The Role Of Self-Efficacy Perception in Silencing Organization: A Study On Accommodation Enterprises in Alanya

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Extensive Summary

Introduction

Without doubt, one of the key factors that determine the success of organization is company's employees. As employees have a key factor in determining the success of business, it has led the researches to identify the variables that affect the behaviors of workers within the organization in a positive or negative way. It is a known phenomenon that employee's behaviors and performances are in relation with many organizational variables dated from the studies of Hawtorne and Harwood (Şimşek ve Akkaş, 2014: 122). One of the variables that affects both the business and worker's performance in a negative way is the organizational silence concept. Organizational silence, which is expressed as not sharing of ideas, thoughts and knowledge deliberately within the organization, does not allowed for troubleshooting and the failure recovery in businesses.

The collectivize of silence in businesses makes the organizational silence climate and so it causes the stagnant of organization. This is an objection to achieve the compliance within the organization. Employees in an organization that formed silence climate continue to remain silent as they think when they speak it will not be effective and they will have a dangerous situation. Thus, depending upon employee's performance the efficiency declines, business becomes distant from its targets, it has an unsuccessful position against its compitetors and it can not present continuity. To avoid this situation, businesses need to give opportunities to employees whose personal belief is high and who have more possessive feelings on their job; try to ingratiate themselves by introducing their qualifications and are self-reliant; could express their views without fear and hesitation; share their knowledge by considering the benefits of organization; could take on more responsibility; could protect and defend to business against external threats. Hence, the importance of self –efficacy concept should be understood. Because people, who are with high self – efficacy, have beliefs about their ability to overcome

what is expected from them; to achieve on the basis of experiences acquired from life; to make difficult and uncertain tasks.

The presence of employees, who have high self – sufficiency belief in businesses, is an effective factor for a company to provide success easily. However, it is needed to create a democratic environment within the organization in order to take maximum advantage from those, who have this feature, and to keep them in business. This environment may be possible by presence of healthy communication towards bottom to top, distribution of fair wages, rewarding to employees for feeling valued themselves, using of motivational tools such as promotion opportunities, healthy working conditions, the opportunity to participate in management, having a management strategy which they could share their thoughts, ideas and knowledge and applying this strategy.

No matter how strong financial resources and technological equipment of accommodation businesses, their success level will be low as long as there are factors causing the organizational silence. These factors could cause getting into inhibition sense, losing objectives and disappointment for employees. Because employees, who want to participate actively in discussion and concluding of decisions that concern them within the organization, want to have a voice in the management and perform the work that they want, according to their knowledge and skills. Not only are employees satisfied by getting well financial possibilities but also they are satisfied by meeting their psycho-social needs, which increase their self-confidence, such as achieving, being appreciated, coming to a position that is seen significant by the others. Therefore, employees should be encouraged to think constructively for solving problems and the effectiveness of employees within the organization should be provided in order to increase efficiency and achieve maximum profit in accommodation businesses. In this context, the determination of impact of self-efficacy perception on organizational silence creates the main objective of the research.

Method

Quantitative research methods were used in this study.Quantitative approach, which is known as empirical approach or numerical approach, has consisted at the beginning of 20th century when the social sciences shaped by adapting to research methods and data collection techniques, which physical sciences have used, to the social sciences (Özdamar vd., 1999, s. 6). (Quantitative research method is a research model that reveals phenomenon and events by objectifying them observable, measurable and accessible as numerical.

General profile of respondents was tried to determine by descriptive research model by giving knowledge about demographic and occupational characteristics of hotel employees who participated to the research. Then, frequency and percentage analysis were used for interpreting to data relating to demographic and occupational characteristics of hotel employees and determining whether employees have thoughts and ideas relating to contribute to business. Factor analysis, which is related to organizational silence and self-efficacy scale, was conducted. As a result of factor analysis, reliability coefficients (Cronbach's Alpha) was calculated in testing reliability of obtained dimensions. However, Mann-Whitney U Test and Kruskal-Wallis Test was used for determining whether reasons of hotel employees' silence and self-efficacy differ from according to demographic and occupational characteristics. Correlation analysis was conducted for determining the relation between self-efficacy and

organizational silence. (Regression analysis was also conducted to express mathematically the impacts of employees' self-efficacy on reasons of silence.

Findings

It could have a vital importance for maintaining the existence of an organization to benefit from employees' different ideas and thoughts, which are innovative and generating solutions of problems, and create an open and intimate organizational culture. However, although it is considered that the most important factor for businesses is human, according to the researches it was revealed that employees can't declare their ideas and thoughts clearly and prefer to remain silent (Çakıcı, 2010; Taşkıran, 2010; Bildik, 2009; Erol, 2012; Erenler, 2010). (In recent years, the concept of organizational silence has been an investigated and important issue in the field of business and management. Another variable, which has a significant impact on the business' and employee' performance, is also self-efficacy. Self-efficacy, which expresses individual's belief relating to perform and success a task, has a determining position for performing individual's undertaking tasks successfully. In this context, determination of the impact of self-efficacy perceptions of employees', who work at three, four and five-star and apart hotels in Alanya, on organizational silence has formed the main objective of the research.)

According to the result of frequency analysis for determining of employees' thoughts and ideas relating to contribute to business, it was identified that most of employees have thoughts and ideas relating to contribute to business. In addition, Mann-Whitney U Test and Kruskal-Wallis Test was used for determining whether these ideas and thoughts differ from each other according to variables relating to demographic and occupational characteristics. As a result of the tests, according to the gender variable, when compared to female employees to male employees, it was identified that male employees constitute the majority of participants who have ideas and thoughts that are increasing quality of service in businesses, forming innovation, reducing operating costs, providing and enhancing employee satisfaction, differentiating to the business by bringing in the foreground from the other businesses.

According to the marital status variable, it was identified that married employees' ideas and thoughts relating to contribute to business are relatively higher than unmarried employees. According to the age variable, it was determined that there isn't a significant difference among employees' ideas and thoughts relating to contribute to business.)

According to education variable, it was determined that those, who declare that employees have ideas and thoughts relating to contribute to business, are bachelor degree as the highest but elementary educated are the lowest. According to working department and position, it was identified that the front office and management department have more ideas and thoughts relating to contribute to business.

As a result of factor analysis, it was determined that the reasons of employees' organizational silence behaviors were gathered under five factors. These factors were named as "the fear of losing job because of issue of trust and isolation fear", "fear of damaging relations", "remain silent after experience and useless activity belief", "management policy and mentality", "lack of experience and knowledge". It was observed that participants prefer particularly to remain silent rather than to share their ideas and thoughts because of trust issue and fear of losing work and isolation. Subsequent factors are management policy and mentality are the fol. As a result of

factor analysis applying self-efficacy scale, it was determined that self-efficacy consist of three factors. These factors were named as "weakness of struggle power", "decisiveness" and "being closed for innovation".

As a result of correlation analysis relating to organizational silence and self-efficacy dimensions, it was determined that there is a statistically meaningful relation among employees' self-efficacy and organizational silence behaviors. According to results of correlation analysis, it was reached that employees' organizational silence behaviors decrease when employees' self-efficacy beliefs increase. As a result of Regression analysis, it was determined that employees' self-efficacies affect their organizational silence behaviors. When they are struggler, decisive and open to innovation the levels of employees' organizational silence behavior reduce and it help them to express themselves in view of the facts and conditions. The low self-efficacy of employees reveals the result that employees prefer to remain silent in organization because of various reasons.

Discussion

When examining the result of researches relating to organizational silence in the literature, Çakıcı, in his research in 2010, revealed that reason of employees' not speaking explicitly and remaining silence stem from a situation that is related to fear. Taşkıran (2010), in his study, revealed that there is a significant relationship between leadership styles and organizational silence. (Bildik (2009), in his study, determined that employees' silence behaviors change according to leadership styles. Erol (2012) and Eren (2010), in their researches, identified that employees' silence behaviors change according to the top management or behaviors of the leaders and their policy. Akgündüz (2013), in his study, in order to reveal the relation between job satisfaction, life satisfaction and self-efficacy, he concluded that in case of providing opportunities to employees for improving and expressing themselves, increase their self-efficacy. Tayfun ve Çatır (2013)in their study, which they examined the relation between employees' levels of organizational silence and performance levels, determined that there is a statistically significant relation between employees' levels of organizational silence and their performances. In conclusion, the results obtained from researches reveal that there should be a management policy and mentality that employees can express their ideas and thoughts comfortably.

In this study, the impact of self-efficacy on organizational silence was tried to examine and accomodation managements were selected as the field of application. In this context according to the obtained results, in accommodation companies, a democratic work environment should be established to improve employee performance and productivity, provide quality services, increase the competitiveness, reduce work turnover rate, have a high organizational commitment, job satisfaction levels and self-efficacy and provide communication opportunities to express themselves in a comfortable way. In addition accommodation companies should have a working policy that will increase employees' struggling power, enable them to be more decisive and open to innovation, feel them more confident towards colleagues and management, contribute to gain experience, and use their knowledge and experiences to develop the organization. Thus, employees could undertake to long-term works by feeling themselves that they are belong to organization; it can be prevented the conflicts between the employees by adopting activities and objectives of accommodation

businesses by acting as a team; employees provide desired success, evolution and development on issues relating to achieving objectives of accommodation businesses by sharing alternative approaches and different perspectives .