



# The Relationship Between Organizational Citizenship Behaviour and Organizational Silence

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## Abstract

This paper investigates how a parameter of authoritative quietness affects hierarchical citizenship practices. In the paper, authoritative quietness is perceived as a multidimensional factor from which the impact on hierarchical citizenship practices can be investigated. The study gains insights from 462 employees in a multinational private business firm. The research context is Istanbul. The research embraced a survey technique. From the findings, passive quietness has a negative impact on hierarchical citizenship behavior. However, pro-social quietness was found to pose a positive effect on authoritative citizenship behavior.

## Keywords

## 1. Introduction

Numerous examinations have noted social usefulness and commitment of helping practices, volunteering and philanthropy towards people, gatherings or organizations. In ongoing decades this field has likewise gotten significant consideration in the board ponders and included new knowledge into our comprehension of associations, and the working environment in the cutting edge social orders. Henceforth, past its general social significance, these selfless and helping practices have demonstrated to have interdisciplinary implications (Gadot, 2006: 77).

Hierarchical citizenship practices (OCBs) refer to processes through which an organization's enhanced operations are realized while ensuring that the employees' efficiency is not hampered. According to Organ (1997), OCB reflects activities that promise to improve mental and social context in a given workplace environment (Todd, Kent, 2006: 253).

Indeed, there has been growing research interest relative to OCB predecessors according to Podsakoff et al. (2000), OCB increments authoritative effectiveness by expanding generation, enhancing the nature of administration gave, raising customer fulfillment or diminishing client protestations.

In 2000, Morrison and Milliken presented another concept, authoritative quietness. While the authors characterized the authoritative quiet as "an aggregate wonder that obstructs the improvement of a danger and a pluralistic association that block hierarchical change and advancement", Tangirala and Ramanujam (2008: 39) characterized it as "not to impart to other people, and to keep themselves for the workers of organizations or associations vital circumstances, issues or occasions". With regards to social trade hypothesis (Blau, 1964), hierarchical quietness is an essential authoritative conduct issues that emerge in absence of having the relationship evenhanded social change.

In spite of the fact that workers who are the most solid wellspring of information and data in the association (Clapham and Cooper, 2005: 307), it is seen that representatives by and large tend not to express their thoughts, perspectives or criticism intentionally. While it is acknowledged that representatives are taking an interest in authoritative exercises deliberately based on hierarchical citizenship conduct, hierarchical quiet conduct hypothesis says that workers abstain from uncovering their perspectives and thoughts with a cognizant choice. Inside this system it is conceivable to state that both authoritative quiet and hierarchical citizenship conduct are essential subjects for associations to achieve wanted destinations. In this specific situation, the point of this investigation is to inspect the connection between authoritative citizenship conduct and hierarchical quiet. As indicated by this reason, above all else, calculated system will be talked about in the consequent segment and from that point forward, technique of the investigation will be examined. This examination uncovers the causes and the aftereffects of these factors and separates with utilizing authoritative citizenship conduct in a one measurement and researches the connection between this measurement and hierarchical quiet.

## 2. Hypotheses and Review

### 2.1. Hierarchical Citizenship Behaviors

Whereas a reasonable accord relative to OCB quantity measures is yet to be established, Organ (1988) proposed an assortment of structures, including selflessness (optional practices that guide an explicit other individual or gathering in errand related issues) affability (valuable signals that assistance avert issues for colleagues), sportsmanship (enduring in great soul the intermittent hardships and

hardships that capriciously come to pass for people over the span of hierarchical undertakings), urban excellence (helpful inclusion in the political existence of the association), and good faith (optional conduct with respect to a representative that goes well past the base job necessities of the association, in the regions of participation, obeying guidelines and controls) (Chu et al., 2006).

Taking everything into account, the useful significance of OCB is that they enhance authoritative productivity and adequacy by adding to asset changes, ingenuity and flexibility (Organ, 1988).

### 2.1.1 Authoritative Silence

As though the quiet idea may convey to our brains the circumstance of being shut to correspondence, it is really considered as an essential type of correspondence. Representatives pass on an assortment of messages "being quietness" with numerous issues identified with the work partners, chiefs, and the associations in their business lives. As on account of security not advising the others any data identifying with wellbeing of representatives, quietness structure might be vital and proactive (Dyne et al., 2003: 1360-1361). Representative in such a quiet can be in correspondence by demonstrating a conduct done effectively, intentionally, and energetically as filling a need.

### 2.1.2. Prosocial Silence

Pro-social quietness arises when employees keep their data, ideas or thoughts, and business-related suppositions confidential (Dyne et al., 2003: 1368). This process occurs in two ways. Firstly, individuals conceal ideas to secure innovative techniques of an organization. Secondly, pro-social quietness occurs when employees conceal ideas to preserve other team members' innovative ideas. In the wake of hierarchical citizenship behavior, this aspect is seen to pose beneficial effects both to the organization and to the employees.

## 2.2 Organizational Silence versus OCB

From the current literature, it can be inferred that there is growing interest in the correlation between organizational silence or pro-social quietness among employees and the factor of OCB. This trend suggests in the event that representatives are not permitted to express their thoughts identified with work, their dimension of authoritative citizenship conduct diminishes. Hierarchical citizenship conduct is a critical association conduct that all associations ought to have for sound working and congruity. The inquires about that were led over the most recent 20 years demonstrate that authoritative citizenship conduct has been expanded individual execution and hierarchical execution (Özdevecioğlu, 2003: 117). Authoritative quietness happens relying upon different factors inside the association and in the event that it is overlooked, representatives will keep on staying quiet and are not probably demonstrate the hierarchical citizenship conduct. At the end of the day, workers in passive quietness and guarded quietness won't be required to show authoritative citizenship conduct, representatives in prosocial quiet conduct will exhibit hierarchical citizenship conduct all the more unequivocally. In this specific situation, the speculations of research are produced as pursues:

H1: Acquiescent quietness measurement of hierarchical quietness significantly affects authoritative citizenship conduct.

H2: Defensive quietness measurement of hierarchical quietness significantly affects authoritative citizenship conduct.

H3: Prosocial quiet component of authoritative quietness significantly affects hierarchical citizenship conduct.

## 3. Methodology

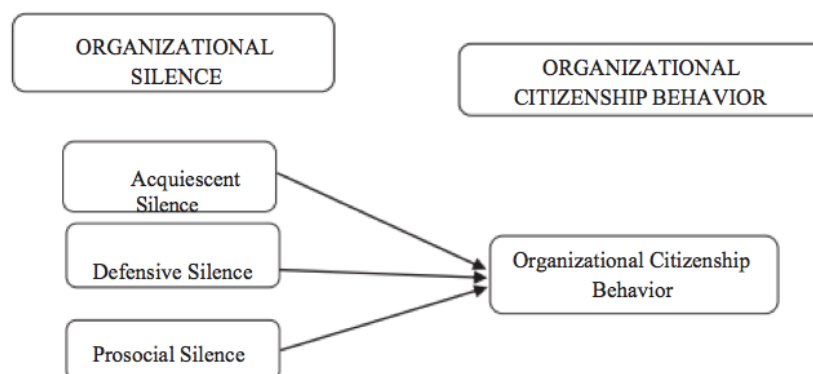


Figure 1. Research Model

### 3.1. Analysis

Authoritative quiet conduct was estimated with hierarchical quietness scale which was created by Dyne, Ang and Botero (2003) and authoritative quiet scale comprises three measurements as submissive quietness, guarded quiet, and prosocial quietness. Hierarchical quiet scale comprised of 15 Likert type things including "In light of the fact that it isn't about me, I am hesitant to discuss the proposals made for change in our organization."

## 4. Information Analysis and Findings

The analysis of the data was achieved using Cronbach's alpha, as well as the mean.

### 4.1. Demographic Features

Table 1. Characteristics of the Study Sample

Variables		Frequency	Percent (%)
Age	25 years old and lower	53	11,5
	26-35	297	64,0
	36-45	91	19,7
	46-55	16	3,5
	56 years old and higher	5	1,1
Gender	Female	231	50,0
	Male	231	50,0
Marital Status	Married	251	54,3
	Single	211	45,7
Education	High School	66	14,3
	University	335	72,5
	Master	61	13,2
	Less than 1 year	59	12,8
Total Working Time in This Workplace	1-5	219	47,4
	6-10	105	22,7
	11 years and over	79	17,1
Position at This workplace	Employee	262	56,7
	Expert	116	25,1

Table 1 illustrates the demographic data of the selected participants to whom questionnaires were administered. With 50 percent of the employees being male and 50 percent female, those who were aged 26-35 were 64 percent. Those who were married were 54% while those who had served their organizations (at the time of the study) for 1-5 years were 56%. Those who had attained university education were 72.5% while those who were married were 54%.

### 4.2. Factor Analysis

The connections between factors were tried utilizing relationship, unwavering quality, relapse and factor examinations initially. It was estimated unwavering quality estimation of authoritative citizenship conduct and hierarchical quietness in this investigation, and after that exploratory factor examination was performed to hierarchical quiet conduct variable whether significant elements of measurements were isolated or not. The aftereffect of the factor examination, after it was seen that the structure of authoritative quiet factors were framed as expectedly, level of unwavering quality for each factor was resolved. As indicated by these outcomes, it very well may be said that the authoritative quiet measurements are dependable scale. Hierarchical citizenship conduct questions were gathered in a solitary measurement in the aftereffect of the factor investigation with the exception of four inquiries. Cronbach' alpha of hierarchical citizenship conduct is 0,709. These 8 questions are clarified 43,041% of the change in hierarchical citizenship conduct.

Table 2. Factor Loadings of Organizational Silence

ITEMS	Factor1	Factor2	Factor3	Percentage Variance
<b>Acquiescent Silence</b>				34,045%
1. This employee is unwilling to speak up with suggestions for change because he/she is disengaged.	,686			
2. This employee passively withholds ideas, based on resignation.	,746			
3. This employee passively keeps ideas about solutions to problems to him/herself.	,783			
4. This employee keeps any ideas for improvement to him/her self because he/she has low self-efficacy to make a difference.	,706			
5. This employee withholds ideas about how to improve the work around here, based on being disengaged.	,694			
<b>Defensive Silence</b>				15,029%
6. This employee does not speak up and suggest ideas for change, based on fear.		,661		
7. This employee withholds relevant information due to fear.		,707		
8. This employee omits pertinent facts in order to protect him/her self.		,580		
9. This employee avoids expressing ideas for improvements, due to self-protection.		,700		
10. This employee withholds his/her solutions to problems because he/she is motivated by fear.		,730		
<b>Prosocial Silence</b>				7,715%
11. This employee withholds confidential information, based on cooperation.			,717	
12. This employee protects proprietary information in order to benefit the organization.			,689	
13. This employee withstands pressure from others to tell organizational secrets.			,720	
14. This employee refuses to divulge information that might harm the organization.			,671	
15. This employee protects confidential organizational information appropriately, based on concern for the organization.			,636	
<b>Total Variance Explained</b>				56,790%
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0,870			
Bartlett's Test of Sphericity Approx. Chi-Square	2514,436			
df	105			
Sig.	0,000			

### 4.3 Correlation Analysis

The role of a correlation analysis was to establish the correlation between variables. From Table 3, it is worth indicating that acquiescent silence and organizational citizenship behavior exhibit a negative relationship.

**Table 3:** Comparing the dimensions of silence and OCB

Variables	1	2	3	4
1.AcquiescentSilence	(.847)			
2.DefensiveSilence	.623**	(.794)		
3.ProsocialSilence	-.085	-.134**	(.725)	
4.OrganizationalCitizenshipBehavior	-.277**	-.273**	.132**	(.709)
Mean	2,1827	1,9355	4,1423	4,1063
StandardDeviation	.78779	.66123	.58766	.52811

### 4.4. Test of Hypothesis

To determine how organizational resilience shapes OCB, the regression results below aided in gaining crucial insights.

**Table 4:** Regression outcomes

IndependentVariables	DependentVariable	
	Organizational Citizenship Behavior	
	$\beta$	Sig.Vif
AcquiescentSilence	-.174	-3.071.0021.636
DefensiveSilence	-.152	-2.666.008 1.654
ProsocialSilence	.0972.170.0311.018	
F	17.4130	
R2	.1540	
Adj.R2	.1480	
*:p<0,05		

At  $p < 0.05$ ,  $F = 27,791$  and  $Adj. R^2 = .148$ , a change in OCB stands at 14.8%. Also, findings (as illustrated in the table) demonstrate that there is a negative relationship between OCB and acquiescent silence, with  $p < .05$  and  $\beta = -.174$ ,  $p < .05$ ). When OCB is investigated relative to its correlation with defensive silence, a negative relationship is also evident. However, OCB exhibits a direct relationship with pro-social silence, implying that the hypotheses H3, H2, and H1 are supported.

**Table 5:** A Description Power of Model

FitMeasures	EndogenousConstruct	FinalModel
R2	OrganizationalCitizenshipBehaviour	0.154

## 5. Discussion

This study investigated the aspect of organizational behavior via the introduction of an analysis model. Also, the study strived to comprehend the connection between authoritative citizenship conduct and measurements of hierarchical quietness (submissive, cautious and prosocial quiet). This investigation is one of the plain not many that uncovers the connection between authoritative citizenship conduct and hierarchical quietness

To accomplish a supportable upper hand is getting to be compelling in the congruity and achievement of the association. In present day, there are numerous dangers for associations in focused business condition. To endure longer, associations need to use their HR particularly regarding utilizing their obscure possibilities. Associations, at the purpose of giving congruity, significantly more expected to laborers who fit for reacting to natural dangers, self-assured and not hesitant to share their insight. Voice is an approach to acquire people's profitable considerations and thoughts which may add to the targets of association. Then again, representatives' over endeavors not referenced authoritatively are vital to accomplish vital objectives and to take favorable circumstances in the market.

In this investigation, we found initially that submissive quietness and cautious quietness measurements of authoritative quiet negatively affect hierarchical citizenship conduct. This outcome was reliable with the surviving writing. Çınar, et al., (2013) and Alioğulları (2012) found that hierarchical quiet is adversely connected with sportsmanship and common excellence measurements of authoritative citizenship conduct. Kılıçlar and Harbalıoğlu (2014) found that there is a powerless negative connection between authoritative quietness and hierarchical citizenship conduct. This implies, on the off chance that representatives are not permitted to express their thoughts identified with work, their hierarchical citizenship conduct level abatements. Consequently, the association loses new thoughts, considerations, inventive arrangements and workers' endeavors more than expected employment obligations which may be exceptionally helpful to the association. It tends to be suggested that associations should bolster and make a hierarchical atmosphere in which workers can talk.

In this investigation, besides we found that prosocial quietness measurement of authoritative quietness positively affects hierarchical citizenship conduct. This implies, if representatives retain to express their thoughts identified with work environment and different representatives, at that point their authoritative citizenship conduct level increment. Prosocial quiet conduct may be extremely advantageous to the association and representatives.

Associations, particularly as far as key administration, hierarchical quiet (just submissive quietness and protective quiet measurements, not prosocial quiet) effectsly affects workers' to disregard the unlawful and dishonest practices, to square authoritative adapting adequately, to hinder hierarchical change and improvement, imagination and ingenuity. Likewise, if an assessment is made of future

point of view, representatives' quiet demeanors can diminish work fulfillment and increment goal to leave. Research thinks about on technique detailing demonstrate that the absence of repudiating with one another, alternate point of view and choices in best administration has a negative impacts both on basic leadership quality and on hierarchical execution. Chiefs require workers' different points of view so as to frame a viable procedure. Representatives' feelings, experience and data are required to make a powerful SWOT (qualities, shortcomings, openings, and dangers) examination. Authoritative quietness limits the stream of data to chiefs in hierarchical chain of command. Thus, hierarchical quietness implies a low productivity in authoritative change forms.

In vital administration way, supervisors ought to urge workers to express their thoughts and perspectives on the issues and offer help at the authoritative dimension to achieve wanted destinations. In this specific circumstance, associations require representatives' authoritative citizenship conduct. Since, hierarchical citizenship conduct adds to authoritative execution as expanding representative or administrative profitability, planning exercises inside and crosswise over work gatherings, and empowering the association to adjust all the more successfully to ecological changes.

## 6. Scope and Future Researches

There are some methodological confinements to this investigation. Right off the bat, we directed the overview in one firm in Istanbul; the information was constrained to this example. The generalizability of examining is the confinement of this examination. Results may vary for representatives of different businesses. Note that perusers ought to be mindful while summing up the outcomes to various social, natural and political settings.

Future looks into can be connected in various associations with various factors to sum up the discoveries.

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