

V. CONCLUSIONS AND IMPLICATIONS

A. Conclusions

Based on descriptive analyses regarding theories of Affective Commitment, Acquiescent Silence, Defensive Silence, Diffident Silence, as well as Deviant Silence, which are related to result of the study on employees of KPP Pratama Purwokerto, the conclusions are presented as follows.

1. Acquiescent Silence does not have negative and significant effect on Affective Commitment, meaning that an increase on Acquiescent Silence will not be followed by a decrease on Affective Commitment.
2. Acquiescent Silence does not have the most negative and significant effect on Affective Commitment, instead Defensive Silence proves to have the most significantly negative effect on Affective Commitment.
3. Defensive Silence has negative and significant effect on Affective Commitment, meaning that an increase on Defensive Silence will be followed by a decrease on Affective Commitment.
4. Diffident Silence does not have negative and significant effect on Affective Commitment, meaning that an increase on Diffident Silence will not be followed by a decrease on Affective Commitment.
5. Deviant Silence has negative and significant effect on Affective Commitment, meaning that an increase on Deviant Silence will be followed by a decrease on Affective Commitment.

B. Implications

Based on descriptive analyses regarding theories of Affective Commitment, Acquiescent Silence, Defensive Silence, Diffident Silence, as well as Deviant Silence, which are related to result of the study on employees of KPP Pratama Purwokerto, both theoretical and practical implications are presented as follows.

1. Theoretical Implications

- a. Despite the fact that previous study done by Dedahanov and Rhee (2015) concluded that Acquiescent Silence to be the main negative predictor of Affective commitment, the current study contributes to the silence literatures that the main predictor, which in the current study is Defensive Silence, can be vary depending on the organization structure and employee behaviors.
- b. The study covers up the investigation of two dimensions of silence, which are still rarely known, namely Diffident Silence and Deviant Silence (Brinsfield, 2013).
- c. The study can be used as a guideline to do future studies on similar theme, namely Employee Silence and Employee Commitment.

2. Practical Implications

- a. Result of the study demonstrated that Acquiescent Silence and Diffident Silence have no significant effect on Affective Commitment, meaning that employees of KPP Pratama Purwokerto shall maintain these acts since they might bring meaningful

discussion, ideation, or groupthink that can be source of feedback and invite different perspective.

- b. Result of the study demonstrated that Defensive Silence has negative and significant effect on Affective Commitment, meaning that employees of KPP Pratama Purwokerto shall be given chance to actually realize expressing ideas or solutions to problems are the primary thing to consider in order improving the organization, with *why, when, and how to present the ideas* to put into consideration.
- c. Result of the study demonstrated that Deviant Silence has negative and significant effect on Affective Commitment, meaning that employees of KPP Pratama Purwokerto shall consider carefully about their behaviors in finding a way to remain at the organization. Somehow, it is where they want to stay so acts such as harming another employee or even the organization could possibly bring negative impact to the organization as a whole. For instance, cause confrontation, anger, and stress among organizational members.
- d. The paper can assist management of KPP Pratama Purwokerto to be more aware of employees engaged to silence since it can be a culture, which might damage the organization, thus can take necessary steps to encourage employees voicing up their concerns and ideas.

- e. Hopefully, management of KPP Pratama Purwokerto will keep maintaining the employees to feel positive about the organizational aims, value, and goals in order to increase their emotional bonds and sense of belonging towards KPP Pratama Purwokerto as a whole organization.

C. Limitations and Directions for Future Research

Based on descriptive analyses regarding theories of Affective Commitment, Acquiescent Silence, Defensive Silence, Diffident Silence, as well as Deviant Silence, which are related to result of the study on employees of KPP Pratama Purwokerto, the limitations and directions for future research are presented as follows.

1. Responses of the respondents are related to their perceptions at that moment. This can cause response bias since researcher cannot fully control over the time spent to respondents filling in questionnaires.
2. The study investigated the link between four dimensions of silence and only one type of commitment. Therefore, it is suggested to future studies conducting research on associations between the multidimensional construct of silence and other types of commitment, namely Normative Commitment and Continuance Commitment.
3. Even though the study has covered up four dimensions of silence, it did not take account on investigating other dimensions of silence namely Relational, Ineffectual, and Disengaged (Brinsfield, 2013).