



## Research About the Relation between Organizational Silence and the Performance of Workers

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### Introduction

Organizational silence is a behaviour pattern that can increase or decrease the performance. Although organizational silence is a emotionally difficult expressing method, it's an effective method for expressing the satisfied or dissatisfied conditions in the organization. (Bagheri and others,2012)

In the literature,there are three kinds of organizational silence. These are : defensive silence accepted silence and silence for the benefit of organization. Defensive silence is expressed as holding back information and opinions in order to protect himself/herself against the disadvantages caused by organization. Accepted silence is willingly being silent and exclude workers' themselves from the events even in the difficult situation of organization and despite knowing the ways to get rid of it. The silence for the benefit of organization is holding back the information or secret of organization to be useful for the organization and environment (Özcan,2011). In addition to the 3 types of silence, Dyne and others (2003) concluded the dimensions of the these three silence types. Accordingly, accepted sonance means that workers support the ideas owing to relying on their co-workers. Defensive sonance is workers' speaking for self-protection. The sonance for the benefit of organization is workers' speaking and telling their opinions about the issues that affect the organization(Erdoğan, 2011).

The aim of this study is to examine the relationship between the levels of workers' performance and organizational silence. Also it aims to find out whether there is a significant difference between the dimensions of organizational silence and performance levels with workers' age, educational level, profession, length of service and length of service of hospital. In the research, the presence,importance and dimensions of the organizational silence ,the studies about this issue and performance will be introduced.

### Method

The sample of this research consist of nurses working in the state hospitals in Ankara. In the research, “sample randomly” method was used. In order to collect information,we benefited from the questionnaire method. In the research,391 questionnaire were applied to fill out. In the researc, the Organizational Silence Scale and Performance Scale which were adapted in Turkish by Erdoğan (2011) were used.

The questionnaire used in the research was consist of three main section. In the first section; there are four question about demographic characteristics of the workers (education level,age,the duration of service in job and in hospital) , in the second section there are 27 question to measure the organizational silence and in the third section there are 6 question to measure the determine the levels of performance. In the study likert scale (5) was used. Statics programs were used in the analysing the information of questionnaire.

### **Findings**

The participants of the study are in different ages; 14,3% of them are 16-25 years old;40,7% of them are 26-35; 33,8% of them are in 36-45; 9,5% of them are 46-55 years old and 1,8% of them are 56 and over. The education level of the participants are as follows; 39,4% of participants have bachelor’s degree, and 34,5% of them have pre-bachelor’s degree. The durations of the service in job are as follow; 53,3% of participants have been doing this job for 1-10 years and 41,9% of them for 11-21 years. The durations of service in hospital are as follows; 78,5% of them have been working in the same hospital maximum for 1-10 years.

Significant difference was found between the workers’ performance and defensive sonance/ silence and the sonance for the benefit of organization ( $p=.020$ ;  $p=.025$ ;  $p=.003$ ;  $p=.002$   $p<0,05$ ). A significant difference was found between the variation of working duration and the sonance for the benefit of organization ( $p=.022$ ; $p<0,05$ ). Significant difference was found between the duration of service in hospital and performance with accepted sonance and defensive silence ( $p=.020$ ,  $p=.004$ ;  $p=.024$ ;  $p<0,05$ ). A correlation was found between the workers’ performance and accepted silence, defensive silence/sonance, the silence/sonance for the benefit of organization. There isn’t any significant relation between the workers’ performance and accepted silence ( $p=.734$ ). There is negative directed relation between the accepted silence (-,178), defensive silence (-,130) and defensive sonance (-,250).

### **Discussion**

When the studies,about the impact of worker’s silence on performance, were examined, Briensfield (2009) stated that worker’s silence affect the organization and his/her performance. It is stated that the accepted silence and defensive silence which are considered the sub-dimensions of the worker’s silence affect negatively the worker’s performance while the silence for the benefit of organization affect the worker’s performance in positive way (Brinsfield 2009). On the other hand, in the study conducted by Şehitoğlu and Zehir (2010) a significant,negative directed relation was found between worker’s performance and defensive silence which is the sub-dimension of worker’s silence however a significant difference was found between worker’s performance and the silence for the benefit of organization. In the study conducted by Erdoğan in 2011, negative directed relation was found between worker’s performance and defensive sonance. The results of this study are parallel with the studies of Briensfield (2009),Şehitoğlu and Zehir (2010) and Erdoğan (2011).

Human resources express their ideas about the organizations, give advices and tell their opinions may effect organizations to work efficiently. Also, an increase in the levels of workers performance who are able to express their ideas.

Organizational silence does not report opinion for any issue related to the work. Thanks to the silence, both individuals and organizations can create an oppression mechanism on each other with sharing or approving the events that they are against and don t like at all. Being silent the members of organization suppress their problems without expressing personal concerns and dissatisfactions.