence

Modern management places a high value on continuous improvement of employee skills, knowledge, and abilities, motivating them to talk openly, share their ideas, and take initiative, inspiring them to be passionate about their work, meeting customer expectations, and working to make the organisation successful in the long run. Staff are motivated to have faith in their own ideas and beliefs and to

discuss them openly. This is a necessary component for an organization's survival and development of a competitive advantage. Several workers have complained that their workplaces don't always encourage openness, open sharing of information, or communication. As a result, workers may be hesitant to publicly express their thoughts and opinions about a situation (Brinsfield, 2012; Yalçın & Baykal, 2012).

(Morrison & Milliken, 2000) defined employee silence as a phenomena characterised by strong motivation to suppress vital information, thoughts, or suggestions concerning prospective organisational difficulties and concerns.

Forms of Employee Silence

Various academics have classified silence behaviour into distinct sorts in their studies. The three categories of employee quiet employed in the research framework in this study are listed below.

1. Acquiescent silence-It is the result of employees' perceptions that raising their voices will be futile and ineffective (Pinder & Harlos,2001). For instance, when an employee withholds information regarding a potentially hazardous workplace because he or she fears retaliation or when he or she does not believe that the organisation will resolve the matter, employee may engage in silence behaviour.
2. Defensive silence- It takes place when an individual conceals information on purpose in order to avoid unfavourable consequences(Pinder & Harlos,2001). Defensive silence is proactive in nature, involving an evaluation of alternative options and the desire to avoid negative repercussions motivates. As an example,if an employee is aware of a senior who has been participating in unethical behaviour or Deceitful trade practises, he or she many withhold this information on purpose due to fear of retaliation (e.g., job loss, refusal of promotion).
3. Pro-social silence-Withholding facts or data for the advantage of someone else as a result of worry for about others is known as pro-social silence.This type of behaviour is known as pro-social silence which is proactive in nature(Knoll and Van Dick,2013).

According to Milliken,Morrison and Hewlin,2003,Employees are strongly motivated to avoid speaking up in order to conceal their coworkers' faults in order to avoid embarrassment or to make an attempt to keep their social network intact.

Conclusion and Recommendation

According to the findings of the study, Well-being refers to a sense of success, such as getting the job done ahead of schedule, winning a reward, being respected or recognised, and so on. For healthcare professionals, it is critical to strike the right balance among a pool of human capital and prospective obstacles (Dodge et al, 2012). The well-being of the staff is determined with how his intellectual, emotional, and social resources are balanced against mental, physical, and social obstacles.

The health and happiness of employees is an important part of human resource administration. Employee well-being, improved job performance, and achievement of organisational goals have all been linked in research (Baptiste,2008). It is recommended that management staff, policymakers, as well as other parties use such findings to develop their staff to be more performing and engaged by giving better equitable treatment and reducing silence behavior in order to experience more benefits. It is also advised that researchers apply their findings to other every sector of the economy, with the incorporation of various major workplace psychology components, in order to more broadly generalise the findings and add to the literature.

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