Extensive Summary

Introduction

Lack of organizational citizenship behavior as a result of organizational silence emerges as a major issue to attain organizations’ goals. Organizational silence behavior which is described as failing to express the idea of knowledge and ideas about the issues and problems related to the organization by employees deliberately. Employees’ sense the need to hide information which is important for the organization causes lack of organizational citizenship behavior that is defined as a voluntary employee behavior. However, it leads to decrease in the efficiency of business.

Organizational silence that is the first concept of the research is described as storing information deliberately and it is discussed in negative situation. Today, remain silent behavior of employees is known as a reaction and withdrawal. The reasons of the reaction and withdrawal are as follows: Not be trusted to managers; employees can transmit some information missing or incorrect or they don’t conduct them. Because, they think that the information can be perceived as negative and critical by managers. Risky speech; owing to inability to be promoted and seem to be afraid of troublemakers, employees do not express their ideas. Fear of isolation; employees think that managers perceive them as a complainant or a troublemaker. So, they may face isolation and they remain silent. Past experience; employees learn to remain silent not only as a result of their bad experiences but also researching other employees’ experiences. Fear to undermine relations; If employees see the weak points of basic functioning of the business and want to share their ideas and thoughts to fix the problem, they realize that the others do not like it and they assume a protective structure. As a result of this situation, they abandon this effort. These efforts occur as a condition that tried to satisfy and not to hurt others and proposed solutions kept secret if necessary.

The second concept of the research, on the other hand, is the organizational citizenship behavior research. The concept of organizational citizenship has been specified as helpful behaviors to social system of the organization. The concept of organizational citizenship behavior was revealed and five-dimensional structure was
proposed by improving definition of extra role behavior by Organ. These are benevolence, scrupulousness, courtesy, civic virtue and sportsmanship. In this study, dimensions of organizational citizenship behavior will be discussed in five sizes according to Organ’s classification.

Benevolence is defined as helpfulness of the employees’ each other or complete their mission an abnormal situation. Courtesy is defined as warning each other, consulting with each other, communicate and interact each other of the employees’s. Scrupulousness states that the employees contribute to the functioning of the organization as a volunteer by going beyond their tasks and responsibilities. Sportsmanship expresses to be tolerant against negativity in the organization. Civil Virtue is a behavior that support the development and administrative functions of the organization.

The main aim of this research is to determine the relationship between organizational silence and organizational citizenship behavior in 5 star hotels in Antalya. In this context, it is aimed to look the differentiation of organizational citizenship behavior and organizational silence in terms of demographic factors such as gender, age, marital status, income level, education level and task of business. In this direction, the hypothesis of the research are formed as follows:

H₁: There is a relationship between organizational silence and organizational citizenship behavior.

H₂: (a) Organizational silence and (b) organizational citizenship behavior differ in term of the gender.

H₃: (a) Organizational silence and (b) organizational citizenship behavior differ in term of the age.

H₄: (a) Organizational silence and (b) organizational citizenship behavior differ in term of the marital status.

H₅: (a) Organizational silence and (b) organizational citizenship behavior differ in term of the income.

H₆: (a) Organizational silence and (b) organizational citizenship behavior differ in term of the education.

H₇: (a) Organizational silence and (b) organizational citizenship behavior differ in term of the tourism education.

H₈: (a) Organizational silence and (b) organizational citizenship behavior differ in term of the task of business

Method

A case study carried out over employees in Antalya province five stars hotels to exhibit the relationship between organizational silence and organizational citizenship.
behavior. The population of the study is 121,354 employees. The simply randomly sample selection formulate was used to calculate the sample size. By using that formulate, sample size calculated as n=384. A questionnaire was used to collect data from respondents. Questionnaire was designed in three parts. Demographic factors were given in first part, statements to determine the causes of organizational silence were given in second part and statements to determine organizational citizenship behavior were given in third part.

Organizational silence scale has been formed from the expression 28 which was developed based on the literature by Çakıcı (2007) and Organs (1988) five dimensional organizational citizenship behavior scale was used. The said scale is tested for reliability. Cronbach Alpha for the organizational silence was calculated as α: 0,949 and for organizational citizenship behavior as α: 0,914. According to the results used scales have highly reliability level. Total 392 questionnaires were used.

For statistical analysis the surveys through the data collected; sampling group's properties for the determination of frequency and percentage calculations, the purpose of determining relationship between organizational silence and organizational citizenship behavior correlation analysis, organizational silence and organizational citizenship behavior for differentiation on demographic variables t-test and ANOVA test analysis was performed.

Conclusion

This study aimed to determine organizational silence and the relationship between organizational citizenship behavior. As well as, these were examined to differ of in terms of variables such as gender, age, marital status, income level, education level, tourism educational level and role in the business. According to the results of the correlation analysis, between organizational silence and organizational citizenship behavior has been found a weak negative relationship. However, between organizational silence and altruism, courtesy, conscientiousness and civic virtue of organizational citizenship behavior was found weak negative correlation, with sportsmanship positive a very weak relationship was found. In this context, organizational citizenship behavior who exhibited by people is decreasing when organizational silence increases. These results support the hypothesis H1.

Furthermore, organizational silence and organizational citizenship behavior has been examined according to the variables gender, age, marital status, income level, education level, tourism educational level and role in the business. According to variables was determined that there isn’t a significant difference between organizational silence and variables gender and age, there is a significant difference between organizational silence and variables marital status, income level, education level, tourism educational level and role in the business. Consequently, this results do not support H4a, H5a, H6a, H7a and H8a hypothesis. Also there isn’t a significant difference between organizational citizenship behavior and variables gender, age, income level and tourism educational level. There is a significant difference between o citizenship behavior and variables gender, marital status, education level, and role in the business. This results do not support H3b, H5b and H7b hypothesis. But This results support H2b, H4b, H6b and H8b hypothesis.