

The Impact of Leader-Member Exchange on Organizational Silence: A Case Study on Hotel Managements

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Extensive Summary

Introduction

Competition has been increasing in the markets which are getting globalised. By getting various inputs from the outer surroundings and again by presenting outputs to outer surroundings organisations gets vastly affected by the changing inner and outer surroundings. In order for the organisations to survive in the competitive environment, they need to adapt to development and innovation and also increase the efficiency to the top level. In the modern organisations, managers who are constantly in the search, by reducing the hierarchy, as Asnakutlu (2002, p. 5) stated, have been increasing the communication between the managers and the employees and have been providing a part in the decision taking process for the employees.

In the context of employees' taking part in the decisions, it's important to express ideas, advices and concerns about the work that is being done by presenting an act of voice. It is apparent that for the organizations that are emphasized, silence is a vital organisational behaviour in this globalising competitive markets. Removing silence in the organisations will lead to putting out new ideas in every level and so to increase performance in the organisation. (Perlow and Williams, 2003, p. 8). There are different reasons in question about the occurrence of silence in organizations. But it is thought that the most important element in occurrence, display and removal of them is the leader. The success of an effective leader is actually determined by other workers. The interaction between the leader and the workers triggers gathering around a common aim and the passion to the best by that aim.

The human beings can demonstrate various behaviours as they have a fairly complicated structure. But the important case for the businesses is that the display of suitable behaviours by the workers of said business. (Özdemir and Muradova, 2008, p. 148) Forming the subject of the research, the topics of leader-worker interaction and organizational silence should be held in the context of tourism sector, the perceptions of the leader and the workers should be examined separately and evaluated in a totalist approach.

The main problem belonging to the research is to determine the effect of leader-worker interaction on organizational silence. Besides that, in the context of manager and worker, demonstration of the impact on organizational silence created by the sub-dimensions of the interaction between the workers and the leader, impact, loyalty, respect and contribution is desired. Also, personal and vocational characteristics of the participants of the research, leader-worker interactions and whether there are meaningful differences or not in organizational silence is among the problems of the research.

Method

In this research which aims to determine leader-member's interaction upon organisational silence, leader-member interaction is issued as independent variable whereas organisational silence is issued as dependent variable. In the research, it is questioned whether leader-member interaction has any sense upon organisational silence behaviour. In this context, hypotheses are here:

H₁: Managers in the hotel business have meaningful effects on leader-member's interaction upon organisational silence in terms of statical aspects.

H₂: Employees in the hotel business have meaningful effects on leader-member's interaction upon organisational silence in terms of statical aspects.

Research scales are composed by 4 and 5 stars hotels' managers found in Turkey. In order to determine leader-member's interaction upon organisational silence, survey techniques are used for gathering datas. The scale improved by Dyne vd., (2003) is used to assess people's participating in this research, organisaitonal silence. Also, the scale initially made by Liden and Maslyn (1998), improved and revised by Greguras and Ford (2006) in terms of both leader and employees separately is used to asses employees', working in the hotel business leader-member's interaction upon organisational silence.

As a result of the reliability analysis that was carried out after the data acquisition; Alpha value, which is related to the interaction scale of leader members for both leaders and managers is determined as 0,89; and Alpha value related to organizational silence is determined as 0,81. Validity analysis was carried out following the reliability analysis. For the validity analysis, we utilized content validity and construct validity. Having evaluated the scale material separately, it can be deduced that content validity is high. For construct validity, we have taken factor analysis findings into consideration. KMO rates related to leader member interaction and organizational silence appear to be high, and the results of the Barlett test analysis are significant. As a culmination of the factor analysis executed after the test, substances with a substance value over 1.00, and factor value over 0,30 were found, proving the effectiveness of the scale.

Arithmetic mean and standard deviation values related to the articles found in the frequency values of the personal and work-related characteristics of the hotel workers, and in the leader-member interaction and organizational silence scales were calculated, tabulated and interpreted. In the research, we have made use of "t- test for independent sample", "multiple comparisons (Turkey)", "sole factor variant analysis for independent sample (anova)", "regression analysis test". As a result of the analysis, the findings concerning the research were introduced.

Findings of the research

Linear regression analysis was applied to determine the interactions of the variables with each other. To measure the statistically significant effect of the leader-member interaction perception on organizational silence behavior, the leader-member interaction is subjected to linear regression analysis as an independent variable and organizational silence as a dependent variable.

It has been determined that the sub-dimensions forming the leader-member interaction perception of the managers have a significant effect on the organizational silence behavior perception ($F=76,68$; $p=0,000$). According to the results of multivariate regression analysis, it can be said that there is a negative relation between the subscales forming the independent variable leader-member interaction perception and the organizational silence behavior perception ($R=0,518$), and the independent variables explain 26% of the organizational silence ($R^2=0,268$).

Impact, loyalty, contribution and respect subscales forming a leader-member interaction perception of the workers have a significant effect on organizational silence behavior perception ($F=107,35$; $p=0,000$). When the effects of organizational silence on effects ($\beta=-0,204$), loyalty ($\beta=-0,220$), respect ($\beta=-0,309$) and contribution ($\beta=-0,521$) dimensions are examined from the subscales constituting the leader-member interaction perception of the worker, the highest beta value was determined in the additive dimension.

A unit increase in the size of the contribution of the leader-member interaction will reduce organizational silence by 0.521 units. Having been examined the R^2 specificity coefficient, which was identified to demonstrate the effect of the leader member interaction on organizational silence, it can be stated that the leader-member interaction sub-dimensions explain the organizational silence by 40%.

Conclusion

It has been concluded that the perception of behaviors of leader members interaction and organizational silence in the survey is significantly different according to the number of stars, position, experimentation and position in the operated enterprise. It could be inferred that studies should be done to strengthen the sense of leader member interaction in the context of influence, contribution, loyalty and respect for those who work in four star and cottage hotels and those who have less experience. When considered organizational silence, it has been determined that four star, cottage, more experienced and senior managers are more silent. Those who work in four-star and cottage hotels and those who are with more duties should be encouraged to move towards organizational vocal behavior by working like open-door policy, common meetings, suggestion box, etc.

According to the obtained fundamental findings, the fact that leader-member interaction affects the perception of silence behavior considerably is one of the significant results of the research. The results obtained from the research could be seen as solutions for the problems of accomodation operations such as operational efficiency, performance of the workers and the increasing operation cost. Considering the effect of leader-member interaction on the organizational silence, the leader and the member should contribute each other, respect each other in a professional way, affect each other emotionally and show mutual loyalty. It is possible to reduce the costs by the continuity

of leader-member interaction and employment of qualified employees, minimizing the organizational silence and increasing the performance of the workers, improving ideas and recommendations depending on the workers' voice. In this context, putting the research results into practice -like reinforcing the leader-member interaction significantly and bringing the organizational silence to optimal levels- will be useful in terms of the operation, the area and the country.