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ORGANIZATIONAL SILENCE: A SURVEY ON EMPLOYEES WORKING IN A CHAIN HOTEL

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Abstract: The purpose of this study is to research reasons of silence in organizations, its effects, results and applications which can minimize or remove silence by explaining silence concept. Other purpose is to measure attitudes of managers and employees towards silence climate in organizations. In this sense, Questionnaires were applied a chain hotel company which has 3 hotels in Antalya, 278 questionnaires were delivered and 135 of them were taken. Questionnaire data was analyzed, and according to the results, some implications were proposed.

Key words: Silence, organization, employees.

INTRODUCTION

Silence is associated with many virtues: modesty, respect for others, prudence, decorum. People silence themselves to avoid embarrassment, confrontation and other perceived dangers. There is an old saying that sums up his virtues of silence: "Better to be quiet and thought a fool than to talk and be known as one". The social virtues of silence are reinforced by survival instincts. Many organizations send the message –

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verbally or nonverbally- that falling into line is the safest way to hold on to jobs and careers. The need for quiet submission exaggerated by today's difficulty economy, where millions of people have lost their jobs and many more worry that they might (Perlow, Williams, 2003: 3).

In a changing world, organizations need for employees who express their ideas and break the silence culture. Also, employees choose organizations which they can express themselves. Because, both employees and managers have high motivation and high performance in a place that silence doesn't exist. This matter is more important for tourism industry because of its labor intensive structure.

SILENCE CONCEPT AND ORGANIZATIONAL SILENCE

Silence often starts when someone chooses not to confront a difference. Given the dissimilarities in temperaments, backgrounds and experiences, it is inevitable that people has different opinions and beliefs. Most of people recognize the value of such variety: Who really wants to go into a brainstorming session with people who all have the same views and ideas? Not surprisingly, most people decide that it's easier to cover up their differences than to try to discuss them. (Perlow, Williams, 2003: 4).

Organizational silence refers to a collective-level phenomenon of saying or doing very little in response to significant problems that face an organization. (Henriksen, Dayton,2006:1539) Employees are regarded as major sources of change, creativity, learning, and innovation, which are factors critical to the success of organizations. However, many employees choose not to voice their opinions and concerns about matters in their organizations. Morrison and Milliken (2000) proposed that when most members of an organization choose to keep silent about organizational matters, silence becomes a collective behavior, which is referred to as organizational silence. Organizational silence can have detrimental effects on decision-making and processes of change by blocking alternative views, negative feedback, and accurate information (Huang, Van de Vliert, Van der Vegt, 2005:1740)

Organizational silence may take various forms, such as collective silence in meetings, low levels of participation in suggestion schemes, low levels of collective voice, and so forth. In the current study, it is focused on only one aspect of silence, the withholding of opinions. This organizational-level silence differs from individual-level silence, employee voice, issue-selling, and whistle-blowing in two ways. First, research on organizational silence focuses on the overall levels of silence in organizations as a collective voice. Second, the primary interest of research on organizational silence is to identify the environmental forces that compel most members in an organization to remain silent.

Although the phenomenon of organizational silence is quite dominant in organizations, may be because of its frequency and intensity, there is little empirical evidence in the literature aiming at defining it, analyzing it and coping with it. Morrison and Milliken (2000) introduced the concept and presented a model identifying its main components and indicating that organizational silence is a social

constructed phenomenon, which is created in an organizational level and affected by many organizational characteristics. These organizational characteristics, such as decision-making processes, management processes, or culture, define silence behavior of each employee according to how he/she perceives it. (Vakola, Bouradas, 2005:441)

There are six specific behaviors based on three employee motives (Dyne, Ang, Botero, 2003:1359).

➤ **“Acquiescent Silence”**; It is defined as withholding relevant ideas, information, or opinions, based on resignation. Thus, Acquiescent Silence suggests disengaged behavior that is more passive than active. For example, an employee could withhold his/her ideas for change based on the belief that speaking up is pointless and unlikely to make a difference. In these examples, silence is a result of fundamental resignation. When employees believe they don't make a difference, they disengage and are not likely to contribute ideas or suggestions proactively. Acquiescent Silence could also include intentionally passive behavior and withholding information based on a feeling of resignation and the sense that meaningful changes are beyond the capabilities of the group.

“Acquiescent Voice” is the verbal expression of work-related ideas, information, or opinions – based on feelings of resignation. Acquiescent Voice is disengaged behavior that is based on feeling unable to make a difference. Thus it results in expressions of agreement and support based on low self-efficacy to affect any meaningful change.

➤ **“Defensive Silence”** is intentional and proactive behavior that is intended to protect the self from external threats. Defensive Silence is more proactive, involving awareness and consideration of alternatives, followed by a conscious decision to withhold ideas, information, and opinions as the best personal strategy at the moment. This includes withholding information based on fear that expression of ideas is personally risky. This self-protection motive might be based on fear of being held responsible for the problem. Similarly, Defensive Silence could include hiding personal mistakes as a form of self-protection.

“Defensive Voice” is defined as expressing work-related ideas, information or opinions– based on fear – with the goal of protecting the self. For example, an employee could emphasize positive features of a product and divert attention away from problems so that customers are unaware of flaws in the person's work. An employee could proactively communicate an unrealistic delivery date for a rush shipment, knowing that other areas would be held responsible for the late delivery. Finally, Defensive Voice also includes situations where employees emphasize explanations, accounts or excuses that take credit for accomplishments and blame others for problems with the work.

➤ **“ProSocial Silence”** is withholding work-related ideas, information, or opinions with the goal of benefiting other people or the organization – based on altruism or cooperative motives. An employee could have an opinion about an impending corporate decision and not be in a position to discuss this opinion with

others. In this example, the employee proactively and intentionally must decide not to reveal specific ideas, information, or opinions, based on concern for the organization and with the motive of benefiting the organization.

“*Prosocial Voice* is expressing work-related ideas, information, or opinions based on cooperative motives. It also includes creative suggestion of alternatives and ideas for change, such as when the group encounters problems with a project. These proactive expressions of voice are other-oriented and not intended primarily to benefit the self. Thus they are cooperative in orientation.

DEVELOPMENT OF ORGANIZATIONAL SILENCE

There are many factors that initiate and develop silence in organizations. These factors can be shown in Figure 1.

Fundamentally, we believe that organizational silence owes its origins to two major factors. The first is top managers’ fear of receiving negative feedback, especially from subordinates. People often feel threatened by negative feedback, and as a result, try to avoid it. As well, when they do receive negative feedback, they often try to ignore the message, dismiss it as inaccurate, or attack the credibility of the source. Because managers may feel a particularly strong need to avoid embarrassment, and feelings of vulnerability or incompetence, they may tend to avoid information that suggests weakness or errors, or that challenges current courses of action. And it has been shown that when negative feedback comes from below rather than from above – from subordinates rather than bosses – it is seen as less accurate and legitimate, and as more threatening to one’s power and credibility. Thus, a fear of, or resistance to, “bad news” or negative feedback can set into motion a set of organizational structures and practices that impede the upward communication of information. (<http://www.stern.nyu.edu>, Access Date: 23.02.2007).

Also, employee who is afraid of his manager chooses to remain silent or speak less instead of direct communication. Then, natural communication atmosphere will take unrealized or incomplete formal communication place. And finally, there will be unnecessary or inaccurate information flow to irrelevant people. (Sabuncuoglu, 1991: 172).

Another important factor that we believe lies at the root of organizational silence is a set of beliefs that managers often implicitly hold about employees and about the nature of management. One such belief is that employees are self-interested and untrustworthy. This paradigm reminiscent of what McGregor calls "Theory X," takes as a starting assumption that individuals are self-interested and act in ways to maximize their individual utilities. In this paradigm employees are also viewed as effort averse and it is argued that they cannot be trusted to act in the best interests of the organization without some form of incentive or sanction (Morrison, Milliken, 2000:725). Other belief is that top management knows best about most issues of organizational importance. A third unstated belief that we regard as a factor in creating a climate conducive to widespread silence is the belief that unity, agreement, and

consensus are signs of organizational health, whereas disagreement and dissent should be avoided.

These managerial fears and beliefs can contribute to silence in many ways. If the unstated belief among top management is that employees are opportunistic and not knowledgeable about what's best for the organization, then they will tend to exclude them from decision-making processes and not solicit much employee feedback. (<http://www.stern.nyu.edu>, Access Date: 23.02.2007). Upward communication is balance of vertical communication. This balance can actualize when managers open their doors to employees by giving communication opportunity. Managers who has "I know best" syndrome frustrate actualization of this balance by closing communication channels. On the other hand, the perfect way for loyalty of employee to organization is respecting, esteeming on employees' ideas. (Sabuncuoglu, 1991: 172).

Managers tend to enact their implicit beliefs and fear of feedback in their day-to-day behavior toward employees. For example, if employees were to express concerns about a proposed organizational change, management would be apt to assume that the employees were resisting the change because it was personally threatening to them or because they did not understand it—not because they were truly concerned that the change might be bad for the organization. Management may also convey, consciously or unconsciously, annoyance or even hostility toward messengers of unwanted news. When managers do seek feedback, they will tend to approach those who are likely to share their perspective and who are, thus, unlikely to provide negative feedback. (Morrison, Milliken, 2000:725).

These practices and behaviors not only inhibit upward information flow, but they actually create a "self-fulfilling prophesy." If an organization's top-level managers believe that employees are self-interested and untrustworthy, they're likely to act in ways that implicitly and explicitly discourage upward communication. Well-meaning employees, who feel shut out of decision making processes and unable to express their views, may respond by becoming less committed to the organization and less trusting. Managers' pessimistic beliefs can thereby become reality. (<http://www.stern.nyu.edu>, Access Date: 23.02.2007).

Although silence-fostering beliefs are not prevalent in all organizations, the works of several scholars suggest that they exist to some extent in most organizations. Several factors may affect the degree to which such beliefs are held, and the likelihood that conditions will be ripe for organizational silence. Silence-fostering beliefs may be more likely to become entrenched when the composition of the top management team is stable over time. The longer top managers have been together, the more deeply-held their shared assumptions will tend to be and the less likely they will be to question those assumptions.

The similarity or dissimilarity of the demographic profile of the top management team in comparison to that of employees lower in the organizational hierarchy may also influence the prevalence of silence. Research on diversity has shown that people are more likely to trust people who are similar to themselves. Hence, managers may be more uncertain about how to interpret "bad news" when it comes

from someone who they do not know well or who is not similar to themselves, and may be more likely to view it with suspicion.

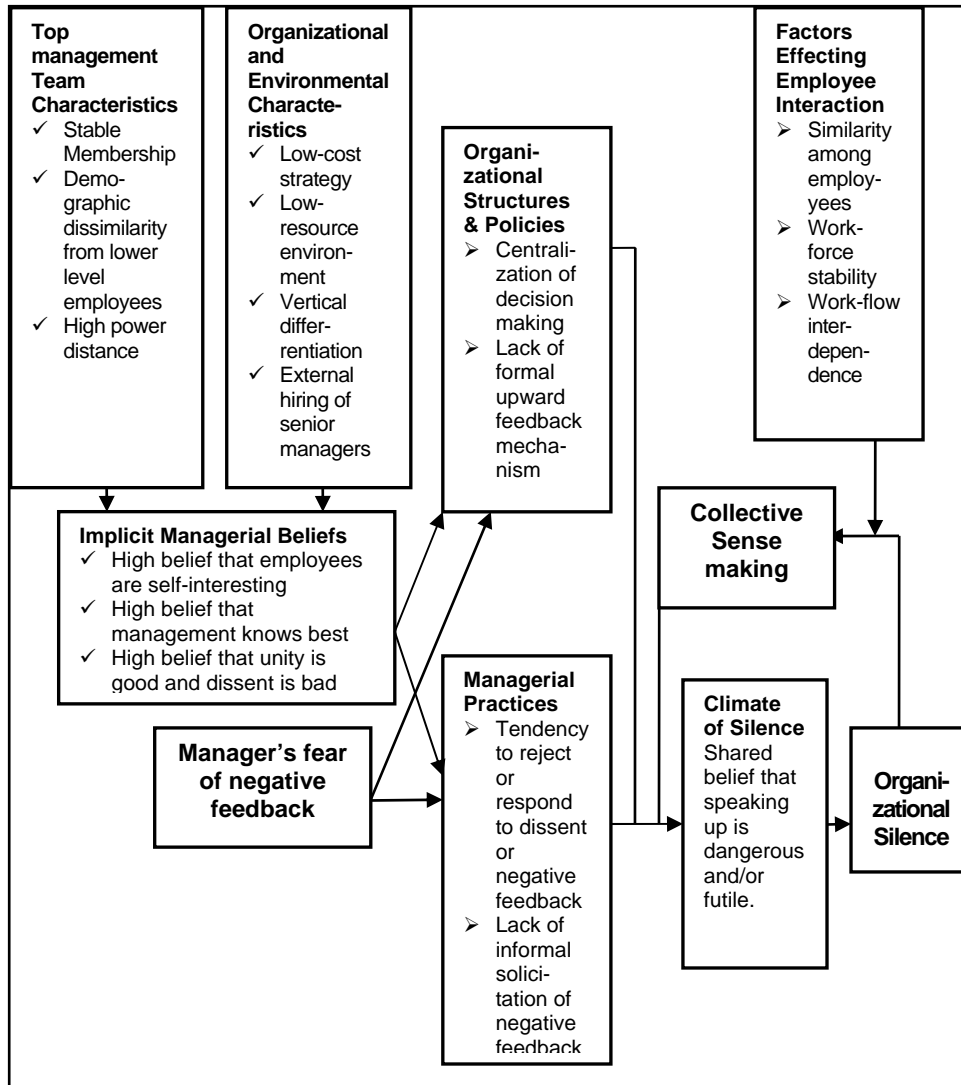
Other problem is about high power distance culture. Authority differences, resulted from hierarchy, can cause barriers in communication. Employees who work in high power distance culture are loyal to their supervisors and generally X theory hypothesis are valid in employee-employer relations (in decision-making process, job ethics etc.). If there is a long distance from employee and managers, employees choose to remain silent. (Şişman, 2002: 66).

Organizational and environmental variables are also likely to affect whether collective silence develops. When there is heavy strategic emphasis on control, management may view negative feedback as more threatening and dissent as more destructive. This logic would suggest that a context conducive to silence is more likely to emerge in organizations pursuing a low-cost strategy, and also within highly competitive environments characterized by a diminishing resource base. (<http://www.stern.nyu.edu>, Access Date: 23.02.2007).

High levels of vertical differentiation, or the existence of a lot of levels in the organizational hierarchy, are also likely to reinforce silence. Within tall organizational structures, top management will probably be less likely to interact with, relate to, and hence trust, lower level employees. In addition, firms that bring in top managers from the outside instead of promoting from within may be more likely to create a gap between top management and the rest of the organization. (Morrison, Milliken, 2000:712).

The idea that speaking up is dangerous and/or futile contributes to the development of "silence climate". This point of view means that silence climate results from collective sense making process and in this process, employees give collective meaning about their company. When organizational decision making is highly centralized and there are few channels for upward communication, a collective interpretation that is likely to emerge is that managers do not think employee opinions are important. When managers respond to employees' opinions with resistance or denial, employees are most likely to converge on an interpretation that speaking up is risky or not worth the effort.

Figure 1: Dynamics Giving Rise to Organizational Silence (<http://www.stern.nyu.edu>, Access Date:23.02.2007).



Effects on Employee Cognitions, Attitudes, and Behavior

The tendency of organizations to discourage employee opinions and feedback is not only likely to compromise organizational decision making and change but is also likely to elicit undesirable reactions from employees. Drawing from a variety of literature, three destructive outcomes of organizational silence will be employees who feel they are not valued, employees who perceive they lack control, and employees who experience cognitive dissonance. (Morrison, Milliken, 2000: 720)

1. Employees' feelings of not being valued

Research on procedural justice has consistently shown that employees evaluate decision procedures more favorably when those procedures allow for employee input, even when this input does not have much impact on decision outcomes. According to Lind and Tyler's (1988) group value model, procedures that allow for employee voice are viewed positively, at least in part, because they signal that employees are valued members of the organization. The model also suggests that employees feel unvalued themselves when they perceive that they and others cannot openly express their viewpoints. If employees feel their organization does not value them, they will be less likely to value, identify with, or trust the organization. Outcomes that may follow from diminished commitment and trust are lower internal motivation and satisfaction, psychological withdrawal, and even turnover

2. Employees' perceived lack of control

Individuals have a strong need for control over their immediate environment and over decisions that affect them. Employees gain a sense of control over their environment is by expressing their opinions and preferences. Employees' need for control is unmet when they are denied the opportunity to voice. A felt lack of control has several detrimental effects, including reduced motivation, dissatisfaction, stress-related ailments, physical and psychological withdrawal, and even sabotage or other forms of deviance. Outcomes such as sabotage may reflect "reactance" or an attempt to regain control. If employees feel that they cannot exert control through voice or other constructive means, they might try to demonstrate control in ways that are more destructive for the organization. Conversely, outcomes such as stress and withdrawal might reflect a learned helplessness response. These various responses may serve to validate managers' initial assumptions that created a climate of silence in the first place. Employees are apt to appear as either hostile opponents who cannot be trusted or as apathetic observers who are unwilling to contribute much beyond what they are required to contribute. In essence, managers' beliefs may become self-fulfilling.

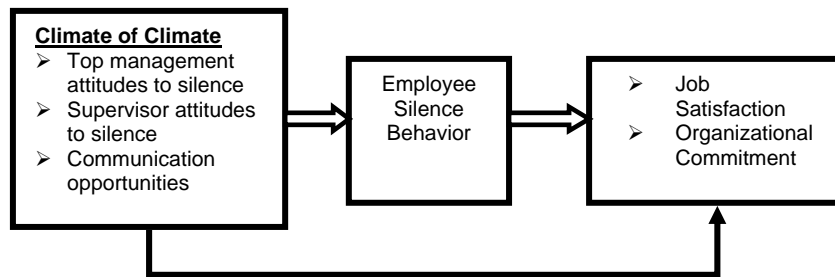
3. Employees' Cognitive Dissonance

Organizational silence is also likely to give rise to cognitive dissonance: an aversive state that arises when there is a discrepancy between one's beliefs and one's behavior. Individuals experiencing dissonance are typically motivated to try to restore consistency by changing either their beliefs or their behavior. Yet, in the context of organizational silence, it may be very difficult for employees to reduce dissonance. For

example, there is a salesperson who is confronted daily with evidence that customers are not satisfied with a particular product. This salesperson may have a very difficult time believing management's pronouncements that the product is great. But the other option for reducing dissonance speaking up about the product's flaws may be highly risky. This dissonance can cause stress and anxiety that increase employee turnover and reduce performance. (Morrison, Milliken, 2000:721)

Morrison and Milliken (2000) searched effects of silence on low performance, satisfaction and organizational commitment in addition to cognitive dissonance, worthlessness.

Figure 2: Results of Silence Climate (Vakola, Bouradas, 2005:454)



Organizational commitment begins at individual's identification and involvement in a particular organization. (Porter vd., 1974: 603-609). As a result, commitment is determined by a range of organizational and individual factors such as personal characteristics, structural characteristics, work experience and role related features. According to Morrison and Milliken (2000), organizational silence leads to feelings of not being valued, perceived lack of control and cognitive dissonance which result in low satisfaction, commitment and motivation. Also, Oliver argues that the above determinants affect outcomes such as turnover, stress level and job effort towards the organization (Vakola, Bouradas, 2005:454)

BREAKING THE SILENCE CLIMATE

A troubling aspect of the dynamics that create and maintain silence is that they are hidden from view and often unrecognized. Management may see that employees are not engaged, but may assume that it is because they are self-interested or not motivated. In addition, within organizations plagued by silence, problems may accumulate to the point that they can no longer be hidden from important stakeholders such as owners or creditors. At this point, these constituencies may conclude that the organization suffers from "poor management" and top managers may lose their jobs. Yet the reasons for the organization's problems may be misunderstood. (<http://www.stern.nyu.edu>, Access Date:23.02.2007).

It is not easy to break silence climate of employees and their managers. The behavioral cycles that maintain organizational silence will be hard to break in part because they are not subject to direct observation or discussion. What's more, once people start distrusting a system, it is extremely hard to restore their faith. Even if management eventually realizes that it needs accurate internal feedback and tries to elicit it, employees may tend to be cynical about this change.

It has to be believed that silence can be prevented, and that organizations can break down walls of silence that have developed over time. In terms of prevention, managers must work hard to counteract the natural human tendency to avoid negative feedback. They must not only seek out honest feedback, on a regular basis, they must also be careful to not "shoot the messenger" when they receive bad news. Managers must also work hard to build an open and trusting climate within their organizations, one in which employees know that their input is valued and that it is safe to speak up. If employees sense that those above them do not want to hear about potential problems and issues of concern, they will not talk about them. Managers must recognize this dynamic and convince employees that they do want input.

Moving from an entrenched climate of silence to a climate of open communication will be more difficult, but not impossible. One way to create such a change is to bring in new top managers. This will not only enable the organization to break from its past, but will signal to employees that there is a commitment to changing the status quo. It will also be important for managers to send consistent messages indicating that they want to hear employee's concerns, and that there are no negative repercussions for employees who talk about organizational problems. These messages must, of course, be backed up by action.

To prevent silence from characterizing their organizations, leaders should not only permit, but reward, employees who come forward with sensitive or risky information, and should create formal mechanisms through which employees can speak up anonymously if they wish to do so.

METHOD

The purpose of this study is to measure top management, supervisor and employees' attitudes to silence, to find out how employees can express their ideas collectively, to analyze relationship among silence, organizational commitment and job satisfaction by discussing level of silence in accommodation companies.

Questionnaires were applied a chain hotel company which has 3 hotels in Antalya, 278 questionnaires were delivered and 135 of them were taken. For the questionnaire, we used Dmitris and Vakola's (2006) questionnaire form which was used in their study called "Antecedents and consequences of organizational silence: an empirical investigation". It includes 31 items with demographic questions. And all data were analyzed by SPSS 11.

The hypotheses are below:

Proposition 1: There is a relationship between organizational silence dimensions and employees' departments.

Proposition 2: There is a relationship between organizational silence dimensions and employees' gender.

Proposition 3: There is a relationship between organizational silence dimensions and employees' graduation degree.

Proposition 4: There is a relationship between organizational silence dimensions and employees' departments.

Proposition 5: There is a relationship between organizational silence dimensions and employees' working time in sector.

Proposition 6: There is a relationship between organizational silence dimensions and employees' working time in that hotel.

Proposition 7: There is a relationship between organizational silence dimensions and employees' age.

FINDINGS

In this part, we evaluated and interpreted questionnaires' data by statistical methods. The general profile of participants is shown in Table 1.

Table 1: The General Profile of Participants

	N		Mean		P
	Men	Women	Men	Women	
Marital Status	88	47	1,28	1,47	0,033*
Graduation Degree	88	47	3,15	3,15	0,993
Working time in sector	88	47	3,10	2,81	0,080
Working time in hotel	88	47	2,32	2,09	0,145
Age	88	47	3,08	2,87	0,146
Department	88	47	4,67	5,15	0,380

According to results of organizational silence questionnaire, five dimensions were included for evaluation. After reliability test, reliability coefficient was found as 0,86. And KMO test result is found as 0,762. These result means that reliability is high and number of questionnaire (n=135) is sufficient. Bartlett test value is found as 0. So this questionnaire is suitable for factor analysis. In this analysis, we made principal component and Varimax with Kaiser Normalization Analysis.

Rotated Component Matrix	Components				
	1	2	3	4	5
If you express your disagreements regarding company issues, you may suffer negative consequences.				,836	
If you disagree about company issues, you can be characterized as "troublemaker".				,856	
If you disagree about company issues, it can be perceived as lack of loyalty.				,851	
In this company, people feel free to express themselves.				,654	
Top management of this company encourages employees to express their disagreements regarding company issues.				,599	
I believe that my supervisor encourages his/her partners to express different opinions or disagreements	,559				
I believe that my supervisor handles conflicts well among his/her partners.	,850				
I believe that my supervisor pays attention to what his/her partners say	,846				
I believe that my supervisor considers different opinions or disagreements as something useful.	,601				
I believe that my supervisor asks for criticism from his/her partners	,708				
There is a systematic and organized exchange of knowledge and experiences among employees in this company					,454
The company keeps employees informed regarding its mission, plans and progress					,677
Organizational changes are communicated adequately to the employees					,661
Communication with colleagues from other department is satisfactory					,794
There is adequate communication between employees and top managers of this company					,647
How often do you express your disagreements to your managers concerning your department's issues?		,737			
How often do you express your disagreements to your managers concerning your job?		,627			
How easily do you express your disagreements to your managers concerning company issues?		,745			
How easily do you express your disagreements to your managers concerning department's issues?		,785			
How easily do you express your disagreements to your managers concerning your job?		,848			
How much are you satisfied with training concerning your job?			,694		
How much are you satisfied with reward in relation with performance?			,902		
How much are you satisfied with opportunities for promotion?			,835		
How much are you satisfied with overall my job in this company?			,456		

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

As a result of factor analysis, five dimensions were found. These are top management attitudes to silence, supervisor attitudes to silence, employees attitudes to silence, communication opportunities and job satisfaction. Above, there are descriptive statistics for each dimension. Also, dimension of organizational commitment which is not included into factor analysis because of its low reliability is existing.

Table 2: Silence Climate Dimensions

	N	Minimum	Maximum	Mean	Std. Deviation
Top management attitudes	133	1,60	5,00	3,2617	,76045
Supervisor attitudes	129	1,20	5,00	3,5271	,79331
Communication	128	1,00	4,00	2,4707	,71652
Employees Attitudes	131	1,00	5,00	3,2809	,85711
Job Satisfaction	128	1,00	5,00	3,1992	,92609

Top Management Attitudes To Silence: It includes 5 items which were developed Vakola and Dmitris. There was a five point scale ranging from 1 ‘strongly agree’ to 5 ‘strongly disagree’. We averaged the 5 items ($\alpha=.72$). Three of the items were reversed scored.

Supervisor’s attitudes to silence: It was measured by a five-item scale. The five items were averaged for an overall score of ($\alpha=.86$). There was a five point scale ranging from 1, ‘strongly agree’ to 5, ‘strongly disagree’. There weren’t any reversed scored items.

Communication opportunities: It was measured by a five-item scale The five items were averaged for an overall score of ($\alpha=.68$). There was a five point scale ranging from 1, ‘strongly agree’ to 5, ‘strongly disagree’.

Employee’s behaviours to silence: It was measured by a seven-item scale. The seven items were averaged for an overall score of ($\alpha=.81$). For the first four items, answers ranged from 1 ‘Never’ to 5 ‘Always’. The answers for the last three items ranged from 1 ‘ With great difficulty ’ to 5 ‘easily ’. There weren’t any reversed scored items.

Job satisfaction: Job satisfaction was measured with a 4 item scale adapted from Huckman and Oldham (1980) and used in Vakola and Dmitris (2006) study which were averaged ($\alpha=.79$). There weren’t any reversed scores in this scale. Response options ranged from 1 ‘very dissatisfied’ to 5 ‘very satisfied’.

Organizational commitment: This scale consisted of 5 items adapted from a 15 item questionnaire by Porter et al. But it was not included into factor analysis because it affected the reliability. There was one reversed scored item in this scale. Response options ranged from 1 ‘strongly agree’ to 5 ‘strongly disagree’. The items are shown in Table 3. According this table, employees’ commitment to organization is in medium level.

Table 3: Organizational Commitment Items

	N	Min.	Max.	Mean
I would not mind to work for a different company if the nature of the job was similar	132	1	5	2,38
I believe that company's values and my values are similar	132	1	5	2,42
I am proud to say that I am working for this company	132	1	5	2,01
This company encourages me to put the maximum effort in order to be more productive	133	1	5	2,23
I am very satisfied with my choice to come and work for this company in comparison with other opportunities I had when I was looking for a job	134	1	5	2,26

Age groups were analyzed by one way variance analysis. Averages of dimensions and variances are shown in table 4. To results, while 25-34 aged employees' points are mid-level for silence dimensions and low for job satisfaction, there are no significant differences among groups. And other result is that, in comparison to other groups, aged 20 years and lower employees think they are not silent because supervisors and top managers encourage them to express ideas.

Table 4: Differences between age groups and silence dimensions

	20 years and lower	20-24 years	25-34 years	35-44 years	45-54 years	P
Top management attitudes	3,5	3,29	3,29	3,11	3,6	0,549
Supervisors attitudes	3,93	3,49	3,5	3,57	3,2	0,532
Communication	1,96	2,46	2,51	2,46	2,88	0,985
Employees attitudes	2,93	3,2	3,36	3,2	3,3	0,506
Job satisfaction	3,83	3,51	3,14	3,04	3,25	1,517

Following table shows variance analysis to working time in that hotel. There are very little differences among dimensions. 9 and more years working employees can explain their ideas and they think that supervisors encourage them to speak up.

Table 5: Differences Between working time in that hotel and silence dimensions

	Less than 1 year	1-3 years	4-8 years	9 years and more	P
Top management attitudes	3,44	3,14	3,15	3,41	1,352
Supervisors attitudes	3,27	3,45	3,52	3,64	0,686
Communication	2,63	2,5	2,42	2,47	0,197
Employees attitudes	3,29	3,09	3,27	3,41	0,888
Job satisfaction	3,69	3,21	3,07	3,23	1,026

According to working time in sector, we made one way variance analysis. There are very little differences among variables. For communication opportunities, each group thinks that they don't have any challenges to communicate. 9 years and more working employees think that while top managers and supervisors don't block speaking up, they are undecided about satisfaction.

Table 6: Differences between working time in sector and silence dimensions

	Less than 1 year	1-3 years	4-8 years	9 years and more	P
Top management attitudes	3,44	3,14	3,15	3,41	1,35
Supervisors attitudes	3,27	3,45	3,52	3,64	0,69
Communication	2,63	2,50	2,42	2,47	0,20
Employees attitudes	3,29	3,09	3,27	3,41	0,89
Job satisfaction	3,69	3,21	3,07	3,23	1,03

When genders and silence dimensions were compared by T-test, there are very little differences between males and females. They have same ideas about employees' attitudes to silence so they can express their ideas easily. Both males and females communicate well and they can talk about their ideas easily.

Table 7: Differences Between gender and silence dimensions

	Male	Female	P
Top management attitudes	3,22	3,34	0,35
Supervisors attitudes	3,50	3,59	0,53
Communication	2,46	2,49	0,78
Employees attitudes	3,28	3,28	0,98
Job satisfaction	3,14	3,31	0,32

Table 8: Differences Between graduation degree and silence dimensions

	Primary School	Secondary School	High school	University	P
Top management attitudes	3,45	2,97	3,19	3,26	1,83
Supervisors attitudes	3,60	3,54	3,52	3,53	0,02*
Communication	2,00	2,46	2,59	2,30	1,86
Employees attitudes	2,90	3,64	3,22	3,30	1,21
Job satisfaction	3,25	3,29	3,09	3,37	0,80

In following table, there are comparison results of departments and silence dimensions. Although there are very little differences between departments ostensibly, only gardener & landscape department thinks that top management blocks speaking up and technical service department finds communication hard.

Table 9: Differences between departments and silence dimensions

	Top managers' attitudes	Supervisors' attitudes	Communication	Employees' Attitudes	Job Satisfaction
Front Office	2,99	3,37	2,67	3,44	3,45
F&B	3,43	3,68	2,28	3,28	3,27
Housekeeping	3,37	3,61	2,35	3,07	3,35
Security	3,80	3,20	2,25	3,40	3,50
Gardener & Landscape	1,80	2,60	2,75	2,60	3,00
Human Resource	3,93	3,33	2,83	3,33	3,17
Animation	4,20	4,00	1,25	2,80	4,75
Technical Service	2,87	3,35	3,18	3,05	2,84
Accounting	3,05	3,35	2,63	3,52	2,67
P	2,17	0,77	2,42	0,78	1,32

RESULTS

Questionnaires were applied in a chain hotel which has 3 hotels in Antalya and as a result of this research; we found that employees are generally undecided about their silence. According to the analysis, our results are aligned above:

There are no differences very much between variables (age, gender etc.) and silence dimensions generally. This means that dimensions have same meaning for each group. For example, age group categories have approximate values.

Employees feel comfortable in mid-level and they are undecided if they experience a negative reaction when they express their ideas. And also, partly, employees accept that if they disagree about company issues, it can be perceived as lack of loyalty.

In supervisor attitudes to silence dimension, employees are satisfied with their supervisors attitudes. Supervisors encourage employees to speak up and the are open to criticism.

Employees don't have any challenges for communication opportunities. There is an open communication atmosphere in this company.

Employees can express their ideas regarding department's issues partly in terms of their tendency to remain silent. But while they speak a little about job, they feel comfortable to express their ideas generally.

Despite of partial silence, employees are satisfied their job and trainings. But they are also dissatisfied with promotions and rewards. While job satisfaction is high, organizational commitment is mid-level.

Over all, employees feel neither more discomfort nor greater to speak up. Because their all points are in mid-level and this can be signal for danger. If management doesn't take action, silence begins to show its negative results. Today, organizations have to create open communication environment to achieve organizational change.

Organizations which collaborate with employees for organizational decisions will be successful in the future. And employees will feel that they are valuable for organization and will have high commitment to organization.

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