

The Effect of Organizational Silence of Individuals Working in Private Sports Centers on Job Satisfaction and Job Performance (Evidence from Istanbul Province)

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ARTICLE INFO	ABSTRACT
Keywords: Organizational silence Job satisfaction Job performance	Purpose – It is aimed to determine the relationship between organizational silence, job satisfaction, and job performance. The research population consists of individuals working in private sports centers in Istanbul. It is aimed to reveal the effects of organizational silence of private sector employees on job satisfaction and performance.
Received 27 September 2023 Revised 13 December 2023 Accepted 20 December 2023	Design/methodology/approach – The sample size is determined as "n=464". In the research sample, the convenience sampling method, one of the random sampling methods, is preferred. Data were collected from 423 employees through an online survey form by applying the survey technique. The collected data were analyzed in the SPSS 27.0 statistical program. Frequency, percentage, mean, and standard deviation values were used to make descriptive statistics of demographic factors and scale scores. Skewness and kurtosis values were examined to determine the normality distribution of the scales. Pearson correlation analysis and simple and multiple linear regression analysis were performed to test the hypotheses.
Article Classification: Research Article	Findings – The finding that defensive silence affects job performance significantly and negatively is not compatible with the generally accepted findings in the literature that there is a positive relationship. Discussion – Unlike studies in which silence is found to be positive and significant for the organization's benefit, the same issue is found to be negative and significant in this study.

1. Introduction

Job satisfaction refers to a positive or pleasant emotional state resulting from an employee's appreciation of his or her own job or experience. If the employee likes his/her job, colleagues, and environment, job satisfaction, and job performance are expected to increase. Employees with high job satisfaction strive to produce and work more, and they increase their performance by showing this through their behavior. Organizational silence is the deliberate failure of employees to voice the problems they see in the organization and the opinions and thoughts they have toward improving their organization. Organizational silence behavior has a negative impact on organizational change and it is also effective in reducing employees' participation in decision-making processes and their efforts to correct errors. For this reason, employees' organizational silence behavior is considered undesirable in organizations. Every action of employees regarding the job defined within the organization determines their performance. All their actions regarding the work they do in their affiliated organization can be described as an indicator of their job performance (Borman & Motowidlo, 1993, 71). Job performance is employees' direct or indirect behavior that contributes to the production quality (Lievens et al., 2008). From this perspective, all of the employees' positive or negative attitudes and discourses about the organization, their actions, and the activities they carry out in favor or against the organization, appear as a tool that determines their performance level (Şehitoğlu, 2010: 96).

Organizations expect their employees to increase their work performance to achieve the goals they set. For this reason, the issue of job performance has frequently been the subject of research. For the organization to achieve the determined goals, it is important for the organization to be together and in harmony with its employees, whom it regards as its most valuable capital. However, some practices within the organization exacerbate the organizational silence of employees. Even though organizations know that they need to be in harmony with their employees in order to be successful in a competitive environment and achieve their goals, they support their silence intentionally or unintentionally (Nartgün & Kartal, 2013: 50). This attitude of silence, is seen as organizational harmony in previous periods, is expressed in the contemporary management

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approach as a reaction against the management approach and style and as a result, holding back (Özdemir & Sarioğlu, 2013: 258). It is considered that organizational goals can be achieved more easily by understanding and implementing strategies to prevent organizational silence that has a negative impact on many different aspects of organizational well-being.

The congested environment of urban life and intense workload have led today's people to seek solutions to protect their health. Engaging in sports is seen as an effective and entertaining solution to get rid of the negativity of a sedentary life, which has increased with the influence of technological developments. The attractiveness of the demand has made this sector an attractive area where important financial movements take place. Thus, it can be claimed that Türkiye has seen a growth in the number of sports centers lately (Yıldırım & Sunay, 2019: 183). This relationship is identified as a research topic since no study has been done on the topic of organizational silence and how it relates to sports center employees' "job performance" and "job satisfaction". Moreover, employees at sports centers are chosen as a sample because they must interact directly with consumers and are expected to resolve issues quickly. In this environment, organizational silence might lead to serious difficulties directly or indirectly with its interaction with other aspects of the employees. Thus, this study looks into how "organizational silence of sports facility employees" affects both "job performance" and "job satisfaction."

2. Conceptual Framework

2.1. Organizational Silence

Before defining silence in an organizational context, it is important to understand the concept of silence. Silence in Turkish Language Association Contemporary Turkish Dictionary; while the state of not being noisy is expressed as silence, hiss (TDK, 2023), human scientists define silence as inertia. This concept, which is associated with many similar virtues such as humility, good morals, tact, decency, and common sense, should be not rejected as a communication preference, even though it is perceived as an individual closing himself off from communication. According to those who express their views in this context, silence is a type of communication (Pinder & Harlos, 2001: 334). Silence, as a concept that has different meanings in different cultures and different disciplines, can sometimes be seen as having a positive meaning and sometimes as a negative meaning (Şahin, 2020: 105).

Organizational silence, which is seen as employees not expressing their thoughts, ideas, and concerns about organizational problems (Morrison & Milliken, 2000:707), occurs when individuals do not freely participate in discussions and conversations concerning the organization (Bowen & Blackmon, 2003: 1394). Morrison and Milliken (2000: 708) examine organizational silence in two contexts: "fears about the manager's negative feedback and managers' implicit beliefs". According to this view, the fear of managers' negative feedback, the idea that people are inherently lazy, and the culture of the organization can contribute to organizational silence (Özdemir & Uğur, 2013). The concept is divided into two: silent and silenced. In the case of silence, the individual chooses to remain silent, while in the other case, the individual is prevented from speaking (Blackman et al., 2009: 572).

Failure to share solution suggestions and ideas regarding these problems with the levels that can produce solutions to the problems is also included in the definition of organizational silence (Pinder & Harlos, 2001: 341). Deliberate concealment of concerns and information about the affairs of the organization is also considered within the concept of organizational silence, as it expresses conscious silence (Tangirala & Ramanujam, 2008: 53).

Considering the importance of the harmonious unity of employees in ensuring organizational continuity, it can be thought that an employee of an organization who does not have sufficient knowledge of the organizational culture and has not achieved integration will not be able to contribute to the continuity of the organization. Lack of harmony within the organization and lack of effective communication can be presented as the reason for this. These deficiencies bring about many economic, psychological, and physical problems, and as a result, employees may choose to remain silent instead of sharing their knowledge and producing and presenting new ideas. For these reasons, employees avoid doing what is beneficial to the organization (Demir, 2021:156). In ensuring organizational continuity, it is considered important for employees to use their

knowledge for the benefit of the organization, to share their new ideas and suggestions, and in general, not to remain silent on issues that are critical for the benefit of the organization (Morrison & Milliken, 2000).

There is also empirical data showing that employees often feel they are forced to remain silent in the face of problems and concerns. In a survey of 845 line managers from different industries, 29% of senior managers stated that they thought their organizations encouraged their employees to express their opinions openly (Moskal, 1991). In another research based on interviews with 260 employees from 22 organizations in the USA; 70% of those who gave their opinions stated that they were afraid to talk about the problems and events they encountered at work, according to the main reason for the fear of the negative consequences of speaking and not believing that speaking will make a difference (Ryan & Ostrich, 1991). Organizational silence is a potential danger that is likely to hinder organizational change and development. Employees may differ in their values, beliefs, priorities, and experiences. If employees hesitate to express their opinions in this environment, which is likely to create synergy for the organization, the organization will be deprived of the benefits of this diversity (Morrison & Milliken, 2000: 707).

Organizational silence, whose classification varies according to the studies, will be handled in this study with three sub-definitions as it is most commonly encountered in the literature, and will be used with the sub-dimensions of acquiescent silence, defensive silence, and prosocial silence (Dyne, Ang & Botero, 2003: 1359).

The behaviors exhibited by employees for communication purposes have been given different definitions and names in the literature. In this context, the concept of employee voice in the research is used as an expression of employees' dissatisfaction with their jobs. Voice is an employee behavior (Dyne, Ang, & Botero, 2003: 1369). Reasons for employees' voice can be listed as; "influencing superiors", "speaking openly", "adopting the issue", "taking responsibility", "speaking out", "informing", or "being a principled organizational opposition" (Şehitoğlu, 2012: 29, 30, 31). It is seen that there are three sub-dimensions regarding employee voice, which are generally not rejected in the literature namely "acquiescent voice", "defensive voice", and "prosocial voice" (Dyne, Ang & Botero, 2003: 1359).

2.2. Organizational Silence and Job Satisfaction

The job that an individual acquires in order to survive and fulfill vital requirements creates economic, psychological, and social opportunities for himself, and in this respect, it is important for the individual's life (Dere & Günay, 2022: 44). The individual's efforts to provide a comfortable life with more opportunities are social and economic activities aimed increasing welfare. When the subject is approached from this aspect, it is possible to see the social and psychological aspects of business life. While the obligation to establish relationships with others in business life has a social meaning, respect for those in the same environment and satisfaction of the individual with the work done shows the psychological aspect of the matter. While financial opportunities are provided through continuing work, psychological gains such as creating a state of satisfaction, achieving the pleasure of success, and being appreciated can also be achieved by doing the job with pleasure and being happy with the result (Köroğlu, 2011). The level of satisfaction with work, which has an important place in an individual's life, is also considered important.

According to the Turkish Language Association, "being satisfied" means "to be satisfied, relieved, satisfied by achieving something one wants" (TDK, 2023). Satisfaction occurs when the goal and target are achieved. Satisfaction is the feeling of happiness as a result of meeting needs (Halsey, 1988: 884). As stated in the definition, satisfaction is entirely subjective and related to the individual's perception. Job satisfaction is explained as the satisfaction that occurs when the employee meets his/her expectations from his/her job with the qualities he/she cares about (Fisher, 2001). In simplest terms, it is the happiness an individual feels from his/her job (Vieira, 2005). Overall job satisfaction; it can be expressed as the individual's state of satisfaction with factors such as wages, conditions, promotion and advancement opportunities, and human relations at work. As seen in the definition, individual and organizational facts also affect job satisfaction.

If the level of what individuals get from their jobs meets their expectations, they will be satisfied; otherwise, they will be dissatisfied (Örücü, Yavaş, & Bozkur, 2006). Job satisfaction is a concept that has effects on the health status of individuals, as well as being in psychological balance (Özmete & Laleoğlu, 2013) and a trigger that increases productivity (İşcan & Timuroğlu, 2007). Managers who are aware of this should be expected to support their employees to reach the optimal level of satisfaction.

Organizational silence, which we can define as not sharing ideas and thoughts about the organization, is also seen to be related to job satisfaction. Individual evaluations of organizational employees about the workplace or institution lead them to review their feelings, thoughts, and satisfaction with this environment (Pinder and Harlos, 2001: 341). An employee who is reluctant to convey his/her feelings and thoughts and prefers to remain silent may have a negative attitude towards his/her institution as long as this situation continues, and it is possible that job satisfaction related to interpersonal interaction may be affected, as he/she will close communication channels with his/her environment, thinking that his/her institution is unfair (Çakıcı, 2008: 124). Preference for organizational silence, failure to speak and express opinions, staying away from events and work occurring in the organization may negatively affect job satisfaction as it will cause the employee to disconnect from the organization (Donaghey, Cullinana, Dundon & Wilkinson, 2011:59). Since the employee will isolate himself from those within the organization due to the closure of the means of receiving information from the environment and the preference for silence, feelings of alienation from work and dissatisfaction may also occur in this process (Scott, Corman and Cheney, 1998: 323).

The association between “organizational silence” and “job satisfaction” has engrossed the researchers’ attention due to its effects on organizations, and studies on the subject have continued. On this subject, 413 personnel participated in a study conducted for the administrative personnel of a university in Turkey. As a result of the study; the effect of organizational silence on job satisfaction is found to be negative and significant ($\beta=-.410$) (Tayfun, Işın & Küçükergin, 2016:42). In another study involving 363 individuals working in the public and private sectors, the relationship is found to be negative at a non-significant level ($\beta= -.010$) (Sarrafoğlu & Günsay, 2020:91). As a result of the review of the literature, it is determined that there are many studies indicating that organizational silence negatively affects job satisfaction (Aktaş & Şimşek, 2015; Vakola & Bauradas, 2005; Dyne, Ang & Botero, 2003). These results mean that if an employee chooses silence, his satisfaction with his job tends to decrease. Research shows that employees who prefer to speak instead of silence have higher job satisfaction than those who remain silent. (Jahangir & Abdullah, 2017:154).

2.3. Organizational Silence and Job Performance

Performance is seen as an important variable for organizations to sustain their existence in an increasingly difficult competitive environment (Tokmak, Türen & Gökmen, 2012). Performance; in general terms, is a concept that has a specific purpose, is obtained as a result of a planned activity, and affects the result quantitatively or qualitatively. (Palmer, 1993:71). Performance in terms of employees is the degree to which the individual achieves the goals and standards given to him/her in line with the goals of the organization. This concept is considered very important for organizations as it provides the most important contribution to the success of the organization (Benligiray, 2016: 141). Job performance is seen as the work-related activities that employees do (Lievens et al., 2008).

It is possible to state that all activities of employees within the organization, related to the work they are responsible for, in line with the determined objectives, constitute their job performance. In this context, it is possible to express employees’ positive and negative thoughts and ideas about the organization and their behaviors in line with organizational goals as tools that determine their performance levels (Şehitoğlu, 2010:96). In the literature review on the subject, it is determined that there were studies on the relationship between organizational silence and performance (Kılınç & Ulusoy, 2014:33; Brinsfield, 2009). In another study investigating the effects of mobbing and organizational silence perception on employees’ job performance, a negative relationship is detected between organizational silence and job performance, and the study is evaluated as compatible with the findings of Tayfun and Çatır (2013) (Yücekaya & İmamoğlu, 2020:343).

2.4. Job Satisfaction and Job Performance

Although research on the relationship between job satisfaction and job performance has been found valuable in the field of organizational psychology (Tokoğlu, Aydın, Polat & Burmaoğlu, 2011), it has been deemed insufficient in terms of quality and quantity by most researchers. Commenting on this issue, Judge et al (2001) stated that there are developments that will bring debates on the subject to the agenda and stated that the studies to be carried out on this subject should be examined. In a study on the relationship between job satisfaction and job performance, it is concluded that there is a significant relationship between the two variables (Dere, 2023: 321). In another study involving salespeople in the financial services sector, the

interactions between job satisfaction and job performance were tested, and a positive relationship is detected between job satisfaction and job performance (Oh, Rutherford, Park, 2014: 113). Due to the contradictory research results on the subject, there is a need to obtain a more comprehensive result in the literature. As a result of the analysis of 913 studies from Persian and English databases, it is determined that there is a positive and moderate relationship between job satisfaction and job performance. (Katebi, HajiZadeh, Bordbar, Amir, & Salehi, 2022). Bozer and Yanık (2020), Akkoç et al. (2012), and Akburak et al. (2020) studies are also compatible with these studies. In line with this information, it is possible to state that there is a positive relationship between job satisfaction and job performance. The model developed within the framework of the purpose of the research is presented in Figure 1.

Based on the results of the research on the subject in the literature, the following hypotheses were stated below:

H₁: "Organizational silence" significantly and negatively predicts "job satisfaction".

H₂: "Acquiescent silence" significantly and negatively predicts "job satisfaction".

H₃: "Acquiescent voice" significantly and negatively predicts "job satisfaction".

H₄: "Defensive silence" significantly and negatively predicts "job satisfaction".

H₅: "Defensive voice" significantly and negatively predicts "job satisfaction".

H₆: "Prosocial silence" significantly and negatively predicts "job satisfaction".

H₇: "Prosocial voice" significantly and negatively predicts "job satisfaction".

H₈: "Organizational silence" significantly and negatively predicts "job performance".

H₉: "Acquiescent silence" significantly and negatively predicts "job performance".

H₁₀: "Acquiescent voice" significantly and negatively predicts "job performance".

H₁₁: "Defensive silence" significantly and negatively predicts "job performance".

H₁₂: "Defensive voice" significantly and negatively predicts "job performance".

H₁₃: "Prosocial silence" significantly and negatively predicts "job performance".

H₁₄: "Prosocial voice" significantly and negatively predicts "job performance".

H₁₅: "Job satisfaction" significantly and positively predicts "job performance".

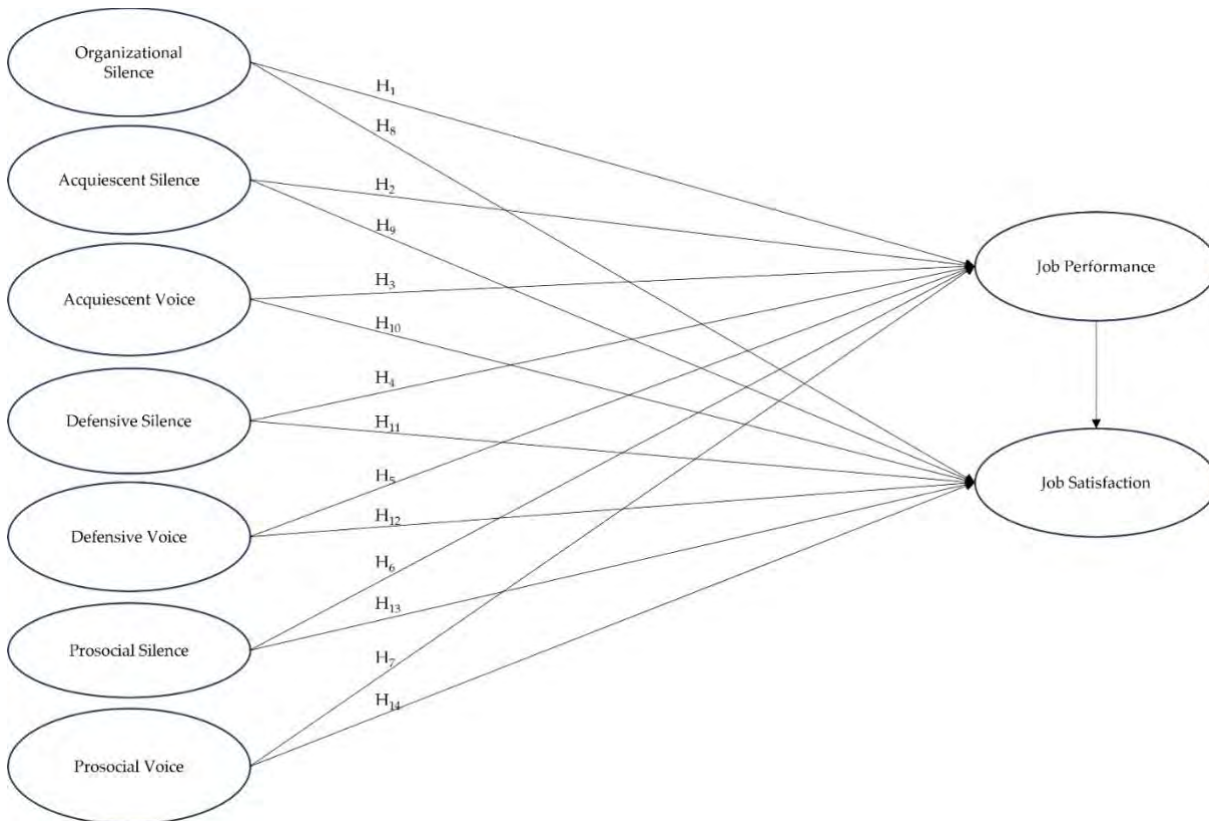


Figure 1. Research model

3. METHOD

Population of the research: The population of the research consists of individuals working in private sports centers in Istanbul. There are 1345 private physical education and sports facilities in Istanbul as of 2023 (Istanbul GSIM, 2023). However, there is no exact figure regarding the number of employees working in private sports centers in this province. Therefore, in order to provide flexibility to researchers, the " $\alpha=0.05$ " level for sampling errors is determined and the required sample sizes for different population sizes were calculated.

As a result, the sample size is determined as " $n=384$ " (Çokluk, Şekercioğlu & Büyüköztürk, 2012: 130; Yazıcıoğlu & Erdoğan, 2004, s. 50). With the decision of the Istanbul Rumeli University Ethics Committee dated 23.08.2023 and 2023/08, it is approved that the research is ethically appropriate. In the research sample, the convenience sampling method, one of the random sampling methods, is preferred. Data is collected using the survey technique, which is among the quantitative data collection methods. Data were collected from 423 employees via an online survey form. Three of these data were removed from the data set due to incomplete completion of the questionnaires. The survey form consists of four parts: personal information form, quality of life scale, job performance scale, and job satisfaction scale.

Personal information form: Following the purpose of the research, demographic information such as age, marital status, education level, income status, years of service, and working position were collected.

Employee silence scale: The original scale consisted of 15 statements developed by Dyne, Ang and Botero, (2003); It is measured in Turkey with the Turkish adaptation made by Şehitoğlu (2010). The original scale is developed using a 7-point Likert Scale. The scale's total Cronbach's alpha is calculated as 0.86. The sub-dimensions are; Their reliability is calculated as Acquiescent Silence 0.76, Acquiescent Voice 0.79, Defensive Silence 0.75, Defensive Voice 0.87, Prosocial Silence 0.81, and Prosocial Voice 0.94.

Job Performance Scale: Developed by Kirkman and Rosen (1999) and adapted into Turkish by Çöl (2008). During the adaptation study, it was reported that the factor loading values of the 4 items varied between 0.85 and 0.78. Additionally, the Cronbach's alpha of the Turkish version of the scale is calculated as 0.83. The total internal consistency coefficient of the data obtained within the scope of this study is found to be 0.82.

Job Satisfaction Scale: Developed by Brayfield and Rothe (1951) and shortened by Judge, Locke, Durham, and Kluger (1998). The reinterpreted Turkish validity-reliability study of the scale was conducted by Başol and Çömlekçi (2020). The scale has a structure that includes 5 items and a single sub-dimension. The items are arranged on a 5-point Likert type (1 = Strongly Agree, 5 = Strongly Disagree). The total internal consistency coefficient of the data obtained for this study is calculated as 0.94. The reference range of Cronbach's alpha of the scales is quite reliable (Altunışık et al., 2010).

The collected data are analyzed in the SPSS 27.0 statistical program. Frequency, percentage, mean, and standard deviation values are employed to develop descriptive statistics of the demographic variables and scale scores. Reliability analysis is conducted to test the reliability of the scales. Cronbach's alpha gives the reliability level of the scale. The coefficient varies between 0 and 1. Depending on the alpha (α) coefficient, the reliability of the scale is interpreted as follows (Altunışık, Coşkun, Bayraktaroğlu, & Yıldırım, 2010):

- If $.00 \leq \alpha < .40$, the scale is not reliable,
- If $.40 \leq \alpha < .60$, the reliability of the scale is low,
- If $.60 \leq \alpha < .80$, the scale is quite reliable,
- If $.80 \leq \alpha < 1.00$, the scale is highly reliable.

To perform multiple linear regression as a parametric test, the normality of data must be provided. Kurtosis and skewness coefficients are examined to determine whether the scale scores comply with normal distribution. The skewness and kurtosis values falling between -1.5 and +1.5 indicate a largely normal distribution (Tabachnick & Fidell, 2013). Additionally, outliers in data are addressed.

Pearson correlation analysis is performed to test the simple linear relationship between the variables. Simple linear correlation analysis is performed to determine the direction and level of the relationship between two variables. This analysis' result between 0-0.29 expresses a weak relationship, a moderate relationship between 0.30-0.64, a strong relationship between 0.65-0.84, and a very strong relationship between 0.85-1 (Ural & Kılıç,

2013). Finally, a simple linear regression analysis is performed to see the combined impact of independent variables on the dependent variables.

4. Findings

As indicated in Table 1, 53.4% of the employees participating in the research are men and 46.6% are women. Considering the age distribution, 14.2% are between the ages of 18-23, 44.0% are between the ages of 24-29, 28.7% are between the ages of 30-35, and 13.1% are aged 36 and over. can be seen. Considering the marital status of the employees, 55.2% are married and 44.8% are single. When looking at education levels, it is seen that 11.9% are in high school, 29.1% are associate degree, 46.3% are undergraduate and 12.7% are graduate. Looking at the income distribution, 9.1% is 0-11,500 TL, 45.9% is 11,500-23,000 TL, 29.5% is 23,001-34,500 TL, and 15.5% is 34,501 TL and above. When looking at the service years of the employees, it is seen that 22.4% of them are 0-2 years, 55.4% are 3-4 years, 10.6% are 5-6 years and 11.6% are 7-8 years. Considering the working positions, 70.5.8% are employees, 8.6% are junior managers, 12.1% are middle-level managers and 8.8% are senior managers.

Table 1. Participant Profile

Variables		N	%	Variables		N	%
Gender	Male	216	53.4	Marital status	Married	208	55.2
	Female	248	46.6		Single	256	44.8
Age	18-23	66	14.2	Educational Status	High school	55	11.9
	24-29	204	44.0		Ass. degree	135	29.1
	30-35	133	28.7		License	215	46.3
	36 and over	61	13.1		Postgraduate	59	12.7
Income Status	0-11.500 TL	42	9.1	Years of Service	0-2	104	22.4
	11.501-23.000 TL	213	45.9		3-4	257	55.4
	23.001-34.500 TL	137	29.5		5-6	49	10.6
	34.501 TL and over	72	15.5		7-8	54	11.6
Working Position	Worker	327	70.5		Mid-Level Mng	56	12.1
	Junior Manager	40	8.6		Senior Mng.	41	8.8

In light of Table 2; the average organizational silence of sports center employees is 4.00, the average acquiescent Silence is 2.70, the average acquiescent voice is 4.124, the average defensive silence is 2.96, the average defensive voice is 2.18, the average prosocial silence is 6.05, the average of prosocial voice is 5.848, the average of job satisfaction is 3.23 and the average of job performance. It is calculated as 4,232. To test the research model with multiple linear regression analysis, the skewness and kurtosis values of the variables included in the normality analysis were calculated. It can be seen that the skewness and kurtosis of the scales' values are between ± 1.5 in Table 2. indicating a normal distribution.

Table 2. Organizational Silence, Job Satisfaction and Job Performance Mean, Standard Deviation and Normality Analyzes

Variables	N	X̄	Std. deviation	Skewness	Kurtosis
Organizational Silence	464	4.007	0.665	-.305	1.107
Acquiescent Silence	464	2.700	1.218	.636	.009
Acquiescent Voice	464	4.124	1.154	-.047	-.379
Defensive Silence	464	2.969	1.345	-1.239	.226
Defensive Voice	464	2.189	1.504	1.052	1.373
Prosocial Silence	464	6.051	1.345	-.823	1.302
Prosocial Voice	464	5.848	1.412	-1.226	.806
Job Satisfaction	464	3.237	1.042	-.410	-.585
Job Performance	464	4.232	0.547	-.595	.403

When the information in Table 3 is examined, it will be seen that there is a positive and moderate relationship between organizational silence which is predicted in this study, and acquiescent silence ($r=.551$, $p<.01$),

acquiescent voice ($r=.512$, $p<.01$), defensive silence ($r=.683$, $p<.01$), defensive voice ($r=.443$, $p<.01$), prosocial silence ($r=.342$, $p<.01$), prosocial voice ($r=.436$, $p<.01$). It is understood that there is a negative and low-level relationship between organizational silence and job satisfaction ($r=-.154$, $p<.01$) and job performance ($r=-.247$, $p<.01$). There is a positive, medium, and low-level relationship between acquiescent silence and acquiescent voice ($r=.212$, $p<.01$), defensive silence ($r=.583$, $p<.01$), defensive voice ($r=.434$, $p<.01$), prosocial silence ($r=.177$, $p<.01$) and prosocial voice ($r=.122$, $p<.01$). There appears to be a negative, low-level relationship between acquiescent silence and job satisfaction ($r=-.121$, $p<.01$), job performance ($r=-.220$, $p<.01$).

Table 3. Pearson Product Moment Correlation Coefficients

Scales and Sub-Dimensions	Organizational Silence	Acquiescent Silence	Acquiescent Voice	Defensive Silence	Defensive Voice	Prosocial Silence	Prosocial Voice	Job Satisfaction	Job Performance
Organizational Silence	1								
Acquiescent Silence	.551**	1							
Acquiescent Voice	.512**	.212**	1						
Defensive Silence	.683**	.583**	.201**	1					
Defensive Voice	.443**	.434**	.289**	.395**	1				
Prosocial Silence	.342**	.177**	.225**	.217**	.360**	1			
Prosocial Voice	.436**	.122**	.139**	.118*	.228**	.446**	1		
Job Satisfaction	-.154**	-.121	-.221**	-.369**	.097	-.278**	-.013	1	
Job Performance	-.247**	-.220**	-.059	-.235**	-.032	-.200**	-.115**	.257**	1

** $p<.01$, * $p<.05$

There is a positive, medium, and low-level relationship between acquiescent voice and defensive silence ($r=.201$, $p<.01$), defensive voice ($r=.289$, $p<.01$), prosocial silence ($r=.225$, $p<.01$), prosocial voice ($r=.139$, $p<.01$). It is understood that there is a low negative relationship between acquiescent voice and job performance ($r=-.221$, $p<.01$). There is a positive medium and low-level relationship between defensive silence and defensive voice ($r=.395$, $p<.01$), prosocial silence ($r=.217$, $p<.01$), and prosocial voice ($r=.118$, $p<.05$). There is a low negative relationship between defensive silence and job satisfaction ($r=-.369$, $p<.01$) and job performance ($r=-.235$, $p<.01$). It is understood that there is a positive, medium, and low-level relationship between defensive voice and prosocial silence ($r=.360$, $p<.01$), and prosocial voice ($r=.228$, $p<.05$). There is a positive, medium and low-level relationship between silence for the benefit of the organization and voice for the benefit of the organization ($r=.446$, $p<.05$). It is seen that there is a low negative relationship between silence for the benefit of the organization and job satisfaction ($r=-.278$, $p<.01$) and job performance ($r=-.200$, $p<.01$). There is a low negative relationship between prosocial voice ($r=.446$, $p<.05$) and job performance ($r=-.115$, $p<.01$), and also there is a negative medium-level relationship between job satisfaction and job performance ($r=-.257$, $p<.01$).

Table 4. Multiple Regression Analysis Results on the Effect of Organizational Silence on Job Satisfaction of Individuals Working in Private Sports Centers

Variables	B	Std. deviation	β	T	p	Tolerance	VIF
Constant	3.040	.300		10.125	.000		
Organizational silence	-.242	.072	-.154	-3.359	.000	.793	1.237
Acquiescent silence	-.104	.047	-.121	-2.194	.059	.571	1.753
Acquiescent voice	-.200	.041	-.221	-4.858	.000	.835	1.198
Defensive silence	-.258	.038	-.369	-6.754	.000	.582	1.718
Defensive voice	-.067	.035	-.097	-1.914	.056	.673	1.487
Prosocial silence	-.215	.039	-.278	-5.546	.000	.691	1.448
Prosocial voice	-.010	.035	-.013	-.228	.774	.793	1.262

The dependent variable: Job satisfaction $R=.456$ $R^2_{adjusted}=.20$ $F(6,457)=19.984$, $p<.001$

Multivariate linear regression analysis is performed to predict the job satisfaction variable using the variables of organizational silence, acquiescent silence, acquiescent voice, defensive silence, defensive voice, prosocial silence, and prosocial voice. VIF and Tolerance values of the model were calculated to understand whether there is a significant multicollinearity between the independent variables, which is among the assumptions of this analysis. The highest VIF values of the model were calculated as 1.753, and the VIF value is lower than 4, which is considered the upper limit. The minimum tolerance value in the model is 0.571. This value is also higher than the lowest limit of 0.10 (Hair, Black, Babin & Anderson, 2010). Looking at the tolerance and VIF values, it is seen that there is no Multicollinearity problem between the independent variables in the model. As a result of the analysis, it is found that a significant regression model $F(6,457) = 19.984$, $p < .001$, and 20% of the variance in job satisfaction ($R^2_{adjusted} = .20$) is explained by the independent variables. Accordingly, "organizational silence" significantly and negatively predicts "job satisfaction". When "organizational silence" increases by one unit, "job satisfaction" decreases by -.154 units ($\beta = -.154$, $t(457) = -3.35$). This finding denotes that the H_1 hypothesis is not rejected. "Acquiescent silence" significantly and negatively predicts "job satisfaction". "Acquiescent voice" significantly and negatively predicts "job satisfaction". When "acquiescent voice" increases by one unit, "job satisfaction" decreases by -.200 units ($\beta = -.200$, $t(457) = -4.85$). This finding means that the H_3 hypothesis is not rejected. "Defensive silence" significantly and negatively predicts "job satisfaction". When "defensive silence" increases by one unit, "job satisfaction" decreases by -.258 units ($\beta = -.258$, $t(457) = -6.75$). Based on this outcome, the H_4 hypothesis is not rejected. "Prosocial silence" significantly and negatively predicts "job satisfaction". When "prosocial silence" increases by one unit, "job satisfaction" decreases by -.215 ($\beta = -.215$, $t(457) = -5.54$). Considering this outcome, the H_6 hypothesis is not rejected. Since it is not found that not rejecting and defensive silences significantly and negatively predict employees' job satisfaction, hypotheses H_2 and H_5 were not accepted.

Table 5. Multiple Regression Analysis Results on the Effect of Organizational Silence of Individuals Working in Private Sports Centers on Job Performance

Variables	B	Std. deviation	β	T	p	Tolerance	VIF
Constant	4.433	.156		28.493	.000		
Organizational silence	-.203	.037	-.247	-5.483	.000	.793	1.237
Acquiescent silence	-0.99	.024	-.220	-4.040	.000	.571	1.753
Acquiescent voice	-.028	.021	-.059	-1.314	.190	.835	1.198
Defensive silence	-.86	.020	-.235	-4.361	.000	.582	1.718
Defensive voice	-.012	.018	-.032	-.636	.525	.673	1.487
Prosocial silence	-.082	.020	-.200	-4.055	.000	.691	1.448
Prosocial voice	-.045	.018	-.115	-2.499	.000	.793	1.262

Dependent variable: Job performance $R = .478$ $R^2_{adjusted} = .22$ $F(6,457) = 22.598$, $p < .001$

Multivariate linear regression analysis is performed to predict the job performance variable using the variables of organizational silence, acquiescent silence, acquiescent voice, defensive silence, defensive voice, prosocial silence, and prosocial voice. VIF and Tolerance values of the model were calculated to understand whether there is a significant multicollinearity between the independent variables, which is among the assumptions of this analysis. The highest VIF values of the model were calculated as 1.753, and the VIF value is lower than 4, which is considered the upper limit. The minimum tolerance value in the model is 0.571. This value is higher than the lowest limit of 0.10 (Hair, Black, Babin & Anderson, 2010). Looking at the tolerance and VIF values, it is seen that there is no multicollinearity problem between the independent variables in the model. As a result of the analysis, it is found that a significant regression model $F(6,457) = 22.598$, $p < .001$, and 22% of the variance in job performance ($R^2_{adjusted} = .22$) is explained by the independent variables. Accordingly, organizational silence significantly and negatively predicts job performance. When organizational silence increases by one unit, job performance decreases by -.247 units ($\beta = -.247$, $t(457) = -5.48$). This outcome indicates that the H_8 hypothesis is not rejected. Acquiescent silence significantly and negatively predicts job performance. When acquiescent silence increases by one unit, job performance decreases by -.220 units ($\beta = -.220$, $t(457) = -4.04$). This finding shows that the H_8 hypothesis is not rejected. Defensive silence significantly and negatively predicts job performance. When defensive silence increases by one unit, job performance decreases by -.235 ($\beta = -.235$, t

(457)-4.36). As per this finding, the H_{11} hypothesis is not rejected. Prosocial silence significantly and negatively predicts job performance. When prosocial silence increases by one unit, job performance decreases by -0.200 units ($\beta=-.200$, $t(457)=-4.05$). Based on this result, the H_{13} hypothesis is not rejected. Prosocial voice significantly and negatively predicts job performance. When prosocial voice increases by one unit, job performance decreases by $-.115$ units ($\beta=-.115$, $t(457)=-2.49$). In light of this outcome, the H_{14} hypothesis is not rejected. Since it is not found that prosocial voice significantly and negatively predicts job satisfaction, the H_7 hypothesis, and hypotheses H_{10} and H_{12} were not accepted because there is no finding that acquiescent voice and defensive voice significantly and negatively predicted employees' job performance.

Table 6. Simple Linear Regression Analysis Results on the Effect of Job Satisfaction of Individuals Working in Private Sports Centers on Job Performance.

Independent variable	Dependent variable	R	R ²	F	p	β	t	p
Job satisfaction	Job performance	.257	.068	32.631	.000	.257	5.712	.000

Simple linear regression analysis is performed to predict job performance based on job satisfaction. Job satisfaction is a predictor of job performance ($F(1, 462)=32.631$, $p<.001$). Job satisfaction predicts 0.6 percent of the variance in job performance. When the job satisfaction of sports center employees increases by one unit, their job performance will increase by $.257$ units. According to this result, the H_{15} hypothesis is not rejected.

5. Results and Discussion

Increasing productivity is a subject that is widely thought about and researched within organizations. In this context, the abundance of qualitative and quantitative research and studies on humans, an important element for businesses, is also striking. The main subject of this study is the effects of the silence of the employee and the organization created by the employees, which is an effective factor in businesses, on job satisfaction and performance. Many studies conducted for employees, who are considered the most valuable capital in achieving the goals set by organizations (Yazıcıoğlu, 2010), have focused on what should not be done as well as what should be done within the organization. Organizational silence has been evaluated and included in the literature in the "what should not be" section. This phenomenon can cause negativities within the organization, with consequences that reduce employee commitment and job satisfaction. In this context, organizations should prevent organizational silence to eliminate negative consequences. While it is seen that the relationship between organizational silence and its sub-dimensions, Acquiescent Silence, Defensive Silence and Prosocial Silence, and other organizational variables are frequently included in the literature, studies on the relationship between Acquiescent, Defensive, and Organizational Voice dimensions with other organizational variables have not been found frequently. In the research, the effects of employees' organizational silence on job satisfaction and job performance were examined together with the sub-dimensions of organizational silence. For this purpose, the data collected through a survey from employees of private sports centers in Istanbul were evaluated, analyses were carried out and descriptive findings were obtained. As a result of the research, it is concluded that there is a significant and negative relationship between organizational silence and job satisfaction. In the study, the relevant hypotheses were not accepted because the relationships between the H_2 acquiescent silence and job satisfaction, the H_5 defensive voice, the H_7 prosocial voice, and job satisfaction were not found to be statistically significant. Findings show that organizational silence affects job satisfaction in various aspects. With this result, it is possible to say that the level of job satisfaction increases when the employee speaks out instead of remaining silent in the face of practices and rules that he/she considers do not serve the purpose. The findings are parallel to the findings of Vakola and Bouradas (2005), Amah and Okafor (2008), Tayfun (2016), Sarrafoğlu (2020) and Aktaş and Şimşek (2015). According to this result; When employees choose to remain less silent about practices that they think do not serve the purpose, their job satisfaction increases.

Looking at the analysis results, it is not rejected that there is a relationship between organizational silence and job performance, and it is seen that it affects job performance negatively and significantly with the dimensions of silence and prosocial silence. This result is similar to Çakıcı (2008), Tayfun and Çatır (2013), Aktaş and Şimşek (2015), Acaray et al. (2015). Since the relationships between acquiescent voice and job performance (H_{10}), and defensive voice and job performance (H_{12}) were not found to be significant, the relevant hypotheses were not accepted. In the study, the finding stated as H_{11} that defensive silence affects job performance

significantly and negatively is found to be compatible with Sehitoglu (2010). However, the same finding is reported by Cakici (2008), Tayfun and Catir (2013), Aktaş and Şimşek (2014) and Acaray et al. (2015) were not found to be compatible since a positive relationship is detected in their results. In addition, unlike the study of Şehitoğlu (2010), in which the relationship between prosocial silence, prosocial voice, and job performance is found to be positive and significant, in this study, the same issues (H₁₃, H₁₄) were evaluated as incompatible because they were found to be negative and significant. Since the data collected belongs to private sports center employees, it is considered that the silence of employees due to their anxiety about negative consequences, such as job loss, negatively affects their job performance compared to those working in public institutions and organizations. Pinder and Harlos (2001), who have remarkable studies on the subject, explained that acquiescent silence can be explained by adherence to the feeling of obedience, and therefore has a reducing effect on employee productivity, and found that a defensive voice is based on fear and therefore harmony in the organization is negatively affected. It should be expected that a negative harmony within the organization will negatively affect the performance of employees. The findings obtained in this study and the research in the literature also support this conclusion. Considering the research findings, organizational silence is important in achieving the determined goals of the organization in all its dimensions, and at the same time, it is an obstacle to the realization of the goal and an organizational problem in some aspects. Under these circumstances, it should be expected that the job performance of individuals who choose organizational silence and reflect this in their behavior and attitudes will be low. Research results support this anticipation. Based on the research findings, it is also determined that there is a significant and negative relationship between organizational silence and its sub-dimensions and job performance. The results of the hypothesis tests are presented in Table 7.

Table 7. The Results of Research Hypothesis

Hypothesis	Conclusion
H ₁ : Organizational silence significantly and negatively predicts job satisfaction.	Not rejected
H ₂ : Acquiescent silence significantly and negatively predicts job satisfaction.	Not accepted
H ₃ : Acquiescent voice predicts job satisfaction significantly and negatively.	Not rejected
H ₄ : Defensive silence significantly and negatively predicts job satisfaction.	Not rejected
H ₅ : Defensive voice predicts job satisfaction significantly and negatively.	Not accepted
H ₆ : Prosocial silence significantly and negatively predicts job satisfaction.	Not rejected
H ₇ : Prosocial voice significantly and negatively predicts job satisfaction.	Not accepted
H ₈ : Organizational silence significantly and negatively predicts job performance.	Not rejected
H ₉ : Acquiescent silence significantly and negatively predicts job performance.	Not rejected
H ₁₀ : Acquiescent voice significantly and negatively predicts job performance.	Not accepted
H ₁₁ : Defensive silence significantly and negatively predicts job performance.	Not rejected
H ₁₂ : Defensive voice significantly and negatively predicts job performance.	Not accepted
H ₁₃ : Prosocial silence significantly and negatively predicts job performance.	Not rejected
H ₁₄ : Prosocial voice significantly and negatively predicts job performance.	Not rejected
H ₁₅ : Job satisfaction predicts job performance significantly and positively.	Not rejected

There is a need to determine the relationships between organizational silence, job performance, and job satisfaction in all their dimensions, and to conduct such studies in public or private institutions and organizations where silence is intense and to evaluate the results. It is considered that in future studies, the issue of employee voice should be considered together with organizational silence, and the reasons for remaining silent and not expressing an opinion or expressing an opinion should also be emphasized. Senior managers of the organization should focus on need-oriented practices, using the findings identified. It is evaluated that as a result of these practices, a positive climate will be established in every aspect and a safe environment will be ensured where employees will feel themselves and their ideas are valued. As a result, it is thought that job satisfaction and performance, and therefore efficiency, will increase.

One of the limitations of the study is that the study is focused on only one sector namely the private sports center employees in Istanbul. Another limitation is the cross-sectional nature of its methodology, which can only provide probabilistic conclusions for any point in time and cannot support causality relations between

variables. So, those limitations should be considered before making generalizations. Other sectors should be examined against the relations between the same variables to increase the validity and reliability of any generalization and longitudinal experiments could be considered to provide insight on causal relations between variables in future studies.

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