

RESEARCH ARTICLE

The Relationship between Organizational Silence and Organizational Citizenship Behavior: A Case Study at Kilis 7 Aralık University

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Abstract

The aim of this study is determining the relationship between the reasons of organizational silence and organizational citizenship behaviour. In the theoretical part of this article, the reasons of organisational silence and the dimensions of the organisational citizenship behaviours are explained in the conceptual framework. In the methodology part, 150 questionnaires were distributed to employees who work in Kilis 7 Aralık University by hand and 128 questionnaires were collected and analysed. With the data which derived from questionnaires, t-test, ANOVA and correlation analysis were conducted. At the end of the analysis, most of employees stated that they remain silent because of the fear of breaking relationship and managerial-organisational reasons. Besides, it is found that employees have displayed acts of courtesy the most. According to the Pearson correlation analysis, there is a negative and weak relationship between organisational silence and organisational citizenship behaviour. At the end of the study some suggestions were made for organisations which want to create an organisational climate that struggle with organisational silence.

Keywords: Organizational Silence, Organizational Citizenship Behaviour, Kilis 7 Aralık University.

Introduction

Organisational silence (OS), which is an important problem in organisations, can be described as an employee's absence from activities that provide progress for the organisation, refrainment from sharing opinions and concerns and deliberately not sharing innovative opinions. The organisational climate that is comprised by organisational silence causes employees not to display OCB and this situation prevents organisational development and success.

The aim of this study is to display the reasons of the organisational silence and its effects on OCB. In the theoretical part of this article, the reasons of organisational silence and the dimensions of the OCB are explained in the conceptual framework. In the empirical part, data from the questionnaire applied on Kilis 7 Aralık University is analysed.

Conceptual Framework

Organisational Silence (OS)

Silence can be considered to be related with morality elements such as humility, respect to

others, common sense and kindness. In social relationship, silence is described as avoidance of problems, nuisance and bothers [18]. Although the notion of silence is seen as a sign of commitment to the organisation at the beginning, it is in fact described as the intentional restraining of knowledge and opinions on organisational subjects and problems by employees [7]. According to another description, silence is that employees intentionally hide their ideas that may provide benefits for the organisation and solutions to its problems [16].

OS is a modern predicament of mankind who is becoming alienated to the world in which he lives in and of work life which is becoming ever more complicated. OS is an organisational problem which disturbs and silences today's employees who have high standards of living as a result of technological advancements and high income levels [12]. In organizations which have high levels of control, conflicting ideas are managed closely and tightly with fear, suppression and propaganda. In fact, the right way to manage

conflicts and difference of opinions is an honest dialog [5]. Within this context, organizational

climate should be constituted from different sources such as speaking about suggestions and worries, discussing problems, letting complaints by managers [26]. A democratic and qualified environment can be constructed through this way. Otherwise, decisions which are made without a discussion and negotiation will not be transparent [5]. The eagerness of employees to explain them, make suggestions and point out any incorrect processes will give rise to a situation that is important and beneficial at the management level [25]. Employees who are closest to the organisation's operations and those who are in strategic positions can create an impact to guide organizational citizenship behaviour [5].

Reasons for Organisational Silence

In the past, employees' silence was regarded as commitment sign of adaptation, but nowadays it is known that it is a reaction and social withdrawal [9]. The reasons of this reaction and social withdrawal behaviour are explained below:

Distrust against Managers

Topics that have been discussed most actively in research during recent years are decision making processes, the inability of managers, inequitable sharing, organisational inefficiencies and weak organisational performance. Employees believe that talking honestly about these topics will not create differences, they are afraid of getting negative feedback [24] and believe they will be punished if they oppose the organisation [17].

The fear of Social Isolation

The main reason of employees' silence towards organisational problems is fear and beliefs that are sourced from this fear. The origin of the social isolation fear is the thought that "if I express problems within the organisation, it will cause other problems". Characteristics of organisations do not allow employees to express problems related to the organisation and its hierarchical structure. Speaking about problems and concerns is perceived by managers as negative behaviour and this situation has a negative impact on employees. Negative perception and a negative label can cause these problems:

- Trust and respect diminishes towards the employee
- The employees' social relationships within the organisation become weaker and in time the employee may even be socially excluded.
- Employees believe that their behaviours and attitudes may damage their social position

within the organisation and that this will have a negative impact on him/herself. Employees

cannot work effectively without having a strong social position within the organisation [15]

Past Experiences

Employees can learn being silent not only from bad personal experiences but also from conversations with their colleagues [15]. Employees who were under the influence of past experience may avoid reporting problems to their superiors or ignore them even though they realise problems early. Employees may prefer being silent by thinking that reporting problems may not work and cause problems with superiors [10].

The Fear of Breaking the Relationships

Even though employees realise the weaknesses of organisational structure and processes, they may decide not to propose solutions by realising that other employees will not be happy with this situation. The real reason of the employee refraining to give solutions is the fear of breaking the relationships with other employees. An important source of organizational silence is the protection of relationships with other employees that are regarded as valuable [16]

Speaking Up Perceived Too Risky

Employees do not volunteer to mention their problems; they believe it is risky to do so [17]. Employees do not want to explain their ideas because they are afraid of being perceived as the employee who creates problems and cannot get a promotion. Therefore, it is necessary that employees should not be afraid of sharing opinions on organizational issues for successful team works [29].

Types and Forms of Organisational Silence

Employees show their silence behaviour in many ways within the organisation which they display intentionally and consciously. These different ways of displaying OS can be listed as employee obedience, deaf-ear syndrome, remaining passive and acquiescence. **Employee obedience** expresses the full acceptance of organisational conditions and situations without questioning and stresses on the limited awareness of current alternatives. **Deaf-ear syndrome** is defined as organisational inaction and this situation is in effect an organisational norm where employees refrain from openly expressing their discontent [23]. Another silence behaviour within organisations is *remaining passive and acquiescence*. Employees may choose being silent and passive about organizational issues which are sensitive in order to protect themselves against

any reputational damage [15]. Employees' perception of risk in speaking out and their refrainment from sharing their ideas prevents and delays solutions to existing problems, or makes them difficult. Employees will generally ignore situations if they believe they cannot create a difference and they will be unwilling to share their ideas and opinions [9].

Pinder and Harlos distinguished OS types into 2 categories which are Acquiescent Silence and Defensive Silence [23]. Dyne et al added a third category; Pro Social Silence. In this study the types of organizational silence are explained in the following three categories [9].

Employee Motive ↓ Type of Behaviour →	Employee Silence Intentionally withholding work-related ideas, information, and opinions
Disengaged Behaviour Based on Resignation Feeling unable to make a difference	Acquiescence Silence Examples: Withholding ideas based on resignation Keeping opinions to self due to low self-efficacy to make a difference
Self-Protective Behaviour Based on Fear Feeling afraid and personally at risk	Defensive Silence Examples: Withholding information on problems based on fear Omitting facts to protect the self
Other-Oriented Behaviour Based on Cooperation Feeling cooperative and altruistic	Prosocial Silence Examples: Withholding confidential information based on cooperation Protecting proprietary knowledge to benefit the organisation

Fig 1: Examples of specific types of silence

Source: [9]

Acquiescent Silence

Acquiescent silence is defined as employees not sharing their knowledge and ideas on a situation as a result of their acceptance of changes related to a problem, situation or subject. Employees who possess the acquiescent silence characteristic exhibit behaviour of accepting the current situation and they do not realise that alternatives exist.

Figure 1 shows cases of Acquiescent Silence which define behaviour that is purposely passive or uninvolved. For instance, an employee may hide her/his ideas about a change, because the employee believes that speaking up is useless and will not change anything. On the other hand, an employee may withhold knowledge and ideas with the conviction that he/she cannot affect the situation due to low self-efficacy. The notion of silence in these two examples is caused by the employee's fundamental acceptance. If employees believe that they cannot create a difference in situations, they disengage with work, and they become reluctant to contribute to the organisation [9].

Defensive Silence

Employees have two fundamental goals that stand out amongst others. The first one is earning money to cover costs for themselves and their families, and the second one is ensuring they are accepted among other people in the workplace and having social capital. In order to achieve these goals, employees may prefer to be silent in some situations [11].

Figure 1 shows particular examples of defensive silence. The refrainment from sharing information as a result of fear that it is too personally risky to do so is a form of defensive silence. The exclusion of facts by an employee related to an issue with the intention of protecting oneself is another example. This self-protecting behaviour may be driven from the fear of being found guilty in causing the problem. Likewise, employees concealing their personal faults in order to protect themselves is a form of defensive silence [9].

Prosocial Silence

Pro-social silence can be described as employees not expressing their work related knowledge and

ideas in relation to a collaboration motive to benefit the organisation or other employees. This silence is displayed actively and intentionally [28]. Particular examples for prosocial silence can be seen in Figure 1. For instance, employees may protect their knowledge for the advantage of the organisation by displaying cooperative and other-oriented behaviour. Likewise, the non-disclosure of information with the intention of protecting its confidentiality and preventing unwanted third parties from accessing it could be regarded as prosocial Silence. Another reason for hiding information is if the employee is in a position which is not suitable to discuss that information. Finally, the protection of private information is also an example of prosocial silence. It involves not sharing personal information about others inappropriately and keeping them safe. One can see in these examples that it is up to the employee to deliberately and proactively refrain from conveying particular ideas, knowledge or solutions with the intention of the organisation being the beneficiary of this behaviour [9].

Organizational Citizenship Behaviour (OCB)

Organizational citizenship behaviour can be described as being attached to the organization and the employee conviction that he/she is a part of the organisation. Organizational citizenship behaviour is beyond the official job description. It exceeds job role requirements and expectations. It covers the behaviours that are beyond the voluntary roles assumed by employees in order to contribute to the organisation. The OCB concept reflects personal voluntary behaviours which contribute to the sociological and psychological climate of the organisation [27].

There is a difference between official organisational behaviours and OCBs. Behaviours which are not official can be described as “OCBs” or “good soldier syndrome”. Good soldier syndrome prevents unwanted behaviours such as looking for mistakes of colleagues, arguing with other employees and complaining about other employees. It covers being punctual and innovative, helping others and volunteering [21]. According to Organ, there are three fundamental characteristics of OCB: 1) OCBs are voluntary, 2) official reward system does not reward these behaviours, 3) in total they improve effective functions of the organisation [20]. OCBs improve organisational performance and effectiveness, employees’ productiveness, productiveness in using and sharing resources, the orientation ability and coordination between employees and departments [32].

The Dimensions of the Organisational Citizenship Behaviour

When the literature about OCB is examined, it is seen that there is no consensus about categorisation of the dimensions and there are different categories in different studies. However, the most commonly used is Organ’s categorisations. These dimensions are listed below [30]:

Altruism: assistance to an individual colleague on a task,

Courtesy: warning other people in the organization regarding changes which may have an impact on their work

Conscientiousness: conducting one’s tasks in a manner that exceeds the minimum requirements

Sportsmanship: avoiding complaining about insignificant issues

Civic virtue: taking part in the management of the organization.

Organizational citizenship behaviour aims to maximise the productivity of the organisation and it protects the organisation from unwanted and destructive behaviours by creating effective coordination. People who work in effective organisations work beyond the official job responsibilities. They do not work because of orders, obligations or compensations. Their devoted behaviours are not in the official job description and they just comply with the organisation’s arranged operation [3].

Literature Review

Milliken and others, aimed to identify the reasons why employees were unwilling to get a promotion and why employees chose to be silent in work related relationships. In the interviews that were conducted with 40 employees who were subject to these specific situations, it was found that the most important reasons of silence were the fear of prominence and negative reputation if they stopped being silent [15].

Cakici, conducted a study which aimed to determine the subjects in which employees remained silent and their reasons and how employees perceived the consequences of silence in a university. He found that 70% of university staff prefers being silent and 30% of them choose to speak up. The subjects which employees prefer being silent are ethical issues and responsibilities, management issues, employee performance, improvement process and work facilities [6].

Bayram, conducted a research which aimed to determine the level perception of OS of academics. At the end of his research, he observed that academics received scores from the OS scale which create meaningful differences based on their age, title, term of employment and administrative functions. In particular, the fear of social isolation was observed to be effective on academics to prefer silence [4].

Kahveci, tried to determine the level of teachers` and managers` OS and organisational commitment and the relationship between them in primary schools. According to this study, the level of OS perception of participants is high. This result shows that teachers and managers who work in primary schools cannot speak up their problems and they generally prefer to be silent [13].

Moreover, Alparslan, carried out a similar research with academics and he found that academics do not have OS perception and they do not display silence behaviours [2].

Donaghey and others, wrote an article called "Conceptualisation of the Employees` Silence: Issues and Suggestions". With references to their article, we can say OS is a management problem [8].

Nikmaram and others, conducted a study to determine the relationship between OS and organisational commitment where 313 professors and 187 officers from Tehran University were used as test subjects. The results of the correlation analysis and t-test were compared. In these two groups, there is a correlation between employees` silence and organisational commitment, but the strength of the correlations are different for each group. It was observed that the relationship is stronger amongst the professors [19].

Panahi and others, examined the factors which influence OS and their impact on organisational commitment in the Payame Noor University. 260 employees participated in this study. According to this study, there is an important and meaningful relationship between the dimensions of OS and employees` organisational commitment. Besides this, management pressure and the decreasing opportunities of employee communication increase employee silence [22].

Aliogullari, did a questionnaire study with 256 employees who work in Erzurum medicine

distribution companies and the Erzurum State Hospital to examine the relationship between OS and OCB. This study determined a negative relationship between OS and OCB. Meaningful differences were found in terms of employee age, sex, educational background, term of employment and the type of company [1].

Kilinc, tried to expose OCB, OS and employee performance and the relationship between them. He carried out his study nurses and doctors. According to the study which was conducted by Kilinc, nurses show more mercy, altruism, kindness than doctors who are also academics. With regards to assistant doctors, they displayed more accepted silence behaviour and defensive silence than nurses [14].

Methodology

The Model of Research

Firstly, whether or not there is a meaningful relationship between the demographic characteristics of employees and OS was investigated by determining the demographic characteristics of employees. Then, the relationship between OS and OCB and its direction was determined.

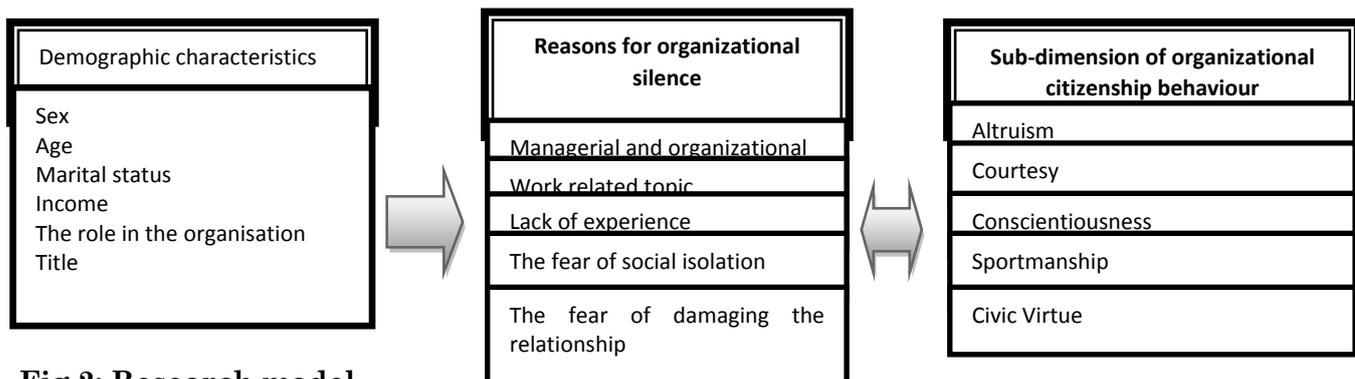


Fig 2: Research model

The universe of this research is people who were

employed by Kilis 7 Aralik University during

2013. 128 of 150 surveys which were distributed by the random sampling method were returned back. Therefore, in this case the sample is 128 employees of Kilis 7 Aralık University.

The Method of Data Collection

Data collection was carried with two scales. The first scale is the OS Scale which was developed by Cakici and consists of 28 items. The second scale is the OCB Scale with 5 dimensions which was developed by Organ and consists of 47 items. The reliability tests of the scales were conducted. The Cronbach's alpha coefficient of OS scale is α 0.964 and Cronbach's alpha coefficient of OCB scale is α 0.910. Reliability coefficients of the scales are higher than 0.80, so it can be said that the scales have high a level of reliability. Furthermore, questionnaires were distributed by hand to participants by researchers.

Analysing the Data

SPSS v18, which is a statistical data analysis programme, was used to analyse the collected data. Once an evaluation has been carried out to

determine whether or not the data fulfils parametric conditions, statistical tests (t-test and One-way Anova) were conducted to identify whether or not there is a relationship between OS and OCB. Besides this, the relationship between OS and OCBs was determined using correlation analysis.

Results and Interpretation

This part of the study will present the frequency and percentage distributions of employees' demographic information, the agreement levels of employees to statements on the OS scale and the findings on whether or not there are relationships between demographic characteristics and OS and OCB. Furthermore, this section also contains findings on the relationship between OS and OCB.

Demographic characteristics of participants were examined in terms of frequency and percentage range of sex, marital status, age, income, duty in the organisation and term of employment.

Table 1: Demographic characteristics of employees who have participated in the research

Demographic characteristics	Frequency (F)	(%)
Male	81	63.3
Female	47	36.7
Married	62	48.4
Single	66	51.6
21-30 years old	71	55.5
31-40 years old	44	34.4
41-50 years old	13	10.2
781 TRY-1560 TRY	11	8.6
1561 TRY-2340 TRY	47	36.7
2341 TRY-3120 TRY	57	44.5
3121 TRY-3900 TRY	6	4.7
3901 TRY and higher	7	5.5
0-1 years	38	29.7
2-3 years	40	31.3
4-5 years	27	21.1
6-7 years	9	7.0
8-9 years	1	.8
10 years and more	13	10.2
Academics staff	67	52.3
Administrative staff	61	47.7
Total	128	100

The majority of participants are male (63.3%) and 36,7% are female. 48.4% of participants are married and 51.6% are single. With a proportion of 55.5%, 21-30 years is the age range to which most participating employees belonged whereas employees from the 41-50 years age range were

the minority with a proportion of 10.2%. When the range of income is examined, one can see that 44.5% of employees get a salary between 2341-3120 TRY. 4.7% of employees' salaries are between 3121-3901 TRY. 52.3% of the employees who took part in this research are academic staff

whilst 47.7% are administrative staff (Table 1). The arithmetic mean and standard deviation of 28

questionnaire expressions are given in the table below using the 5 Likert scale.

Table 2: The level of agreement by employees to statements that are intended to identify the reasons for employee silence

Expressions	1 (%)	2 (%)	3 (%)	4 (%)	5 (%)	Mean	Std deviation
I do not say my problems because I do not trust my manager.	44.5	20.3	20.3	6.3	8.6	2.14	1.29
I do not speak up because managers show so-called attention	40.6	22.7	13.3	15.6	7.8	2.27	1.34
I think that speaking up is unnecessary because my manager is not as good as his word	49.2	21.1	11.7	7.8	10.2	2.09	1.35
There is a culture which does not support speaking up at my workplace	28.9	25.8	15.6	14.8	14.8	2.61	1.42
My managers do not support speaking up	32.8	25.8	15.6	16.4	9.4	2.44	1.34
My manager's "I am the best behaviour" makes my speech senseless	38.3	18.8	12.5	13.3	17.2	2.52	1.52
There is no formal mechanism which support speaking up	28.9	18.0	21.9	18.0	13.3	2.69	1.40
I think there is a conflict with managers about job's principles and correct behaviours	31.3	21.9	25.0	11.7	10.2	2.48	1.31
My speaking up does not contribute	25.8	20.3	18.0	21.1	14.8	2.79	1.41
strict hierarchy prevent me to say my ideas	35.9	20.3	12.5	16.4	14.8	2.54	1.48
I think the relationship with my manager is reserved	16.4	25.0	25.0	21.9	11.7	2.88	1.26
The people who speak up are exposed to assault and injustice	29.7	19.5	17.2	19.5	14.1	2.69	1.43
Speaking up may cause that losing my job	51.6	18.0	9.4	10.2	10.9	2.11	1.41
When I state a problem. my position may be changed	47.7	21.1	11.7	12.5	7.0	2.10	1.31
The people who state problems are not welcome	22.7	16.4	23.4	18.8	18.8	2.95	1.42
When I speak up. my manager or my colleagues may have bad attitudes to me	27.3	25.0	23.4	12.5	11.7	2.56	1.32
New ideas and suggestions may increase my work load	26.6	25.8	21.1	16.4	10.2	2.58	1.31
I do not have enough experiences to state a problem or suggest something	39.1	31.3	18.8	7.0	3.9	2.05	1.10
problems about job and workplace are not my business, managers' business	39.1	29.7	18.8	7.0	5.5	2.10	1.16
The subject I mention may find out my lack of experiences and knowledge	53.9	26.6	14.8	2.3	2.3	1.73	0.96
It is not important my ideas because I am in the low position	39.1	16.4	15.6	15.6	13.3	2.48	1.46
When I state a problem, people see me as a problematic/complainer person	28.9	24.2	15.6	18.8	12.5	2.62	1.39
State a problem decrease respect and trust to me	35.2	23.4	21.9	12.5	7.0	2.33	1.26
My manager react in a bad way to negative feedback	33.6	25.0	19.5	15.6	6.3	2.36	1.23
When I state a problem, people see me as a troublemaker/mischief maker	35.2	21.1	17.2	13.3	13.3	2.48	1.42
When I talk about problems, my relationship may be broken	30.5	32.8	14.1	14.8	7.8	2.37	1.27
When I speak up, people do not support me	14.8	31.3	27.3	17.2	9.4	2.75	1.18
My managers do not like when I talk about problems or issues	25.0	29.7	17.2	17.2	10.9	2.59	1.32

N=128; Scale: 1=Never 2

=Rarely 3=Sometimes 4=Generally 5=Always

When the expressions which pertain to the reasons of remaining silent are examined in terms of mean values, it can be seen that employees stated they are silent because of the fear of breaking the relationships (mean 2.57) the most. Besides this, employees think that if they speak up, other employees do not support them. Another

silence situation (with 2.51 mean) arises from managerial and organisational reasons. Employees have stated that their lack of experience is the weakest motivating factor in their silence. The mean agreement levels of employees to statements that are intended to

identify silence reasons indicate that employee silence rates are low.

When the differences between employees' demographic characteristics and their reasons of being silent are examined, there is no meaningful difference in terms of sex, age, marital status, term of employment and title, because it can be

seen in the table 3 that p-value is higher than 0.05 ($p > 0.05$). However, when it comes to salary, there is a meaningful difference because the p-value is lower than 0.05 ($p < 0.05$). It can be said that the employees who get salary between 1561-2340 TRY show silence behaviours more than other groups.

Table 3: The differences between employees' demographic characteristics and being silent

Organisational silence	N	mean.	Std.deviation	T	P
Male	81	2.39	0.91	.404	0.526
Female	47	2.52	1.03		
Married	62	2.46	1.03	2.4	0.124
Single	66	2.42	0.88		
21-30 years old	71	2.52	0.95		
31-40 years old	44	2.41	0.99	1.024	0.362
41-50 years old	13	2.11	0.82		
781 TL-1560 TL	11	1.74	0.31		
1561 TL-2340 TL	47	2.66	0.95		
2341 TL-3120 TL	57	2.44	0.99	2.635	0.037*
3121 TL - 3900 TL	6	1.94	0.81		
3901 TL and greater	7	2.48	0.96		
0-1 years	38	2.56	0.88		
2-3 years	40	2.37	1.06		
4-5 years	27	2.60	1.02	1.226	0.301
6-7 years	9	2.29	0.94		
8-9 years	1	3.46	0		
10 years and more	13	1.97	0.47		
Academic staff	67	2.42	1.03	2.580	0.111
Administrative staff	61	2.46	0.87		

When the mean values are examined, it can be seen that female employees show more silence behaviours than male employees. Besides this, married employees show more silence behaviours

than single employees. Also, employees who are academics show less silence behaviours than administrative employees.

Table 4: Organisational citizenship behaviours of employees

	Mean	Std. Deviation
Altruism	4.14	0.64
Courtesy	4.27	0.61
Civic Virtue	3.84	0.98
Conscientiousness	4.14	0.59
Sportsmanship	3.04	0.49

According to the average values of statements that are intended to identify OCB of employees, it is apparent that employees have displayed acts of

kindness the most. Furthermore, employees expressed that they are respectful to others' rights, they are sensitive about their behaviours'

impact on others and they avoid creating problems for colleagues. Other dimensions of OCB are altruism and courtesy (4.14 and 4.27). Within this context, employees declared that although they are not obligated, they carry out their duties on time and they helped new employees by introducing them to the organisation. Employees display sportsmanship behaviour the least. Also, employees stated that they do not tend to exaggerate problems. The mean values of the expressions which are intended to determine employees' OCB show that employees have a high level of OCB.

When the differences between employees' demographic characteristics and OCB are examined, it can be seen that there is no meaningful difference in terms of sex, marital status, term of employment and title ($p > 0.05$). On the other hand, p-values in relation to salary and age are lower than 0.05 ($p < 0.05$), which means there is a meaningful difference. In this context, it can be said that employees who get a salary more than 3901 TRY and who are in the 41-50 age range show more OCB (table 5).

Table 5: The differences between employees' demographic characteristics and OCB

Organisational Citizenship Behaviours	n	mean	Std. deviation	t	P
Male	81	3.88	0.42	.129	0.720
Female	47	3.86	0.46		
Married	62	3.90	0.50	3.786	0.540
Single	66	3.85	0.37		
21-30 years old	71	3.86	0.38		
31-40 years old	44	3.81	0.49	3.444	0.035*
41-50 years old	13	4.16	0.46		
781 TL-1560 TL	11	4.02	0.34		
1561 TL-2340 TL	47	3.82	0.41		
2341 TL-3120 TL	57	3.82	0.46	2.792	0.029*
3121 TL - 3900 TL	6	4.17	0.19		
3901 TL and greater	7	4.24	0.45		
0-1 years	38	3.78	0.38		
2-3 years	40	3.91	0.43		
4-5 years	27	3.87	0.39	0.738	0.596
6-7 years	9	3.87	0.46		
8-9 years	1	4.02	0		
10 years and more	13	4.03	0.66		
Academic staff	67	3.89	0.45	0.000	0.984
Administrative staff	61	3.86	0.42		

According to table 6, there is a negative and weak relationship between OS and OCB ($r = -0.382$). Based on this result, one can observe that as the employees' level of OS increases their OCBs are reduced.

There is a negative and weak relationship between managerial and organisational reasons of OS and altruism, courtesy, conscientiousness. Also, there is a negative and medium relationship

between OS and civic virtue. Furthermore, there is a positive and weak relationship between OS and sportsmanship.

Table 6 shows the results of correlation analysis between OS and OCB. According to the results of this analysis, there is a negative and very weak relationship between work related topics and altruism, courtesy, conscientiousness dimensions of OCB.

Table 6: The Correlation Analysis between OS and OCB

		OCB	Altruism	Courtesy	Civic Virtue	Conscientiousness	Sportsmanship
Organizational Silence	Pearson Correlation Sig. (2-tailed) N	-.382** .000 128					
Managerial and organizational reasons	Pearson Correlation Sig. (2-tailed) N		-.276** .002 128	-.295** .001 128	-.502** .000 128	-.320** .000 128	.037 .677 128
Subjects about job	Pearson Correlation Sig. (2-tailed) N		-.165 .063 128	-.153 .085 128	-.436** .000 128	-.240** .006 128	.009 .917 128
Lack of experiences	Pearson Correlation Sig. (2-tailed) N		-.300** .001 128	-.313** .000 128	-.309** .000 128	-.420** .000 128	.035 .698 128
The fear of social isolation	Pearson Correlation Sig. (2-tailed) N		-.235** .008 128	-.225* .011 128	-.486** .000 128	-.307** .000 128	.084 .345 128
The fear of breaking relationship	Pearson Correlation Sig. (2-tailed) N		-.227** .010 128	-.221* .012 128	-.460** .000 128	-.284** .001 128	.024 .784 128

Moreover, there is a negative and weak relationship between civic virtue and OCB. Also, there is a positive and weak relationship between sportsmanship and OCB.

Lack of experience and the altruism, courtesy, conscientiousness, civic virtue dimensions of OCB are negatively and weakly correlated. There is a positive and weak relationship between sportsmanship and the lack of experiences.

Results also show that a negative and very weak relationship exists between the fear of social isolation and the altruism and courtesy dimensions of OCB. Also, the relationship between the fear of social isolation and the civic virtue and conscientiousness dimensions of OCB is negative and weak. However, between the sportsmanship dimension and the fear of social isolation, there is a positive and weak relationship.

Furthermore, fear of breaking the relationship and the altruism and courtesy dimensions of OCB are related negatively and very weakly. Between

the fear of breaking the relationship and the civic virtue and conscientiousness dimensions of OCB, there is a negative and weak relationship. However, the fear of breaking the relationship and the sportsmanship dimension of OCB are correlated positively but weakly.

The results of this study which aims to examine the relationship between OCB and OS in Kilis 7 Aralık university using correlation analysis are compatible with the results of prior studies.

Conclusion and Suggestions

In light of modern management approaches, human resource is the most important source for organisations to reach their goals, whether the organisation's agenda contains economic profit or not. The most important competence of organisations is benefiting from human capital which is an effective factor of intellectual capital [2]

It can be seen that the reasons of OS, which is described as hiding ideas intentionally, are that employees do not want to be seen as problematic

and complaining individuals and they think that the relationship with managers is reserved. In this context, OCB, which is described as voluntary behaviours of employees, is a regulatory element for the employee relations and the workplace. Employees think that speaking up is risky, and this thought prevents them to present new and useful ideas. Employees' fear, anxiety and stress have a negative effect on their OCB. Employees' voluntary behaviours decrease based on increasing OS.

According to the correlation analysis, one can see that there is a negative and weak relationship between OCB and OS. According to this result, one can observe that as the employees' level of OS increases their OCBs are reduced. Employees think that if they state a problem, they can be seen as a complainer or troublemaker and they believe that they have a reserved relationship with their managers. For this reason, they choose to be silent within time. In this case, the courtesy and conscientious dimensions of OCB will be damaged. Based on this, employees will not do their duties on time and they will not try to keep up with organisational changes. They will lose their respect to their colleagues and will not help

them. Also, they will have a tendency to exaggerate problems.

Consequently, organisations have to make provisions against the negative effects of OS on OCB. With the results obtained from this study and from the literature, the following may be suggested:

The organisational climate which supports employees to speak up has to be created. In this climate, employees will volunteer to contribute to the organisation's prestige and development. OS is undoubtedly a negative behaviour for any organisation; so therefore organisations should try to prevent OS from increasing. Hence, managers must encourage employees to speak up. Employees who show an interest in the organisation's meetings, problems and activities must be awarded.

To decrease the levels of OS and to increase OCB, organisations must create transparent communication channels, be open-minded to suggestions which come from employees, and be prepared for criticisms. Finally, decreasing OS to a minimum level will ensure that OCB levels are maximised.

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