THE EFFECT OF ORGANIZATIONAL SUPPORT ON ORGANIZATIONAL SILENCE

Özgür Alp Gazitepe
Cyprus Health And Social Sciences University
alpgazitepe@hotmail.com

ABSTRACT
In this study, which aims to determine whether there is any relationship between organizational support and organizational silence, relational survey model, one of the quantitative research methods, was used. The population of the study consists of all private and public sector employees in TRNC and the sample consists of 414 employees. Organizational support scale used in the study was developed by Eisenberger et al. (1986). In the study, organizational silence behavior was measured using the "Organizational Silence Scale" developed by Dyne, Ang and Betero (2003) and used in the research conducted by Taşkıran in 2011 and finalized by making various translations. Data analysis program (SPSS 26.0) was used for statistical analysis of the data to be collected with the questionnaires prepared within the scope of the objectives of the research.

At the end of the research, it was seen that female participants perceived higher organizational support than male participants. It was also found that perceived organizational support was higher in single employees than in married employees. The fact that married participants scored higher than single participants in the individual silence dimension indicate that married employees may be more timid and silent in expressing themselves. A significant positive relationship was found between organizational support perception and organizational silence. This shows that employees are more inclined to remain silent when they do not receive sufficient support from their organizations. In conclusion, the results of the research suggest that it is important for organizations to develop support policies taking into account gender differences, marital status and career stages, to create a working environment where employees can freely express their thoughts and receive emotional support, and to reduce the tendency to silence by increasing organizational support.

Introduction

The organizational support effect on organizational silence is a factor that also affects the behaviors and experiences of the employees in their organizational surroundings. Organizational silence defines the situation in which the employees avoid from the self-expression, refrain from sharing ideas as well as verbalizing their critique. This silence can originate from the lack of support, autonomy and attendance of the employees where the organizational communication is weak. Organizational support paves the way for the employees to feel their needs are met and it supports them. When the employees feel the organizational support, they might experience more positive working environment in the organization. This situation may encourage the employees to express their ideas and doubts more clearly and to make critique as well as making suggestions. Therefore, within the increase of organizational support the organizational silence degree might decrease (Eisenberger et.al., 2002).

Problem

The perceived organizational support term is related to the perception of resources and supportive relationships provided by the institutions of the employees. On the other hand, "organizational silence" defines the situation in which the employees avoid from expressing their opinions about necessary issues or being silenced (Özdevecioğlu, 2013). The perceived relationship between the organizational support and organizational silence focuses on how the support amount that they perceive affects the organization silence levels. The researches show that as the perceived organizational support level increases the employees tend to be less silence (Turunç and Çelik, 2010).

The perceived organizational support is related to the employees' being valued by their institutions, being supported and feeling of being important. This support can occur such as resource provision for the employees, providing training and development opportunity and inclusion in decision making and participation process. Also the perceived support might increase the loyalty of employees for their institutions as well as increasing work satisfaction levels (Çakar and Yıldız, 2009).

In case of organizational silence the employees avoid from self expression or remain silent. There can be a few reasons of this, for instance the factors such as fear, fear of being punished, insufficient resources, lack of participation or discussion concern, etc. organizational silence can cause negative results such as miscommunication among the organization, decrease in innovativeness and ineffectiveness (Nartgün and Kartal, 2013).

The relationship between the perceived organizational support and the organizational silence is related to employees' witnessing that their ideas are valued and also feeling more secure about their self-expression. While the perceived support increases the courage of employees for self-expression, the organizational silence might reduce it. When the institutions encourage the employees for self-expression, positive outcomes are possible in terms of innovativeness, cooperation and performance. As a result, there can be said that a there is an inverse proportion between the perceived organizational support and organizational silence can be mentioned as (Turhan, 2021).

Aim Of The Research
In this research the aim is to detect the effect of perceived organizational support on organizational silence. The sub-goals (subordinate aims) are as following:

- Is there a relationship between the demographic information of the participants and the organizational support perception?
- Is there a relationship between the demographic information of the participants and the organizational silence?
- Is there a relationship between the perceived organizational support and the organizational silence?
- Does the perceived organizational support have an effect on organizational silence?

Significance Of The Research
A study analyzing the relationship between the perceived organizational support and the organizational silence might put forward important results for businesses and the organizations. The employees with high level of perceived organizational support tend to show less organizational silence. This can be related to the factors such as more effective communication, knowledge share, cooperation and innovativeness. Encouraging employees to express their opinions can increase the performance of the business. Also it is believed that it would contribute to this study's body of literature.

Limitations
This research is limited to;
1. Public officials and private sector employees in TRNC,
2. The qualifications that the scales used in the research measured and the answers the participants gave to the measure tools,
3. The statistical methods used for data analysis and the accessed resources.

Definitions
Perceived organizational support: it is related to the support provided by the employees' institutions, resources and how they perceive the supportive relationships (Özdevecioğlu, 2013).
Organizational silence: it defines the situations in which the employees avoid from expressing their ideas about important issues or remaining silent (Nartgün and Kartal, 2013).

Theoretical Frame
Perceived Organizational Support
Due to the globalization, the organizations keep up with the technological and social developments and try to survive through the ambiguity of the increasing competitive environment economically and socially and, for this survival the employees started to feel the obligation of carrying business policies for providing high level organizational loyalty. The main aim of these policies are to increase the effectiveness of the organization and the productivity as well as raising loyal and consistent individuals for their organizations by using competitiveness because the employees who have certain level of background are now obliged to be included in a plan of the organization for the sustainability of it. Therefore the organizations should develop attitudes and behaviors which cares about the employee's personality and which sees them as social existence by valuing their opinions they put forward. These behaviors are necessary stimulants for the employees. This is because the employees need to be appreciated, liked and valued. The employees wish to feel that they are considered as important by their member organizations and to be cared about their contributions towards the organization (Aykan, 2007).

The perceived organizational support is the supports and helps provided for themselves by the organizations in the employees' workplace. This support may positively affect the employees' organizational experiences and their emotional prosperity. Perceived organizational support is related to the employees' being valued by the organizations, being respected and also thinking about the provision of resource access necessary for an effective work environment. The empathy by the manager for their employees and carrying supportive

communication and valuing the balance of work and life might increase the perceived organizational support (Krishnan and Mary, 2012).

The perceived organizational support can increase the employee motivation and enhance the work performance because when the employee feels the support, they might develop more positive attitude towards their work as well as feeling more loyalty. Additionally, it can reduce the work stress and increase the work satisfaction. The organizations can use various methods in order to increase the support level perceived by the employees. These can be precautions such as, provision of open communication channels, listening to the needs an doubts of the employees, providing educational and improving opportunities, encouraging employees' participation and implementing a fair salary and rewarding system. The perceived organizational support is an important factor that affects the employees' experience and performances at the work place. This support, as mentioned before, may increase the employees' motivation and create more positive working environment by increasing the work satisfaction. This attitude that the organization shows towards the employees would cause them to have positive behavior towards the organization that might contribute to the sustainability of the organization. This behavior provided by the organization towards its employees is defined as organizational support for the employees (Köse and Gönüllüoğlu, 2010).

Perceived organizational support is related to how the employees perceive the supportive relationships, the resources and the support provided by their institutions. It is also related to how the employees feel how they are valued by their institutions, how they are supported and considered as important. This support can include factors such as resource access of employees, educational and developmental opportunities and possibilities for being included in participation and decision making process. Also, it can occur as providing support by the managers for employees, creating trust manner and encouraging communication (Kaplan and Öğüt, 2012).

The perceived organizational support can increase the loyalty of employees towards their institutions, might increase the work satisfaction and their motivation. When the employees feel that support they tend to be more loyal, productive and attentive (Sökmen et.al., 2015). This becomes an important factor in terms of businesses' employee satisfaction, performance and sustainability. The perceived organizational support provides employees to feel that their emotional and psychological needs at work place are met. This support could reduce their stress and strengthen the justice feeling at work as well as encouraging cooperation and making the working environment more positive (Anafarta, 2015). Therefore, the perceived organizational support is a concept that defines the support they take from their institutions and how they perceive the value. The businesses could positively affect the motivation loyalty and performance of the employees by increasing their perception of support level.

Organizational Silence And Employee's Silence
Organizational silence and employee's silence are close but different concepts and they are the effective factors for the communication among the organization.

Organizational silence defines the situation in which the employees avoid from expressing their ideas or expressing in a limited way. This situation might occur due to employees' fear of criticism or exclusion, feeling of distrust at workplace, limitations of communication channels or the enforcement in the work culture. As the employees avoid from sharing their ideas the organizational silence might prevent the innovation, aggravate cooperation and can cause the ignorance in problem solving (Daşçı and Cemaoğlu, 2015).

Employee silence concept is a communication barrier where the employees are abstain from making their voice heard due to emotional or professional reasons. While the employee silence generally defines the behaviors and reactions of the employees individually, the organizational silence defines a situation occurring on organizational level on a broader scale. There might be various reasons under the employee silence such as distrust, the fear of employees in terms of being criticized or misunderstood while expressing their opinions that lets them remain silent. Also, the workplace culture, the manner where the open communication is not encouraged or where the criticism is not welcomed may aggravate to express opinions. The factors such as feeling of indecisiveness and ineffectiveness, workload and stress, enforcements or lack of processes are among the reasons of employee silence (Kaufman, 2015).

Employee silence may affect the cooperation and innovation inside the organization and the employees might prevent the solutions for the problems of the organization by remaining silent on important issues, also they might miss the opportunity to bring novelty suggestions. Additionally, employee silence can affect the emotional prosperity of the employees negatively and reduce the work satisfaction. For the organizations in order to handle with this; it is important to create an effective communication culture. The leaders should

consider the employees' opinions and provide a manner where the critical ideas are encouraged. Also, it is possible to reduce this silence by creating feedback mechanisms and encouraging the workers to participate in this through active participation. Understanding and analyzing this silence, lets the organization evaluate variable views which would contribute to its development. As mentioned before, the employee silence includes employees' remaining silent for work decisions which could mean a reaction instead of expressing their opinions. The reasons could be the feeling of his or her ideas not being valued, abstaining from negative results, the mistrust at workplace or miscommunication (Daşçı and Cemaoğlu, 2015).

Organizational silence and employee silence generally define the employees' avoidance from expressing their opinions and not actively participating. However, organizational silence occurs on a broader scale in organizational level whereas the employee silence reflects the behaviors of the individual employees. As these silence types hinder the employees' expressing their opinions clearly, there might be negative results for the organizations. So; it is important for organizations to hold encouraging policies and implementations about open communication and active participation as well as easening and supporting the expressions of both employees and organization. In addition, the tendency for silence may be reduced by leaders through listening to their employees, providing feedback mechanisms and encouraging worker participation and this could support the cooperation and innovation (Zhang, Bei and Min, 2014).

Method
Research Model
As one of the quantitative methods the correlational survey model was used in this study which aims to detect whether there is a relationship between the organizational support and silence or not. Survey model is a research approach that provides portraying the current existing situation in the past or today. Correlational survey model is defined as a research model that is used to determine the changing level or whether any change happened between two or more variables (Karasar, 2015).

Scope And Sampling
All the private and public sector employees in TRNC constitute the scope of this study. The sampling was randomly chosen and consists of volunteer participant employees. By looking at the data gathered total 414 employees were included to the research.

Data Gathering Tools
Personal Information Form
The gender, age, marital status and professional experience were asked in the personal information form.

The Scale Of Organizational Support
Organizational support scale was developed by Eisenberger et.al. (1986) and consists of 36 statements. As a result the study held by Stassen and Ursel (2009), they improved the short form of the scale by reducing into 10 statements. Turkish transcription of the scale and analysis for validity and reliability was done by Akkoç et.al., (2012). As a result, the factor loads of the scale were between 0,76 and 0,82 values and the Cronbach's Alpha value of the scale was 0,93. Reverse coding was done in the 6th and 7th statements in the scale. The scale was organized as quinary (5) grading and scale structure was graded as (1) totally disagree and (5) totally agree.

Organizational Silence Scale
The organizational silence behavior in this study was first developed by Dyne, Ang and Betero (2003) and then was used by Taşkıran in 2011 in his study and was lastly formed by various translations and finally Karacaoğlu and Cingöz (2009) used it as "Organizational Silence Scale". "Organizational Silence Scale" consists of total 15 items as individual and relational silence dimensions.

The individual silence sub-dimension describes the accepting and protectionist of silence type; whereas the relational silence sub-dimension describes the protectionist type. While the items between the first and tenth items of the scale form "Individual Silence" dimension, the items between the eleventh and fifteenth form the "Relational Silence" dimension. Five separate answer choice are found for each item. These choices were pointed in order to make numerical evaluation. One point was given to "Totally disagree" choice, two points for "Disagree" choice, three points for "Moderately agree" choice, four points for "Agree" choice and five points for "Totally agree" choice. Minimum 15 points and maximum 75 points could be gotten from the scale. The analyses in the study were done by taking the average of these points. Also the averages of the points were evaluated among themselves for each of the sub-dimensions. If the points are high that means the organizational silence behavior is high whereas if the point is low the organizational silence behavior is low. In order to detect whether the scales used in the study was suitable for analysis, the Reliability Analysis was done. The scale used

in measurement and the reliability analysis evaluate the features and reliability of the questionnaire and tests. According to the analysis; the detected cronbach alpha values were as follows; unreliable between '0 and 0.40' , low reliable between '0.40 and 0.60' , very reliable between '0.60 ile 0.80' and high reliable between '0.80 and 1.00' (Yıldız and Uzunsakal, 2018: 19)

Data Analysis
Within the scope of research aims, the data analysis program (SPSS 26.0) was used in order to analyze statistical solution of the gathered data and questionnaires. In order to find answer for the research problem, the frequency-percentage values of the dimensions' items were calculated. As the measurement levels of the variables in the questionnaire were accepted as classification and sorting, taking average on Likert items was not used. The values were tabulated and interpreted.

Findings And Interpretations
Demographic Information
The demographic information of the participants is shown on Table 1:

Table 1 Demographic Information

		N=414	%
Gender	Female	187	45,2
	Male	227	54,8
Age	20-30 age	261	63,0
	31-42 age	93	22,5
	43 and above	60	14,5
Marital status	Married	238	57,5
	Single	176	42,5
Professional experience	Less than 1 Year	208	50,2
	1-5 years	71	17,1
	6-10 years	53	12,8
	11-15 years	22	5,3
	More than 15 years	60	14,5
	Total	414	100,0

%54,8 of the participants were male and %45,2 were female, %63 of the participants' age was between 20-30 years; %57,5 were married and %50,2 had less than 1 year of professional experience.

Descriptive Analysis Between Demographic Variables And Organizational Support Scale
As one of the sub-objectives of the study "Is there a relationship between the demographic information of the participants and their perception of organizational support?", the descriptive analyses for this question were given on the following tables.

Table 2 The Comparison of Organizational Support Scale Points according to Gender

Scale Dimensions	Gender	n	Median (IQR)	Group Comparison
Organizational support	Male	187	59,41 (7,45)	Z=20,97; **p=0,000**
	Female	227	54,86 (7,18)	

p<0,05

On Table 2; whether the difference between groups was important or not was tested according to the gender variable of organizational support perception and it was found as important (p<0,05). Regards to this; the organizational support that the female participants perceive is higher than the male participants. In a study conducted by Emre (2018), the perceived organizational support perception showed difference and was found that it was higher n females. However, the studies about the relationship between gender and the organizational support found out different results. While some of the studies showed the organizational support level differentiated according to the gender, some of them stated that the gender did not affect this level (Nayır, 2011; Fındık, 2011).

The comparison of organizational support scale points according to age was given on Table 3.

Table 3 The comparison of Organizational Support Scale Points according to Age

Scale Dimensions	Age	n	Median (IQR)	Group Comparison
Organizational support	20-30 age	261	58,14 (6,92)	
	31-42 age	93	52,87 (8,36)	χ^2=18,29; **p=0,000**
	43 and above	60	57,9 (7,42)	

p<0,05

According to analysis on Table 3; whether the difference between groups was important or not is tested in terms of age variable of organizational support perception and it was found as important (p<0,05). Hereof, the 20-30 aged participant group's perceive organizational support was found higher than the 31-42 aged and 43 and above aged group whereas the 31-42 age group found higher than the 43 and above aged group. According to study by Özakar (2019), the organizational support point averages of 18-25 age group was found higher than the 26-35 ages and 36-45 age group meaningfully in terms of perceived organizational support. On the contrary, in his study, Fındık (2011) found that there was not a meaningful relationship between the age and organizational support.

On Table 4 there are analysis results of the comparison of organizational support scale points according to marital status.

Table 4 The comparison of organizational support scale points according to marital status

Scale Dimensions	Marital status	n	Median (IQR)	Group Comparison
Organizational support	Married	238	54,09 (7,72)	Z=10,65; **p=0,001**
	Single	176	60,75 (5,60)	

p<0,05

On Table 4, it is found out that the difference between groups was important according to the marital status on the scale by testing it (p<0,05). Therefore, the perceived organizational support in single employees found to be higher in married employees. Gül (2023)'s study shows the same result as the single employees' levels were higher than the married employees. On the opposite, in Keklik Okul (2021)'s study it was found out the contrary and the married employees' perception of organizational support were higher than the single employees.

Table 5 illustrates the analysis results of the comparison of organizational support scale points according to professional experience.

Table 5 The comparison of organizational support scale points according to Professional Experience

Scale Dimensions	Professional Experience	n	Median (IQR)	Group Comparison
Organizational support	Less than 1 Year	208	58,10 (7,04)	
	1-5 Years	71	53,25 (8,28)	
	6-10 Years	53	58,30 (6,47)	χ^2=9,33; **p=0,000**
	11-15 Years	22	51,63 (8,67)	
	More than 15 years	60	57,9 (7,42)	

p<0,05

As Table 5 presents, the difference between the groups in terms of professional experience on the scale was found important (p<0,05). So, the 6-10 years of experienced employees had higher level than the groups of employees with less than 1 year of experience, 1-5 years, 11-15 years and 15 years and above groups. There are also studies showing the negative or positive sides of the relationship between the professional experience and the organizational support perception (Fındık, 2011). Also, in his study Özakar (2019) found that; the organizational support point averages of participants were higher in who had professional experience years as "6-10 years" and "11-15 years".

Descriptive Analyses Between The Organizational Silence Scale And Demographic Variables
As one of the sub-objectives of the research; for the question of "Is there any relationship between the demographic information of the participants and the organizational silence?" the descriptive analyses were held in order to find the answer and they were illustrated on the following Tables.

Table 6 The comparison of organizational support scale sub-dimension points according to gender

Scale Dimensions	Gender	n	Median (IQR)	Group Comparison
Individual silence	Female	187	18,32 (8,44)	Z=0,027; p=0,871
	Male	227	19,23 (7,83)	
Relational Silence	Female	187	15,78 (6,76)	Z=14,912; **p=0,000**
	Male	227	19,53 (6,17)	
Organizational silence	Female	187	34,11 (6,20)	Z=0,001; p=977
	Male	227	38,77 (5,81)	

p<0,05

Table 6 shows that the difference between the groups was found as important on relational dimension according to gender on the scale which was tested (p<0,05). Therefore, the organizational silence points of the male participants were found higher than the females. Nevertheless, the studies held by Fapohunda, (2016), Çelik and Şahingöz (2018), Türeli and Dolmacı (2013) showed that the female participants had higher points than the male participants. There are also studies in the literature about there was not a meaningful relationship between the organizational silence and the gender variable (Gezer, 2019).

Table 7 shows the analysis results of the comparison of organizational support scale sub-dimension points according to age.

Table 7 The comparison of organizational support scale sub-dimension points according to Age

Scale Dimensions	Age	n	Median (IQR)	Group Comparison
Individual Silence	20-30 age	261	17,87 (7,54)	
	31-42 age	93	21,05 (8,56)	x^2=5,63; **p=0,04**
	43 and above	60	19,51 (9,19)	
Relational Silence	20-30 age	261	18,47 (6,98)	
	31-42 age	93	16,09 (5,40)	x^2=4,40; **p=0,013**
	43 and above	60	17,76 (6,91)	
Organizational Silence	20-30 age	261	36,35 (6,92)	
	31-42 age	93	37,15 (5,04)	x^2=0,85; p=0,427
	43 and above	60	37,28 (6,00)	

p<0,05

According to Table 7, the difference between the groups according to ages of sub-dimensions of the scale was found as important (p<0,05). Within this regard; the participants in the group of 31-42 age of the individual silence sub-dimension had higher points than the other groups as well as the participants in the group of 43 age and above had higher points than the participants in the group of 20-30 age. In the relational silence sub-dimension, the 20-30 years age group had higher points than the other groups and also the participants in the 43 age and above group had higher score than the 31-42 aged participants. Milliken et.al., (2003), Çakıcı and Çakıcı, (2007), Özgen and Sürvegil, (2009) conducted studies and stated that the employees tend to be more silent due to foreseeing more risks as they are on years.

Table 8 shows the analysis results of the comparison of organizational support scale sub-dimension points according to marital status

Table 8 The comparison of organizational support scale sub-dimension points according to Marital Status

Scale Dimensions	Marital status	n	Median (IQR)	Group Comparison
Individual Silence	Married	238	20,36 (10,05)	Z=217,59; **p=0,000**
	Single	176	16,75 (3,35)	
Relational Silence	Married	238	15,68 (5,21)	Z=35,96; **p=0,000**
	Single	176	20,75 (7,38)	
Organizational Silence	Married	238	36,05 (4,89)	Z=31,62; **p=0,000**
	Single	176	37,5 (7,97)	

p<0,05

On Table 8, the difference between the groups according to marital status of the sub-dimensions and the total points was found to be important (p<0,05). Therefore; in individual silence dimension the married participants had higher points than the single participants whereas the total points of the organizational silence's single

participants had higher points than the married participants. In the study by Oruç (2013), the married employees were more silent than the singles; and also in a meta-analysis study by Ateş and Önder (2019), the married educators remained more silent than the single educators and this silence was found to be weak on the sub-dimensions of the scale. In Potuk (2017)'s study, it was found out that there was not a meaningful difference between the marital status and the sub-dimension and organizational silence.

Table 9 illustrates the analysis results of the comparison of organizational support scale sub-dimension points according to professional experience.

Table 9 The comparison of organizational support scale sub-dimension points according to Professional Experience

Scale Dimensions	Professional experience	n	Median (IQR)	Group Comparison
Individual Silence	Less than1 Year	208	17,95 (7,64)	$\square^2$=2,82; **p=0,025**
	1-5 Years	71	21,02 (8,54)	
	6-10 Years	53	17,56 (7,17)	
	11-15 Years	22	21,13 (8,81)	
	More than 15 Years	60	19,51 (9.19)	
Relational Silence	Less than 1 Year	208	18,30 (6,96)	$\square^2$=2,42; **p=0,048**
	1-5 Years	71	16,28 (5,61)	
	6-10 Years	53	19,15 (7,06)	
	11-15 Years	22	15,5 (4,71)	
	More than 15 Years	60	17,76 (6,91)	
Organizational Silence	Less than 1 Years	208	36,25 (6,83)	$\square^2$=0,52; p=0,718
	1-5 Years	71	37,30 (5,32)	
	6-10 Years	53	36,71 (7,33)	
	11-15 Years	22	36,63 (4,11)	
	More than 15 Years	60	37,28 (6,003)	

p<0,05

Table 9 shows the importance of difference between the groups according to professional experience in the sub-dimension of the scale (p<0,05). In the individual silence dimension the points of participants with the professional experience between 11-15 years were higher than the others and also with 1-5 years of professional experience had higher points than the other groups as "less than 1 year", "6-10 years" and "more than 15 years". In the relational silence dimension the points of participants who had 6-10 years of professional experience had higher points than the other groups whereas the participants with less than 1 year of professional experience had higher score than the groups as "1-5 years", "11-15 years" and "more than 15 years". Çiftçi et.al., (2015) and Potuk (2017) found in their studies that the professional experience years did not differentiate in terms of organizational silence level. Köse (2018) in his study showed that the silence reached to the peak level as professional experience years increased. In their studies Tayfun and Çatır (2013) found out that the more the professional experience years increased the more there was an increase in the silence sub-dimension level for the sake of institution. These results show that in various studies there were different findings between the organizational silence and the professional experience years. While some of the studies did not show the relation of professional experience with silence, the others showed the contrary and said the professional years were effective on organizational silence.

Correlation Analysis Among The Scales
In order to answer one of the questions of the sub-objective of the research as "Is there any relationship between the perceived organizational support and organizational silence?" the correlation analysis results are shown on Table 10.

Table 10 The Correlation Analysis Results between the Organizational Support Scale and Organizational Silence Scale

		Individual Silence	Relational Silence	Organizational silence
Organizational support	r	,382**	-,343**	,125*
	p.	**0,000**	**0,000**	**0,011**

**. Correlation is meaningful on 0.01 level.
*. Correlation is meaningful on 0.05 level.

According to Table 10; there is e meaningful positive way relationship (r=,382; p=0,00) between the perception of organizational support and individual silence; also there is meaningful negative way relationship between the relational silence (r=-,343; p=0,00) and lastly a meaningful positive way relationship between the organizational silence (r=,125; p=0,11).

Al-Abrrow (2018) emphasized that the organizational support perception of the employees had an important effect on employees' beliefs, emotions and behaviors. The reasons why the employees remain silent in case of facing problems about the organizational processes are related to the non-supportive culture, authoritarian management style and weak communication (Çakıcı, 2007). At the same time, if the institution does not seek a solution for mobbing and unfair implementations; it could lead to employees' remaining silent. At the base of silence, there is the belief lost of individual about the cover of the current situation and being hopeless. If the organizational support perception is low, the employees' interest towards the institution reduces and could lead tendency towards hiding their opinions and to the silence (Pinder and Harlos, 2001). Additionally, the employees with higher organizational support perception, tend to have more beneficial behaviors towards the institutions. The increase in organizational support perception could lead the employees to the tendency in silence by providing the feeling of being valued (Üçok and Torun, 2015). The opinions of employees about the idea expression's being beneficial, could increase and therefore their tendency for showing accepting silence could reduce (Çakıcı, 2010).

Regression Analysis Among The Scales
In order to answer the question of "Is there any effect of perceived organizational support on organizational silence?" as one of the sub-dimension of the research, a regression analysis was done and its results are shown on Table 11.

Table 11 Results of Regression Analysis between the Organizational Support Scale and Organizational Silence Scale

	Non-Standardized Coefficients		Standardized Coefficients		
	β	Std. Error	β	t	p.
(Constant)	30,678	2,359		13,006	0,000
Organizational support	0,105	0,041	0,125	2,562	**0,011**
Dependent Variable: Organizational silence					

p<0,05

According to the analysis done, it is found that the perceived organizational support had a meaningful (p<0,05) and positive way effect on organizational silence (β =-0,105).

In a study held by Yeloğlu et.al., (2015) on 356 people working in different sectors, the, organizational silence was discussed in general and it was found that there was a negative relationship between organizational silence and organizational support. In this study it was shown that the organizational support had a negative effect on organizational silence. In another study by Soybakıcı (2019) on 325 people working in tourism sector, there was negative relationship between the perceived organizational support and accepting and defending silence and it negatively affected both of the silence types. Also, there was a positive relationship between the organizational support and protective silence as well as the organizational support positively affected the protective silence.
In a study held by Yürür et.al., (2016); it was found out that, the perceived organizational support reduced the accepting and defending silence however, it did not have any effect on protective silence. These results show that, the organizational support perception could include different relations with different silence dimensions. It is seen that the organizational support has reducing effect on some of the silence dimensions whereas some of the dimensions are not affected.

Results And Suggestions
According to research results, the organizational support that the female participant perceive was higher than the male participants. This result shows that the organizational support perception is related to the gender. The females might get more supporting feeling from their institutions or might create this perception by having different experience in the institution. This situation stresses the effect of gender on organizational experiences and perceptions. It is also remarkable that the perceived organizational support differentiate among the age groups. The organizational support in the participants of 20-30 age group was perceived higher than the others in 31-42 age group and 43 years and above group. Likewise, the participants in 31-42 ages perceived the organizational support higher than the participants in the group of 43 years and above age. These results show that the age groups are effective on organizational support perception and different age groups may have different expectations in terms of the support they expect from the institution. These findings emphasize the

importance of institutions' increasing employee satisfaction and managing the organizational support by considering demographic features such as gender and age. The institutions could review their policies and implementations in order to provide equal and fair support among the different employee groups and also to understand the effects of gender and age factors on organizational support perception.

It is found that the perceived organizational support in single employees was higher than the married employees. This finding means the single employees were supported by their institutions more and the perceived organizational support was lower in married employees. This situation might require more research in order to understand the reasons why the married employees perceive the organizational support less. The institutions may develop various strategies for providing fair organizational support to all employees and to meet the needs of married employees. According to professional experience, the perceived organizational support differentiates. In the research, the perceived organizational support among the professional experience levels differentiates. Especially the employees having 6-10 years of professional experience perceived the organizational support higher than the other groups. Also, the employees had higher perception of organizational support who have professional experience less than 1 year, 1-5 years, 11-15 years and 15 years and above. However, the employees with 15 years and above professional experience had the highest perception of organizational support than the other groups. These results show that the perception of organizational support of employees could change depending on the professional experience. This situation makes it important in terms of institutions' reviewing the support policies and providing an equal and fair support for all the employees. Also, by considering that the employees might have different expectations due to their experiences, the institutions may need to develop various strategies in order to understand and meet these expectations.

These detected results show that the institutions need to determine their support policies and implementations by considering the differences and needs of the employees. When considering the important effect of organizational support on employees' satisfaction, motivation and performance, the attention by institution managers and human resources managers should be paid on these findings. Additionally, more comprehensive studies in the future may be needed to be conducted in order to better understand how these demographic factors affect the organizational support.

In terms of individual silence dimension, the married participants had higher points than the single participants and the total points of relational and organizational silence were higher in married employees than the single employees. This situation shows that the married participants might be more avoiding and silent while expressing their opinions or ideas in the working environment. The marital status steps forward as one of the personal and social factors that might affect the behaviors of the employees at work place. Also, the participants with 11-15 years of professional experience in individual silence dimension had higher points than the other groups. Similarly, in the relational silence dimension, the participants with 6-10 year of professional experience had higher points than the other groups. These results show that the longer professional experience the employees have in the institution, the more avoiding they could be for expressing their ideas or opinions at work.

There is a positive way meaningful relationship between the organizational support perception and the individual silence which means the perceived organizational support increased the individual silence. This state shows that when the employees do not get sufficient support from their institutions, they tend to be more silent and avoidant from expressing their ideas. Support given by the institutions to the employees could encourage the participation and communication that can lead to reduction in silence.

A negative way meaningful relationship between the relational silence was found which means the perceived organizational support reduces the relational silence. This result shows that when the employees are supported by their institutions, they could establish more communication and express their opinions more comfortably. Through the increase of organizational support, the cooperation and communication of employees could increase therefore the relational silence could reduce.

Finally, there is a positive way meaningful relationship between the organizational support perception and organizational silence. That means, the perceived organizational support increases the organizational silence. This situation shows that when the employees do not get sufficient support from their institutions they tend to be less active and less participating.

In general these results emphasize the importance of increase of organizational support by institutions in order to reduce the employee silence. Creating a supportive environment where the employees are encouraged to express their opinions could increase the communication in the institution as well as active participation. Also, it

is helpful for the institutions for providing more effective management by understanding the organizational silence according to the demographic characteristics of the employees and developing strategies accordingly.
The suggestions improved by the end f the research are as following:

- Diversity and equality in the institutions: The female participants found to have higher perception of organizational support in the research. This situation stresses the institutions' giving importance to the gender equality and diversity and providing fair support for them.
- Support policies convenient for career stages: The perceived organizational support found to be differentiating according to professional experience levels in the research. The institutions could develop support strategies for employees' career stages and could meet everybody's needs from the novice to the experienced.
- Encouraging communication and cooperation: In the research, the perceived organizational support was found to be increasing the individual silence. The institutions should create an environment for encouraging open communication so that the employees could express their opinions comfortably and could actively participate.
- Leadership training and emotional support: One of the reasons why the employees remain silent at work is authoritarian management style and insufficient emotional support. The institutional leaders should be encouraged to be trained for providing emotional support and cooperation and they should focus on developing these skills.
- Rewarding systems that encourage employee participation: The institutions can develop rewarding systems that could encourage the employees for active participation and self-expression and they can also develop performance assessment processes.

As a result, the institutions should focus on increasing the organizational support for reducing the organizational silence and also it is important for them to develop supportive policies and strategies to provide a fair support for the employees. Encouraging the participation and active communication of the employees would increase the productivity within the institution. However, each policy and strategy should be adapted according to institution's own characteristics and needs.

Kaynakça

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