

THE EFFECTS OF ORGANIZATIONAL JUSTICE AND ORGANIZATIONAL SILENCE ON JOB SATISFACTION AND EMPLOYEES' INTENTION TO LEAVE*

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Abstract

The aim of this research is to determine the effects of organizational justice and organizational silence perception on job satisfaction and employees' intention to leave their jobs, and to determine the relationship between these variables. In the research, questionnaires were conducted on 363 people working in public and private sectors. Convenience sampling method was used in sampling selection process. The data was analyzed with SPSS 23 and AMOS 23. "Descriptive Statistics", "Correlation Analysis", "Confirmatory Factor Analysis" and "Structural Equation Modeling" were used to analyze the data. According to the findings, there are significant relationships between the distributive, procedural and interpersonal sub dimensions of organizational justice and job satisfaction and the intention to leave. While significant relationships were found among pro-social and defensive sub dimensions of organizational silence and job satisfaction and the intention to leave, there was no significant relationship between the acquiescent dimension and job satisfaction and the intention to leave.

Keywords: Organizational Justice, Organizational Silence, Job Satisfaction, Intention to Leave

ÖRGÜTSEL ADALET VE ÖRGÜTSEL SESSİZLİĞİN İŞ TATMİNİ VE İŞTEN AYRILMA NİYETİ ÜZERİNDEKİ ETKİLERİ

Özet

Araştırmada, örgütsel adalet algısı ve örgütsel sessizliğin, iş tatmini ve işten ayrılma niyeti üzerindeki etkisinin belirlenmesi ve bu değişkenler arasındaki ilişkinin ortaya koyulması amaçlanmıştır. Araştırma kullanılan anket kamu ve özel sektörde faaliyet gösteren firmalarda çalışan 363 kişi üzerinde gerçekleştirilmiştir. Anketler elektronik olarak toplanmıştır. Araştırmada örneklem seçiminde kolayda örnekleme yöntemi kullanılmıştır. Verilerin analizi SPSS 23 ve AMOS 23 programları ile yapılmıştır. Verilerin analizinde, "Betimleyici İstatistikler", "Korelasyon Analizi", "Doğrulayıcı Faktör Analizi" ve "Yapısal Eşitlik Modeli" kullanılmıştır. Bulgulara göre; örgütsel adaletin dağıtımsal, işlemsel, etkileşimsel alt boyutları ile iş tatmini ve işten ayrılma niyeti arasında anlamlı bir ilişki tespit edilmiştir. Örgütsel sessizliğin uzlaşmacı ve savunmacı alt boyutları ile iş tatmini ve işten ayrılma niyeti arasında anlamlı ilişki tespit edilirken, uysal boyutu ile iş tatmini ve işten ayrılma niyeti arasında anlamlı bir ilişki tespit edilememiştir.

Anahtar Kelimeler: Örgütsel Adalet, Örgütsel Sessizlik, İş Tatmini, İşten Ayrılma Niyeti

Introduction

In a globalizing business world where rapid economic and technological changes are experienced, one of the conditions for organizations to survive, gain competitive advantage and be successful is that they maximize the contributions of their employees, who are the most valuable asset and capital to the organization. Organizational justice includes employees' perceptions of fairness regarding the procedures applied in matters such as working hours, wage distribution, promotion and communication within the organization. In the literature,

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organizational silence is described as the case where employees consciously avoid expressing their opinions, ideas and thoughts about organizational activities or their jobs. Decreasing perceptions of organizational justice and keeping silent on organizational issues will adversely affect the job satisfaction of employees, reduce their commitment to their jobs and organizations, and consequently will increase employees' intentions to leave their jobs.

In this study, by taking the above mentioned issues into consideration, the effect of organizational justice perception and organizational silence levels on job satisfaction and employees' intention to leave from their jobs were investigated. Due to the limited number of studies on organizational silence, this research, which determines the effect of job satisfaction and the intention to leave, will be an important resource for future studies.

1. Literature Review

In this section, variables of organizational justice, organizational silence, job satisfaction and intention to leave and their sub-dimensions are shortly defined, and studies examining the relationships among these variables are included.

1.1. Organizational Justice

Organizational justice is defined as the degree of social interaction with practices that affect employees' attitudes, including wages and working conditions within the organization (Dinç & Ceylan, 2008: 14). In addition, organizational justice is a concept that explains the ties of employees with the management, their colleagues and the organization (Yazıcıoğlu & Topaloğlu, 2009: 4). In summary, organizational justice can be described as how wages, promotions are applied and penalties are imposed on employees; how the organizational decisions are made and how these decisions are told to employees; and the employees' perceptions to the above (İçerli, 2010: 69). Researchers have examined organizational justice using three dimensions: distributive, procedural and interactional justice (Yürür, 2008: 169). "Distributive Justice" focuses on beliefs about whether the employee's remuneration, which is generally measured by more financial gain, is fair or not (Giap & Hackermeier, 2005: 5). The subject of distributive justice is the sharing of all kinds of values such as services, roles, duties, goods, wages, opportunities, rewards, promotions etc. distributed within the organization among existing individuals (Özmen, Arbak & Özer, 2007: 21). In short, it is honest-sharing of the outputs in the organization (Lambert, Hogan, & Griffin, 2007: 645). Procedural justice refers to the perceptions of employees regarding their participation in the decision-making process; and fairness, objectivity or impartiality of the decision-making process (Moon & Kamdar, 2008: 85). Interactive justice is based on aspects such as communication between employees and managers (resource distributors), behaviors and attitudes that employees are exposed to, and respect, courtesy and honesty during organizational practices (Greenberg, 1990: 411). In other words, interactive justice is about managers' attitudes and behaviors towards employees and how procedures and practices are applied by managers to employees

1.2 Organizational Silence

Organizational silence is expressed as the inability of employees to express their ideas and thoughts or their withdrawals and reactive behaviors. Organizations trigger the silence behaviors of their employees knowingly or unknowingly, although they are aware that achieving organizational success depends on fairness and harmony with their employees

(Bildik; 2009: 34). In addition, organizational silence is the situation of employees staying silent and not showing the necessary reaction when organizations encounter different situations (Henriksen & Dayton, 2006: 1539). Dyne, Ang & Botero (2003) gathered organizational silence under three dimensions. Acquiescent silence is the situation in which employees deliberately exclude themselves, choosing silence deliberately. This type of silence can be defined as employee's unwilling and indifferent behaviors and not taking any action to save the organization from any situation it encounters, despite having the knowledge and ability (Zehir, 2013: 1). Defensive silence contains anxiety and fear. For this reason, the employees protect themselves from outside damages by hiding their knowledge and opinions. As a result of this behavior, the employee exhibits behaviors such as being unresponsive to individual mistakes or hiding their mistakes, ignoring problems, hiding new thoughts and ideas which would otherwise benefit the organization (Çakıcı, 2008: 33-34).

In Pro-social silence, employees choose to remain silent by not expressing their knowledge and thoughts about the business that will benefit the individual, the organization and the society, as a result of the emotions based on sacrifice and cooperation. Some researchers have reached the following conclusion in their studies on this subject: working individuals want to remain silent by not expressing their opinions, ideas and suggestions in order to benefit other employees or themselves or to prevent any damage to the organization or for a situation that will benefit the organization (Gül & Özcan, 2011: 112).

1.3 Intention to Leave

In today's conditions where organizations have to be in a constantly evolving and changing environment, to maintain their existence with some risks brought by them and to be advantageous in competitive environments, importance of having strong and talented individuals is of great significance and thus organizations should be deeply concerned about employee turnover. For this reason, managers, organizations and individuals should work in harmony, and the factors causing the employees to quit their jobs should be determined by the managers and necessary measures should be taken (Erez, 2018: 48). The intention to leave is defined as an action taken by employees as a result of their dissatisfaction with the working conditions (Rusbult et al., 1988: 599). Employees expect a certain remuneration from the organization in proportion to their contribution and service to the organization. Resignation is the planned behavior of individuals who become alienated and do not see themselves as belonging to that job, exhibiting a negative attitude towards the organization, their job, managers and colleagues when they do not receive the expected remuneration from their organizations. In other words, it is the planning of employees to leave their jobs at the institutions they work for (Mobley, 1982: 111). This concept, which focuses on employees planning to leave their organizations at a future date, is based on the process of transforming this resignation plan into action, the organization that is the target of the employees' action, and the process of finding new job alternatives (Hughes, Avey, & Nixon, 2010: 353).

1.4 Job Satisfaction

Today, workplaces and colleagues, where employees spend a large part of their time, cause some experiences, feelings and feelings of satisfaction or dissatisfaction on employees. The positive feedback that the employees receive from the organization in proportion to the work they do and their efforts, create job satisfaction, and vice versa. As a general expression, job

satisfaction can be defined as the degree of satisfaction that employees get from their jobs (Koustelios, 2001: 354).

2 Methodology

2.4 Purpose of the Study

The research aims to determine the effects of organizational justice and organizational silence on employees' job satisfaction and employees' intention to leave. Within the scope of the research, investigating the effects of the three sub-dimensions of organizational justice, namely "distributive", "procedural" and "interactional", and three sub-dimensions of organizational silence, called "acquiescent", "defensive" and "pro-social", on job satisfaction and employees' intention to leave is also aimed.

2.5 Data Collection and Validation

The research was carried out using quantitative research methods. Within the scope of the research, a questionnaire form consisting of four scales and 5 socio-demographic questions was used to determine "Organizational Justice", "Organizational Silence", "Intention to leave" and "Job Satisfaction". The items were measured with a 5-point Likert Type Scale coded as "1 = Strongly Disagree" and "5 = Strongly Agree".

The "Organizational Justice Scale" used in the research was developed by Niehoff and Moorman in 1993. The scale consists of 22 items and three dimension called as "Distributive", "Procedural" and "Interactional".

The "Organizational Silence" scale used in the study was developed by Dyne, Ang and Botero (2003) and adapted to Turkish by Yanık (2012). The scale consists of 3 dimensions called "acquiescent", "defensive" and "pro-social" and a total of 15 items measuring each dimension with 5 expressions.

The "Intention to Leave" scale consists of three questions: "I am thinking of quitting my job frequently", "I am very likely to actively seek a new job next year" and "I will quit my job next year". These scale questions regarding the intention to leave were developed by Cammann et al. in 1979.

The "Job Satisfaction Scale" used in the study consists of 6 statements. These statements were developed in 1992 by Agho, Price, and Mueller to measure a person's overall job satisfaction.

Before analyzing the data, Confirmatory Factor Analysis (CFA) was conducted to the scales. The fit indexes for each scale were calculated. The results are given in Table 1 and it was seen that adequate fit was reached for each scale.

Table 1: Fit indexes and Cronbach Alpha scores for the scales

	χ^2/df	CFI	AGFI	NFI	GFI	RMSEA
Organizational Justice Scal	4.16	0.90	0.87	0.90	0.88	0.09
Organizational Silence Scale	4.18	0.90	0.83	0.91	0.88	0.09

Not: χ^2/df = Chi-Square /Degrees of Freedom, RMSEA= Root Mean Square Error of Approximation, NFI= Normed Fit Index, GFI= Goodness of Fit Index, AGFI= Adjusted Goodness of Fit Index, CFI = Comparative Fit Index.

As a result of the internal reliability analysis performed on the scales in the questionnaire, the Cronbach Alpha value of each scale is given in Table 2. The fact that the cronbach alpha value is higher than 0.70 shows that the scale used is reliable (Meydan & Şeşen, 2015). According to these results, it can be said that the scales used in the research were reliable.

Table 2: Reliability of Scales

Scale	Cronbach Alpha Value
Organizational Justice	0.950
Procedural Justice	0.902
Interactional Justice	0.872
Distributive Justice	0.911
Organizational Silence	0.779
Acquiescent Silence	0.813
Defensive Silence	0.742
Pro-social Silence	0.766
Job Satisfaction	0.821
Intention to Leave	0.843

2.6 Sampling

The research was carried out on 363 employees working in both public and private sectors. Based on 0.05, sufficient number of samples have been reached (Yazıcıoğlu & Erdoğan, 2004). The convenience sampling method was used in the sample selection process. Questionnaires were distributed to the participants via Google Form and 363 questionnaires were evaluated in the study. Information about the sample is briefly summarized in Table 3.

Table 3: Socio-Demographic Characteristics of Participants

Specifications	Variables	Count	Percent
Gender	Man	234	64,5
	Woman	129	35,5
	Total	363	100
Age	Age 25 and below	59	16,3
	26-35 age range	108	29,8
	36-45 age range	112	30,9
	46-55 age range	72	19,8
	56 and over	12	3,3
	Total	363	100
Type of Institution	Private Sector	250	68,9
	Public	113	31,1
	Total	363	100
Education Level	High School	84	23,1
	Associate degree	47	12,9
	Undergraduate	152	41,9
	Master's degree	71	19,6
	PhD	9	2,5
	Total	363	100
Job experience	Less than 5 years	163	44,9
	6-10 years	78	21,5
	11-15 years	41	11,3
	16-20 years	29	8
	Less than 20 years	52	100
	Total	363	100

As seen in Table 3, 129 (35.5%) of the 363 employees participating in the study are women and 234 (64.5%) are men. 16.3% of them were 25 and under, 29.8% were 26-35, 30.9% were 36-45, 19.8% were 46-55, 3.3%. 250 of the participants (68.9%) working in the private sector, 113 (31.1%) working in public employees. The education level of participants are very high.

2.7 Data Analysis Methods

In the analysis of the data, "Descriptive Statistics" and "Correlation Anlaysis" were made with SPSS and "Confirmatory Factor Analysis" and "Structural Equation Model" were made with AMOS.

3 Findings

3.1 Analysis of Main Hypotheses

The main hypotheses are established between the independent variables of organizational justice and organizational silence and dependent variables of job satisfaction and intention to quit. Hypotheses were analyzed by AMOS. The model established for analysis is shown in Figure 1.

Figure 1: Main Structural Model

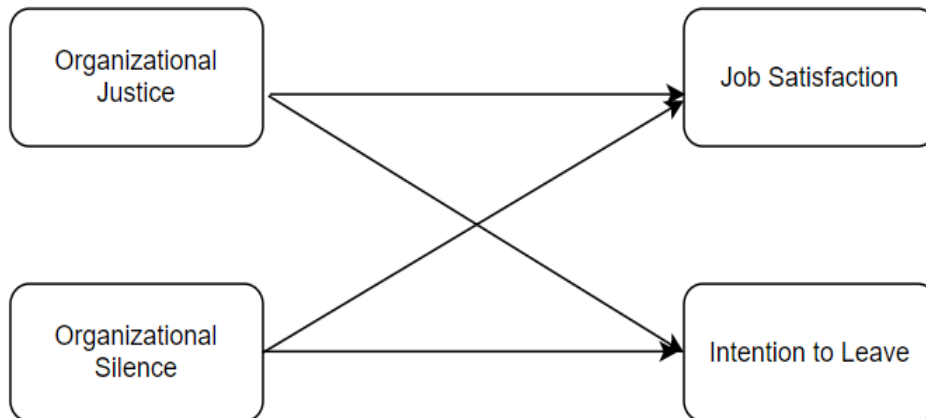


Table 4: Relations and Coefficients Regarding Main Hypotheses

			Prediction	Std Err.	S.E.	C.R.	p
Job Satisfaction	←	Organizational Justice	,494	,482	,047	10,468	***
Intention to Leave	←	Organizational Justice	-,409	-,308	,065	-6,259	***
Job Satisfaction	←	Organizational Silence	-,010	-,006	,075	-,129	,898
Intention to Leave	←	Organizational Silence	,344	,164	,103	3,326	***

As a result of the analysis, organizational justice perception is found to have a significant and positive effect ($\beta = 0.494$) on job satisfaction ($p < 0.05$). In other words, when employees' perception of organizational justice increases, their job satisfaction levels also increase.

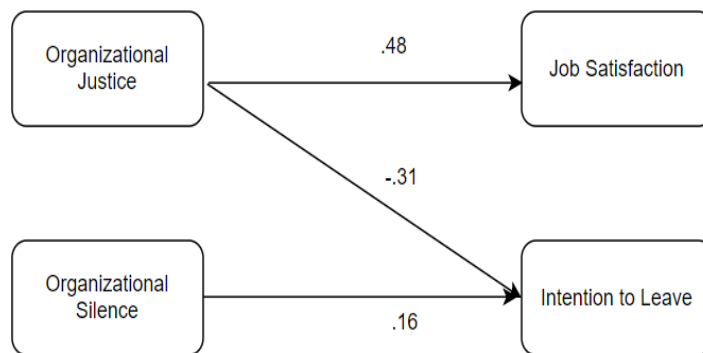
Organizational justice perception has a significant and negative effect ($\beta = -0.409$) on employees' intention to leave their jobs ($p < 0.05$). In other words, if the employees' perceptions of organizational justice increase, their intention to quit decreases.

Organizational silence perception has a non-significant and negative effect ($\beta = -0.010$) on job satisfaction ($p > 0.05$). In other words, it has been determined that the organizational silence of the employees has no significant effect on job satisfaction.

Organizational silence perception has a significant and positive effect ($\beta = 0.344$) on employees' intention to leave their jobs ($p < 0.05$). In other words, if employees' perceptions of organizational silence increase, their intention to leave also increases.

The effect of organizational silence with a non-significant relationship dimension on job satisfaction was removed from the model and the model was run again and a new model was obtained in which all relations are significant. Relations and coefficients are shown in Figure 2.

Figure 2: Final Structural Model of Main Hypotheses



3.2 Analysis of Sub Hypotheses

At this stage, the sub-hypotheses related to the research were established between the independent variables (perception of organizational justice and sub-dimensions of organizational silence) and the dependent variables (job satisfaction and intention to quit). Organizational justice consists of three sub-dimensions: "Distributive", "Procedural" and "Interactional" justice.

Organizational silence consists of three dimensions called "acquiescent", "defensive" and "pro-social". For all sub-hypotheses established within the scope of the research, a model was established and run with AMOS. The model created for sub-hypotheses is shown in Figure 3.

Figure 3: Structural Model of Sub-Hypotheses

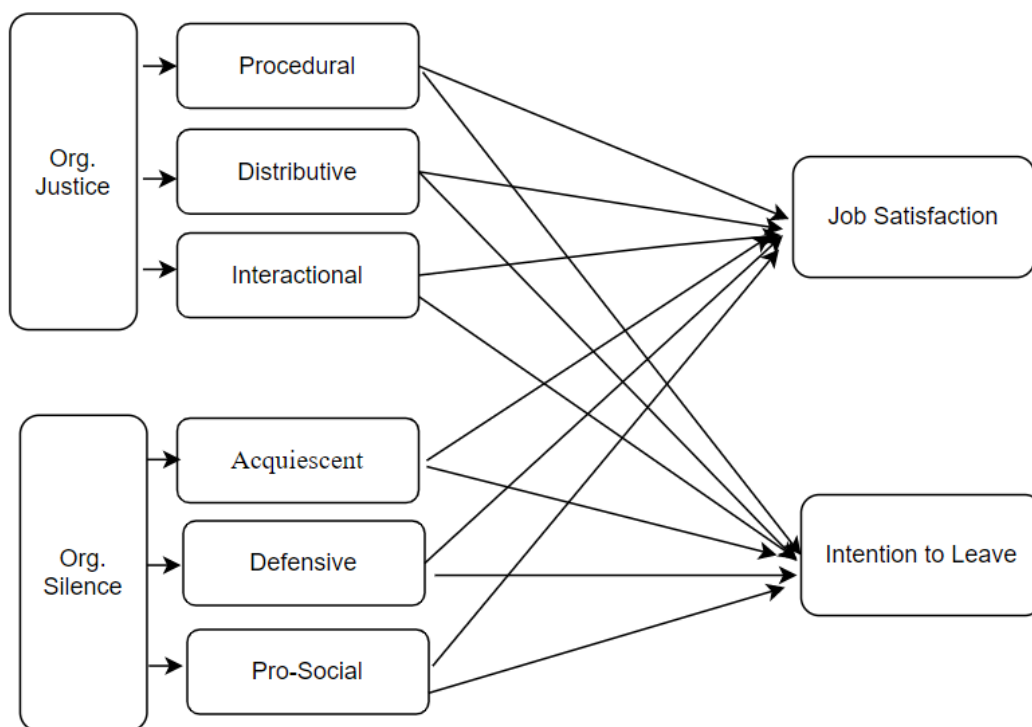


Table 5 contains the findings regarding the sub-hypotheses. The findings regarding the testing of the hypotheses are as follows:

Table 5: Relations and Coefficients Regarding Sub-Hypotheses

			Prediction	Std Err	S.E.	C.R.	p
Job Satisfaction	<---	Distributive Justice	,283	0,305	,056	5,050	***
Job Satisfaction	<---	Procedural Justice	,196	-0,219	,068	2,866	,004
Job Satisfaction	<---	Interactional Justice	,381	0,403	,079	4,835	***
Intention to Leave	<---	Acquiescent Silence	-,013	-0,010	,084	-,158	,874
Intention to Leave	<---	Defensive Silence	,328	0,273	,078	4,194	***
Intention to Leave	<---	Pro-Social Silence	-,166	-0,130	,062	-2,678	,007
Intention to Leave	<---	Distributive Justice	-,232	-0,193	,077	-2,999	,003
Intention to Leave	<---	Procedural Justice	-,286	0,246	,094	3,023	,002
Intention to Leave	<---	Interactional Justice	-,405	-0,331	,109	-3,721	***
Job Satisfaction	<---	Acquiescent Silence	,050	0,048	,061	,827	,408
Job Satisfaction	<---	Defensive Silence	-,113	-0,122	,057	-1,999	,046
Job Satisfaction	<---	Pro-Social Silence	,178	0,180	,045	3,961	***

Distributive justice perception has a significant and positive effect ($\beta = 0.283$) on job satisfaction ($p < 0.05$). In other words, as employees' perception of distributive justice increases, their job satisfaction levels also increase. Procedural justice perception has a significant and positive effect ($\beta = 0.196$) on job satisfaction ($p < 0.05$). In other words, when the employees' perception of procedural fairness increases, their job satisfaction levels also increase. Interactional justice perception has a significant and positive effect ($\beta = 0.381$) on job satisfaction ($p < 0.05$). In other words, as employees' perception of interactional justice increases, their job satisfaction levels also increase.

Distributive justice perception has a significant and negative effect ($\beta = -0.232$) on the intention to leave ($p < 0.05$). In other words, as the employees' perception of distributive justice increases, their intention to leave decreases. Procedural justice perception has a significant and negative effect ($\beta = -0.286$) on the intention to leave ($p < 0.05$). In other words, as employees' perception of procedural fairness increases, their intention to leave decreases. Interactional justice perception has a significant and negative effect ($\beta = -0.405$) on the intention to leave ($p < 0.05$). In other words, as employees' perception of interactional justice increases, their intention to leave decreases.

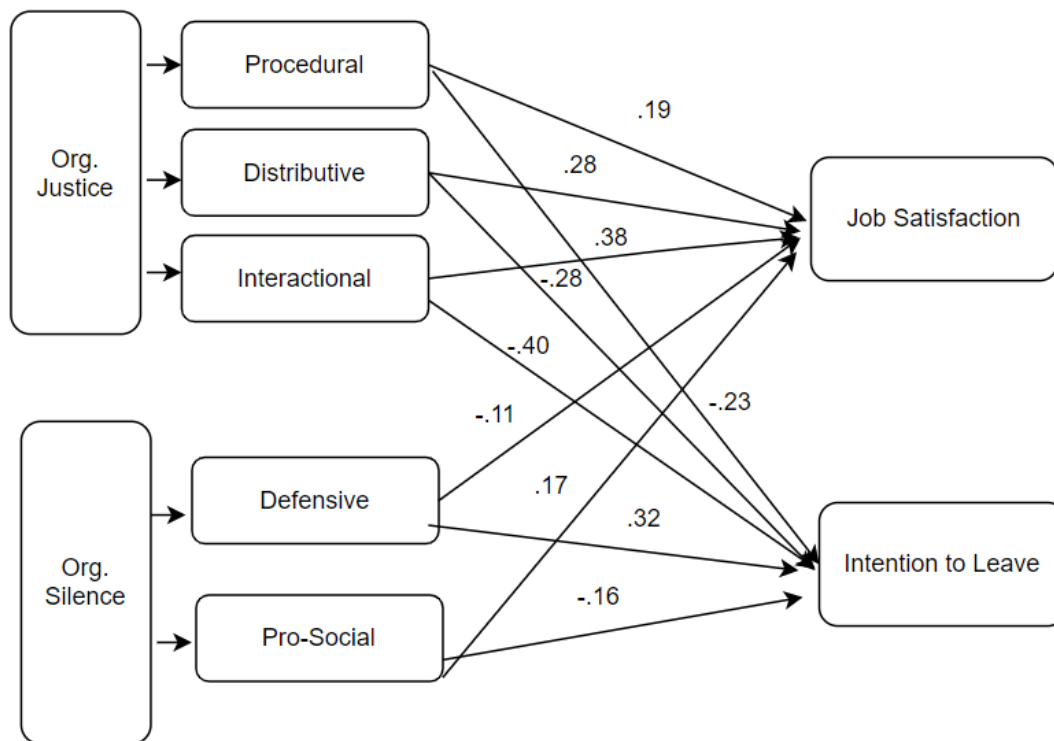
The Acquiescent silence perception has a non-significant and positive effect ($\beta = 0.050$) on job satisfaction ($p > 0.05$). In other words, there is no significant interaction between employees'

perception acquiescent silence and their job satisfaction. Defensive silence perception has a significant and negative effect ($\beta = -0.113$) on job satisfaction ($p < 0.05$). In other words, when employees' perceptions of defensive silence increase, their job satisfaction level decreases. Pro-social silence perception has a significant and positive effect ($\beta = 0.178$) on job satisfaction ($p < 0.05$). In other words, as employees' perceptions of compromising silence increase, their job satisfaction levels also increase significantly.

The perception of acquiescent silence has a non-significant and positive effect ($\beta = 0.013$) on the intention to leave ($p > 0.05$). In other words, there is no significant interaction between employees' perception of acquiescent silence and their turnover ratio. The perception of defensive silence has a significant and positive effect ($\beta = 0.328$) on the intention to leave ($p < 0.05$). In other words, when employees' perception of defensive silence increases, their intention to leave also increases. The pro-social silence perception has a significant and negative effect ($\beta = -0.166$) on the intention to leave ($p < 0.05$). In other words, when employees' perceptions of compromising silence increase, their intention to leave significantly decreases.

The final version of the model regarding the sub-hypotheses as a result of the analysis is given in Figure 4.

Figure 4: Final Structural Model of Sub-Hypotheses



Conclusion and Recommendations

The purpose of this research is to determine the effect of organizational justice and organizational silence on job satisfaction and employees' intention to leave from their jobs. The research questionnaire was applied to 363 participants working in public and private sectors.

In this study, firstly, the effect of organizational justice perception on job satisfaction was examined in the study. As a result of the analysis, a significant and positive effect of organizational justice perception on the job satisfaction dimension was found. Looking at the effect of the sub-dimensions of justice on job satisfaction, these three sub-dimensions have a significant and positive effect on job satisfaction. With this result, it is possible to say that as employees' perceptions of distribution, procedure and interactional justice increase, their job satisfaction levels will also increase. Based on this result, it is thought that if the employees have a positive perception of organizational output and award decisions, fair distribution and methods, their job satisfaction will increase and their commitment and respect towards their jobs will also increase.

When the effect of the perception of organizational justice on the intention to leave is examined, the intention to leave is significantly and negatively affected by organizational justice ($\beta = -0.409$). As a result of the analysis we examined the effect of the sub-dimensions of organizational justice on the intention to leave, it was revealed that the intention to leave was significantly and negatively affected by all sub dimensions. With this result, it is possible to say that as employees' perceptions of distributive, procedure and interactional justice increase, their intention to leave will decrease.

It was determined that there is no significant effect of organizational silence on job satisfaction. When the effect of the sub-dimensions of organizational silence on job satisfaction was investigated, it was determined that the perception of defensive silence has a significant and negative effect on job satisfaction. One of the organizational silence dimensions, the acquiescent silence dimension, on the other hand, has not been found to have an effect on job satisfaction. When the effects of the dimensions of organizational silence on job satisfaction are examined, the increase in the defensive silence perceptions of employees decreases their job satisfaction levels. According to this result, anxiety, fear, the thought that they may be unemployed or that they may be harmed, are expected to cause a decrease in the employee's job satisfaction. On the other hand, the increase in employees' perceptions of pro-social silence significantly increases their job satisfaction levels. The employee's silence to prevent any damage to the organization or a situation that will benefit the organization can be considered as an increase in the level of job satisfaction, basically doing this with a sense of sacrifice. No interaction was found between the employees' perception of acquiescent silence and their job satisfaction.

When the effect of organizational silence on the intention to leave was examined, it was determined that it had a significant and positive effect. When the effects of the dimensions of organizational silence on the intention to leave were examined, firstly, the significant and positive effect of defensive silence perception on the intention to leave was determined. When the pro-social silence dimension was examined, a significant and negative effect on the intention to leave was determined. The perception of acquiescent silence has no significant effect on the intention to leave.

According to these results, the increase in employees' perception of organizational silence increases their intention to leave. Considering the effect of organizational silence dimensions on the intention to leave, the increase in the perception of defensive silence also increases the intention to leave. The underlying cause of self-defense behavior is anxiety, fear, the thought

that they may be unemployed or that their cats may be harmed. It is an expected situation that employees with these characteristics intend to leave. When the pro-social silence dimension is examined, when employees' perceptions of pro-social silence increase, their intention to leave significantly decreases. As a result of feelings based on sacrifice and cooperation, the employee's silence in order to prevent any harm to individuals or the organization or a situation that will benefit the organization can be evaluated as an effect on the decrease in the intention to leave. When the acquiescent silence dimension was examined, no interaction was found between the turnover levels of the employees. When the acquiescent silence dimension was examined, no interaction was found between the turnover levels of the employees. Employees who are reluctant to speak within the organization, avoid conflict, exhibit indifferent behaviors, consent to decisions taken, and exhibit behaviors bearing different situations, have been found to have no significant effect on the intention to leave.

Based on the results of the study, it is concluded that any injustices in an organization regarding fairness and reward distribution decisions will decrease the job satisfaction of the individuals and increase their intention to leave from their jobs. Here, the duty of managers is to ensure that employees perceive their organizations fairly. Again, it is thought that it is important to provide employees with an environment where they will feel freer and that they have a say on the decision results, both in order to increase job satisfaction and reduce their intention to leave, and to reduce costs and save time in organizations.

Organizational silence, a form of behavior that is difficult to understand, is thought to be an important obstacle to problem solving, growth and development activities of organizations. Regarding organizational silence, organization managers or leaders are expected to eliminate practices that may lead to organizational silence in businesses or increase the existing situation. In this context, it can be said that it is necessary to develop sustainable, people-oriented management policies that reduce and prevent the effects of organizational silence.

The study is aimed to contribute to the field of management-organizational behavior. Studies on the concept of organizational silence, which is considered to be important for organizations in the literature review, are very limited, especially in the local literature. Therefore, it is thought that the examination of the relationships between the relevant variables will make a significant contribution to the literature, as well as form the basis for future studies.

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