

# Impact of Individual Cultural Values on Employee Silence: A Comparative Study of the USA and Türkiye<sup>1</sup>

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| Impact of Individual Cultural Values on Employee Silence: A Comparative Study of the USA and Türkiye   | Bireysel Kültürel Değerlerin Çalışan Sessizliği Üzerine Etkisi: ABD ve Türkiye'de Karşılaştırmalı Bir Araştırma   |
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| <p><b>Abstract</b></p> <p>This study examines the impact of individual cultural values on employee silence and tests the differences between Türkiye and the USA. The study's findings reveal that power distance leads to an increase in acquiescent and defensive silence, and uncertainty avoidance leads to an increase in prosocial and acquiescent silence. In contrast, collectivism and long-term orientation cause a decrease in acquiescent and defensive silence while causing an increase in prosocial silence. Lastly, masculinity leads to a decrease in prosocial silence. Country factor has been found to moderate power distance- acquiescent and defensive silence, long-term orientation-acquiescent and defensive silence, and masculinity-prosocial silence relationships.</p> | <p><b>Öz</b></p> <p>Bu çalışmada, bireysel kültürel değerlerin çalışan sessizliği üzerindeki etkileri araştırılmış ve bu etkiler Türkiye ve ABD'de karşılaştırmalı olarak incelenmiştir. Araştırma sonuçları, güç mesafesi yöneliminin kabullenici ve savunmacı sessizliği pozitif yönlü, belirsizlikten kaçınma eğiliminin örgüt yararına ve kabullenici sessizliği pozitif yönlü, toplulukçuluk eğiliminin kabullenici ve savunmacı sessizliği negatif yönlü, uzun dönem yöneliminin kabullenici ve savunmacı sessizliği negatif yönlü, örgüt yararına sessizliği pozitif yönlü ve maskülenlik eğiliminin örgüt yararına sessizliği negatif yönlü etkilediğini göstermiştir. Ayrıca güç mesafesi-savunmacı sessizlik, güç mesafesi-kabullenici sessizlik, uzun dönem yönelimi-savunmacı sessizlik, uzun dönem yönelimi-kabullenici sessizlik ve maskülenlik eğilimi-örgüt yararına sessizlik ilişkilerinde ülke değişkeninin düzenleyici etkisi olduğu bulunmuştur.</p> |
| <p><b>Keywords:</b> Individual Cultural Values, Employee Silence, Comparative Cultural Studies</p>   | <p><b>Anahtar Kelimeler:</b> Bireysel Kültürel Değerler, Çalışan Sessizliği, Karşılaştırmalı Kültürel Çalışmalar</p>  |
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| <p><b>Yazarların Makaleye Olan Katkıları</b></p> | <p>Bu çalışma, Akçakanat danışmanlığında Karakuş'un doktora çalışmasından türetilmiştir. Makalenin tamamı iki yazarın birlikte çalışmasıyla hazırlanmıştır.</p>                           |
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## 1. Introduction

Innovative ideas, processes, and products are of great importance for organizations in environments dominated by competition, rapid changes, and uncertainty. Research and improvement must be continuous for organizations to exist in a competitive environment. Herein, employees constitute an important potential for organizations. Employees in organizations are expected to express problems, suggestions, and new ideas related to the work they are responsible for. Employees often have constructive ideas and suggestions about their work and their organizations; however, sometimes, they do not express these ideas and suggestions and choose to remain silent.

In the organizational context, silence has been defined as not sharing or even hiding any suggestion, concern, problem, information, or perspective that could be beneficial (Van Dyne et al., 2003: 334). Research has revealed that employee silence is dramatically common in organizations (Milliken et al., 2003; Detert et al., 2010). An interview by Milliken et al. (2003: 1459) as part of a study, revealed that 85% of participant employees had at least once withheld essential issues or problems related to work. Similarly, another study carried out in the USA with 260 employees from 22 organizations has shown that 70% of the employees were scared to mention the problems in their workplace (Ryan & Oestreich, 1991; cited in Morrison, 2014: 178).

Studies on employee silence have shown that employees perform better when they share their ideas, suggestions, and concerns in organizations. Accordingly, it has been observed that job performance and job satisfaction decrease in organizations and groups where the culture of silence is widespread (Vakola & Bouradas, 2005; Knoll & van Dick, 2013; Morrison & Milliken, 2000). Employee silence damages the feedback, innovation, decision-making, control, and improvement processes in organizations.

The process of change, which is vital for the sustainability and wealth of organizations, becomes inefficient due to employee silence since employee silence undermines the feedback, change, decision-making, control, and improvement processes. Also, Research points to many individual, organizational, and cultural factors that cause employee silence (Morrison & Milliken, 2000; LePine & Van Dyne, 2001; Tangirala & Ramanujam, 2008; Maynes & Podsakoff, 2014). It is possible to see reflections of culture in business, economy, leadership, organizational behavior, and organizational structure. Individual cultural values and their implications on employee silence in organizations comprise the scope of this study.

Institutional regulations, policies, norms, and practices in daily life express cultural value emphases in societies. Cultural values shape the beliefs, behaviors, and goals of individuals and groups and explain their behavior patterns (Schwartz, 2006: 139). Kroeber and Kluckhohn (1952: 35) defined values as "the essence of culture", and in cultural studies, values have great importance (Hofstede, 1980, 2001; Schwartz, 1992; GLOBE, 2020).

Cultural value orientations refer to a set of value structures that reflect the nature of societies or other large, solidaristic groups such as ethnic groups. Cultural orientation differences are a reflection of historical experiences as well as the social structural, demographic, and ecological features of societies. The values that are valid and emphasized in a society may be the most central features of that society. These emphases are on cultural ideals; they are concepts about what is good and desirable (Schwartz, 2011: 467-469). Although it was suggested before Hofstede that some aspects of cultural orientations could be universal, Hofstede's (1980) research first identified the cultural dimensions that

constitute cultural values and revealed that these dimensions have meaningful relationships with the demographic, geographical, economic, and political indicators of a society (Yoo & Donthu, 2005: 10). As a result of the analyses of the data collected from IBM employees from many different countries, Hofstede found four largely independent dimensions caused by national value systems differences (Hofstede, 1980: 43). Later, two more dimensions were added (Hofstede et al., 2010: 45), and Hofstede's cultural values model influenced many researchers and formed an important basis for cultural studies.

Hofstede's Cultural Values Theory provides a good framework for communication style similarities and differences among different groups in the context of cultural values. Although the theory cannot explain all the differences among cultures, it provides a good prediction. Individual cultural values represent the values that are the consequences of individual learning through interactions with social circles such as family, workplace, society, and home country. They are learned from the environment and keep changing as the individuals join new environments and social circles (Yoo & Donthu, 2005: 10). The impact of individual cultural values on employee silence and the difference between Türkiye and the USA in this regard comprises the interest of this study. This study aims to test the implications of individual cultural values on employee silence and compare Türkiye and the USA in this respect. Power distance, uncertainty avoidance, collectivism, long-term orientation, and masculinity were tested as individual cultural values, and employee silence was tested with acquiescent, defensive, and prosocial silence dimensions. Employee silence as an increasingly important issue for organizations has been examined through individual cultural values, and Türkiye and the United States were compared. The study has revealed useful results on the subject and it is believed that the research will shed light on further studies and encourage such comparative cultural studies.

## **2. Conceptual Framework and Hypotheses**

This part of the study includes a brief literature review, hypotheses, and the model of the study.

### **2.1. Hofstede's Cultural Dimensions**

The studies carried out by Hofstede with IBM employees were based on a two-hundred-question survey focusing on attitudes and perceptions related to various organizational issues such as job satisfaction and organizational commitment (Dorfman & Howell, 1988: 129). The results of the analysis revealed that the differences between national value systems consisted of four main dimensions that are largely independent of each other (Hofstede, 1980: 43). The dimensions that emerged as a result of the original research were named 'power distance', 'individualism-collectivism', 'uncertainty avoidance' and 'masculinity-femininity' (Hofstede, 1983a: 46). Later, the dimensions of 'long-short term orientation' and 'indulgence-restriction' were added (Hofstede et al., 2010: 44-45). With Hofstede's (1980) original research, the cultural dimensions that constitute cultural values were defined empirically and it was revealed that these dimensions have significant relationships with the demographic, geographical, economic, and political indicators of a society (Yoo & Donthu, 2005: 10).

Hofstede's (1980) cultural value dimensions model has been successfully applied and used in many studies involving organizational and social issues such as leadership, teamwork, justice, communication, job satisfaction, foreign market entry model, consumer behavior, and

individual, organizational, and national performance. Hofstede's model is one of the most researched and used cultural frameworks that remains current (Taras et al., 2012: 329).

**Power Distance:** Hofstede et al. (2010: 73) have defined power distance in organizations as the level of acceptance of inequalities in the distribution of power by members. Power distance represents the extent to which a community approves and accepts power imbalances, authority, and status privileges (Carl et al., 2004: 513). Communities trying to minimize the difference caused by the power signal more equalitarian low power distance cultures, while those with institutionalized power signal more hierarchical high power distance cultures (Hofstede, 1983a: 51; Kirkman et al., 2009: 745).

**Uncertainty Avoidance:** This dimension is defined as how uncertainty is perceived as threatening for individuals of a society and to what extent law and order are preferred, and uncertainty is tolerated in the community (Hofstede, 1980: 45). The term 'uncertainty avoidance' was first used by Cyert and March (1963) in an organizational context (cited in House & Javidan, 2004; 13) and was commonly used later through Hofstede's studies.

**Individualism–Collectivism:** Individualism-collectivism dimension comprises two opposite concepts. According to Hofstede and Hofstede (2005: 76), individualism is a concept that belongs to societies where individuals protect themselves and only their close family members and the ties between individuals in the society are weak. Collectivism, on the other hand, is the opposite of individualism and refers to a concept belonging to societies in which individuals from birth are included in strong and interconnected groups that will continue to protect them throughout their lives in return for unquestioning loyalty.

In other words, the dimension is related to an individual's level of being autonomous or being settled in groups (Gelfand et al., 2004: 440). In individualistic communities, the individual comes before the community, and the individual's desires and needs are prioritized. Individuals who grow up in individualistic communities have free will and are inclined to make their own choices. They believe they can control their lives and change their environment and depend more on their abilities and efforts than environmental and social factors. On the other hand, individuals who grow up in collectivistic communities have identities with similar elements to the prototype of the group, and the identity of the individual melts and disappears within that of the group. These individuals depend more on the success of the group than their own (Sargut, 2015b: 342).

**Masculinity-Femininity:** Hofstede first named this dimension 'masculinity' to refer to competitiveness, assertiveness, gaining money and property, success-orientedness, and concern for others (Hofstede, 1980: 46). In time, the dimension's name and definition have become a bipolar comparison (Matsumoto & Juang, 2013: 392). This dimension expresses to what extent cultures reinforce or maintain gender differences in social values (Matsumoto & Juang, 2013: 392). Hofstede stated that as a society's score on the masculinity side increases the gap between men's and women's values becomes wider (Hofstede, 1980: 46-47). According to Hofstede and Hofstede (2005: 120), societies where emotional gender roles are clearly disintegrated; men are expected to be assertive, tough, and focused on material success, and women are expected to be more modest and sensitive, are called masculine.

In organizations, the masculinity pole has been associated with 'economic profit,' 'recognition,' 'progress,' and 'challenge' while the femininity pole with 'developing good relationships,' 'cooperation,' and 'job security' (Den Hartog, 2004: 396).

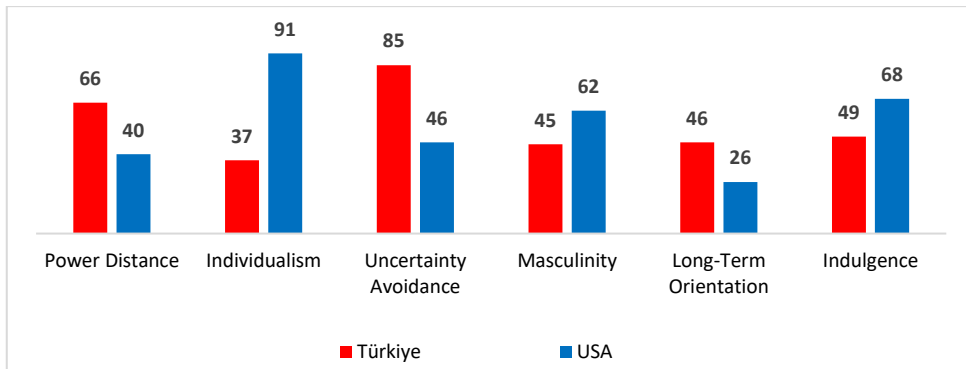
**Long-Short-Term Orientation:** This dimension refers to postponing the satisfaction of members' social and emotional needs to be fulfilled in time through long-term plans (Masumoto & Juang, 2013: 392). Hofstede and Hofstede (2005: 210) defined long-term orientation as 'promoting virtues aiming for future rewards, especially ambition and saving. Short-term orientation has been defined as the opposite pole and refers to promoting virtues related to the past time and now, such as respecting traditions, maintaining the reputation, and fulfilling social liabilities.

**Indulgence-Restraint:** Hofstede et al. (2010: 281) defined indulgence as a social view where basic and natural motives related to enjoying life and having fun are allowed. On the other hand, restraint refers to a social structure where needs are suppressed and organized through strict social norms. A high indulgence score means relatively less restriction on basic human needs related to enjoying life and having fun (like spending money and consumption), while a low indulgence score refers to a more substantial restriction of these needs through social norms (Hofstede et al., 2010: 280-281).

### 2.1.1. Comparison of Türkiye and the USA based on Hofstede's Research Findings

According to Hofstede's study, the USA and Türkiye differ greatly from each other, especially in power distance, individualism, and uncertainty avoidance dimensions. Graph 1 shows the values belonging to Türkiye and the USA comparatively based on Hofstede's national cultural values.

Graph 1: Comparison of Türkiye and the USA based on Hofstede's Culture Dimensions



Developed based on Hofstede Insights (2023) data

Türkiye has higher power distance, stronger collectivistic values, and more uncertainty avoidance tendencies than the USA. As for the long-term orientation and indulgence, Türkiye has average values in both dimensions, while the USA has a stronger short-term orientation. Based on indulgence-restrain index results, the USA is inclined to have an indulgence tendency, while Türkiye does not have a definitive characteristic in this dimension as its score is around average (Hofstede Insights, 2023).

### 2.2. Individual Cultural Values

Individual cultural values are individuals' perceptions of culture that are based on the individual's perception of cultural values and the importance and value she/he attaches to them (Mancheno-Smoak et al., 2009: 12). According to Hofstede et al. (2010: 12), the mental programs that form the individual's values are acquired in early childhood and continue throughout life.

Hofstede analyzed and conceptualized cultural values on the national level (Hofstede, 1980: 43-50; Hofstede, 1983a: 52; Hofstede, 1983b: 298-299). Other studies have shown that Hofstede's cultural value dimensions could be applied at more than one level of analysis (Kirkman et al., 2006: 286). Research tending to measure cultural values at an individual level has become more common as culture varies among individuals as a learned value (Dorfman & Howell, 1988: 146-147; Wu, 2006: 37-39; Yoo et al., 2011: 210).

Yoo and Donthu (2005: 11) applied Hofstede's cultural value dimensions at the individual level to describe individual cultural values comprehensively and used the cultural dimensions at the individual level to describe individual cultural values. Taras et al. (2010: 406), as a result of a meta-analysis study, concluded that Hofstede's cultural values are associated with many organizational attitudes and behaviors at various levels and the scale is more valid at the individual level than the national level.

### **2.3 Employee Silence**

There are substantial reasons why employees in organizations feel that voicing their opinions on issues is pointless, or even worse, dangerous. Argyris (1977: 116) stated that power games and norms prevent employees in organizations from expressing their ideas or suggestions on some technical and procedural issues. Silence has been discussed in the organizational behavior literature as an organizational phenomenon since Morrison and Milliken's article in which organizational silence was studied conceptually (Morrison, 2014: 176).

Morrison and Milliken (2000: 707) defined organizational silence as employees' withholding their opinions and concerns on issues related to potential organizational problems. They stated that employees refrained from expressing their opinions and withheld the truth as they believed they would get negative responses or their opinions would not be valued. Employee silence is quite common in organizations. Milliken et al. (2003:1459) found that among 40 young professionals, only 51% stated that they feel comfortable when discussing issues and problems with their bosses or management. Morrison and Milliken (2000: 707) define organizational silence as employees collectively hiding and not expressing their ideas and concerns about potential organizational problems. They have focused on the antecedents and consequences of factors at the collective and organizational level that create reluctance to talk about important issues and concerns and reinforce a climate of silence. Morrison and Milliken (2000: 708) stated that in organizations where the culture of silence is widespread, employees do not express their opinions with the belief that they will receive negative feedback and their opinions will not be valued.

In order to manage change, expressing different ideas and opinions, even discussing opposing ideas, and diversifying views are encouraged in organizations. However, welcoming different ideas and opinions may not be easy. Detert et al.'s (2010: 26) study which was conducted with 439 employees working in different organizations indicated that 42% of these employees hide information if they do not have anything to gain from sharing work-related information or if they do not have anything to lose by not sharing it. This withheld information covers not only issues related to illegal or unethical activities but also suggestions or improvements for solving some routine problems. A large study on employee voice revealed that only 51% of employees in Fortune 100 multinational organizations felt comfortable speaking up (Burris et al. 2010; cited in Jain, 2014: 1011). Employee silence can create major problems that can lead to negative consequences for organizations. Major

corporate scandals such as the Challenger disaster, Enron and WorldCom, and subsequent bankruptcies illustrate examples of potentially growing employee silence resulting in huge losses (Whiteside & Barclay, 2012: 251).

### **2.3.1 Types of Silence**

Pinder and Harlos (2001: 348) defined employee silence as withholding opinions about organizational situations rather than sharing them with those who can make a difference. They suggested two types of silence: acquiescent silence and quiescent silence.

Acquiescent silence means withholding opinions related to work due to acquiescence and submission. On the other hand, quiescent silence is a more active form of silence involving withholding information caused by the concern and fear that speaking would negatively affect the self. Other researchers also named this form 'defensive silence' (Van Dyne et al., 2003; Knoll & van Dick, 2013). Van Dyne et al. (2003: 1362) explained employee silence in three dimensions: acquiescent, defensive, and prosocial silence.

Acquiescent silence refers to passively accepting the status quo and not intending to get involved, speak, or make a difference due to resignation, renouncement, or low self-efficacy despite having an idea or suggestion (Van Dyne et al., 2003:1365). In acquiescent silence, employees have accepted the current situation and are reluctant to get involved, speak, or make an effort to make a difference (Pinder & Harlos, 2001: 348).

Pinder and Harlos (2001: 348) defined defensive silence as employees' deciding not to voice due to worries and fear of negative personal consequences. Similarly, Morrison and Milliken (2000: 711) stated that fear was a remarkable motive for organizational silence. Van Dyne et al. (2003: 1367) defined defensive silence as hiding one's ideas, opinions, and information based on fear and self-protection.

Van Dyne et al. (2003: 1368) added one more dimension to silence called prosocial silence, which refers to hiding ideas, opinions, and information related to the organization from other people and organizations to protect the organization.

### **2.3.2. Antecedents of Employee Silence**

Studies on employee silence have examined antecedents of employee silence under three main categories, the first of which is personal traits.

Studies have shown that some personal traits affect employees' decision to remain silent or to voice. For example, agreeableness has been found to reinforce an individual's choice of deliberately withholding his/her opinions and suggestions. Moreover, it has been revealed that highly conscientious individuals tended to withhold their opinions less (LePine & Van Dyne, 2001: 330-331). Similarly, Maynes and Podsakoff (2014: 98) have found that the personality trait of extroversion affected voicing positively. Also, employees open to new experiences exhibited a lower degree of withholding.

Tangirala and Ramanujam (2008: 42) have found that employee silence decreases when group members believe they are treated fairly by those managing organizational policy and procedures. When the procedural justice climate is strong, group identification and job commitment increase, supporting employee silence prevention. Wang and Jiang (2015: 209) argued that employees who were treated without respect would exhibit less prosocial silence. Also, Wang and Jiang (2015: 209) found a negative relationship between abusive leadership and prosocial silence.

Employee silence may be the outcome of organizational structure and climate. The structure, policy, procedures of the organization, and the general attitude of the top management may lead to employee silence; according to Morrison and Milliken (2000: 713), hierarchical structure, centralized decision mechanism, and ineffective flow of feedback lead to a climate of silence in organizations. Silence may become a general attitude in cultures where fear and intimidation are common. Vakola and Bouradas (2005: 445) stated a negative relationship between organizational communication opportunities and employee silence. In addition, communication opportunities refer to the existence of open and fair communication, information sharing, and voice in the organization, as well as the perception of being valued. The existence of open communication channels refers to participation in decision-making and the sharing of information, suggestions, and opinions.

### **2.3.3. Outcomes of Employee Silence**

Research has shown that employee silence has negative organizational impacts. Vakola and Bouradas (2005: 449-450) have found a significant negative relationship between employee silence and organizational commitment and job satisfaction. Deniz et al. (2013: 697) have found that defensive silence affects emotional commitment negatively.

Knoll and van Dick (2013: 356) found negative relationships between acquiescent and defensive silence and job satisfaction and positive relationships with intentions to leave and quit. The same study revealed that acquiescence and defensive silence were negatively correlated with the well-being of employees but positively with tension. Morrison and Milliken (2000: 720) stated that organizational silence has three major destructive effects, which are employees' feeling worthless, perception of having no control over work, and cognitive dissonance. These three situations may lead to a decrease in employees' commitment, intrinsic motivation, and job satisfaction and an increase in stress-related diseases, sabotaging, and other counterproductive work behaviors. The individual may psychologically withdraw herself/himself from work and even decide to quit. Employee silence creates a barrier preventing the expression of critical opinions, suggestions, and ideas and negatively affects the flow of feedback and information in organizations.

### **2.4. Relationships Between the Variables and the Hypotheses of the Study**

In high power distance-oriented cultures, employees are reluctant to voice their work-related problems or ideas with the concern that sharing their opinions, suggestions, or voicing a concern or problem related to the organization, may be seen as questioning or challenging the managerial roles of superiors. Rhee et al. (2014: 709) claimed that in high power distance cultures, employees are reluctant to share their ideas and express their concerns due to fear of exclusion and self-protection, and as a result, defensive silence occurs and individuals cannot express their suggestions and ideas on issues related to the organization and as they are not included in the decision-making process they would remain passive in the matter and that this would lead to acquiescent silence. Park (2011: 103) found that power distance orientation was negatively related to voice behavior. Similarly, Tanyaovalakna (2016: 128) argued that power distance affects acquiescent silence positively. Knoll et al. (2021:631) predicted a positive relationship between power distance and acquiescent silence. Huang et al. (2005: 471) suggested a positive relationship between power distance orientation and employee silence. Also, Sarıbay (2015: 212-213) found that power distance was significantly positively related to acquiescent and defensive silence in Türkiye. Based on these findings, it



was predicted that power distance orientation would increase acquiescent and defensive silence and reduce prosocial silence.

H<sub>1a</sub>: Power distance affects acquiescent silence positively.

H<sub>1b</sub>: Power distance affects defensive silence positively.

H<sub>1c</sub>: Power distance affects prosocial silence negatively.

People usually find uncertainties and the risks they might bring disturbing and need certainty and definitiveness. The degree of disturbance caused by uncertainty differs among individuals. Some can tolerate uncertainty better, while others feel threatened (De Luque & Javidan, 2004: 612). In this regard, Tanyaovalaksna (2016: 73) claimed that there is a positive relationship between uncertainty avoidance and acquiescent and defensive silence. Taras et al.'s (2010: 424) meta-analysis research indicated that uncertainty avoidance showed a strong negative relationship with innovation and participatory leadership preference, while the highest positive relationship was shown with team commitment and directive leadership preference. De Jong et al. (2006: 111) argued a negative relationship between uncertainty avoidance and openness. Merkin et al. (2014: 1), as a result of their meta-analysis study, found that uncertainty avoidance is positively related to face-saving concerns and sensitivity in relationships, and stated that these characteristics indicate indirect communication in interpersonal relationships.

Rules and procedures define the functioning of the organization and eliminate uncertainties on issues such as defining jobs, roles, etc. which serve to minimize the risks and mistakes associated with uncertainties. Hofstede et al. (2010: 209) stated that in societies with high uncertainty avoidance scores, long-term service is essential and generally few job changes are essential. Employees are more likely to behave in the best interest of the organizations where they have served for a long time. It has been predicted that employees with high levels of uncertainty avoidance will prefer to remain silent for self-protection due to not estimating how managers will perceive their opinions or worries. Individuals with high uncertainty avoidance do not tolerate rule violations and tend to change jobs less and work longer for the same employer (Hofstede et al., 2010: 189; De Luque & Javidan, 2004: 618). Therefore, it has been suggested that individuals with high uncertainty avoidance will exhibit more prosocial silence.

H<sub>2a</sub>: Uncertainty avoidance affects acquiescent silence positively.

H<sub>2b</sub>: Uncertainty avoidance affects defensive silence positively.

H<sub>2c</sub>: Uncertainty avoidance affects prosocial silence positively.

Individuals with collectivistic values show a strong tendency to adhere to group norms (Gupta & Panda, 2003: 2). In collectivistic cultures, individuals assume a high level of commitment to the organization and believe that it is important to make personal sacrifices to fulfill their organizational obligations. Employees often develop a long-term relationship with their employers, from first employment to retirement (Gelfand et al., 2004: 459). Researchers propose two different views regarding the relationship between collectivism and silence. The first supports that collectivistic cultures reinforce cooperation and supportive behaviors, resulting in employees becoming less willing to express different ideas and perspectives, while the second supports that collectivistic cultures support employee behaviors that focus on maximizing group performance and supporting the well-being of

others, thereby encouraging employees increase collective performance and express their suggestions (Chou & Chang, 2017: 409).

In collectivist cultures, the employer-employee relationship is fundamentally moral, like the family bond. In individualistic cultures, the employer-employee relationship basically depends on the contract between the two parties. For this reason, employees in collectivist cultures approach their work more emotionally (Hofstede et al., 2010: 104).

Park (2011: 46) predicted that collectivism was positively related to constructive behaviors in organizations, such as warning top management about work-related problems and offering suggestions to improve the current situation, and as a result, he found that collectivism was positively related to voice, which is constructive employee behavior. Group consciousness and a 'we' approach are dominant in individuals with collectivistic cultural values. Therefore, individuals with collectivistic values have a strong group sense, they act for the benefit of the group and tend to prefer integrative and compromising styles in negotiations. Additionally, individuals with collectivistic values feel interdependent on the organization they work for, and it is normal for individuals to make sacrifices to fulfill organizational obligations. In collectivistic cultures, prosocial behaviors towards the organization and organizational citizenship behavior are more common than in individualistic cultures (Gelfand et al., 2004: 454, 459). It is hypothesized that employees with collectivistic values will exhibit less acquiescent and defensive silence and more prosocial silence as they are assumed to have stronger ties with the organization and display prosocial behavior.

H<sub>3a</sub>: Collectivism affects acquiescent silence negatively.

H<sub>3b</sub>: Collectivism affects defensive silence negatively.

H<sub>3c</sub>: Collectivism affects prosocial silence positively.

Long-term orientation is expressed as the level of planning, investing for the future, and postponing personal and collective gratifications in a society. In cultures with a long-term orientation, emphasis is placed on development, establishing good long-term relationships, and long-term gains. Caputo et al. (2019: 26) claimed that people from cultures with a long-term orientation in negotiations will have collaborative styles. On the other hand, in past and present-oriented cultures, the time and effort spent is expected to return benefits in the short term.

Long-term-oriented individuals tend to make plans and savings for the future, and they have a strategic view for the longer term; they are more flexible and adapt better to changing conditions (Ashkanasy et al., 2004: 302). It has been assumed that to gain a long-term profit, employees with long-term orientation prefer to behave in acquiescent and defensive silence less and prosocial silence more.

H<sub>4a</sub>: Long-term orientation affects acquiescent silence negatively.

H<sub>4b</sub>: Long-term orientation affects defensive silence negatively.

H<sub>4c</sub>: Long-term orientation affects prosocial silence positively.

Hofstede associated masculinity with a performance orientation and behaviors deemed suitable for women and men in society (Hofstede et al., 2010: 154). Masculine cultures represent more competition, success, and competition-oriented values (Emrich et al., 2004: 344). Merkin et al. (2014: 12) found that masculinity was positively associated with self-promotion, and Taras et al. (2010: 424) concluded that masculinity showed the highest

negative relationship with conflict avoidance and individual equality value. Den Hartog (2004: 405) stated that assertiveness, one of the values representing masculinity, is related to competition, success, progress, and a utilitarian perspective. In masculine cultures, direct communication is preferred. Accordingly, masculinity was found to be positively related to employee voice (Kwon & Farndale, 2020: 9). Emphasis is placed on assertiveness, and highlighting self point of view. Employees from masculine cultures feel comfortable discussing disagreements openly face to face, duking it out, and resolving conflicts openly. In masculinity-dominant cultures, conflict resolution is generally resolved by the dominance of the strongest, while in feminine cultures, agreement and compromise are preferred in resolving conflicts (Hofstede et al., 2010: 170). Based on these findings, it is concluded that those with high masculinity values tend to prefer direct and open communication, and masculinity will negatively affect acquiescent silence. Additionally, with the importance given to the utilitarian approach and career success, masculinity will positively affect defensive silence. Prioritizing self-benefit and with the idea that prioritizing one's benefit may lead to ignoring the benefit of the organization and ethical behavior when necessary. Therefore, it has been predicted that masculinity negatively affects prosocial silence.

H<sub>5a</sub>: Masculinity affects acquiescent silence negatively.

H<sub>5b</sub>: Masculinity affects defensive silence positively.

H<sub>5c</sub>: Masculinity affects prosocial silence negatively.

National cultural values may also affect the relationship between individual cultural values and employee silence Hofstede's (1980) original research indicates that Türkiye scores higher than the USA on power distance, uncertainty avoidance, collectivism, and long-term orientation dimensions (Power distance, TR: 66, US: 40; Uncertainty Avoidance, TR: 85, US: 46; Individualism, TR: 37, US: 91; Long-Term Orientation, TR: 46, US: 26) and the USA scored higher than Türkiye on masculinity (USA: 62, TR: 45). The differences in the dimensions of cultural values between two countries indicate the cultural differences. These differences are supposed to lead to a moderating effect on the individual cultural values-employee silence relation. Therefore, in line with Hofstede et. al's (2010) findings, country (USA vs. Türkiye) is analyzed as a moderator variable, and the hypotheses below have been developed accordingly.

H<sub>6a</sub>: The positive effect of power distance on acquiescent silence is significantly higher in Türkiye than in the USA.

H<sub>6b</sub>: The positive effect of power distance on defensive silence is significantly higher in Türkiye than in the USA.

H<sub>6c</sub>: The negative effect of power distance on prosocial silence is significantly higher in Türkiye than in the USA.

H<sub>7a</sub>: The positive effect of uncertainty avoidance on acquiescent silence is significantly higher in Türkiye than in the USA.

H<sub>7b</sub>: The positive effect of uncertainty avoidance on defensive silence is significantly higher in Türkiye than in the USA.

H<sub>7c</sub>: The positive effect of uncertainty avoidance on pro-social silence is significantly higher in Türkiye than in the USA.

H<sub>8a</sub>: The negative effect of collectivism on acquiescent silence is significantly higher in Türkiye than in the USA.

H<sub>8b</sub>: The negative effect of collectivism on defensive silence is significantly higher in Türkiye than in the USA.

H<sub>8c</sub>: The positive effect of collectivism on prosocial silence is significantly higher in Türkiye than in the USA.

H<sub>9a</sub>: The negative effect of long-term orientation on acquiescent silence is significantly higher in the Türkiye than in the USA.

H<sub>9b</sub>: The negative effect of long-term orientation on defensive silence is significantly higher in Türkiye than in the USA.

H<sub>9c</sub>: The positive effect of long-term orientation on prosocial silence is significantly higher in Türkiye than in the USA.

H<sub>10a</sub>: The negative effect of masculinity on acquiescent silence is significantly higher in the USA than in Türkiye.

H<sub>10b</sub>: The positive effect of masculinity on defensive silence is significantly higher in the USA than in Türkiye.

H<sub>10c</sub>: The negative effect of masculinity on prosocial silence is significantly higher in the USA than in Türkiye.

## **2.5. The Model of the Study**

This study aims to examine the moderating role of the country (TR vs USA) variable in the relationship between individual cultural values and employee silence. Individual cultural values; power distance, uncertainty avoidance, collectivism, long-term orientation, and masculinity are the independent variables of the model, and dimensions of employee silence, namely acquiescent, defensive, and prosocial silence are the dependent variables. In the model, it is predicted individual cultural values impact employee silence and these relationships differ between Türkiye and the USA, so the country variable was examined as a moderator in these relationships. The relationship interactions between the variables of the research were examined with the model shown in Figure 1.

## **3. Method**

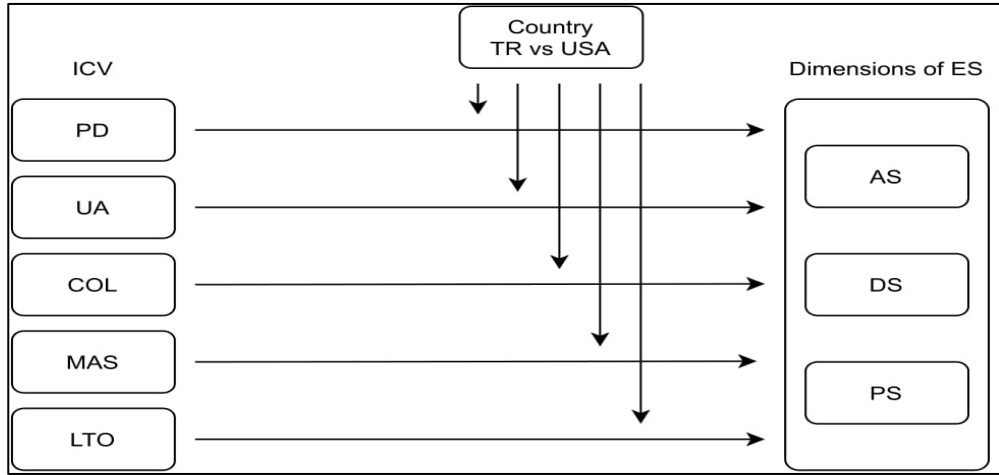
### **3.1. Participants**

In this study, the participants were chosen from white-collar employees currently working in the private sector in Türkiye and the USA. The participants of this study comprised a total of 673 employees, 328 of whom are in Türkiye and 345 in the USA. Detailed information about the participants is provided in Table 1.

### **3.2. Data Collection**

Variables were measured on six-point Likert-type scales, ranging from 1 (strongly disagree) to 6 (strongly agree). Data were collected through MechanicalTurk using the original versions of the scales in the USA and electronically through a research company in Türkiye from white-collar private sector employees.

Figure 1: The Model of the Study



PD: Power Distance, UA: Uncertainty Avoidance, COL: Collectivism, MAS: Masculinity, LTO: Long-term Orientation, AS: Acquiescent Silent, DS: Defensive Silence, PS: Prosocial Silence

### 3.3. Data Collection

Variables were measured on six-point Likert-type scales, ranging from 1 (strongly disagree) to 6 (strongly agree). Data were collected through MechanicalTurk using the original versions of the scales in the USA and electronically through a research company in Türkiye from white-collar private sector employees.

It has been determined as a prerequisite for those who currently meet the conditions of 'residing in the USA,' 'full-time working,' and 'being at least a high school graduate' in the USA to fill out the questionnaire. In the USA, to identify the participants who may not comply with the specified conditions, 'white-collar/blue-collar' and 'public-private sector' questions were also included in the demographic questions section. In addition, USA participants were asked about the country in which they were born and completed their primary education since the family, peer groups, and the culture in which the individual lives during school education have an important role in reflecting his/her characteristics (Hofstede & Hofstede, 2005: 118).

### 3.4. Measures

**Employee Silence:** 15-item scale developed by van Dyne et al. (2003) was used to measure employee silence. Turkish adaptation of the scale was conducted by Şehitoğlu (2010).

**Individual Cultural Values:** Individual cultural values were measured by 26-item scale developed by Yoo et al. (2011) and Yoo et al.'s Turkish-adapted scales by Saylık (2017).

## 4. Results

First, the normal distribution assumption was tested. Then, the validity and reliability of the scales were tested, and descriptive statistics results were attained. Finally, correlation and hypothesis testing analyses were conducted, and results were presented.

### 4.1. Test of Normal Distribution Assumption

The normal distribution of the research data was tested by skewness and kurtosis. The results of the skewness and kurtosis values were presented in Table 2, together with the results of other descriptive statistics. Skewness and kurtosis values were expected to be

within limits of  $\pm 2$  to ensure the normal distribution (Tabachnick & Fidell, 2013). Table 3 depicts the skewness and kurtosis values. All variables' skewness and kurtosis values are within the limits of +1.5 and -1.5, which are under the normal distribution.

Table 1: Characteristics of Participants

| <i>Demographics</i>                | <i>Whole Sample</i> |          | <i>Turkish Sample</i> |          | <i>American Sample</i> |          |
|------------------------------------|---------------------|----------|-----------------------|----------|------------------------|----------|
|                                    | <i>N</i>            | <i>%</i> | <i>N</i>              | <i>%</i> | <i>N</i>               | <i>%</i> |
| Total Number of Participants       | 673                 | 100      | 328                   | 48.7     | 345                    | 51.3     |
| <i>Gender</i>                      |                     |          |                       |          |                        |          |
| Women                              | 319                 | 47.4     | 155                   | 47.3     | 164                    | 47.5     |
| Men                                | 354                 | 52.6     | 173                   | 52.7     | 181                    | 52.5     |
| <i>Education</i>                   |                     |          |                       |          |                        |          |
| High School                        | 100                 | 14.9     | 54                    | 16.5     | 46                     | 13.3     |
| Associate Degree                   | 71                  | 10.5     | 39                    | 11.9     | 32                     | 9.3      |
| Undergraduate                      | 368                 | 54.7     | 207                   | 63.1     | 161                    | 46.7     |
| Post-graduate                      | 134                 | 19.9     | 28                    | 8.5      | 106                    | 30.7     |
| <i>Job Type</i>                    |                     |          |                       |          |                        |          |
| Managerial                         | 290                 | 43.2     | 143                   | 43.6     | 147                    | 42.7     |
| Non-Managerial                     | 382                 | 56.8     | 185                   | 56.4     | 197                    | 57.3     |
| <i>Age</i>                         |                     |          |                       |          |                        |          |
| 19-29                              | 162                 | 24.1     | 99                    | 30.2     | 63                     | 18.3     |
| 30-39                              | 249                 | 37.0     | 126                   | 38.4     | 123                    | 35.7     |
| 40-49                              | 166                 | 24.7     | 84                    | 25.6     | 82                     | 23.8     |
| 50-59                              | 67                  | 10.0     | 16                    | 4.9      | 51                     | 14.8     |
| 60 and older                       | 29                  | 4.3      | 3                     | 0.9      | 26                     | 7.5      |
| <i>Tenure in Current Workplace</i> |                     |          |                       |          |                        |          |
| 5 years and less                   | 329                 | 48.9     | 172                   | 52.4     | 157                    | 45.5     |
| 6-10 Years                         | 176                 | 26.2     | 77                    | 23.5     | 99                     | 28.7     |
| 11-15 Years                        | 85                  | 12.6     | 39                    | 11.9     | 46                     | 13.3     |
| 16 years and more                  | 83                  | 12.3     | 40                    | 12.2     | 43                     | 12.5     |
| <i>Total Tenure</i>                |                     |          |                       |          |                        |          |
| 5 years and less                   | 114                 | 16.9     | 79                    | 24.1     | 35                     | 10.1     |
| 6-10 Years                         | 148                 | 22.0     | 92                    | 28.0     | 56                     | 16.2     |
| 11-15 Years                        | 110                 | 16.3     | 55                    | 16.8     | 55                     | 15.9     |
| 16-20 Years                        | 101                 | 15.0     | 43                    | 13.1     | 58                     | 16.8     |
| 21-25 Years                        | 71                  | 10.5     | 29                    | 8.8      | 42                     | 12.2     |
| 26 years plus                      | 129                 | 19.2     | 30                    | 9.1      | 99                     | 28.7     |

**4.2. Construct Validity Analysis Results**

Confirmatory factor analyses (CFA) were applied by using the AMOS 26 program. Results of First Level CFA of Individual Cultural Values and Employee Silence Scales were presented in Table 2. The Amos Output Figures of Factor Analysis of Individual Cultural Values and Employee Silence Scales were presented in Figure 2 and Figure 3 in the Appendix

Table 2: CFA Results and Goodness of Fit Indexes of Individual Cultural Values and Employee Silence Scales (N= 673)

| Scales                 | Number of Items | Number of Factors | Fit Indexes                                      |
|------------------------|-----------------|-------------------|--|
| Indiv. Cultural Values | 26              | 5                 | $\chi^2/df=2.16$ , GFI: .93, CFI=.95, RMSEA=.04  |
| Employee Silence       | 15              | 3                 | $\chi^2/df= 4.20$ , GFI: .93, CFI=.96, RMSEA=.07 |

\*Jöreskog & Sörbom, (1993); Kline, (1998).

$\chi^2/df$ : Chi-square Divided to Degrees of Freedom, GFI: Goodness-of-Fit Index, CFI: Comparative Fit Index, RMSEA: Root Mean Square Error of Approximation

Results show that with the research data, all fit indices were found to be within the limits of good or acceptable fit for both scales.

As a next step, the convergent and divergent validities were tested. To test convergent validity, average variance extracted (AVE) and composite reliability (CR) values were calculated. To ensure convergent validity  $CR \geq AVE \geq 0.5$  condition was sought. In cases where AVE values are less than 0.5, the  $CR \geq 0.7$  criterion is accepted for convergent validity (Fornell & Larcker, 1981: 39-50; Hair et al., 2014: 126). To ensure divergent validity, maximum squared variance (MSV) and average shared square variance (ASV) were calculated to meet  $MSV \leq AVE$  and  $ASV \leq MSV$  conditions (Gefen et al., 2000: 7). These findings were presented in Table 3.

Table 3: Convergent& Divergent Validity Scores of the ICV and ES Scales

| Scales | Factors | AVE  | CR   | MSV  | ASV  |
|--------|---------|------|------|------|------|
| ES     | AS      | 0,69 | 0,92 | 0,59 | 0,36 |
|        | DS      | 0,68 | 0,91 | 0,59 | 0,36 |
|        | PS      | 0,42 | 0,78 | 0,03 | 0,02 |
| ICV    | PD      | 0,64 | 0,90 | 0,31 | 0,08 |
|        | UA      | 0,41 | 0,77 | 0,41 | 0,10 |
|        | COL     | 0,58 | 0,89 | 0,14 | 0,03 |
|        | LTO     | 0,30 | 0,72 | 0,24 | 0,10 |
|        | MAS     | 0,57 | 0,84 | 0,31 | 0,08 |

Convergent validity analysis results satisfy  $CR \geq 0.7$  and  $CR > AVE$  conditions. According to these results, the scales meet convergent validity. The results also support divergent validity conditions,  $MSV \leq AVE$  and  $ASV \leq MSV$  conditions have been met.

**4.3. Reliability Analysis and Descriptive Statistics**

The Cronbach Alpha Coefficient was calculated to test the reliability of the scales. The reliability analysis results of the scales, means, standard deviations, skewness, and kurtosis values of the variables used in the research were presented together with the correlation analysis results in Table 4.

Table 4: Descriptive Statistics and Correlations (N=673)

|                | 1     | 2     | 3      | 4      | 5     | 6      | 7     | 8     |
|----------------|-------|-------|--------|--------|-------|--------|-------|-------|
| 1. PD          | (.90) |       |        |        |       |        |       |       |
| 2. UA          | .09*  | (.75) |        |        |       |        |       |       |
| 3. COL         | .24** | .32** | (.89)  |        |       |        |       |       |
| 4. LTO         | .11** | .49** | .32**  | (.72)  |       |        |       |       |
| 5. MAS         | .49** | .12** | .28**  | .12**  | (.84) |        |       |       |
| 6. AS          | .19** | -.04  | -.16** | -.12** | .07   | (.92)  |       |       |
| 7. DS          | .25** | .01   | -.03   | -.02   | .16** | .77**  | (.91) |       |
| 8. PS          | .04   | .38** | .29**  | .45**  | .01   | -.16** | -.07  | (.74) |
| Mean           | 2.82. | 4.93  | 4.41   | 5.08   | 3.31  | 2.57   | 2.42  | 4.89  |
| Std. Deviation | 1.28  | 0.61  | 1.01   | 0.54   | 1.38  | 1.24   | 1.23  | 0.82  |
| Skewness       | 0.54  | -0.06 | -0.98  | -0.33  | 0.09  | 0.84   | 1.03  | -0.79 |
| Kurtosis       | -0.84 | -0.82 | 0.55   | -0.50  | -1.19 | -0.17  | 0.27  | 0.53  |

Note: The values in parentheses show the internal consistency reliability coefficients (Cronbach Alpha) for the variables.

Std. Deviation: Standard Deviation

\*\*p<.01. \*p<.05

In the individual cultural values scale, power distance and uncertainty avoidance each consist of 5 items, while collectivism and long-term orientation each consist of 6 items, and masculinity consists of 4 items. As for the employee silence scale, each dimension comprising the scale consists of 5 items. As can be seen in Table 4, the internal consistency coefficients of all variables are above the acceptable limit of .70 (Nunnally, 1978).

#### 4.4. Correlations

Pearson Product-Moment Correlation Analysis was performed to test the relationships between the variables in the study. The results of the correlation analysis are presented in Table 4.

The strongest relationship between individual cultural values and employee silence dimensions was observed between long-term orientation and prosocial silence ( $r=.45$ ,  $p<.01$ ). Then, the strongest relationships were observed between uncertainty avoidance and prosocial silence ( $r=.38$ ,  $p<.01$ ) and collectivism and prosocial silence ( $r=.29$ ,  $p<.01$ ).

#### 4.5. Difference Test Results Comparing Cultural Values (TR vs USA)

It is predicted that the individual cultural values measured within the scope of the research differ between the two countries. Accordingly, mean values of power distance, uncertainty avoidance, collectivism, long-term orientation, and masculinity are expected to show significant differences between Türkiye and the USA. Independent sample t-test results by country are presented in Table 5.

Table 5: T-test Results Comparing Türkiye and the USA on Individual Cultural Values

| ICV | TR (N=328) |      | USA (N=345) |      | t     | p    |
|-----|------------|------|-------------|------|-------|------|
|     | M          | S.D. | M           | S.D. |       |      |
| PD  | 3,26       | 1,32 | 2,40        | 1,09 | 9,19  | .000 |
| UA  | 5,12       | 0,41 | 4,75        | 0,70 | 8,46  | .000 |
| COL | 4,82       | 0,86 | 4,02        | 0,99 | 11,26 | .000 |
| LTO | 5,26       | 0,37 | 4,91        | 0,62 | 8,70  | .000 |
| MAS | 3,60       | 1,48 | 3,03        | 1,22 | 5,46  | .000 |

M: Mean, S.D.: Standart Deviation



The mean values of power distance, uncertainty avoidance, collectivism, long-term orientation, and masculinity of the Turkish sample were found to be significantly higher than American sample. The country variable created a significant difference in terms of individual cultural values, and the mean values of Turkish participants' cultural values were found to be significantly higher than those of American participants.

**4.6. Hypothesis Testing**

The impact of individual cultural values on employee silence and the country's moderator role (USA vs. TR) were tested by path analysis using AMOS 26.

**4.6.1. Effects of Individual Cultural Values on Employee Silence (Path Analyses Results)**

The path analysis model was created to test H<sub>1a</sub>, H<sub>1b</sub>, H<sub>1c</sub>, H<sub>2a</sub>, H<sub>2b</sub>, H<sub>2c</sub>, H<sub>3a</sub>, H<sub>3b</sub>, H<sub>3c</sub>, H<sub>4a</sub>, H<sub>4b</sub>, H<sub>4c</sub>, H<sub>5a</sub>, H<sub>5b</sub>, and H<sub>5c</sub> shows the direct effects of individual cultural values on acquiescent, defensive and prosocial silence. The model goodness of fit values was calculated and presented in Table 6.

Table 6: Goodness of Model Fit Indices Regarding the Impact of Individual Cultural Values on Employee Silence Dimensions

| N                     | $\chi^2$ | df  | p    | $\chi^2/df$ | GFI  | TLI  | CFI  | RMSEA |
|-----------------------|----------|-----|------|-------------|------|------|------|-------|
| 673                   | 1734,44  | 750 | .000 | 2.31        | .88  | .92  | .93  | .05   |
| Acceptable Model Fit* |          |     |      | ≤5          | >.85 | >.80 | >.90 | <.08  |
| Good Model Fit        |          |     |      | ≤3          | >.90 | >.85 | >.97 | <.05  |

\*Jöreskog & Sörbom, (1993); Kline, (1998).

$\chi^2/df$ : Chi-square Divided to Degrees of Freedom, GFI: Goodness-of-Fit Index, TLI: Tucker-Lewis Index, CFI: Comparative Fit Index, RMSEA: Root Mean Square Error of Approximation

Results of the analyses show that all fit indices are in acceptable fit limits ( $\chi^2/df=2.31$ , GFI=.88, TLI=.92, CFI=.93, RMSEA=.05). Therefore, relationships in the model are consistent with the sample data in line with the goodness of fit criteria.

The standardized values, standard errors, and t-values of the hypotheses tested in the path analysis model regarding the effects of individual cultural values on acquiescent, defensive, and prosocial silence are presented in Table 7 below and Figure 4 in the Appendix.

Table 7: Path Analysis Model Results Testing the Effects of Individual Cultural Values on the Dimensions of Employee Silence

| Hypotheses |    |                 | $\beta$ | S.E. | C.R.  | p    |
|------------|----|-----------------|---------|------|-------|------|
| PD         | AS | H <sub>1a</sub> | .29     | .04  | 6.90  | .000 |
|            | DS | H <sub>1b</sub> | .28     | .04  | 6.76  | .000 |
|            | PS | H <sub>1c</sub> | .01     | .02  | .35   | .724 |
| UA         | AS | H <sub>2a</sub> | .09     | .08  | 2.07  | .039 |
|            | DS | H <sub>2b</sub> | .06     | .09  | 1.36  | .174 |
|            | PS | H <sub>2c</sub> | .27     | .06  | 5.05  | .000 |
| COL        | AS | H <sub>3a</sub> | -.24    | .04  | -5.84 | .000 |
|            | DS | H <sub>3b</sub> | -.15    | .05  | -3.62 | .000 |
|            | PS | H <sub>3c</sub> | .17     | .03  | 3.86  | .000 |
| LTO        | AS | H <sub>4a</sub> | -.22    | .09  | -4.65 | .000 |
|            | DS | H <sub>4b</sub> | -.14    | .10  | -2.99 | .003 |
|            | PS | H <sub>4c</sub> | .51     | .09  | 6.50  | .000 |
| MAS        | AS | H <sub>5a</sub> | .05     | .03  | 1.12  | .265 |
|            | DS | H <sub>5b</sub> | .07     | .04  | 1.62  | .105 |
|            | PS | H <sub>5c</sub> | -.11    | .02  | -2.55 | .011 |

$\beta$ : Standardized Regression Weights, S.E.: Standart Error, C.R.: Critical Ratio, t,

Table 7 indicates that power distance positively affects acquiescent silence ( $H_{1a}$ :  $\beta = .29$ ,  $p < .001$ ) and defensive silence ( $H_{1b}$ :  $\beta = .28$ ,  $p < .001$ ) but it does not have a statistically significant effect on prosocial silence ( $H_{1c}$ :  $\beta = .01$ ,  $p > .05$ ). Therefore,  $H_{1a}$  and  $H_{1b}$  were supported while  $H_{1c}$  was not supported.

Uncertainty avoidance positively affects acquiescent silence ( $H_{2a}$ :  $\beta = .09$ ,  $p < .05$ ), but it does not have a significant effect on defensive silence ( $H_{2b}$ :  $\beta = .06$ ;  $p > .05$ ). Uncertainty avoidance has a positive effect on prosocial silence ( $H_{2c}$ :  $\beta = .27$ ;  $p < .001$ ). In this case,  $H_{2a}$  and  $H_{2c}$  were supported, while  $H_{2b}$  was not supported.

Collectivism affected acquiescent silence ( $H_{3a}$ :  $\beta = -.24$ ;  $p < .001$ ) and defensive silence ( $H_{3b}$ :  $\beta = -.15$ ;  $p < .01$ ) negatively while, it affected prosocial silence ( $H_{3c}$ :  $\beta = .17$ ;  $p < .001$ ) positively. Therefore,  $H_{3a}$ ,  $H_{3b}$ , and  $H_{3c}$  were supported. Long-term orientation significantly affected acquiescent silence ( $H_{4a}$ :  $\beta = -.22$ ;  $p < .001$ ) and defensive silence ( $H_{4b}$ :  $\beta = -.14$ ;  $p < .01$ ) negatively, and prosocial silence positively ( $H_{4c}$ :  $\beta = .51$ ;  $p < .01$ ). So,  $H_{4a}$ ,  $H_{4b}$ , and  $H_{4c}$  were supported.

Masculinity had no significant effect on acquiescent ( $H_{5a}$ :  $\beta = .05$ ;  $p > .05$ ) and defensive silence ( $H_{5b}$ :  $\beta = .07$ ;  $p > .05$ ). However, it affected prosocial silence negatively ( $H_{5c}$ :  $\beta = -.11$ ;  $p < .05$ ). Therefore,  $H_{5c}$  was supported, while  $H_{5a}$  and  $H_{5b}$  were not supported.

#### 4.6.2. Moderator Role of Country on Individual Cultural Values-Employee Silence Relationships

Analyses were carried out to examine whether the effects of individual cultural values on the dimensions of employee silence differ in Türkiye and the USA. For this purpose, a path analysis model has been created to test the effects of independent variables on the dependent variables, and the moderator effects on meaningful paths were investigated.

##### 4.6.2.1. Moderator Role of Country on Individual Cultural Values-Acquiescent Silence Relationships

First, the moderator effect of the country variable on the individual cultural values-acquiescent silence relationships was tested. Then, the moderator role of the country variable on individual cultural values- defensive silence, and individual cultural values -prosocial silence relationships were tested. Since the effect of masculinity on acquiescent silence was not significant (Please see Table 7), the moderator role of the country variable was not tested. Accordingly,  $H_{10a}$  was not supported. Table 8 indicates the Path Analysis results of the country variable's moderator role on the relationships between individual cultural values and acquiescent silence.

Table 8: Path Analysis Results Testing the Moderator Role of the Country Variable on Individual Cultural Values-Acquiescent Silence Relationships

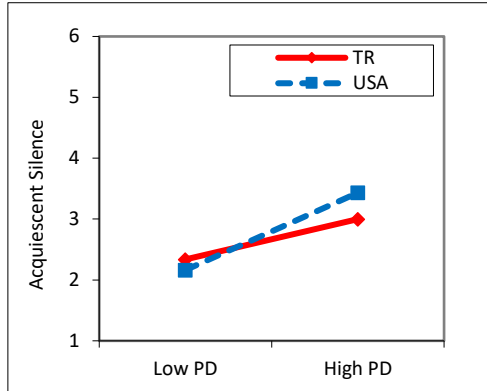
| Hypotheses Impact Tests (Endogenous-Exogenous Variables) |    |          | TR      |      | USA     |      | Moderator Effect |
|--|----|----------|---------|------|---------|------|------------------|
|  |    |          | $\beta$ | p    | $\beta$ | p    | Z                |
| PD   |    | $H_{6a}$ | .03     | .509 | .44     | .000 | <b>6.59</b>      |
| UA   | AS | $H_{7a}$ | .12     | .033 | .06     | .291 | -1.28            |
| COL  |    | $H_{8a}$ | -.30    | .000 | -.18    | .000 | 1.73             |
| LTO  |    | $H_{9a}$ | .07     | .222 | -.17    | .001 | <b>-2.71</b>     |

$\beta$ : Standardized Regression Weights

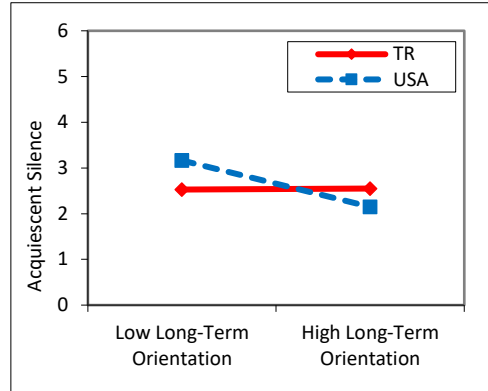
Since the critical Z value for the difference between the path coefficients of Türkiye and the USA is greater than  $\pm 1.96$ , the impacts of long-term orientation and power distance orientation on acquiescent silence vary dramatically amongst the groups. In order to examine

the moderator role in more detail, a slope test analysis was performed using Excel macros. The slope test results were presented in Graph 2, and Graph 3.

Graph 2: Slope Test Analysis Results Regarding Moderator Role of Country on Power Distance Orientation-Acquiescent Silence Relationship



Graph 3: Slope Test Results Regarding Moderator Role of the Country on Long-Term Orientation-Acquiescent Silence Relationship



Graph 2 shows that acquiescent silence increased positively with the increase in power distance orientation in the USA. On the other hand, there is no significant change in employee silence with the increase in power distance orientation in Türkiye. As predicted in  $H_{6a}$ , the country variable moderated power distance orientation and acquiescent silence relationship. The direction of the effect was found to be positive, as expected. However, the positive effect of power distance orientation on employee silence was found to be higher in the USA. Therefore, the  $H_{6a}$  was not supported. Graph 3 shows that the country variable moderated the effect of long-term orientation on acquiescent silence. The effect of long-term orientation on acquiescent silence was found to be stronger in the USA than in Türkiye. Accordingly,  $H_{9a}$  was not supported.

The critical Z value for the difference between the path coefficients of Türkiye and the USA on the effects of uncertainty avoidance ( $Z=-1.281$ ,  $p>.05$ ) and collectivism ( $Z=1.728$ ,  $p>.05$ ) on acquiescent silence is less than  $\pm 1.96$ . The difference between the groups was not statistically significant, therefore the country variable did not have a moderator role. Accordingly,  $H_{7a}$  and  $H_{8a}$  were not supported.

#### 4.6.2.2. Moderator Role of the Country Variable on Individual Cultural Values-Defensive Silence Relationships

The moderator effect of the country variable was tested on the pathways in which individual cultural values were found to be significant on the effect of defensive silence. Uncertainty avoidance and masculinity did not significantly affect defensive silence (Please see Table 7). Accordingly,  $H_{7b}$  and  $H_{10b}$  were not supported. The moderator effect of the country variable was tested on the ways in which individual cultural values had a significant effect on defensive silence, and the findings were presented in Table 9.

Since the critical Z value for the difference between the path coefficients of Türkiye and the USA is greater than  $\pm 1.96$ , the impacts of power distance orientation and long-term orientation on defensive silence significantly differ between the countries.

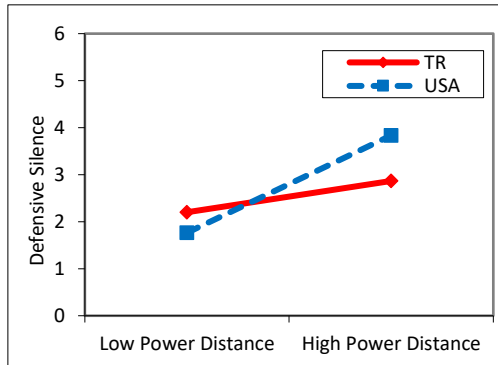
Table 9: Path Analysis Results Testing the Moderator Role of the Country Variable on Individual Cultural Values-Defensive Silence Relationships

| Hypotheses Impact Tests (Endogenous-Exogenous Variables) |    |                 | TR      |      | USA     |      | Moderator Effect Z |
|--|----|-----------------|---------|------|---------|------|--------------------|
|  |    | H <sub>6b</sub> | $\beta$ | p    | $\beta$ | p    | Z                  |
| PD   |    | H <sub>6b</sub> | .15     | .005 | .36     | .000 | <b>3.78</b>        |
| COL  | DS | H <sub>8b</sub> | -.17    | .004 | -.07    | .174 | 1.32               |
| LTO  |    | H <sub>9b</sub> | .18     | .004 | -.10    | .061 | <b>-3.44</b>       |

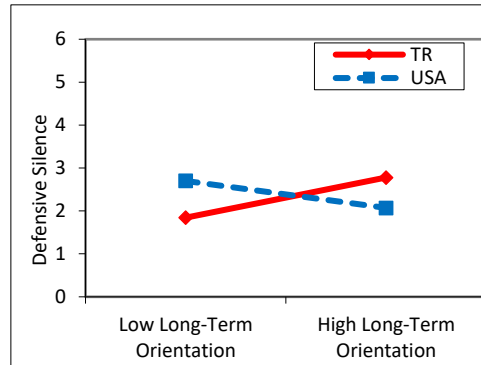
$\beta$ : Standardized Regression Weights, Z: Critical Z Value

The slope test results, which show the effect of power distance orientation on defensive silence by country difference, were presented in Graph 4, and the slope test results, which show the effect of long-term orientation on defensive silence, were presented in Graph 5.

Graph 4: Slope Test Analysis Results Regarding Moderator Role of Country on Power Distance Orientation-Defensive Silence Relationship



Graph 5: Slope Test Results Regarding Moderator Role of the Country on Long-Term Orientation-Defensive Silence Relationship



Graph 4 shows that defensive silence increases positively with the increase in power distance both in Türkiye and the USA. However, the level of increase is higher in the USA. Accordingly, H<sub>6b</sub> was not supported. Graph 5 shows that the effect of long-term orientation on defensive silence was not positive and significant in Türkiye, while it was found to be negative and significant in the USA. It was predicted that the long-term orientation would negatively affect the defensive silence, and this effect would be higher in Türkiye than in the USA. Accordingly, the H<sub>9b</sub> was not supported.

Since the critical Z value for the difference between the path coefficients of Türkiye and the USA is less than  $\pm 1.96$  ( $Z=1.51$ ,  $p>.05$ ), the effect of collectivism on defensive silence does not differ significantly between the groups. It was found that the country variable did not have a moderator role in the collectivism-defensive silence relationship, so H<sub>8b</sub> was not supported.

**4.6.2.3. Moderator Role of the Country on Individual Cultural Values -Prosocial Silence Relationships**

In hypotheses H<sub>6c</sub>, H<sub>7c</sub>, H<sub>8c</sub>, H<sub>9c</sub>, and H<sub>10c</sub>, the country variable was predicted to have a moderating role on the effects of power distance, uncertainty avoidance, collectivism, long-term orientation, and masculinity on prosocial silence, respectively. The moderator role of the country variable was tested on the ways in which individual cultural values had significant effects on prosocial silence.

Power distance orientation did not have a significant effect on prosocial silence (see Table 7). Accordingly, H<sub>6c</sub> was not supported. The findings regarding the moderator role on the impacts of uncertainty avoidance, collectivism, long-term orientation, and masculinity on prosocial silence are presented in Table 10.

Table 10: Path Analysis Results Testing the Moderating Role of the Country Variable on the Effects of Individual Cultural Values on Prosocial Silence

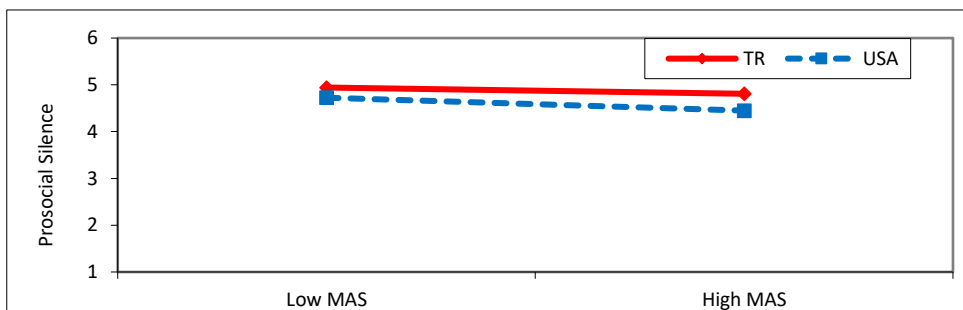
| Hypotheses Impact Tests (Endogenous-Exogenous Variables) |    |                  | TR      |      | USA     |      | Moderator Effect |
|--|----|------------------|---------|------|---------|------|------------------|
|  |    |                  | $\beta$ | p    | $\beta$ | p    | Z                |
| UA   |    | H <sub>7c</sub>  | .24     | .000 | .13     | .014 | -1.39            |
| COL  | PS | H <sub>8c</sub>  | .07     | .214 | .13     | .010 | 1.25             |
| LTO  |    | H <sub>9c</sub>  | .22     | .000 | .34     | .000 | 1.44             |
| MAS  |    | H <sub>10c</sub> | -.03    | .523 | -.18    | .000 | <b>-3.00</b>     |

$\beta$ : Standardized Regression Weights, Z: Critical Z Value

Among individual cultural values, only the effect of masculinity on prosocial silence was found to have a significant difference between the path coefficients of Türkiye and the USA ( $Z=-3.00, p<.01$ ). Slope test analysis was performed to examine the moderator effect in more detail. The results of the slope test analysis show the moderator role of the country on the masculinity-prosocial silence relationship in Graph 6.

Graph 6 shows that prosocial silence decreases with the increase in masculinity in Türkiye and the USA. In both countries, masculinity negatively affects prosocial silence. It has been seen that this effect is higher in the USA than in Türkiye. As predicted in H<sub>10c</sub>, the country variable moderated the relationship between masculinity and prosocial silence. The negative effect of masculinity on prosocial silence was higher in the USA than in Türkiye. Accordingly, H<sub>10c</sub> was supported.

Graph 6: Slope Test Analysis Results Regarding Moderator Role of the Country on Masculinity-Prosocial Silence Relationship



Since critical Z values regarding the difference between the path coefficients of Türkiye and the USA for effects of uncertainty avoidance ( $Z=-1.39$ ,  $p>.05$ ), collectivism ( $Z=1.25$ ,  $p>.05$ ), and long-term orientation ( $Z=1.44$ ,  $p>.05$ ) on prosocial silence were not significant,  $H_{7c}$ ,  $H_{8c}$ , and  $H_{9c}$  were not supported.

## 5. Discussion

In this study, a theoretical framework has been developed to address the research question: How do individual cultural values impact employee silence? and how these effects differ in Türkiye and the USA. Hofstede's cultural values framework has been used as the basis of cultural differences between two countries. Firstly, whether individual cultural values differed between Turkish and American samples in line with Hofstede's findings was tested. Secondly, the impact of individual cultural values on employee silence was tested. Lastly, the moderating effects of the country on individual cultural values and employee silence relationships were tested. The findings of the study are discussed by comparing the findings of the other studies in the literature in this regard.

The study's results indicate that in line with Hofstede's (1980) and Hofstede et al.'s (2010) categorization, the mean value of Turkish participants' power distance, uncertainty avoidance, collectivism, and long-term orientation values was found to be significantly higher than the average value of American participants. However, in the masculinity dimension, Turkish participants' masculinity values were found to be significantly higher than American participants', too. According to Hofstede's research results, Türkiye showed a slight tendency towards the feminine pole under this dimension. In other words, Türkiye does not have high scores on the feminine dimension. Sargut (2015b: 355) defines gender equality as the level at which a society tries to reduce inequalities between genders, and he points out a problem in Türkiye in this regard based on the GLOBE research results. Lease et al. (2013: 84), as a result of an intercultural study in which they compared men's masculinity values, concluded that there was no significant difference between Turkish and American men according to the masculinity dimension, and attributed the fact that Türkiye is still among the feminine cultures to the fact that compromise and empathy are valued in Türkiye. Although Türkiye has feminine characteristics such as compromise, empathy, and helping the needy; the inequality between men and women is evident in the social life, for example, the proportion of seats held by women in the parliament is 17% (The World Bank, 2022), and competition and assertiveness are given importance as a result of the social struggle. Türkiye also has a considerable amount of features from the masculine pole of the dimension. As a matter of fact, GLOBE research results also support this view. In the GLOBE study, masculinity is represented by 'gender egalitarianism' and 'assertiveness' (Emrich et al., 2004: 365, 410). Türkiye ranks 56<sup>th</sup> out of 61 countries in gender egalitarianism (practices), and 12<sup>th</sup> in assertiveness (practices), right after the USA. According to the results of the GLOBE survey, Türkiye scored high in the assertiveness dimension and low in the gender equality dimension, showing that it carries the values represented by the masculinity dimension. These results in the GLOBE research point out more masculine features for Türkiye.

As for the impact of individual cultural values on employee silence, it has been observed that power distance orientation increases acquiescent and defensive silence, uncertainty avoidance increases acquiescent and prosocial silence, collectivism and long-term orientation reduce acquiescent and defensive silence and increase prosocial organization, and masculinity reduces prosocial silence.

As expected, positive and significant relationships were found between power distance and acquiescent and defensive silence. Therefore, it is concluded that in high power distance cultures, employees are reluctant to voice their work-related problems or ideas with the concern that sharing their opinions, suggestions, or voicing a concern or problem related to the organization, may not have any meaning or may be seen as questioning or challenging the management. Many studies have supported power distance's positive effect on acquiescent silence in different countries. Rhee et al. (2014: 714) found a positive relationship between power distance and acquiescent silence in South Korea. Similarly, Tanyaovalaksna (2016: 128) found a positive relationship between power distance and acquiescent silence among healthcare professionals in Canada. By analyzing 33 countries' data, Knoll et al. (2021:631-632) concluded that power distance significantly positively affected acquiescent silence. Sarıbay (2015: 213) confirmed the positive effect of power distance on acquiescent and defensive silence among public sector employees in Türkiye. Huang et al. (2005: 471) also found a positive relationship between power distance orientation and employee silence conducted with more than 130 thousand employees from 24 countries. However, the situation is different for power distance and prosocial silence relationships. Dedahanov et al. (2015: 484) predicted that centralization would significantly affect acquiescent and prosocial silence, and as a result of the research, while centralization positively affected acquiescent silence, it did not significantly affect prosocial silence. Researchers attributed the silence of employees to the belief that they could not make any change by making suggestions, etc. The prosocial silence dimension of employee silence, unlike other dimensions of silence, refers to not sharing confidential and private information and workplace secrets regarding the workplace and preserving them as necessary. For this reason, it is inferred that employees remain silent with the idea that silence for the benefit of the organization is a more sensitive issue and could have more serious consequences than defensive or acquiescent silence.

The study's results supported the positive effect of uncertainty avoidance on acquiescent silence. De Jong et al. (2006: 11) found that uncertainty avoidance was negatively related to openness. Similarly, Merkin et al. (2014: 1) concluded that uncertainty avoidance is positively related to sensitivity and face-saving concerns. However, the effect of uncertainty avoidance on defensive silence was not significant. Knoll et al. (2021: 14) and Tanyaovalaksna (2016: 129) found no significant relationship between uncertainty avoidance and defensive silence. Van Dyne et al. (2003: 1367) emphasize fear as a prominent motive for defensive silence. However, the industry of organization and also the role of the employee would play an important role in the uncertainty avoidance-defensive silence relationship, because some industries may be inherently more sensitive and some positions may have more responsibility than others. Hence, Tanyaovalaksna (2016: 188) concluded that different professions in the healthcare industry have different perceptions of individual cultural values and silence. The assumption of the positive impact of uncertainty avoidance on prosocial silence was also supported. To manage uncertainty in organizations, employees with high uncertainty avoidance need to find and implement rules, policies, and procedures more than others. In this way, employees want to reduce the risks and incompatibilities. Employees' avoidance of making mistakes also indicates the motivation to protect the organization. Therefore, trying to make the processes more certain also has a prosocial motive for the organization.

It was predicted that collectivism contributes to the improvement of group and organizational performance, and collectivistic orientation affects acquiescent and defensive

silence negatively and prosocial silence positively. The effect of collectivism on employee silence is discussed in two different ways in the literature (Chou & Chang, 2017: 409). The first one points out that collectivism discourages employees' willingness to express their new ideas and perspectives while the second view advocates that collectivism promotes employee behaviors focused on maximizing collective performance and promoting the well-being of others, thereby encouraging employees to express their views, suggestions, and opinions that serve to improve community performance. This study's findings support the second view. Also, Gelfand et al. (2004: 454, 459), conclude that in societies with high collectivistic values, duties, and obligations are important determinants of social behavior. Tanyaovalaksna (2016: 150) found a positive relationship between collectivism and prosocial silence among Canadian health sector employees. Collectivism is associated with organizational citizenship and prosocial behavior (Moorman & Blakely, 1995: 127). Collectivistic values encourage keeping confidential and private issues about the organization for the benefit of the organization.

Similar to collectivism long-term orientation has been found to have a significant impact on employee silence dimensions. Long-term orientation has a positive impact on prosocial silence, and it has negative impacts on acquiescent and defensive silence. Supporting these results, Yu and Cable (2011: 63) found that long-term orientation was positively associated with cooperation and prosocial behaviors. Raynor and Entin (1982) concluded that those with a high future orientation have more achievement motivation (as cited in Ashkanasy et al., 2004: 292). Ashkanasy et al. (2004: 293) stated that individuals with higher future orientation are likely to participate in activities because of the value they place on the ultimate goals and for some future possible goals. It is also compatible with career expectations and individual career planning, as employees with a long-term orientation express their ideas, suggestions, and work-related concerns when necessary, produce solutions to problems, and remain silent for the benefit of the organization when necessary. Employees with a high long-term orientation are more likely to focus on being more successful in their jobs, considering better career planning.

In societies where masculine tendencies are high; competition, taking initiative, and rewarding performance are at the forefront. Masculinity is associated with expressing feelings and thoughts and supporting open and direct communication (Den Hartog, 2004: 405). In this study, masculinity was predicted to affect acquiescent silence negatively. Also, masculinity was predicted to affect defensive silence positively because of self-interest prioritization, but the results were not statistically significant. Knoll et al. (2021: 26), as a result of their research using employee silence data collected from more than 8 thousand employees, predicted that masculinity would be negatively related to acquiescent and defensive silence, but masculinity did not show a significant relationship with the dimensions of employee silence. At this point, researchers have concluded that cultural values such as masculinity constitute different or even contradictory results at individual and societal levels. However, masculinity showed a negative relationship with prosocial silence as predicted. Since masculinity was found to be closely related to personal benefit-cost and individual career success (Hofstede et al., 2010: 165, 170), it is induced that masculinity-oriented individuals may ignore the results for the benefit of the organization in line with their benefits and interests. Berdahl et al. (2018: 435) stated that high masculinity orientation is associated with higher stress levels and job-seeking intentions. Matos et al. (2018: 501) concluded that high masculinity-orientated cultures form a basis for the development of toxic leadership. Masculinity is closely related to career



development and business results. To achieve these results, masculinity-oriented individuals put too much effort into prioritizing individual benefits, and this makes to think that it comprises the potential to put the benefit of the organization to the background and even ignore the benefit of the organization when deemed necessary.

The impact of individual cultural values on employee silence motives has been discussed thus far. As a next step, the differences between the USA and Türkiye in individual cultural values-employee silence relationships were studied. In cultural research, Türkiye receives above-average values in the power distance dimension (Hofstede, 1980; GLOBE, 2020). Depending on this research, it was predicted that the effect of power distance on employee silence would be stronger in Türkiye than in the USA. As a result of the research, power distance orientation was found to be significantly higher in Türkiye than in the USA, in parallel with Hofstede's study and GLOBE data. However, in the Turkish sample, power distance orientation had no significant effect on acquiescent and defensive silence. In this regard, it is induced that the high value of power distance in Türkiye and the elements it brings, such as high hierarchy in organizations and centralization in decisions, are approached normal as they should be for employees, and these elements do not have a significant effect on creating employee silence. Kağıtçıbaşı (1970: 445) stated that respect for state and family authority in Türkiye express different aspects of the general norm of respect for authority and it is a fundamental rule of morality and virtue and a valued historical tradition. Therefore similarly, Daniels and Greguras, (2014: 1215) point out that people from high power distance cultures accept the circumstances as it is and prefer to maintain the status quo. Knoll et al. (2021: 6) emphasize that power cannot always be associated with fear. It has been stated that in cases of abuse of power, for example, abuse of power by managers may cause fear for employees, but trust in the institution, management, and position can be comforting for employees. In this regard, it is thought that in Türkiye, high power distance orientation and, accordingly, the high hierarchy in organizations and centralization in decisions are accepted as it is and taken as normal by the employees and as a result, may not have a significant effect on creating employee silence.

Another significant difference was found between Türkiye and the USA on the effect of long-term orientation on acquiescent and defensive silence. The effect of long-term orientation on defensive silence was significantly positive in Türkiye while it was negative in the USA. Caputo et al. (2019: 26) argued that people with long-term orientation tend to value the relationship rather than the result, and they tend to cooperate with others. Fu and Yukl (2000: 262-263), compared China and the USA on the effectiveness of influence tactics, and they found that in China which has a high future orientation, managers prefer relationship-oriented tactics such as giving gifts, whereas in the USA, which has a relatively short-term orientation, managers prefer persuasive tactics such as convincing and consultation. Accordingly, similar to the mentioned differences it is inferred that in Türkiye, long-term gains are perceived to be positively associated with silence. In contrast, in the USA, it is inferred that long-term gains in the workplace can be gained by voicing work-related suggestions and concerns instead of remaining silent.

Lastly, it has been found that masculinity negatively affects prosocial silence both in Türkiye and the USA, which is significantly higher in the USA than in Türkiye, as predicted. Kwon and Farndale (2020: 9) stated that the USA is culturally defined as one of the most typical masculine value-oriented countries related to performance orientation and

assertiveness, and they argued that these values increase the employee voice in organizations. Assertiveness which is one of the dimensions representing 'masculinity' in GLOBE, is a prominent skill in business especially in America and Western European countries, and it is one of the preferred values in Western cultures where competition is prominent in business life (Den Hartog, 2004: 415; Kwon & Farndale, 2020: 9). Employees with a high masculinity value orientation may remain silent in the face of work-related problems while seeking their benefit, and may not prefer to be prosocially silent by trying to prioritize their benefits. This is assured to be one of the reasons why the negative effect of masculinity on prosocial silence was higher in the USA.

In conclusion, this study examined and compared the relationships between individual cultural values and employee silence in two countries. Testing the moderator role of the country variable allowed multi-faceted comparisons. The moderating effect of the country variable revealed the similarities and differences in cultural values between the two countries.

### **5.1. Theoretical Implications**

This study has made several significant contributions to the literature. Firstly, in response to previous scholars' calls for more research to develop a better understanding and improve international research on employee silence (Knoll et al., 2021), this study contributes to the literature by identifying the way how individual cultural values impact employee silence motive, comparing these effects in the USA and Türkiye by introducing the county as a moderating mechanism between individual cultural values and employee silence. A model is designed to determine the individual cultural values causing employee silence and examine the concurrent moderation of country (TR vs USA). Few studies have provided empirical results that explicitly considered the five individual cultural values affecting employees' silence by taking into account the moderating effects of the county.

Secondly, the study adds to the literature by examining the impact of individual cultural values on the three dimensions of employee silence, whereas most studies focused on employee silence behavior as a single construct or with better-known acquiescent and defensive silence dimensions. Individual cultural values have different impacts on employees' different silence motives. This study contributes to the cultural studies literature by extending new empirical research regarding the effects of individual cultural values on different types of employee silence.

Thirdly, the concurrent moderation of county differences (TR vs USA) between individual cultural values and employee silence offers insights into how country differences impact the relationship between individual cultural values and employee silence, and practices to break detrimental silence and increase prosocial silence based on the individuals' cultural value tendencies in such a diversified workforce.

### **5.2. Practical implications**

The findings of this study suggest some implications for managers. The results indicate power distance increases acquiescent and defensive silence. In high power-distance-oriented companies, more decentralized organizational structures and decentralized decision-making processes would be more effective to give employees a voice. Self-managed teams would be formed to have the authority to make decisions to reduce silence (Huang et al., 2005: 476). Managers should encourage employees to participate in decision-making and express their

ideas, share information, and provide a more participative climate. Also, collectivism was found to mitigate detrimental silence while increasing pro-social silence. Moorman and Blakely (1995: 127) found that people with collectivistic values tend to display more organizational citizenship behavior. We suggest forming a “we” culture in the organizations by ensuring a harmonious environment that seeks both the benefit of the employees and the organization as well. Long-term orientation is another factor that has an impact on reducing detrimental silence and increasing pro-social silence. Organizations’ long-term oriented goals motivate employees to take part in achieving future goals and be included in the organization’s long-term plans. Thus, organizations are suggested to share the long-term organizational goals with employees in regular periods and motivate employees for these goals. Understanding these relationships can be valuable to organizations. Organizations may reduce the silence among their employees, and increase the organization’s performance and competitive advantage this way in an international environment with a diversified workforce.

### **5.3. Limitations and Future Research**

This study has some limitations that could be addressed in future research. The first limitation is the cross-sectional nature of the study which does not allow testing of the cause-effect relationships. Future studies might be conducted in a longitudinal design that would measure causal inferences. Second, the ‘individualism’, and ‘long-term orientation’ dimension values have been updated very recently (Hofstede Insights, 2023). However, this study was designed and executed depending on the cultural values both in the Hofstede Insights website (Hofstede Insights, September 2023) and Hofstede et al. (2010) from the very beginning to the end. Future studies might be conducted on the relationships depending on these dimensions' new values. In employee silence research, it is observed that pro-social silence is studied less frequently than acquiescent and defensive silence. In this study, four of five cultural values were found to be in significant relationship with pro-social silence. Pro-social silence represents an ethical behavior, it is recommended that studies on cultural values and variables containing ethical elements such as pro-social silence, employee voice, counterproductive work behaviors, whistleblowing, and social loafing will produce interesting results, and especially cross-cultural comparative studies in this regard will contribute to the literature.

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Appendix

Figure 2: Factor Analysis of Individual Cultural Values Scale

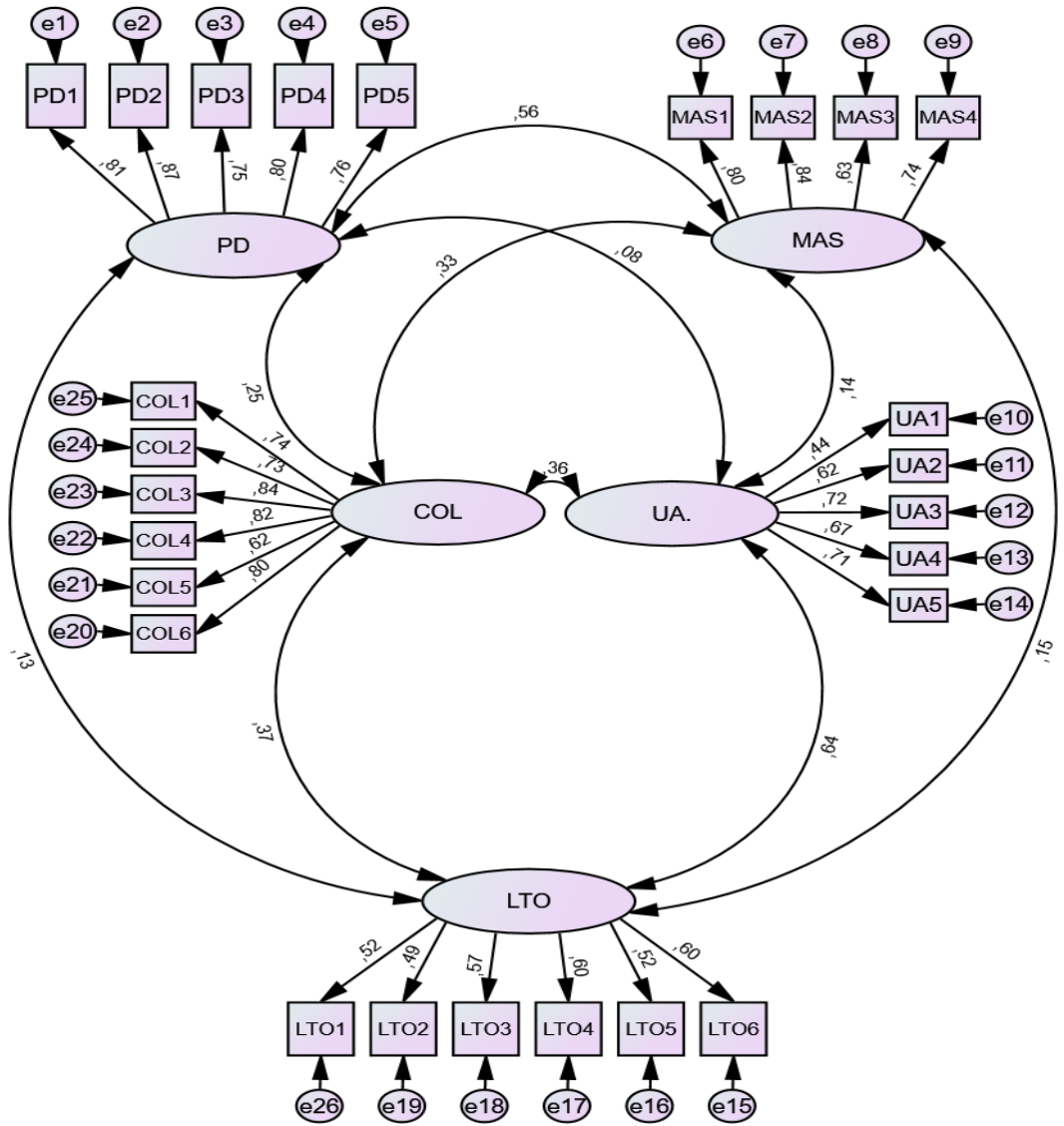




Figure 3: Factor Analysis of Employee Silence Scale

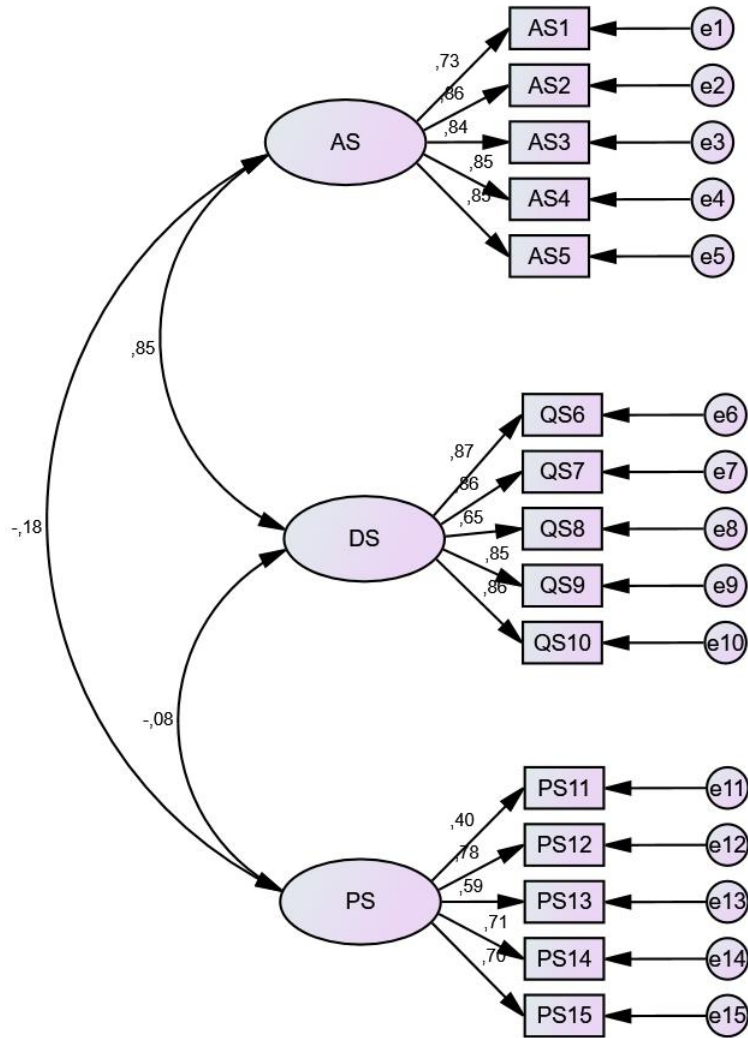


Figure 4: Path Analysis Model for the Effects of Individual Cultural Values on Employee Silence

