

The Effect of Organizational Silence on Job Satisfaction: A Research on Bank Employees

Sevdiye E. YILMAZ

Cankiri Karatekin University,
Faculty of Economics and
Administrative Sciences,
Cankiri, Turkey

sevdiyeyilmaz@karatekin.edu.tr

Emine ÇETİNEL

Cankiri Karatekin University,
Faculty of Economics and
Administrative Sciences,
Cankiri, Turkey

eminecetinel@karatekin.edu.tr

Duygu UYSAL

Cankiri Karatekin
University,
Institute Of Social Sciences
Cankiri, Turkey

duuyusal@gmail.com

Extensive Summary

Introduction

An important problem of today's organizations is that employees of organization do not share their ideas about the things that happen in the organization with higher management and stay silent. Therefore the reasons, results and the relation with other organizational phenomena of organizational silence phenomenon is a requirement to be handled carefully. In this context, there is a small number of researches about the relationship between work satisfaction and organizational silence. According to the research made in this area it is discovered that there is a negative relation between work satisfaction and organizational silence (Aktaş and Şimşek, 2015; Amah and Okafor, 2008; Barçın, 2012; Tangirala and Ramanujam, 2008; Vakola and Bouradas, 2005; Vakola and Dimitris, 2005; Van Dyne, Ang and Botero, 2003). In addition, research show that employees who do not keep silence against organizational phenomena have higher work satisfaction than employees who keep their silence (Klaas, Olson-Buchananve Ward, 2012; Morrison, 2014; Nikolaou, Vakola and Bourantas, 2008). According to these findings it is possible to say that employees' silence might result their work satisfaction to decrease over time (Milliken and Morrison, 2003). With this, it is important to underline that research about organizational silence and work satisfaction generally performed outside the context of Turkey. In other words, it is possible to say that the answer that is sought by this research to the question "*does organizational silence effect the employees' work satisfaction levels?*" is not clear when the context is Turkey. When the work conditions considered for bank employees it is more meaningful to search this answer in banking sector. Reasons such as having longer business hours, stress conditions coming from the necessity of having direct relationship with customers, bank employees have higher potential of having problems. For these reasons, it is possible to think that keeping silence or not about the aforementioned problems might have a direct effect on bank employees' work satisfaction levels.

Method

The aim of this study is to answer the question whether organizational silence has a significant effect on the level of job satisfaction of employees. Also in the study, possible differences were aimed to be determined based on the relationship between demographic differences of participants and organizational silence and job satisfaction levels. In this respect, research model is as shown in Figure 1.

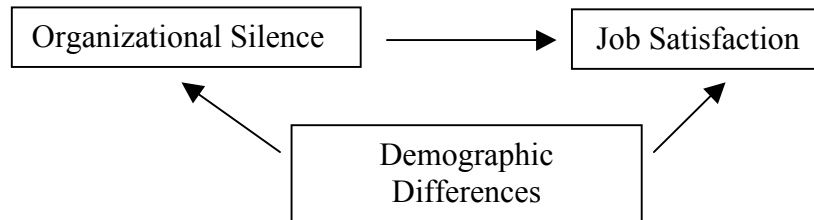


Figure 1. Research Model

Research population constitutes bank employees operating in Ankara and Cankiri province. In the study, questionnaires were used as a method of data acquisition. The questions used in survey about demographic characteristics include the short form of "Organizational Silence Scale" (Çakıcı and Çakıcı, 2007) and "Short Form of Minnesota Satisfaction Questionnaire". In this context, 138 respondents filled out the forms that generate the sample were analyzed using "SPSS 21.0 Statistical Package Program" in line with the objectives of the study.

Findings

According to the findings, it is possible to say that the job satisfaction level of bank employees participated in the survey is above average (3.42). When we look at the average of the participant about the dimension of organizational silence, in general, the points of the organizational silences of participants appears below the average (2.29). Also in this study, it has been identified as organizational silence having a significant impact on job satisfaction level of participants'.

It has been identified that there is no significant relationship between gender, education status and working times of participants and the level of organizational silence as a result of the analysis to answer the question "*Is there a significant difference on organizational silence of the participants with respect to demographic characteristics?*". Significant relationships were identified between participants' age, marital status and title variables and lack of experience, sub dimension of organizational silence.

Discussion

According to the findings, a poor relationship with negative correlation has been found between job satisfaction and organizational silence of the participants. Regression analysis results made in this regard indicate that organizational silence negatively affects job satisfaction. In this regard, it is possible to say that the work carried out overlaps in supported way under the fundamental assumption of other studies in the literature (Aktaş and Şimşek, 2015; Amah and Okafor, 2008; Barçın, 2012; Tangirala

and Ramanujam, 2008; Vakola and Bouradas, 2005; Vakola and Dimitris, 2005; Van Dyne, Ang and Botero, 2003). In this sense, the relationships supported by studies in foreign researches are also supported for the banking sector employees in Turkey. However, the strength of the associations detected in the presence of research is poor and necessary to underline. In other words, organizational silence, one of the factors affecting job satisfaction of employees, wasn't observed to occur at the expected level of severity in concept of this study.

Having a high level of job satisfaction of respondents supports the quality of these results. In this context, attempting to identify the factors other than except organizational silence that affect job satisfaction may be submitted as a recommendation for future research. Also, the detected negative relationship between job satisfaction and organizational silence should be considered in other studies. This case indicates the necessity of re-testing the poor relations, are observed in our study, in