

Makale Geliş Tarihi: 16.09.2021

**Araştırma Makalesi**

Makale Kabul Tarihi:12.03.2022

**THE RELATIONSHIP BETWEEN PERCEIVED ORGANIZATIONAL SUPPORT  
WITH EMOTIONAL LABOR AND ORGANIZATIONAL SILENCE; AN  
APPLICATION ON BANK EMPLOYEES**

**ALGILANAN ÖRGÜTSEL DESTEĞİN DUYGUSAL EMEK VE ÖRGÜTSEL  
SESSİZLİK İLE İLİŞKİSİ; BANKA ÇALIŞANLARI ÜZERİNDE BİR UYGULAMA**

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**ÖZET**

Endüstriyel değişim ve dönüşümlerle birlikte iş hayatında istihdam ve üretim gibi kavramlarda meydana gelen değişimler, bazı kavramların tekrar değerlendirilmesi gerekliliğini gündeme getirmiş ve diyalektik açıdan yeni tartışma zeminleri oluşturmuştur. Günümüzde giderek artan örgütsel rekabet koşullarında, çalışanların beklentilerinin karşılanmasının örgütsel etkinlik ve verimlilik gibi unsurlara etki etmesi çalışanlar açısından örgütsel destek kavramının tartışılmasına yol açmış ve bireyin örgüt içindeki yerinin daha detaylı değerlendirilmesi gerekliliğini gündeme getirmiştir. Bireyler, çalışma ortamındaki tüm değişkenlerden dolayı ya da doğrudan etkilenebilmekte ve içerisinde buldukları örgüt tarafından algıladıkları destek düzeyi örgüt içi davranışlarını şekillendirebilmektedir. Bu çalışmada, örgütsel destek kavramının duygusal emek ve örgütsel sessizlik kavramları ile ilişkisi incelenmeye çalışılmıştır. Araştırma kapsamında, algılanan örgütsel desteğin örgütsel sessizlik ve duygusal emek ile ilişkisi araştırılmaya çalışılmış ve yapılan analizler neticesinde, algılanan örgütsel destek ile duygusal emek arasında istatistiksel olarak anlamlı bir ilişki tespit edilmiştir. Algılanan örgütsel destek ile duygusal emeğin alt boyutlarından Yüzeysel Davranış boyutu arasında ters yönlü anlamlı; algılanan örgütsel destek ile duygusal emeğin alt boyutlarından Samimi Davranış boyutu arasında aynı yönlü anlamlı bir ilişki bulunmaktadır fakat algılanan örgütsel destek ile

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duygusal emeğin alt boyutlarından Derinlemesine Davranış boyutu arasında anlamlı bir ilişki bulunamamıştır. Ayrıca, algılanan örgütsel destek ile örgütsel sessizlik arasında istatistiksel olarak anlamlı bir ilişki bulunamazken, algılanan örgütsel destek ile örgütsel sessizliğin alt boyutlarından Kabullenici ve Korunmacı sessizlik boyutları arasında ters yönlü anlamlı bir ilişki bulunmuş; algılanan örgütsel destek ile örgütsel sessizliğin alt boyutlarından Korunmacı Sessizlik boyutu arasında anlamlı bir ilişki bulunamamıştır.

**Anahtar Kelimeler:** Örgütsel destek, duygusal emek, örgütsel sessizlik, bankacılık, banka çalışanları.

## ABSTRACT

Along with industrial changes and transformations, changes in concepts such as employment and production in business life brought up the necessity of re-evaluation of some concepts and created new dialectical discussion grounds. In today's increasing organizational competition conditions, the effect of meeting the expectations of the employees on factors such as organizational effectiveness and productivity has led to the discussion of the concept of organizational support in terms of employees and has brought the necessity of a more detailed evaluation of the individual's place in the organization. Individuals can be directly or indirectly affected by all the variables of the working environment, and the level of support they perceive by the organization they are in can shape their intra-organizational behaviors. In this study, the relationship between the concept of organizational support and the concepts of emotional labor and organizational silence was tried to be examined. Within the scope of the research, the relationship between perceived organizational support and organizational silence and emotional labor was tried to be investigated, and as a result of the analyzes, a statistically significant relationship was determined between perceived organizational support and emotional labor. Moreover it was observed that there is an inversely significant relation between perceived organizational support and superficial behavior which is one of the sub-dimensions of emotional labor. Besides, there is a directly (in the same way) significant relation between perceived organizational support and sincere behavior and there is not any significant relation between perceived organizational support and In-depth behavior which are sub-dimensions of emotional labor. For organizational silence, there was not any statistically significant relationship between perceived organizational support and organizational silence and it was observed that there is an inversely significant relation between perceived organizational support

and accepting and conservative silence which are the sub-dimensions of organizational silence. Also, there is not any significant relation between perceived organizational support and protectionist silence which is one of the sub-dimensions of organizational silence.

**Key Words:** Organizational support, emotional labor, organizational silence, banking, bank employees.

## 1. INTRODUCTION

Organizations have to keep up with the competition conditions in order to continue their activities. Human factor has crucial importance in order to achieve competitive advantage in today's industrial conditions. When employees are not satisfied financially and spiritually, different problems may arise within the organization and this can manifest themselves with different behaviors. Perceived organizational support is making individuals feel that the value given to the contribution and effort provided by employees by the organization in which they operate and helps to meet the socio-emotional needs of individuals (Kayaoğlu, 2017: 509-511; Liu, 2018: 319-320).

In today's business environment, where intense competition is experienced, the fact that meeting the expectations of the employees is one of the basic elements in increasing the effectiveness and efficiency of the organization requires the individuals within the organization to be taken into consideration (Kayaoğlu, 2018: 250-253). Employees who can be directly affected by all the positive or negative variables in the working environment will feel more belonging to the organization and show the performance expected of them if they perceive that they are adequately supported by the organization they work with. High perception of organizational support will increase the emotional commitment of the employees towards the organization and increase the positive efforts made on behalf of the organization. On the other hand, the perceptions of the employees of the organization that low value is given to their organizations and their welfare will decrease their commitment to the organization, decrease their performance in standard business activities and lead to less organizational citizenship behavior (İplik et al., 2014: 110). Individuals can be directly or indirectly affected by all variables in the working environment and the level of support perceived by the organization they are in can shape their behavior within the organization. Therefore in this study the relationship between the concept of organizational support and emotional labor and organizational silence was tried to be examined.

As a result of the analyzes applied within the scope of the research it was observed that there was statistically significant relationship between perceived organizational support and emotional labor. Moreover, it's also observed that there is an inversely significant relation between perceived organizational support and superficial behavior which is one of the sub-dimensions of emotional labor. Also, there is a directly (in the same way) significant relation

between perceived organizational support and sincere behavior and there is not any significant relation between perceived organizational support and in-depth behavior which are sub-dimensions of emotional labor. In terms of organizational silence, it's observed that there was not any statistically significant relationship between perceived organizational support and organizational silence. Also it was observed that there is an inversely significant relation between perceived organizational support and accepting and conservative silence which are the sub-dimensions of organizational silence. Furthermore, it's also observed that there is not any significant relation between perceived organizational support and protectionist silence which is one of the sub-dimensions of organizational silence.

## **2. ORGANIZATIONAL SUPPORT**

Organizational support is defined as the beliefs of the employees regarding the value of their activities and the contributions they make in the organization and the importance of their well-being. In other words, organizational support is the name given to the consideration of the welfare of the employees within the organizational values and the fact that these values have properties that increase their happiness. Consequently; taking into consideration the creative ideas, suggestions and criticisms of its employees, ensuring occupational safety, ensuring positive human relations within the organization, treating everyone fairly, not being entitled, caring for the employees and not making some decisions despite them are listed as the most important features that should be in a supporting organization or management (Eisenberger et al., 1986: 501; Özdevecioğlu, 2003: 116-118).

The basis of the organizational support theory is based on the theory of social change and reciprocity (Abetalas et al., 2019). Organizational support, which indicates a kind of social exchange, is defined as an unidentified obligation and expresses the expected response to the individual's positive attitude towards others. Individuals shape their organizational behavior based on their trust in the other party, and in the long run, based on the trust in each other's obligations. According to this theory, individuals does not want and wait for the behavior of the other party to be regulated under a contract, but the relationship between the two parties may be damaged if it does not fulfill the necessary obligations and this may be reflected in the behavior of the individuals. The parties actively have responsibilities and obligations to each other (Liu, 2018: 319).

With organizational support it is felt that employees are aware of their contribution to the organization. Besides it is stated that their happiness is given importance and it is also revealed that the company is pleased to work with them. Employees' needs of belonging, need of respect

and need of approval are met (Özdemir, 2010: 241). In this context in a supportive organization the expectations of the employees should be taken into consideration and valued (Demir, 2012: 51). Because of the fact a perception that the organization is caring their employee and shows them the true value they deserve will enable the individual to internalize the membership of the organization and thereby display more positive behaviors for the organization (İplik et al., 2014: 111-112).

### **3. ORGANIZATIONAL SILENCE**

Organizational silence can be defined as “avoiding expressing ideas and knowledge consciously”. This can lead to a lack of feedback, information and ideas in evaluating organizational effectiveness. When speaking of silence not only speaking should come to mind but also being ineffective, not hearing and ignoring can be the outcomes of organizational silence (Tahmasebi et al., 2013: 273). A number of factors are at the core of organizational silence discussions and relevant research. These factors can be listed as the characteristics of senior management, environmental conditions, level of interaction among employees, organizational structure and policies, fear of negative feedback of management and demographic differences (Bagheri et al., 2012: 47).

When employees encounter unfair behavior in their organizations, they begin to feel that they are insignificant for the organization and prefer to remain silent in the problems they face. According to another view, organizational silence is a response of the employee to job satisfaction. As a result of this silence, organizations cannot benefit from the innovative ideas of employees and miss a significant development opportunity (Hirschman, 1970). According to Brinsfield (2009), employees experience dissatisfaction with their jobs and become silent when they feel hopeless about organizational goals or processes and believe that they cannot change anything. Silence is defined as the employees consciously not voicing their opinions and concerns about organizational problems and issues (Ünlü et al., 2015: 143-145).

Van Dyne, Ang and Botero (2003) have suggested that there are three basic types of employee silence based on the intentions behind them. These; acceptive (submissive) silence, protective (defensive) silence and protective (organizational benefit) silence. When we mention about an individual showing accepting silence, it should be accepted that the individual chooses not to disclose his / her own wishes, although he / she has knowledge, opinion or what to say about the situation or event. Silence for protection can be defined as the disenfranchisement of relevant ideas, information and opinions based on fear in order to protect itself from external

threats. The third type of silence was developed by protective silence and was added to the management literature. Conservation silence behavior is a previously thought conscious and optional behavior for others. Employees who demonstrate this kind of silence behavior may choose not to express their opposing views, for example, for the sake of maintaining cohesion and reconciliation within the employee or group. In order to protect his friend, the employee may choose to remain silent about his inability to work. Or, in another example, it may not give out information that will be used against the working organization in order to protect the organization (Taşkıran, 2011) (Ünlü et al., 2015: 143-145).

#### **4. EMOTIONAL LABOR**

Emotional labor is the form of labor that employees have to spend in order to fulfill the requirements of the job in jobs that require close relationships with customers and expresses the transformation of emotions. This form of labor is generally seen in service sector employees such as flight personnel, waiters, call center employees, sales and marketing staff (Karaman, 2017: 31-41). With the expansion of the service sector in the post-industrial period, direct communication with the customer, which emerged as the necessity of most jobs in this sector, caused the employees to manage their emotions in order to display appropriate emotions in the business environment (Güzel et al., 2013).

Emotions show an infectious characteristic. Individuals can easily empathize with other individuals with emotions, because expressing emotions is at the core of individual behavior. Thus, the employees can leave positive impressions during their work with emotional labor behavior. Organizationally, individuals who are supported in the organization will feel good towards emotional satisfaction and this situation can be reflected positively on their working lives (Choi and Kim, 2015: 284).

When emotional labor was examined in more depth, it was noticed that the concept had sub-dimensions, and therefore researchers developed various approaches to better reveal the sub-dimensions of the concept of emotional labor. Within the framework of these approaches, Hochschild (1979) deals with the emotional behavior of the employees in two dimensions: superficial behavior and in-depth behavior. In superficial behavior, it reflects the emotions within the framework of the corporate and professional representation rules that work, differentiates them from the emotions it truly feels and reflects them to the customer or buyer. In other words, it masks its real feelings for different reasons and makes different emotional representations outside. In in-depth behavior, he focuses on the internal emotions that work, and he tries to play his role as an actor or actress and tries to convey his feelings to the other

party. In another study, a third dimension was added to Hochschild's approach. This dimension includes natural feelings. The fact that the employees show the feelings they feel naturally does not include any imperative as in the dimensions of the superficial and deep role, it means that the employee reflects his feelings to the outside in the way he comes from. For example, the sadness experienced by a teacher in his class, who he loved and succeeded when he left school, expresses his real and sincere feelings (Gök, 2015; Basım and Begenirbaş, 2012: 79).

## **5. METHOD**

### **5.1. Research Method**

The research is organized according to descriptive method and relational screening model. Data were collected without any changes in the current characteristics of the subjects and their opinions about the current situation were tried to be obtained. The description method is a research approach that aims to describe a situation experienced in the past or today, as it is. The event subject to the research is tried to be defined as it is in its current terms and conditions. No change or effort to influence the event is shown. The important point here is to try to determine what is wanted to be known. Relational screening models, on the other hand, are research models that aim to determine the presence and / or degree of co-exchange between two or more variables (Üredi, 2017; Karasar, 2004: 77-81).

The hypotheses established within the scope of the study are as follows;

**Hypothesis 1:** There is a statistically significant relationship between perceived organizational support and organizational silence.

**Hypothesis 2:** There is a statistically significant relationship between perceived organizational support and the acceptance dimension, which is a sub-dimension of organizational silence.

**Hypothesis 3:** There is a statistically significant relationship between perceived organizational support and preventive silence dimension, which is a sub-dimension of organizational silence.

**Hypothesis 4:** There is a statistically significant relationship between perceived organizational support and the protective dimension of conservative silence, which is a sub-dimension of organizational silence.

**Hypothesis 5:** There is a statistically significant relationship between perceived organizational support and emotional labor.

**Hypothesis 6:** There is a statistically significant relationship between perceived organizational support and the superficial behavior dimension, which is a sub-dimension of emotional labor.

**Hypothesis 7:** There is a statistically significant relationship between perceived organizational support and in-depth behavior dimension, which is a sub-dimension of organizational silence.

**Hypothesis 8:** There is a statistically significant relationship between perceived organizational support and intimate behavior dimension, which is a sub-dimension of organizational silence.

## **5.2. Sample**

The universe of the research consists of individuals working in bank branches located in Beyşehir district of Konya (Turkey) city between January 1-20, 2019. All bank branch offices located in the district center were reached for the sampling of the full census, 192 returns were received from the distributed surveys and 179 of these surveys were included in the survey as valid surveys. After short interviews with the employees, the questionnaires were left to them and collected back.

## **5.3. Processing of Data**

The data required for the research were obtained as a result of the questionnaire application to individuals. The results of the questionnaire obtained in this way are transferred to the computer and analyzed and reported with the help of SPSS 20.0 (Statistical Packet for The Social Science) program. For the interpretation of arithmetic averages; "Likert" type five-point scale was used in the study. In this scale, 5 "Many", 4 "Very", 3 "Medium", 2 "Low" and 1 "None" are rated. In addition, assistance was obtained from the "Factor Analysis" application during the evaluation of the scales. Factor analysis (FA) can be defined as a multivariate statistical application that aims to find and discover a small number of conceptually significant new variables (factors, dimensions) by combining a large number of related variables. Factor analysis is a technique designed to examine the structure of a group of variables and to explain the relationships between these variables in terms of fewer unobservable hidden variables called as factors (Taherdoost et al., 2014; Cooper, 1983). In terms of this study, assistance was obtained from factor analysis during the dimensioning of organizational silence and emotional labor scales. After the sizing process as a result of factor analysis, the research problem was tried to be evaluated by creating hypotheses in order to evaluate the research problem.

## **5.4. Measuring Tools**

The first scale used in the research is "Perceived Organizational Support Scale" developed by Rhoades and Eisenberger (2002). Other factors included in the study in terms of evaluating the relationship with organizational support are the concepts of emotional labor and organizational silence. In order to make measurements in this context; "Organizational Silence Scale" which

is developed by Van Dyne et al. (2003) and adapted by Taşkıran (2011); and "Emotional Labor Scale" which is developed by Diefendorff et al. (2005) and adapted by Basım and Begenirbaş (2012) are used.

### 5.5. Reliability Analysis

During the research, the reliability of the scales was tested and Cronbach's Alpha coefficient was 0,902 for the perceived organizational support scale, Cronbach's Alpha coefficient was 0,879 for the organizational silence scale, and Cronbach's Alpha coefficient was 0.760 for the emotional labor scale. The tables below show the Cronbach's Alpha coefficients of the scales. The fact that these values are greater than 0.7 is considered sufficient for the scales to be considered reliable and in the light of these values, the scales used in the research are also seen to be reliable (Kayış, 2005: 405).

**Table 1. Reliability Analysis of Perceived Organizational Support Scale**

Frequency	Cronbach's Alpha
5	0,902

**Table 2. Reliability Analysis of Organizational Silence Scale**

Frequency	Cronbach's Alpha
15	0,879

**Table 3. Reliability Analysis of Emotional Labor Scale**

Frequency	Cronbach's Alpha
13	0,760

## 6. RESULTS

When it comes to the findings part of the research, the demographic information acquired about the individuals in the research was included in order to examine the research problem. This information is the findings obtained as a result of processing the data collected with the help of the specified scales into the SPSS program. The explanations and comments taken from the results are as follows.

**Table 4. Demographic Findings**

Gender			Age		
Female	69	%38,5	18-25	27	%15,1
Male	110	%61,5	26-30	29	%16,2
Marital Status			31-35	48	%26,8
Single	37	%20,7	36-40	55	%30,7
Married	132	%73,7	41 and more	20	%11,2
Other	10	%5,6	Experience		
Education Level			1-5 years	50	%27,9
High School	22	%12,3	6-10 years	51	%28,5
Vocational School	55	%30,7	11-15 years	49	%27,4
Bachelor	97	%54,2	16-20 years	19	%10,6
Master	5	%2,8	21 years and more	10	%5,6
Position					
Counter Employee	Customer Representative	Operation Officer	Manager		
50	70	46	13		
%27,9	%39,1	%25,7	%7,3		

As can be seen when the participants were analyzed demographically, the participants included in the research sample showed a homogeneous distribution in general terms, but based on the position, 13 of the participants, ie 7.3%, are in the executive position. The reason for this may be that there may be more than one customer representative or counter employee in a branch, while the number of managers is single and the top management level is a position that is found in a small number in each enterprise. In addition, 27.9% of employees were distributed as counter employees, 39.1% as customer representatives and 25.7% as operations officers.

Apart from this, 110 people (61.5%) of the participants in the study were male participants and 69 people (38.5%) were female participants. Most of the participants (73.7%) are married. When analyzed based on the age variable, the groups with the participants have very close values, which shows similar characteristics in terms of experience. Regarding education, it is

noteworthy that more than half of the participants in the research are participants with a bachelor's degree or above. As a reason for this situation, it can be considered both as an increase in the education level of our country in recent years and education requirements required by banking activities.

After the establishment of the hypotheses, correlation analysis technique was used in order to determine the direction and degree of the relationship between the perceived organizational support and the organizational silence scale and emotional labor scale and the sub-dimensions of these scales. Results can be seen in table 4 below.

**Table 5. Correlation Analysis Table**

		Accepting Silence	Protectionist Silence	Protective Silence	Organizational Silence
Perceived Support	Coefficient	-,168*	-,177*	,027	-,150*
	Sig.	,024	,018	,722	,045
	H <sub>0</sub>	Rejection	Rejection	Acceptance	Rejection
		Superficial Behavior	In-depth Behavior	Sincere Behavior	Emotional Labor
Perceived Support	Coefficient	-,237**	,093	,303**	-,046
	Sig.	,001	,214	,000	,542
	H <sub>0</sub>	Rejection	Acceptance	Rejection	Acceptance

As can be clearly seen in the table, as a result of the analysis; a significant inverse relation was found between perceived organizational support and the superficial behavior dimension, which is one of the sub-dimensions of emotional labor. In addition, there is a significant relationship between perceived organizational support and the intimate behavior dimension, which is a sub-dimension of emotional labor. However, there was no significant relationship between perceived organizational support and in-depth behavior dimension, which is a sub-dimension of emotional labor. In addition, a significant negative correlation was found between the perceived organizational support and the acceptance and protectionist silence dimensions, which are the sub-dimensions of organizational silence. There was no significant relationship between perceived organizational support and protectionist silence, which is a sub-dimension of organizational silence.

In terms of the hypotheses established within the scope of the research, the situation varied according to the concepts and dimensions and the results were shaped in parallel with this situation. When the hypotheses are analyzed in detail, no statistically significant relationship was found within the scope of this study sample in terms of perceived organizational support and organizational silence mentioned in the 1st hypothesis. However, when the concept of organizational silence is examined in detail, namely, the situation differs. As a matter of fact, a significant negative correlation was found between perceived organizational support and the accepting and protective silence dimensions, which are the sub-dimensions of organizational silence; There was no significant relationship between the perceived organizational support and the protectionist silence dimension, which is one of the sub-dimensions of organizational silence.

The emergence of such a table in terms of conservative silence is in parallel with other studies in the literature. In a study conducted by Yürür et al. (2016: 18-21), similar findings were found in this study, and organizational support was found to be associated with protective silence. The same situation was expressed in another study (Hayes et al., 2001) that when employees believe that their opinions will find support within the organization, they will tend not to prefer silence behavior and will volunteer to speak. In addition, the absence of a meaningful relationship in terms of acceptive and protective silence suggests that this behavior will display a protective tendency for the bank employees in the sample to display silence behavior if they meet with organizational injustice behavior.

When looking at a few other studies in the literature, it was found that the lack of organizational support may lead to organizational silence behavior in the study conducted by Karaca (2013: 47-48) in the sample of the Turkish Police Service. In another study, it was concluded that the general reason for the employees to choose to remain silent is "administrative and organizational reasons" (Çakıcı, 2007). In the study conducted by Morrison and Milliken (2000), although the concept of organizational silence is influenced by or affects many factors in the organization, there is no mention of the organizational support factor.

In the study applied to a sample of call center employees, it was determined that the variables of absenteeism, workload, job dissatisfaction and intention to leave, which are related to the attitudes and behaviors of the employees, have positive relations with each other and significant effects on each other. For this reason, it is recommended that administrators and organizations make efforts to create favorable working conditions and organizational structure for their employees, since the increased probability of absenteeism, workload and job dissatisfaction

increase the intention to leave the job (Atilla et al., 2019: 54). Similarly, in this study, it was determined that organizational conditions interact with each other and affect each other in many different ways.

In a study conducted by Akçin et al. (2017: 35) in the academic staff sample, a negative relationship was found between the perceived organizational support and the acceptance and organizational silence, which are the dimensions of organizational silence. In addition, it was determined that there was a positive relationship between perceived organizational support and organizational silence's protective silence dimension.

In order to reveal the impact of talent management practices on human resources by Göktaş and Çetinceli (2017), data were collected through the method of interviewing experts in the human resources talent management units of three banks operating in the Turkish banking sector. In the light of the findings obtained from the research, it has been seen that effective talent management practices have a significant impact on the human resources that are critical for the financial institutions operating in the banking sector to sustain their existence. This situation is in parallel with the data of our study. Because employees may not be willing to work in an environment where their talents are not respected or their talents are ignored. In this case, it can be expected that the employee will not receive the support expected by the organization and thus this situation will be reflected in emotional labor and organizational silence behaviors.

When other variables and dimensions are analyzed, it is seen that there is a negative correlation between organizational support and the concept of emotional labor, which indicates that when organizational support increases, emotional labor behavior will decrease and in the opposite case, employees will have to exhibit more emotional labor behavior.

While the situation shows parallelism with the overall scope of emotional labor among the superficial behavior dimension, which is one of the sub-dimensions of emotional labor; On the other hand, there was a significant correlation between the intimate behavior dimension, which is one of the sub-dimensions of emotional labor. This means that as organizational support increases, the tendency of employees to show sincere behavior during emotional labor will increase. Similar results were obtained in the research conducted by Oktuğ (2013) in the salesperson sample of different companies operating in a province, and in the research conducted by Üstün (2017) in the sample of health sector employees, and it was seen that the concepts of emotional labor and organizational support were closely related and they affect each other in different ways and dimensions.

## 7. CONCLUSION

Since the existence of human beings, the concepts of development and progress have also existed with him. Mankind has made progress in nutrition, shelter, security and many other issues in order to make life easier. Perhaps the most important of these advances is the transition from hunting and gathering to settled agricultural production about ten thousand years ago. With the transition to agricultural production and domestication of animals, human labor has become more efficient and food production has increased. With settled agricultural production, one of the most important problems of mankind has been alleviated and human beings have become crowded around fertile lands, perhaps laying the foundations of today's first cities (Schwab, 2016: 15).

Humanity was closely interested in agriculture and animal husbandry until the 18th century; worked, produced and consumed. Until this period, the most important source of livelihood has been agriculture and animal husbandry. In addition, although there is no industrial development in the current sense, the production processes are in the form of home-type workshop production and mass production "under one roof" is almost non-existent (Koc ve Teker, 2019). Because people produce as much as their needs or the needs of the society they live in and continue their lives with the awareness of the value of human labor. As of the second half of the 18th century, the invention of steam engines resulted in the development of the agricultural field being replaced by the industrial field, muscle strength and labor began to be replaced by mechanical force over time, and in a sense, the first sparks of the emergence of today's production technologies were seen (Schwab, 2016: 15).

The process, which started with the first industrial transformation, has shown its effect all over the world, especially after the Industrial Revolution, when we look at the past centuries, and has uniquely affected the relationship of man with nature and with other people. This process of change and interaction has also been reflected in industrial activities, and certain factors have led to many (r)evolutions in the industrial field, which differ within themselves until today (Koc ve Teker, 2019). Today, a new concept has been introduced under the name of "Industry 4.0". In this new era of industrial production based on technological developments and digital transformation, all units directly or indirectly related to production activities are planned to work together with each other (Pisching et al., 2015; Prause, 2015; Schuh et al., 2014).

Individuals need money to acquire most of the things they need to continue their lives, and this can mostly be achieved through the concepts of "job" and "work". The concept of work refers to the effort put forth in order to earn a financial income for most people, and working is

necessary for a large part of the society in order to reach a certain standard of living and to provide the goods and services needed to maintain this situation. When it comes to the basis of the concept, the fact of working for the majority of the society is essentially a source of uselessness and a payment is demanded in order to compensate the time spent by individuals in return for work. Therefore, the basic transaction in the labor market is the exchange and replacement of labor with money (Bosch and Esteban-Pretel, 2015). The part of the labor factor included in the production activities is called “labor force” and includes everyone from the top management to the lowest level of the organization. Because human is the most important element that brings together and activates other resources in organizational production processes.

In order to understand the industrial structure that mankind has established today, it is necessary to look at the first industrial revolution. With the first industrial revolution production started to switch factory type manufacturing that means production under one roof. Thus, production was gathered in a single center and this situation provided ease of management in organizational terms. However, this situation, which seems to be in favor of the manufacturer, has been against the employee, both labor has become cheaper and working conditions have deteriorated (Mahiroğulları, 2005: 42). In other words, while the need for and the importance given to the machine has increased, the human factor has been pushed into the background.

Management approaches have changed constantly in history, and modern approaches that are developed and today's people-oriented have been adopted. While manpower is seen as a cost element in the mass production systems developed after the industrial revolution, it is an intellectual and important capital today; found, retained and developed. It is seen that one of the most effective competitive elements in both national and international markets is qualified human resources. The success of businesses in the rapidly changing world depends on their ability to adapt to inevitable changes. The key element of this success is the management system and managers. The more closely the managers monitor these changes and adapt them to their businesses, the longer the life of the businesses will be. It is accepted that the first practical application of management theory was not in businesses, but in non-profit organizations and government offices. Analysis of the assumptions that make management efficient in theory and practice reveals that management is the most distinctive and distinctive element of all organizations. For this reason, in this study, some of the conditions that the workforce, which is formed by the human resources of the organizations, are exposed to while continuing their activities within the organization are discussed. Because the human factor is among the most

important factors among the existing production factors and it has become more and more important in recent years. For this reason, emotional care should be given to the workforce and it should be ensured that the employees are also emotionally satisfied.

The need to satisfy the employees emotionally has brought up the necessity of re-evaluating some concepts and created new dialectical discussion grounds. In today's increasing organizational competition conditions, the effect of meeting the expectations of the employees on factors such as organizational effectiveness and productivity has led to the discussion of the concept of organizational support in terms of employees and has brought the necessity of a more detailed evaluation of the individual's place in the organization. Individuals can be directly or indirectly affected by all the variables in the working environment, and the level of support they perceive by the organization they are in can shape their intra-organizational behaviors.

Therefore, in this study, the relationship between the concept of organizational support and the concepts of emotional labor and organizational silence was tried to be examined in the sample of bank employees. Since bank employees are in constant interaction with people due to their duties, it can be easy to reflect their emotional feelings on customers. For this reason, bank employees are in the workforce group that shows high emotional labor.

As a result of the analyzes applied within the scope of the research, a statistically significant relationship was determined between perceived organizational support and emotional labor. The study produced different results in terms of the sub-dimensions of emotional labor. An inverse and significant relationship was found between perceived organizational support and the dimension of "superficial behavior". However, a significant relationship was found in the same direction in terms of "sincere behavior" dimension. This situation shows that bank employees should display a sincere, not superficial behavior while exhibiting emotional labor behaviors during their activities.

The inability to find a statistically significant relationship in terms of "deep behavior", which is one of the sub-dimensions of emotional labor, shows that bank employees do not need to practice in-depth behavior.

In addition, no statistically significant relationship was found between perceived organizational support and organizational silence in the study. However, an inverse significant relationship was found in terms of "acceptable silence" and "protective silence" dimensions. This shows that when employees show a silent behavior, they actually accept the situation by showing their behavior as being literally "silent". In terms of "protective silence", the absence of a statistically

significant relationship indicates that the employees do not adopt a protective attitude towards the organization.

The results of the study indicates that the high unemployment figures and the gradual decrease in employment rates in today's industrial structure shape the organizational behaviors of the employees in order to protect their jobs. Employees can engage in emotional labor and organizational silence behaviors in order to adapt to the increasing competition conditions and keep their jobs. The increase in Industry 4.0-based technologies and the greater participation of robots in the workforce may increase the need for the emotional aspect of human beings in the future, and at the same time, employees who cannot adapt to change may lose their jobs.

In terms of managers, it is seen that employees need organizational support during their activities. In order to retain qualified and well-trained employees, those concerned should give due importance to the concept of organizational support. Otherwise, emotionally dissatisfied employees may show poor organizational performance.

When the research findings were evaluated in terms of managers, it was determined that the employees needed organizational support during their activities. In order not to lose their qualified and well-trained employees, the concerned parties should give due importance to the concept of organizational support. Otherwise, emotionally dissatisfied employees may show poor organizational performance.

## **8. LIMITATIONS AND FUTURE RESEARCH**

The study was applied in a single sample due to a series of material, physical and moral constraints. In the following periods, it is important to enlarge the sample and apply it to samples throughout the country, maybe outside the country, in order to compare the results. The results of this study are given in comparison with previous studies in the literature, as can be seen in the findings section. Future studies should also be applied in larger samples in order to reevaluate these results.

In addition, the study was shaped around perceived organizational support, emotional labor and organizational silence. It is inevitable that these concepts have close relations with other concepts in the organizational sense. For this reason, the discussion of these concepts discussed in this study by other researchers by associating them with other concepts will enrich the literature.

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