Kamil ALACALI

Dr. Öğr. Üyesi Abdullah YILDIRMAZ

Batman Üniversitesi

abdullahyildirmaz@gmail.com, abdullahyildirmaz@gmail.com

EXAMINATION OF THE RELATIONSHIP BETWEEN MANAGERIAL-ORIGINATED ORGANIZATIONAL COMMUNICATION CLIMATE AND ORGANIZATIONAL SILENCE

ABSTRACT

This study is descriptive research aiming to measure the relationship between manager-driven organizational communication climate and organizational silence in universities in Turkey. In the literature review, no research was found on the relationship between manager-based organizational communication climate and organizational silence. The aim of the study is to contribute to the literature to fill this gap. For this purpose, academic or administrative staff working in universities in Turkey constitute the universe of the study, and research was conducted by selecting 244 people as a sample using the limited sampling formula. Frequency and descriptive analysis to reveal descriptive statistics; Correlation analysis was used to determine the relationship between variables, and finally, simple linear regression analysis was used to determine the effect of the independent variable on the dependent variable. In addition, SPSS software was used for data analysis. According to the study, it is seen that there is a significant relationship at the level of .000 between the independent variable in the model, the manager-driven organizational communication climate, and the dependent variable organizational silence. The R^2 value of the model was determined as 0.248. In this context, the independent variable in the model, the manager-driven organizational communication climate, can explain 24.8% of the organizational silence, which is the dependent variable. In this direction, it has been determined that the perception of organizational communication climate from the manager contributes to the model by establishing a negative and significant relationship with the organizational silence variable.

Keywords: Organizational Communication Climate, Employee Silence, Organizational Silence

YÖNETİCİ KAYNAKLI ÖRGÜTSEL İLETİŞİM İKLİMİ İLE ÖRGÜTSEL SESSİZLİK ARASINDAKİ İLİŞKİNİN İNCELENMESİ

ÖZET

Bu çalışma, Türkiye'deki üniversitelerde yönetici kaynaklı örgütsel iletişim iklimi ile örgütsel sessizlik arasındaki ilişkiyi ölçmeyi amaçlayan betimsel bir araştırmadır. Yapılan literatür taramasında yönetici kaynaklı örgütsel iletişim iklimi ile örgütsel sessizlik arasındaki ilişkiye yönelik herhangi bir araştırmaya rastlanmamıştır. Çalışmanın amacı, bu boşluğu doldurmak için literatüre katkıda bulunmaktır. Bu amaçla, Türkiye'deki üniversitelerde görev yapan akademik veya idari personel araştırmanın evrenini oluşturmakta olup, sınırlı örnekleme formülü kullanılarak 244 kişi örneklem olarak seçilerek araştırma yapılmıştır. Betimsel istatistikleri ortaya koymak için frekans ve betimsel analiz; değişkenler arasındaki ilişkiyi belirlemek için korelasyon analizi ve son olarak bağımsız değişkenin bağımlı değişken üzerindeki etkisini belirlemek için basit doğrusal regresyon analizi kullanılmıştır. Ayrıca veri analizi için SPSS yazılımı kullanılmıştır. Çalışmaya göre, modeldeki bağımsız değişken olan yönetici kaynaklı örgütsel iletişim iklimi ile bağımlı değişken olan örgütsel sessizlik arasında .000 düzeyinde anlamlı bir ilişki olduğu görülmektedir. Modelin R2 değeri 0,248 olarak belirlenmiştir. Bu bağlamda modeldeki bağımsız değişken olan yönetici kaynaklı örgütsel iletişim iklimi, bağımlı değişken olan örgütsel sessizliğin %24,8'ini açıklayabilmektedir. Bu doğrultuda yöneticinin örgütsel iletişim iklimi algısının örgütsel sessizlik değişkeni ile negatif ve anlamlı bir ilişki kurarak modele katkı sağladığı tespit edilmiştir

Anahtar Kelimeler: Örgütsel İletişim İklimi, Çalışan Sessizliği, Örgütsel Sessizlik

1. INTRODUCTION

The difficulty in measuring organizational silence, its abstract nature, and the negative impression it leaves have led to a lack of sufficient emphasis on it in scientific studies. Employee silence often stems from conscious decisions of employees to withhold seemingly important information and concerns related to their work (Morrison & Milliken, 2000; Pınder and Harlos, 2001; Van Dyne et al., 2003). The behavior of remaining silent can be perceived as passive, yet it is an active form of behavior because it is consciously undertaken for a purpose (Akan & Oran, 2017: 73). Initially, silence may have been thought of as a form of agreement and commitment, but it has been recognized later as a consciously adopted attitude that negatively affects organizational performance.

Organizational climate has been regarded by many researchers as a concept that explains employees' behaviors within an organization, considering it as a set of influencing and influenced variables. Employee silence is a phenomenon that can enhance employee participation in the organization while also negatively affecting their well-being. If such behaviors are not deemed significant or are disregarded within organizations, they can become ingrained in the culture. Hence, identifying the reasons behind employee silence is crucial.

In this study, the communication climate originating from managers is investigated as a factor influencing employee silence. The literature contains numerous works on organizational climate and employee silence. However, there is a lack of research on organizational silence within the context of communication climate

originating from managers. Some findings from various studies indicate that in situations where managers do not permit employees to communicate with each other or participate in organizational decision-making processes, employees tend to remain silent about their opinions, knowingly or unknowingly contributing to the organization's future (Armandi, Vaziri, & Adli, 2014; Zahed Bablan, Ahmai, & Seyed Kalan, 2015; Alvani, Vaezi, & Honarmand, 2013; Zareei Matin, Taheri, & Sayyar, 2012).

In today's world, organizations are engaged in many fundamental societal activities. An essential condition for society's progress and survival is the effective performance of these organizations. To ensure their survival and advancement, organizations need to continually enhance their performance (Aryee, 2004: 9).

Due to factors such as intensified competitive conditions, heightened customer expectations, and the increasing focus on quality that caters to the ever-changing world (Quinn & Spreitzer, 1997: 41), organizations are increasingly demanding initiative-taking, communication, and responsibility acceptance from their employees. In order to survive, organizations need individuals who are sensitive to the challenges of their environment, unafraid of sharing knowledge and expertise, and capable of standing up for their own and their team's beliefs. According to several studies in this regard, many employees claim that the failure of change management programs is due to the lack of support for communication, information, and knowledge sharing within organizations (Beer & Noria, 2000: 138).

In this context, some of the significant barriers to change programs are identified as a lack of information, lack of trust, and what Morrison & Milliken (2000) defined as organizational silence - the choice of employees to withhold their views and concerns regarding organizational issues. It has been noted that these factors hinder the success of change programs.

Human power is not just an organizational resource; it's the only factor that can utilize other resources as well (Brunner & Ganga-Contreras, 2017: 21). Therefore, as noted by Millar & Stevens (2012), an individual's performance is directly proportional to their success rate in their job. Hence, if employees are motivated, skilled, and well-being, they can effectively and optimally utilize organizational resources, fulfill all their productivity, and ultimately enhance organizational performance. On the contrary, passive and unmotivated human capital can lead to organizational stagnation and backwardness. Low performance has a significant negative impact on leadership and employees.

When low performance is observed among employees in an organization, corrective measures are necessary to enhance the organization's productivity, survival, growth, sustainability, and effectiveness (Ahadi, Fathi, & Abdolmohammadi, 2014: 67).

Therefore, it's crucial to ensure that employees are motivated, skilled, and engaged in their roles in order to maximize the organization's overall performance and success.

In this study, organizational silence is explained within the context of communication climate originating from managers. In terms of conceptual relationships, the study attempts to measure the impact of factors such as employees' ability to comfortably express their opinions within the organization after communicating with their managers, whether their opinions are taken into account, and whether their statements contribute to problem-solving. For this purpose, a survey was conducted among organizational employees, aiming to provide both scientific and practical recommendations for organizations. This study is descriptive and aims to depict the situation in universities located in Turkey. The population of the study consists of employees in both academic and administrative positions within universities.

2. Conceptual Framework

2.1. Organizational Communication Climate

Climate can be defined as the quality of the work environment within an organization, experienced by its members, influencing their behaviors, and defined in terms of the values of a specific organization (Taguiri, 1968: 27). While institutions might be perceived as large structures or organizations, the fundamental factor that constitutes all these formations is the human element. In other words, the primary source of institutions is humans. Therefore, the better the quality and continuity of the working environment, the more effective the institutions will be. This situation will ultimately reflect on the attitudes and behaviors of the workforce. As long as the communication climate is positive, employees will be able to express their thoughts more easily, not be captive to organizational silence, and consequently, their performance and innovative aspects will be positively influenced.

Organizational climate can be defined with the following expressions: it is a psychology-based term that is intangible and invisible, yet can be sensed and perceived by employees in the organization. It highlights the personality of the institution. Organizational communication, on the other hand, can be explained as follows: it involves interactions among employees in various departments of the organization, enabling the acceptance of the organization's goals and policies by all personnel and making inter-departmental communication effective, thus responding to change (Karcıoğlu & Aykanat, 2012: 422).

According to Ertekin (1978), organizational climate is the sum of all the characteristics that dominate an organization, which contribute significantly to the behavior of employees, influence their behavior, and are perceived by employees, enabling the organization to establish its identity. It's a concept that enhances employees'

success, satisfaction, and also contributes significantly to the organization's goals. To elaborate on this concept further, organizational climate can be seen as the personality of the organization, a criterion for employees' satisfaction levels, an output of individuals' relationships within the business, and the atmosphere created by the organizational culture within the organization.

Hopplin views organizational climate as a relatively stable set of internal characteristics of an organization that distinguishes it from other organizations and has a significant impact on employee behavior and organizational effectiveness. The definition and explanation of climate arise from the combination of individuals' perceptions and common sense with the objective and concrete characteristics of the organization (Abbasi, Sayyadi, Eidi, & Sayyadi, 2013: 16). Christian, Wallace, Bradley, and Burke (2009) have suggested that a positive climate enhances employee performance.

It would be appropriate to divide organizational climate into two groups. In the first group, it's the collective response shown by employees when they encounter a situation. This includes aspects such as job satisfaction climate, participation climate, resistance climate, and encompasses everything within the organization. The second group comprises certain conditions that have an impact on employees. For instance, climate in terms of coordination between units, the social distance caused by status differences between managers and subordinates, and situations where employees have a say in decision-making within the organization can be discussed in this context.

All forms of communication within an organization contribute to its communication structure and thereby shape the communication climate. The communication climate of an organization is felt by both employees and external stakeholders of the organization. Among the policies developed for the organization, the development of a trustworthy communication climate is crucial. Effective communication established between employers and employees creates a link between job satisfaction and work efficiency, and expressions of communication climate (Sabuncuoğlu & Gümüş, 2016: 58). This emphasizes the importance of cultivating a positive and open communication environment within an organization, which can greatly influence the satisfaction and productivity of both employees and the organization as a whole.

Organizational communication climate is perceived as a subjective experience generated from the perception of certain fundamental characteristics of organizations (Falcione, Sussman, & Herden, 1987). According to Buchholz (2001), communication climate can be categorized into two types: closed and open. In an open climate, employees can comfortably express their thoughts, voice their complaints, and intervene in the decision-making process. Additionally, taking responsibility, developing a sense of belonging to the organization, and increasing trust in management are also characteristic of an open climate. Therefore, meeting the needs and expectations such as approval,

respect, and feeling valued by the organization is essential. This reinforces the significance of organizations addressing these needs and expectations to foster a positive communication environment.

The elements that constitute the organizational communication climate include communication activities, behaviors, responses given by employees to others, conflicts, expectations, and opportunities (Ballı & Önen, 2019: 532). Establishing a trustworthy work environment within organizations helps prevent issues like gossip, rumors, misinformation, and perception errors. If such situations are not addressed, communication failures can lead to an unstable organizational structure, causing significant problems within businesses.

A healthy communication climate in an organization supports employee performance, enhancing their innovative behaviors and contributing positively to their overall performance. It's the responsibility of the management to understand how to make the climate interactive and how to motivate employees to improve their performance. Robbins and his colleagues (2008: 364) have examined the functions of communication within a business in four main dimensions: control, motivation, emotional expression, and information. They argue that communication motivates and enhances motivation by explaining what needs to be done in terms of the employees' work, how well they're doing it, and what can be done to improve performance.

In essence, a positive communication climate not only fosters effective collaboration and problem-solving but also empowers employees, increases their engagement, and ultimately contributes to the organization's success.

When the individual needs of organizational employees are met, employees also try to respond by increasing their commitment to the organization (Malhotra, Budhwar, & Prowse, 2007). Therefore, in organizations where communication opportunities are insufficient, employees perceive that their need to be heard is not being met by the organization due to the lack of open communication channels. This perception becomes an obstacle to employees exhibiting prosocial behaviors. Consequently, when individuals feel that their need for expression is met by the organization, they will attempt to respond by withholding information they perceive as a potential threat or harmful to the institution (Malhotra, 2007).

In essence, a culture of open communication and the fulfillment of employees' need for expression play a vital role in fostering a sense of belonging and commitment within the organization. This, in turn, contributes to the positive engagement and proactive behaviors of employees, ultimately enhancing the overall success of the organization.

Başaran (1993) defines managerial communication as a process that involves the manager's message affecting others and eliciting responses from subordinates. Additionally, managers spend a significant portion of their time in communication with individuals. Hence, managers are expected to be adept at communication. As Bursalıoğlu (2011) expressed, communication is the heart of an organization. The organization's vital functions depend on it, and managers are at the center of this process. Effective communication is essential for both making decisions related to organizational activities and conveying these decisions to relevant individuals.

In summary, managerial communication plays a pivotal role in organizations, as it encompasses not only the exchange of information but also the interactions that influence decisions, actions, and the overall functioning of the organization. Effective communication skills are crucial for managers to lead teams, make informed decisions, and ensure the smooth flow of operations within the organization.

Wolk emphasizes that the roles of leaders are crucial in decision-making and that a leader's success in areas such as change management, being a knowledge hub, and setting policies is determined by their communication effectiveness. This is because information exchange, idea sharing, and mutual understanding between managers and subordinates occur through communication. The reason behind this is that the exchange of both information and thoughts between employees and managers, as well as mutual understanding, is facilitated by communication.

Managers need to establish relationships with both formal and informal organizations, target audiences, and stakeholders to interpret what is happening in their environment. Their necessity to achieve goals obliges them to communicate with their employees. This makes communication a priority for organizations and a tool for aligning values (Drucker and Wolk, as cited in Uysal, 2003: 139). In essence, effective communication not only facilitates the flow of information but also serves as a means of aligning values, fostering collaboration, and ensuring the successful realization of organizational objectives.

For a manager to establish effective communication, they need to consider four important elements. First, it's necessary to identify the target audience and their characteristics. Second, communication strategies parallel to your organizational objectives need to be developed. Third, these communication strategies need to be fully executed, and fourth, effective dialogues need to be established.

The capabilities of managers, through the impact of their speeches, make it more powerful for employees to achieve the intended goals. Transparency, trust, and open communication are crucial aspects of communication from the perspective of managers. Furthermore, success in vital areas such as teamwork and time management, as well as

improving employee performance, can be achieved through a manager's effective listening skills development.

In summary, effective communication for a manager involves understanding the audience, aligning communication with organizational objectives, executing strategies, and engaging in meaningful dialogues. Transparency, trust, open communication, teamwork, time management, and effective listening skills are all key components that contribute to successful managerial communication (Uysal, 2003:139).

Managers are both senders and receivers in the communication environment. Due to a manager's specific area of activity within the organization, the most suitable structure will enhance the speed and effectiveness of communication in a positive way. However, an improperly structured organizational setup can negatively impact a manager's success by sending messages to irrelevant recipients, filtering messages, and sending conflicting or outdated messages to the same person. Therefore, for achieving the desired goals of the organization, it's crucial for a manager to utilize the communication process effectively (Koçel, 2005: 529).

Parallel to global advancements, developments have occurred within organizations. With economic progress, organizational structures have grown. This situation has led to the need for new personnel and the inclusion of new individuals within the organization, resulting in a complex organizational structure. Hence, it highlights the significance of internal communication and, consequently, managerial communication within organizations (Doğan, 2020).

One significant issue within organizations is the problem of managerial language. Since different units in organizations have distinct functions and are performed by individuals with varying skills, education, and cultural backgrounds, effective cooperation among these units and individuals can only be achieved through an effective managerial language (Doğan, 2020). This underscores the importance of clear and standardized communication practices to ensure efficient collaboration across different units and roles within an organization.

2.2. Organizational Silence

Employee silence generally arises from conscious decisions by employees to withhold seemingly important information and concerns related to their work (Morrison and Milliken, 2000; Pinder and Harlos, 2001; Van Dyne et al., 2003). The behavior of remaining silent can be perceived as a passive behavior. However, this behavior is considered an active behavior since it is deliberately carried out for a purpose (Akan & Oran, 2017: 73). Initially, silence may be perceived as a sign of approval and commitment, but it has been later recognized as a conscious attitude and seen to have a negative impact on organizational performance.

Employee silence is the intentional withholding of thoughts and opinions by personnel. Even though an employee may have the capacity to contribute to an organization and its tasks, they might choose to withhold their opinions on specific issues due to organizational communication deficiencies. In some studies, examining the circumstances under which silence behavior emerges, organizational factors causing and reinforcing silence behavior among employees have been investigated. These studies have revealed that employees choose to remain silent for various reasons. For instance, employees may opt for silence due to conflicts with colleagues, disagreements related to organizational practices and decisions taken in the workplace, and weak relationships with supervisors, as they fear their opinions might not be considered or they might be judged if they express them (Brinsfield, Edwards, & Greenberg, 2009). According to Van Dyne and others (2003), silence also encompasses deliberately non-active behaviors, such as not expressing ideas for change because an employee believes speaking up is futile, or withholding views and information based on low self-efficacy evaluations regarding their personal capacity to influence the situation.

There are many factors that contribute to increasing or decreasing employee silence in organizations. One of these factors is organizational climate. Organizational climate is a fundamental factor that influences the functioning of an organization. Effective communication is one of the outcomes of an open and healthy organizational climate that provides employees with motivation and dynamism (Chávez, 2017). If the organizational climate is closed, cold, and rigid, the likelihood of indifference and silence within the organization is high. Wang and Hsieh (2013) suggested in their research that when the organizational climate is optimal, silence tends to decrease. Referred to as organizational silence, the isolated and unwilling participation of employees in organizational discussions can create undesirable risks and consequences for the organization.

When most people label someone's behavior as 'silence,' they generally refer to the individual not actively engaging in communication. However, in the literature, the conceptualization of silence is limited to situations where employees possess relevant ideas, knowledge, and opinions but choose not to express them. Silence is not merely the absence of sound; rather, it is argued that different forms of silence are driven by different employee motivations. Van Dyne and colleagues (2003) have categorized silence into three groups: 1- Acquiescent silence (where employees believe their thoughts are not valuable to top-level managers and therefore refrain from expressing their ideas), 2- Defensive silence (stemming from the fear of reporting information; individuals might avoid expressing their thoughts, knowledge, or opinions to protect their positions and situations), and 3- Prosocial silence (reflecting the refusal to express ideas, knowledge, or job-related opinions with the intention of benefiting from other members of the

organization, depending on the type of altruism, cooperation, and collaboration motivations) (Keshtkar, 2017).

Pinder and Harlos (2001: 334) have used the term "employee silence" to describe a situation where an employee refrains from expressing their true thoughts to individuals believed to have the capacity to bring about behavioral, cognitive, and/or emotional evaluations about the individual's organizational situation, and to effect change or improvement. In the context of this study, while employee silence is analyzed at the individual level, Brinsfield and others (2009) have argued that silence can also occur at the team and organizational levels. They suggest that silence may initially start at the individual level and then become 'contagious' among team members when multiple individuals are reluctant to speak up. When most employees opt to remain silent about organizational issues, silence becomes a collective behavior referred to as "organizational silence" (Henriksen & Dayton, 2006).

The introduction of organizational silence into the literature first appears in Albert Hirschman's (1970) book where he discusses the concept of 'voice'. In the book, while discussing the negative relationship between exit and voice, he argues that an increase in voice will lead to a decrease in exit. In other words, customers who are unable to voice their demands and suggestions sever their relationship with a business. When customers believe that their demands and suggestions are being heard, and that the likelihood of expressing complaints increases, they become more confident that the problem will be resolved, leading to a decrease in the likelihood of them leaving. The same situation applies to employees as well (Hirschman, 1970: 30). Hirschman (1970) uses the term "voice" as synonymous with passive commitment.

Organizational silence can be defined as the deliberate act of employees not expressing their knowledge, opinions, and thoughts related to any subject or area they work in, for various reasons (Çakıcı A., 2010: 10). An employee might have a thought concerning a problem arising within the organization, yet consciously chooses to remain silent due to the undesirable outcomes they may face when confronting it. Sometimes, the attitude of organizational silence is also used as a response to an unfair situation. In other words, when employees encounter injustice, they deliberately refrain from sharing their behavioral, cognitive, and emotional evaluations related to organizational conditions with individuals or authorities who could potentially change the situation or initiate a different course of action (Macit & Erdem, 2020: 94).

In the literature, several reasons for organizational silence have been identified. Milliken et al. (2003: 1462) have examined the reasons why employees remain silent. As a result of their research, they found that employees most commonly remain silent due to individual and organizational reasons such as fear and beliefs, lack of experience, hierarchical structure, unsupported organizational culture, and weak relationships

between managers and employees. Çakıcı (2008: 127) has also explained the reasons for organizational silence under five main headings: managerial and organizational reasons, job-related fears, lack of experience, exclusion, and relationship damage.

Çakır (2010) categorized the reasons for silence into two main headings: contextual (individual, organizational, managerial) and perceived risk factors related to fear. Within the scope of contextual factors, individual silence factors include lack of experience, low job position, susceptibility to external control, lack of self-esteem, communication problems, and low need for achievement. Remaining silent can vary based on the individual and demographic characteristics of the employee, the nature of the job, and the position of the interlocutor. For instance, an individual who comfortably discusses a topic with their peer group might exhibit a silent behavior when discussing the same topic with their superiors (Özgen & Sürgevil, 2009: 315). Individual factors such as the locus of control, self-esteem, communication apprehension, risk-taking tendency, and group identification can also influence the act of remaining silent (Pinder & Harlos, 2001: 354).

Organizational silence factors encompass workplace injustices, the deaf ear syndrome, the silence climate, dominant hierarchical structure, and a culture of obedience. The deaf ear syndrome, characterized as organizational rule where employees refrain from openly expressing dissatisfactions and displeasures, is considered a form of organizational inaction. This is often due to employees being ignored, blamed if they complain, or the presence of ineffective organizational policies (Harlos, 2001: 355).

Managerial silence factors include distrust in managers, lack of support from superiors, distant relationships, and closed-mindedness of administrators towards different opinions (Çakıcı, 2010: 29). When employees perceive a lack of support from their managers and anticipate negative reactions upon voicing their opinions, they tend to remain silent (Bowen & Blackmon, 2003: 1394). In situations where managers hold implicit beliefs about employees being untrustworthy, self-centered, or opportunistic, they disregard the demands, requests, and ideas of employees (Morrison & Milliken, 2000: 709).

Fear and the element of risk play a significant role when a culture of fear exists within organizations or when the perceived risk is high. In these scenarios, employees fear negative consequences or reactions from their superiors if they speak up rather than remain silent (Morrison & Milliken, 2000: 712). Employees may opt for silence due to their fear of being negatively perceived, causing harm to others, tarnishing their reputation, inhibiting promotions, facing termination, being excluded from their social circle, or encountering similar negative reactions (Milliken, Morrison, & Hewlin, 2003: 1462). External environmental factors or the spiral of silence can also serve as significant reasons for employees' tendency to remain silent. According to the spiral of silence theory,

individuals may choose to remain silent when their opinions differ from the dominant public opinions. The fear of isolation and exclusion drives this choice of silence (Noelle-Neumann, 1974, p. 45). Cultural differences can lead to distinct responses in similar situations and conditions (Sargut, 1994: 99). For instance, when facing a similar situation, the reactions of a British employee and a Chinese employee can differ in terms of conflict resolution, individualistic or collectivist behavior, communication skills, power distance, and locus of control (Sargut, 1994: 99).

Although organizational members are fundamental factors in development and change, they often prefer to remain silent. While there are several reasons for this, one of the primary causes is attributed to managerial factors. Managers often allow limited communication with their employees, gradually fostering the perception that remaining silent is the more appropriate course of action. In organizations where confrontation with diverse emotions and thoughts is undesired, it is observed that a majority of employees remain silent on organizational matters, resulting in a prevailing collective silence within the institution (Durak, 2012: 64).

3. METHOD

This study employs a quantitative paradigm (descriptive model, correlational model, comparative model) to examine the relationship between manager-sourced organizational communication climate and organizational silence. In the descriptive research model, descriptive statistical results pertaining to the sample (sample size, minimum and maximum scores, mean and standard deviations) are reported. Within the scope of the correlational model, correlation tables are presented for the manager-sourced organizational communication climate and organizational silence scales, with interpretation considering demographic variables. Grounded in the comparative model, a test is conducted to determine whether the manager-sourced organizational communication climate (independent variable) yields a significant variance difference in organizational silence scales (dependent variable). Regression analysis is utilized to investigate the extent to which the manager-sourced organizational communication climate explains the variance in organizational silence attitudes.

3.1. Research Hypothesis

The problem statement of the study is to determine the interaction and relationships between individuals' attitudes towards organizational silence behavior and manager-sourced communication climate. In this context, the research hypotheses are formulated as follows:

Does the manager-sourced organizational communication climate significantly influence organizational silence?

Hypothesis: There is a significant relationship between the manager-sourced organizational communication climate and employees' organizational silence.

3.2. Research Model

This study focuses on academic or administrative staff working at universities in Turkey, constituting the population of the study. A quantitative research approach was employed, and a limited sample size of 244 participants was selected using a sampling formula. Descriptive statistics were used to present the descriptive characteristics, correlation analysis to determine relationships between variables, and simple linear regression analysis to identify the impact of the independent variable on the dependent variable. The data analysis was conducted using the SPSS software.

3.3. Study Group

Demographic and descriptive statistics related to participants and the variables (scales) used in the research are presented in tabular form below. Demographic findings of the participating staff are displayed in Table 1.

Table 1. Demographic Characteristics of Participants in the Study

Variables		Frequency	Percent (%)	S.D
Gender	Female	71	29,1	0,455
	Male	173	70,9	
Marital Status	Married	194	79,5	0,404
	Single	50	20,5	
Education	High School	5	2	0,941
	Vocational School	4	1,6	
	Bachelor's Degree	37	15,2	
	Master	46	18,9	
	PhD	152	62,3	
Position	Academic	190	77,9	0,563
	Administrative	40	16,4	

	Other	14	5,7	
Total Working Time	0-1	5	2	1,089
	1-5	44	18	
	6-10	62	25,4	
	11-15	78	32	
	15 years and over	55	22,5	
Managerial Duty	Yes	68	27,9	0,449
	No	176	72,1	
Total		244	100	

When examining the participants' personal and demographic characteristics in Table 1, it can be observed that 29.1% of the participants are female, and 70.9% are male employees. In terms of marital status, 79.5% of the participants are married, while 20.5% are single. Regarding educational levels, a significant majority, 62.3%, of the survey respondents hold a doctoral degree, followed by 18.9% with a master's degree and 15.2% with a bachelor's degree. In terms of positions, 77.9% of the participants are in academic positions, 16.4% in administrative positions, and 5.7% in other positions.

When examining the service tenure of the employees, it is noted that 2% have a service duration of 0-1 year, 18% have 1-5 years, 25.4% have 6-10 years, 32% have 11-15 years, and 22.5% have 15 years and above. Finally, it is observed that 27.9% of the participating employees hold some administrative position in universities, while 72.1% do not hold any administrative position.

3.4. Data Collection Tools

In the scope of the research, the survey method was utilized for data collection from the determined sample. The prepared survey form consists of two sections. In the first section, the "Managerial Source Dimension of Organizational Communication Scale" was used, and in the second section, the "Organizational Silence Scale" was used. The Organizational Communication Scale was developed by Eryılmaz Ballı and Tulunay Ateş (2021). The scale, consisting of 30 items, was rated on a 5-point Likert scale. The scale has two sub-dimensions. These are the "Managerial Source Dimension of

Organizational Communication" (items 1, 2, 4, 5, 7, 8, 11, 13, 17, 19, 20, 21, 22, 23, 28, 29, totaling 16 items) and the "Employee Source" dimension (items 3, 6, 9, 10, 12, 14, 15, 16, 18, 24, 25, 26, 27, 30, totaling 14 items). In this study, the 16-item managerial source dimension was used. The Organizational Silence Scale, on the other hand, was developed by Knoll, M. and Dick, R. (2012) and adapted to Turkish by Çavuşoğlu and Köse (2019). The scale, consisting of 20 items, was rated on a 5-point Likert scale. The Likert scale for the survey is as follows: (1) strongly disagree, (2) disagree, (3) neither agree nor disagree, (4) agree, (5) strongly agree. The survey also includes questions to determine the participants' demographic characteristics. Cronbach's α values were calculated to determine the reliability of the "Managerial Source Organizational Communication Climate Scale" and the "Organizational Silence" scale.

3.5. Data Analysis

In the research, descriptive statistics were employed to present the data's characteristics, using frequency and descriptive analysis. To identify relationships between variables, correlation analysis was conducted. Lastly, simple linear regression analysis was utilized to determine the impact of the independent variable on the dependent variable.

4. RESULTS

According to the correlation results, a significant and moderate-level negative relationship (R = -0.498) was observed between variable x and variable y. Subsequently, regression analysis was conducted (Table 2).

Table 2. Results of Regression Analysis on the Impact of Managerial Source Organizational Communication Climate (MSOCC) on Organizational Silence (OS)

						Model		
Dependent Variable	**Independent Variable**	**β**	**SE**	**t**	**p**	**F**	**(p)**	**R^2**
OS	Constant	79,274	2.899	27,346	,000	79,734	,000	**0,248**
	MSOCC	**-0,509**	0,057	-8,929	,000			

When examining the results of the regression analysis that investigates the effects of perceived Managerial Source Organizational Communication Climate (MSOCC) on Organizational Silence (OS), the obtained F value of 79.734 indicates that the established

model is highly significant. The R-squared (R2) value of the model was determined to be 0.248. In this context, the independent variable in the model, which is the Managerial Source Organizational Communication Climate, can explain 24.8% of the variance in the dependent variable, Organizational Silence. There is a significant relationship at the 0.000 level between the independent variable, Managerial Source Organizational Communication Climate, and the dependent variable, Organizational Silence, in the model. In this regard, the perception of Managerial Source Organizational Communication Climate establishes a negative and significant relationship with the Organizational Silence variable, contributing to the model. Thus, the hypothesis "There is a negative and significant effect of perceived Managerial Source Organizational Communication Climate on levels of Organizational Silence" (Hypothesis H) is accepted.

5. CONCLUSION AND DISCUSSION

In this study, the impact of academic and administrative personnel's perception of Managerial Source Organizational Communication Climate (MSOCC) on the variable of Organizational Silence (OS) in universities operating in Turkey was investigated. The analysis revealed that the perception of Managerial Source Organizational Communication Climate establishes a negative and significant relationship with the Organizational Silence variable, contributing to the model. Thus, the hypothesis "There is a negative and significant effect of perceived Managerial Source Organizational Communication Climate on levels of Organizational Silence" is accepted. The independent variable, Managerial Source Organizational Communication Climate, can explain 24.8% of the variance in the dependent variable, Organizational Silence. A significant relationship at the 0.000 level was observed between the independent variable, Managerial Source Organizational Communication Climate, and the dependent variable, Organizational Silence.

Based on these results, it has been identified that employees remain silent due to communication issues with their managers. This silence not only negatively affects employee performance but also prevents organizations from fully benefiting from their employees' potential. It is important for managers to act democratically in the work environment, value everyone's opinions and ideas, involve employees in decision-making processes, and uphold a values system based on merit, fairness, individual freedom, respect, and equality. Negative communication effects from managers can lead to feelings of alienation, job dissatisfaction, perceptions of organizational justice, organizational commitment, and organizational stress among employees. Taking all of these into consideration, it has been determined that employees remain silent due to communication problems originating from managers, emphasizing the significance of managers paying attention to these issues.

This research aims to become one of the most valuable resources for future researchers. Based on the results obtained in this study, further investigations can be recommended in the following areas. Conducting similar studies on a broader target audience, exploring these kinds of research across various sectors and organizations, and conducting comparative studies between similar organizations within the country and abroad could contribute to the literature. Additionally, conducting studies to examine the barriers to reducing the scope of silence in the organizations under consideration could be beneficial. It is believed that these kinds of studies will contribute significantly to the literature and provide valuable insights for researchers in the future.

REFERENCES

Abbasi, H., Sayyadi, F., Eidi, H., & Sayyadi, M. (2013). Organizational Performance Expectations of Employees of Sports and Youth Departments of Kermanshah Province Based on Organizational Silence,. *Journal of Organizational Behavioral Management Studies in Studies in Sports, 7*(7), 11-18.

Ahadi , B., Fathi , A., & Abdolmohammadi , K. (2014). Investigating Psychological Factors Affecting Job Performance of Police Commanders of East Azarbaijan. *East Azarbaijan Knowledge Quarterly, 4*(4), 63-78.

Akan, B. B., & Oran, F. Ç. (2017). Akademisyenlerin Örgütsel Sessizlik Algıları: Konuya İlişkin Bir Uygulama. *Kırıkkale Üniversitesi İ.İ.B.F. Dergisi, 6*(5), 72-90.

Alvani, M., Vaezi, R., & Honarmand, R. (2013). The role of positive organizational behavior in reducing organizational silence., Year 24, No. 79, Pages 1 -2. *Quarterly Journal of Management Studies (Improvement and Development), 24*(79), 1-2.

Armandi , M., Vaziri , M., & Adli, F. (2014). An Investigation of the Factors Influencing Organizational Silence from the Perspective of Employees. *New Thoughts on Education Faculty of Education and Psychology Al-Zahra University, 12*(2).

Aryee, S. (2004). Exchange fairness and employee performance: An examination of the relationship between organizational politics and procedural justice. *Organizational Behavior and Human Decision Processes, 94*(1), 1-14.

Ballı Eryılmaz, F., & Önen, Ö. (2019). Okul müdürleri, öğretmenler ve yardımcı personelin okullardaki örgütsel iletişim iklimine yönelik görüşleri. *OPUS International Journal of Society Researches, 14*(20), 514-550.

Başaran, İ. E. (1993). *Örgütsel Davranış*. Anakara: Pegem Yayınevi.

Beer, M., & Noria, N. (2000, May-June). Cracking the code of change. *Harvard Business Review*, 133-141.

Bowen , F., & Blackmon, K. (2003). Spirals of Silence: TheDynamicEffects of Diversity on Organizational Voice. *Journal of Management Studies, 40*(6), 1393-1417.

Brinsfield, C. T., Edwards, M. E., & Greenberg, J. (2009). *Voice and Silence in Organizations: Historical Review and Current Conceptualizations.* Emerald Group Publishing Limited.

Brunner, J. J., & Ganga-Contreras, F. (2017). Vulnerabilidad educacional en América Latina: Una aproximación desde la sociología de la educación con foco en la educación temprana , Año 33, No. 84 (2017): 12-37. *Opción*(84), 12-37.

Buchholz, W. J. (2001). *Open communication climate.* Massachusetts: Bentley College Waltham.

Bursalıoğlu, Z. (2011). *Okul Yönetiminde Yeni Yapı ve Davranış.* Ankara: Pegem Akademi Yayıncılık.

Chávez, A. (2017). Influencia de la noticia en la imagen corporativa de una municipalidad desde la percepción del ciudadano . *Opción, 33*(84), 90-119.

Christian, M. S., Wallace, J. C., Bradley, J. C., & Burke , M. J. (2009). Workplace safety: A meta- analysis of the roles of person and situation factors. 94(5). *Journal of Applied Psychology, 94*(5), 1103-1127.

Çakıcı, A. (2010). *Örgüterde işgören sessizliği: Neden sessiz kalmayı tercih ediyoruz?* Ankara: Detay Yayıncılık.

Çakıcı, A. a. (2008). Örgütlerde Sessiz Kalınan Konular, Sessizliğin Nedenleri ve Algılanan Sonuçları Üzerine Bir Araştırma. *Çukurova Üniversitesi Sosyal Bilimler Enstitüsü Dergisi,*, 117-134.

Çavuşoğlu , S., & Köse, S. (2019). Örgütsel sessizlik ölçeğinin Türkçe'ye uyarlanması. *Bolu Abant İzzet Baysal Üniversitesi Sosyal Bilimler Enstitüsü Dergisi, 19*(2), 365-387. doi:10.11616/basbed.v19i47045.485266

Doğan, A. (2020). *Mükemmel Halkla İlişkiler ve Türkiye'deki Davranış Kalıpları.* Erzurum: Atatürk Üniversitesi Yayınları.

Durak, İ. (2012). *Korku kültürü ve Örgütsel Sessizlik.* Bursa: Ekin Yayınevi.

Ertekin, Y. (1978). *Örgüt İklimi.* Ankara: Türkiye ve Ortadoğu Amme İdaresi Enstütisi Yayınları.

Eskiler, E., Ekici, S., Soyer, F., & Sarı, İ. (2016). The relationship between organizational culture and innovative work behavior for sports services in tourism enterprises. *Physical Culture and Sport Studies and Research, 69*(1), 53-64.

Falcione, R. L., Sussman, L., & Herden, R. P. (1987). *Communication Climate in Organizations.* Newbury Park: Sage.

Harlos, K. P. (2001). When organizational voice systems fail. *The Journal of Applied Behavioral Science, 37*(3), 452-463.

Henriksen, K., & Dayton, E. (2006). Organizational Silence and Hidden Threats to Patient Safety. *HSR: Health Services Research, 41*(44), 1539-1554.

Hirschman, A. O. (1970). *Exit, Voice and Loyalty: Responses to Decline in Firms, Organizations and States.* Massachusetts: Harvard University Press.

Karcıoğlu, F., & Aykanat, Z. (2012). Örgüt İklimi ve Örgütsel İletişim: Ardahan Üniversitesi ve Karamanoğlu Mehmetbey Üniversitesi Arasında Karşılaştırmalı Bir İnceleme. *The Journal of Academic Social Science Studies (Jasss) International Journal of Social Science*, 421-436.

Keshtkar, M. M. (2017). Energy, exergy analysis and optimization by a genetic algorithm of a system based on a solar absorption chiller with a cylindrical PCM and nano-fluid, Int. *Journal of Heat and Technology, 35*(2), 416-420.

Knoll, M., & Dick, R. (2012). Do I Hear the Whistle? A First Attempt to Measure Four Forms of Employee Silence and Their Correlates, J Bus Ethics,, Published Online. doi:10.1007/s10551-012-1308-4

Koçel, T. (2005). *İşletme Yöneticiliği.* İstanbul: Arıkan Yayıncılık.

Macit, G., & Erdem, R. (2020). Örgütsel Sessizliğe Dair Kavramsal Bir İnceleme. *Manisa Celal Bayar Üniversitesi Sosyal Bilimler Dergisi*, 93-114.

Malhotra, N., Budhwar, P., & Prowse, P. (2007). Linking rewards to commitment: An empirical investigation of four UK call centres. *The International Journal of Human Resource Management, 18*, 2095-2128. doi: http://doi.org/c24gcx

Millar, P., & Stevens, J. (2012). Managemtn training and national sport organization managers: Examining the impact of training on individual and organizational performances. *Sport Management, 15*(3), 288-303.

Milliken, F. J., Morrison, E. W., & Hewlin, P. F. (2003). An Exploratory Study of Employee Silence: Issues That Employees Don't Communicate Upward and Why. *Journal of Management Studies*, 1453-1476.

Morrison, E. W., & Milliken, F. J. (2000). *Organizational Silence: A Barrier to Change and Development in A Pluralistic World.* Academy of Management Review.

Noelle-Neumann, E. (1974). The Spiral of Silence A Theory of Public Opinion. *Journal of Communication, 24*(2), 43-51.

Özgen, I., & Sürgevil, O. (2009). Turizm İşletmelerinde Örgütsel Davranış. Z. Sabuncuoğlu (Dü.) içinde, *Örgütsel Sessizlik Olgusu ve Turizm İşletmeleri Açısından Değerlendirilmesi* (s. 303-328). Bursa: MKM Yayınları.

Pinder, C. C., & Harlos, K. P. (2001). Employee Silence: Quiescence and Acquiescence as Responses to Perceived Injustice,. *Research in Personnel and Human Resources Management, 20*, 331-369.

Quinn , R., & Spreitzer, G. (1997). 'The road to empowerment: seven questions every leader should answer. *Organizational Dynamics,, 26*(2), 37-50.

Robbins, S. P., Judge, T. A., Millet, B., & Marsh, T. (2008). Organisational Behaviour. *Pearson education*.

Sabuncuoğlu, Z., & Gümüş, M. (2016). *Örgütsel iletişim.* Bursa: Aktüel.

Sargut, S. A. (1994). *Kültürlerarası Farklılaşma ve Yönetim.* Ankara: Verso Yayıncılık.

Taguiri, R. (1968). The Concepts of Organizational Climate. R. Taguiri, & G. H. Litwin içinde, *Organizational Climate: Exploration of a Concept* (s. 27). Boston: Harvard University Press.

Uysal, G. (2003). Rol Farklılaşmasının İletişime Etkisi ve Johari Modeli. *C.Ü. İktisadi ve İdari Bilimler Dergisi, 4*(1), 137-148.

Van Dyne, L., Ang, S., & Botero, I. (2003). Conceptualizing employee silence and employee voice as multidimensional constructs. *Journal of Management Studies, 40*(6), 1980-1992.

Wang, Y., & Hsieh, H. (2013). Organizational Ethical Climate, Perceived Organizational Support, and Employee Silence: A Cross-Level Investigation. *Human Relations*(66), 783-802.

Zahed Bablan, A., Ahmai, H., & Seyed Kalan, S. M. (2015). Organizational Silence, Warning in Higher Education: Identifying Factors Its creator is among the employees of the University of Mohaghegh Ardabili, Quarterly Journal of the First Year. *Leadership Research and Educational Management*(4).

Zareei Matin , H., Taheri , F., & Sayyar , A. (2012). Organizational silence: Concepts, a job performance tecedents, and consequence. *Iranian Journal of Management Sciences, 6*(21), 77-104.