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**RELATIONSHIP BETWEEN ORGANIZATIONAL SILENCE AND
PSYCHOLOGICAL CAPITAL,
DIFFERENTIATION OF X AND Y GENERATIONS:
AN EXAMPLE IN A PUBLIC ORGANIZATION**

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ABSTRACT

RELATIONSHIP BETWEEN ORGANIZATIONAL SILENCE AND PSYCHOLOGICAL CAPITAL, DIFFERENTIATION OF X AND Y GENERATIONS: AN EXAMPLE OF A PUBLIC ORGANIZATION

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It is of great importance to increase productivity of employees in working (or business) life and to increase output results of organization. Employees' confidence in themselves, having a positive mindset, increasing their psychological capital which is defined as being patient and resilient in the face of problems, their willingness to come up with new ideas for the improvement of organization, reducing organizational silence by not hesitating to express themselves will increase the performance of the employees at the individual level and this will help organization achieve its goal. Taken business life today and the mandatory retirement age of 65 into consideration, it is seen that individuals from two generations, X and Y, mostly work together in business life. Generation X as more senior and experienced wants to guide generation Y. However, Generation Y is more dynamic and does not like old-fashioned working conditions. In addition, they accept developing technology more quickly than generation X. Generation X wants to have clear job descriptions and does not like changes.

In this research, the relationship between psychological capital, which members of organization have, and organizational silence will be examined. In addition, it will be tried to answer whether the X and Y generations differ in these two headings. Organizational Silence and Psychological Capital survey will be used in the

ÖNSÖZ

ÖRGÜTSEL SESSİZLİK VE PSİKOLOJİK SERMAYE ARASINDAKİ İLİŞKİ, X VE Y JENERASYONUNA GÖRE FARKLILAŞMASI; BİR KAMU KURULUŞU ÖRNEĞİ

Sümevra ÇİFTÇİ
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Çalışma hayatında, çalışanların verimliliğinin artırılması ve örgütün çıktı sonuçlarının yükseltilmesi çok büyük bir önem arz etmektedir. Çalışanların kendilerine güvenmeleri, her zaman olumlu düşünce yapısına sahip olmaları, sorunlar karşısında sabretmeleri ve dayanıklı olmaları olarak tanımlanan psikolojik sermayelerini artırmaları, örgütün iyileştirilmesi için yeni fikir ortaya çıkarma istekleri, kendilerini ifade etmekten çekinmemeleri ile örgütsel sessizliği azaltmaları bireysel düzeyde çalışan performansını artıracak ve bu da örgütün hedefine ulaşmasında yardım edecektir. Günümüzde çalışma hayatına bakıldığında, zorunlu emeklilik yaşının 65 olduğu kabul edilirse, iş hayatında çoğunlukla X ve Y olarak iki kuşağa mensup bireylerin birlikte çalıştığı görülmektedir. X kuşağı daha kıdemli ve tecrübe sahibi olarak Y kuşağına rehberlik etmek istemektedir. Ancak Y kuşağı daha dinamik olup, eski usul çalışma şartlarından hoşlanmamaktadır. Ayrıca gelişen teknolojiyi X kuşağına göre daha çabuk kabul etmektedirler. X kuşağı ise iş tanımlarının net olmasını istemekte ve değişiklikten hoşlanmamaktadır.

Bu araştırmamızda örgüt bireylerinin sahip oldukları psikolojik sermaye ile örgütsel sessizliğin ilişkisi incelenecektir. Ayrıca X ve Y kuşağının bu iki başlıkta farklılık gösterip göstermediğine cevap vermeye çalışılacaktır. Araştırmada Örgütsel

Sessizlik ve Psikolojik Sermaye anketi kullanılacak olup, anket bir bilim ve teknoloji sektöründe faaliyet gösteren bir kamu kuruluşuna uygulanacaktır.

Anahtar Kelimeler: Örgütsel Sessizlik, Psikolojik Sermaye, X Kuşığı, Y Kuşığı



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LIST OF ABBREVIATIONS

CFA	: Confirmatory Factor Analysis
EFA	: Explanatory Factor Analysis
KMO	: Kaiser Meyer Olkin
OS	: Organizational Silence
PsyCap	: Psychological Capital Concept
POB	: Positive Organizational Behavior
POS	: Positive Organizational Scholarship
SEM	: Structural Equation Modeling

CHAPTER I

INTRODUCTION

In today's business life, where competition is experienced at a high level, organizations can survive in the market by gaining competitive advantage with the capacity of their employees and the originality of their employees' ideas. Considering that lots of organizations compete in the same sector, organizations that want to provide a better service to their consumers, need the knowledge and experience of their employees. It is seen that organizations that have a competitive advantage use their human capital well by taking the opinions of their employees and including them in decision-making processes. The employee, who feels that he/she is valued and sees that he/she has an important place in the organization, will increase his/her sense of belonging to the organization, he/she will start to trust himself/herself more and will not hesitate to make sacrifices related to his/her job when necessary. However, if the companies do not use human capital effectively and surpasses their employees with authority, the companies will face one of the biggest problems of today which called act of silence (Morrison & Milliken, 2000).

Although the word capital comes to mind as an economic concept, in fact, capital appears in different sub-dimensions in the literature. These are economic, human, social and psychological capital (Luthans & Youssef, 2004). When considered in the long term, effectively used human capital, employees social and psychological capital will cause an increase in economic capital in organizations. So, it would be wise to give priority to people and their capacities for the economic development of organizations. In literature, psychological capital generally emerges as a positive concept. According to the Luthans (2007), psychological capital can be explained as the positive psychological state of an individual's development. It has various dimensions that have been sized within the framework of the concept of psychological capital and are still being developed by researchers on the subject. Among these, employees' levels of hope, self-efficacy, resiliency, and optimism are referred to as the

psychological capital of individuals. Self-efficacy is the belief that employees can use their motivation and cognitive resources effectively against the events they experience and solve the problems they encounter in this way (Stajkovic & Luthans, 1998b). The hope sub-dimensions have been defined as the path and energy that guide individuals towards a goal in achieving success by Snyder (1991). Optimism is the expectation that good things will happen in life on the way to achieve individuals' goals. (Carver, 2002) The last component resiliency can be described as the ability of the individual to cope with all difficulties, resist and adapt it, and attitude towards psychological pressures (Luthans, 2002). Luthans et al. (2007) suggested that the aforementioned sub-dimensions are found in all employees and that these are improvable.

Organizations will also achieve success by bringing a new difference to the market that progresses in similar conditions. In the emergence of innovation, it will be beneficial for the employees to express their ideas without any restrictions. While the employees refrain from expressing their opinions, they show an act of silence. Silence in organizations occurs as employees refrain from expressing their knowledge, ideas, thoughts and suggestions that will enable remedial activities in organizational structures, revealing existing defects and making new breakthroughs. Silence can emerge as an act of accepting something under pressure, or an act of protest to an event in a conscious action. The silence of employees can be chosen for different reasons. Firstly, employees see silence as acquiescent behavior and they can choose to remain silent, thinking it won't make a difference even if they speak. Secondly, employees consciously prefer to remain silent in order to protect themselves from external threats and show defensive behavior (Pinder & Harlos, 2001). And lastly, employees can remain silent for the benefit of the organization (Dyne, 2003). As forementioned employees can remain silent by not caring, as they show the act of silence being suppressed by their superiors. Although this kind of silence is not encouraged, if it shows this behavior for the benefit of the organization and especially the employees' silence in sharing the confidential information of the organization, such behavior can be supported.

Many studies have been conducted in the literature to reduce silence, which has a great negative impact on organizations. In this study, it has been tried to understand how psychological capital, which has a positive meaning, affects the negativity of

silence. In the literature, there are studies that examine the relationships between the two concepts, both main headings and with their sub-dimensions. Studies have found that there is generally a negative relationship between psychological capital and organizational silence. In addition, in the study of Oruç (2018) which examines the relationship between psychological capital and sub-dimensions of organizational silence, it was observed that there is a positive relationship between capital and defensive silence contrary to expectations. When the literature is examined, it is seen that there is not enough emphasis on the differentiation of the two concepts between generations. It is important to see whether the Generations X and Y, which have the largest share in today's working life, differ in terms of silence behavior and the psychological capital they have. It will enable us to understand the future generations demands who will enter the working life in the future. In this direction, organizations that organize their action plans by knowing their employees will gain a great competitive advantage.

In this study, the concepts of Generation, Organizational Silence and Psychological Capital were examined and presented under Literature Review chapter. In the first sub-detail of this chapter, Organizational Silence, is explained primarily by including the definitions of sound and silence. Later, the history, forms, theories, types of silence, consequences of silence are mentioned. The sub-head was finalized by mentioning the studies that examine the relationship between organizational silence and other literature concepts such as organizational citizenship, burnout, organizational commitment, job satisfaction, performance, etc. In the second sub-detail, the concept of psychological capital, its sub-dimensions and the research in the literature related to the concept are presented. In the third sub-detail the concept of Generation is mentioned and the Generations X and Y to be used in the study are examined under detailed. In the continuing chapter, the analysis of a survey conducted in a public institution is made. The demographic statistics of the participants were examined first in the analysis. Then the collected data were tested in line with the Structural Equation Model (SEM). The accuracy of 9 hypotheses was tested in the analyzes. In the conclusion part, the results of the analysis and the reasons that may cause this will be evaluated. Suggestions will be made to the role of psychological capital in reducing organizational silence and the behavioral attitudes of generations on this issue.

1.1. OBJECTIVES OF STUDY

This study will examine the relationship between psychological capital and organizational silence and differentiation of these two concepts on the X and Y generations. It is important that the survey subject to the research is conducted in a public institution operating in the science and technology sector. As it is known, it is very important to come up with new ideas in the science and technology sector. New ideas will lead to the emergence of new inventions and this will help the development of the country first and then the world. The aim of this study is to investigate the existence of silence behavior in an organization operating in this sector, and if so, to what extent this silence is related to their psychological capital. In this direction, it can be seen to what extent people's psychological capital increase can benefit the loss of silence and the emergence of new ideas in case of silence behavior. In addition, it is aimed to reveal to what extent the generations in working life, acts of silence and psychological capital dimensions differ. Understanding the perspective of the generations in today's business life and observing the effect of their psychological capital on this silence will help organizations to guide the new generations who will enter the business life in the future.

CHAPTER II

LITERATURE REVIEW

The chapter reviews the literature which is related to the study variables with the aim of outlining the theoretical and conceptual scope. In the chapter, firstly, the concept of Generation and especially X and Y generations, which are the subject of the research, will be briefly mentioned. Then, the emergence and development of organizational silence and psychological capital in the literature and the studies in which these concepts are included in the literature will be included. Finally, the concepts that are the subject of the study will be explained by giving examples from the studies in the literature.

2.1. ORGANIZATIONAL SILENCE

Organizations depend on collective endeavors rather than individual effort. Communication is the transfer of emotions, thoughts, and information from person to person in every conceivable way. Taken this definition into consideration, it can be assumed that communication is highly intense in organizations. The high level of communication among participants/employees in the organization employees increases the chance of achieving goals (Richards, 2019).

Organizational silence is defined as the inability of employees to consciously express their opinions on technical or behavioral issues related to their work and workplace for the sake of development (Morrison & Milliken, 2000). Through conceiving this definition, silence might occur in two ways. An employee either does not feel a sincere desire to change the present circumstances or does not inform superiors of the ideas that might change the conditions. The concept of silence is described in the Cambridge dictionary as a state of no noise. Silence is often conceptually perceived as a form of passive behavior. However, this behavior might assume both passive and active forms of behavior. One might accept a current situation which exemplifies a passive kind of behavior or he/she actively rebels and reject what is happening (Scott, 1993). Silence and sound are intertwined forms of communication

that minimize each other's existence. The concept of employee speech is studied by different Scholars in the literature. In 2000, Morrison and Milliken coined the term “organizational silence” by removing the definition of silence from defining it only as the absence of noise. Morrison and Milliken (2000) explain organizational silence as “a consequence of manager’s attitudes and beliefs”. According to this view, people are lazy by nature and the fear of managers’ feedbacks results in “organizational silence.” Employees may prefer to be silent due to the fearful effect of speaking up, they may think there will be no change when they tell their opinion, or they may feel threatened by person who supposed to talk.

Pinder and Harlos (2001) mentioned organizational silence as a situation in which employees communicate with themselves. According to McGowan (2003), employees have some problems in transferring their interest to other party on individual and organizational issues. Henriksen and Dayton (2006) add a little movement to the definition of silence and defined organizational silence as showing small reactions to problems the organization faced. Jensen stated that silence has five dualistic functions (quoted in Pinder and Harlos, 2001). These are,

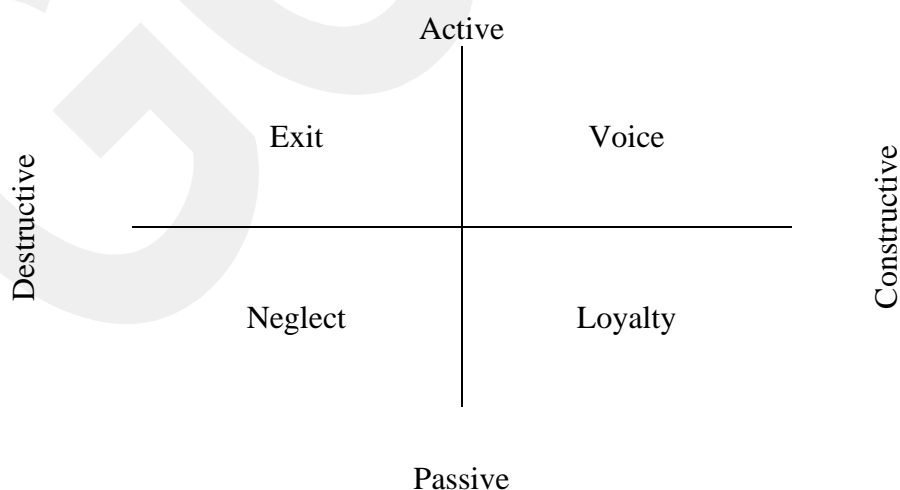
- i. Silence both brings people together and pushes them apart.
- ii. It can both harm and heal people.
- iii. It provides and hides information.
- iv. It signals deep thought and/ or no thought.
- v. It can convey both assent and dissent.

As can be seen from these functions, silence has astonishingly opposite meanings. On the other hand, Beer and Eisenstat (2002) regarded organizational silence as a disease and said that it occurs in the following ways.

- One-way progression of organizational communication from top to down.
- Lack of effectiveness of senior management team
- Poor vertical communication.
- Poor coordination across functions, businesses or borders.
- Inadequate down-the-line leadership skills.
- Unclear strategy and conflicting priorities.

When the concept of silence is examined in terms of its historical process, Brinsfield et al. (2009) named the period 1970–1980 as the initial wave, the second wave between 1980-2000 and the post-2000 period as the current wave and divided it into three periods. The first study on this field in the literature was conducted by Hirschman in 1970 at initial wave. Hirschman (1970) was a forerunner of voice research and he first explained the concept of voice in organizations and he put the voice as a response. According to Hirschman (1970), when employees are dissatisfied with their organization, they show acts of exit, voice, and loyalty. In Hirschman's studies, it is seen that the concept of silence is passive and is used synonymously with the third variable, loyalty. As can be understood from here, Hirschman explains the concept of silence while explaining loyalty. In 1982 Rusbult, Zembrodt, and Gunn added neglect response to Hirschman's studies, and they introduced a quadruple structure to literature. Farrell (1983) expanded these studies and these acts were placed in the constructive / destructive dimension and the passive / active dimension. To Farrell, as can be seen from Fig. 1, the Voice response is defined as an active and constructive action. At this point, Brinsfield et. al. (2009) draws attention that there is an opposite attitude towards "voice" in the studies of Hirschman (1970) and Farrell (1983). While Hirschman explained silence as a constructive response, thinking as same as loyalty, Farrell considered silence as the opposite of voice and described it as destructive.

Figure 1 Employee Responses to Unsatisfied Events



Source: (Hagedoorn, Van Yperen, Van De Vliert, & Buunk, 1999)

Hagedorn et al. (1999) also stated voice response should be divided into two forms as considerate and aggressive voice. Considerate voice consists of the employee trying to solve the problem by considering her own and the organizations concerns, while the aggressive voice consists of only efforts to win without considering the concerns of the organization. Another study on this topic which was “candle effect” was put forward in first period by Tesser et al. According to this study, employees do not have a problem in conveying good content messages in the organization, while they don’t want to be transmitted negative messages because bad content messages will create negativity on the other side. That is why employees are not prone to make a sound because they are afraid of external reactions. Neumann (1974) also stated that people would say their opinions if they were to be dominant in the organization; otherwise, they would remain silent. In the second wave, 1980s, studies on organizational silence concept proliferated and those studies examined the reasons behind employees’ preference to remain silent in the light of research. Contrary to the general belief in the literature, Cohen (1990) stated that keeping silent does not always mean acceptance but may also have different meanings. He researched what silence might mean among employees who are abusive or unfairly treated (Pinder & Harlos, 2001). During the period, voice and silence started to be associated with concepts such as whistleblowing, issue selling and complaining. In the late 1990s, two important concepts related to silence, deaf ear syndrome, and social ostracism were developed. Also, organizational justice and organizational citizenship studies were mostly associated with this period. (Brinsfield, Edwards, & Greenberg, 2009) In the 2000s, which called current wave, the concept of voice and silence has been studied in a broader context. Morrison and Milliken (2000), Pinder and Harlos (2001) and Dyne (2003) have made significant contributions to understanding silence and voice concepts and they have provided important sources to literature. Common to many studies, it is considered that silence is not only absence of voice, but also more meaningful.

The first issue that should be examined related to the concept of organizational silence is “how silence was learned”. The general belief in the spread of silence is that one employee can learn from another. So, how did the first person stay silent? Employees first learn the silence when they are warned by their supervisor when they share a new idea, and they are asked not to express thoughts. The employee slowly

begins to stay away from telling ideas since there is always a risk of bad returns from his/her superiors every time when they state an idea. Another reason of silence is the risk of being ignored, even though there is no difficulty in expressing an opinion. Supervisors don't take ideas seriously if the employee who came out with ideas has not experience enough. They care about experience more than ideas effectiveness. The reasons for silence were classified by several studies carried out by Milliken vd. (2003), Premeaux (2001), Pinder and Harlos (2001), Bowen and Blackmon (2003), Çakıcı (2010). Considering the general studies, the reasons for silence are classified as individual, organizational and managerial.

Individual reasons include employees' prejudices, experiences, and risks they face. People remain silent for the reasons described below and do not feel part of organization by isolating themselves.

Lack of trust in managers: According to Morrison and Milliken (2000), although employees know the problems and solutions within organization, they cannot express them because they do not trust their managers. In the eyes of the personnel, supervisor is the person who has the power and can prevent people from moving forward within the organization. Therefore, they direct their views to managers as far as they can. Employees filter out the output they convey to their managers so that they do not encounter a negative result.

Past experiences: If employees have a negative experience while expressing their opinions, they might hesitate to express their opinions in the next situation (Bowen & Blackmon, 2003). These experiences may be not only the experience of the employee themselves, but also the experiences observed by other employees. Employees give up not only with bad experiences, but whatever they do because they cannot change some events and become indifferent to the events related to the organization. Employees can choose silence not only because of bad experiences, but also when they see that what they do is not changing organizational events (Batmunkh, 2011).

Damaged relationship: When employees tell their supervisors something negative about their colleagues, they fear that their relationship with their colleagues might deteriorate. Two kinds of silence emerge at that point. The first is silence for

protection because he/she is afraid of another colleague's reaction, and the second is to protect other colleagues because they are emotionally close to them (Milliken, 2003).

Fear of isolation: The belonging, which is the third step of Maslow's hierarchy law, is also valid for organizations. Employees want to be supported by their colleagues in the organization and they avoid being perceived as someone who complains and causes problems with the fear of loneliness. (Milliken, 2003)

Speech appears to be risky: Although employees believe in themselves, they are afraid of expressing any opinion about organizational issues (Premeaux & Bedeian, 2003). The most important reasons for this are fear of exclusion, not being promoted or not wanting to face mobbing.

Personality characteristics: It is possible to encounter different behaviors in organizations to similar environments and similar events. Employees' beliefs, values, moods, thoughts influence whether people choose silence or not. Five major traits underlie personality, according to psychologists. They are introversion/extroversion, openness, conscientiousness, agreeableness, and neuroticism. (Burger, 2006) In addition to these five personality characteristics, Çakıcı (2010) also included other characteristics such as low level of success requirement, low level of self-esteem and being focused on external control.

Mobbing: According to Leymann (1996), mobbing is a systematic psychological harassment against a person in business life. Employees tend to be quiet when they are constantly exposed to criticism, negative treatment, humiliation, mock, mark, and exclusion. Mobbing might be done by people with the same status or by senior management. Authorized managers try to push employee to silence by intimidating their powers and establishing physiological pressure when they encounter a situation they do not want. (Budak, 2015) Sexual harassment takes an important place in silence, too. Especially in conservative societies, it is considered embarrassing to say this and the act of silence takes place because it is fearful to be shown with a finger.

Demographic characteristics: In the literature, personal reasons that affect silence such as education, age, gender, and experience have been examined, too. As people get older, behavior in working life may change. In Çakıcı's study (2007)

differences were observed among late, middle-aged, and elderly people. With the advancement of age, behavior of keeping silent seems to decrease. According to another study, while young people do not remain silent due to urge to show themselves and compete, the level of obedience and silence of the elderly people are high (Sürgevil & Özgen, 2009). Gender, another reason that influences silence, varies according to research. Although different outputs have emerged, mostly women tend to remain more silent due to reasons such as patriarchal society, maternal role etc. Belenkey et al. (1997), West and Zimmerman (2002) observed that women were quieter than men, although they were encouraged, whereas Çakıcı (2010) claimed that women were more sensitive than men towards organizational silence. Education, which is one of the factors affecting silence, enhances communication and self-expression of individuals. An increase in education level leads to decrease in silence. Employees with low level of education choose to remain silent because they cannot easily show their knowledge on a particular subject and they might lose their confidence and keep silence (Taşkıran, 2010). Finally experience refers to learning and expertise process. Milliken (2003) stated that inexperienced employees prefer silence more than experienced ones. Inexperience may be due to being young, starting a new business or not having a lower position. Experience can be examined in two ways, professional and interpersonal. While professional experience can increase with employee's personal determination and learning capacity, interpersonal experience is gained quickly by individuals' extraversion and communication skills.

Managerial reasons can be attributed to the two main factors which are "fear of negative feedback of managers" and "implicit beliefs of managers" These reasons make bottom-up information flow unreliable.

Fear of Negative Feedback of Managers: Managers do not want to get negative feedback from their personnel in general, whether it is business or personal. Managers feel inadequate, incompetent, and even in danger due to negative feedback and they try to avoid negative feedback through ignoring, rejecting or undermining reliability of the source (Ilgen, Fisher, & Taylor, 1979). Efforts of managers to prevent their own negativities lead to their employees to lose their voice.

Implicit Beliefs of Managers: One of the implicit beliefs that managers have is that employees are selfish and unreliable. According to managers in this belief, which is

similar to McGregor's X-Y Theory,¹ employees always endeavor to maximize their own interests. When employees do not want to do a job, they will oppose the organization and put the organization in trouble. Therefore, managers do not convey employees' opinions to top management. The second belief is that managers always say that "I know the best". Employees, accordingly, must follow their managers' orders and not question them. Managers always try to impose on employees that they know better and are right because they are managers. The last belief is that voices are thought to be disruptive for organization. Managers do not like different views because they are afraid of the breakdown of general order. Even those with same opinion might be seen as suspicious. In other words, differences in the organization are not seen as asset but as elements that must be reduced. (Morrison & Milliken, 2000). As a result, these thoughts and restriction of the executives push employees to silence.

Aforementioned individual and managerial reasons aside, organizational factors also affect employees' decision to be silent in organizations. These reasons are as follows.

Organizational Culture: In organizations, employees' emotions, beliefs, attitudes, and interactions with each other within the framework of certain rules and expectations are called as organizational culture. Organizational culture does not only depend on written rules, but it is also shaped by the life philosophy of the managers, the number of employees who think the same, the origins of the employees, and the geographical location where the organization is established. If employees think that their opinions are against a particular organizational culture, they will tend to remain silent (Gilbert, Stead, & Ivancevich, 1999).

Culture of Injustice: This concept, which was brought to the literature by Harlos (1999), emerges with the combination of the concepts of poor communication, favoritism, authoritarian management style, low performance, competitive environment, and high centralization (Brinsfield, 2009). According to the theory of justice, developed by Adams, employees compare their gains with the effort they put

¹ He refers to two styles of management; if the members of the team dislike their work and have little motivation, managers are micromanaging people's work to ensure that it gets done properly, which is Theory X. If the managers believe that employees take pride in their work and see it as a challenge, then they'll more likely adopt a participative management style in Theory Y. See more: "The Human Side of Enterprise"

into organization. At the end of this comparison, if effort is more than gain, organization is described as unjust for the employee. Employees expect wages, status etc. for their efforts. Pinder and Harlos (2001) also conceptualized silence as a reaction to injustice, that is, employees prefer to remain silent when injustice prevail among employees in organization.

Climate of Silence: This concept refers to a situation when employees of organization look for a problem's solution by staying in their own activity area and not communicating with other areas. Morrison and Milliken (2000) claimed that climate of silence emerged in two ways. First, employees think that speaking is unnecessary because they are not taken seriously when they tell their opinions and thoughts about any problem. Secondly, their speeches are dangerous and can be used against themselves. As a result, employees choose silent. Employees' hesitation to tell what they know about certain issues, even if they know facts, and keeping their opinions secret cause harm to transparent management and communication concepts (Vakola, 2005).

Hierarchical Structure: In some organizations, hierarchical structure limits communication with superiors. Controversial issues such as management problems, ethical problems, improvement suggestions, and work conditions are discussed by employees, but these discussions are not presented to senior supervisors or they are filtered by junior supervisors. In organizations where vertical variation is high, the difference between employees and managers in upper and lower levels is more evident. Communication from bottom to top further decrease. Employees who think that their ideas are not conveyed to senior managers might lose their trust to organization (Morrison & Milliken, 2000). If trust disappears, sound will disappear, too.

Organizational Socialization: Organizational socialization is the process of turning a rookie to an effective employee with required knowledge and behavior. In this process, new employees get used to organization. They become loyal to organization and act as members of organization (Ashforth, Saks, & Lee, 1997). Socialization has an important role for new employees to easily reach organizational goals and adapt to organizational culture. However, if silence prevails in organizational culture, new employees will accept silence by adapting to the culture, even if they want to say something new or different.

As a result, even if people decide to remain silent in the first place, organizations and especially managers reinforce the implementation of this behavior.

2.1.1. Forms of Silence

Employee's conscious behavior of staying silent is manifested in various ways. Sometimes employees are passive or unable to speak, and sometimes they try to avoid standing out due to of the anxiety and fear. The forms of silence can be classified as Employee Obedience, Deaf Ear Syndrome, Passive and Consenting Behavior, Withdrawal and Orientation to Other Behaviors (Pinder & Harlos, 2001; Bildik, 2009).

Employee Obedience is acceptance of employees without complaint, regardless of their circumstances. Being a form of silence aside, it is indeed a deeper situation than silence. Obedient employees are less conscious of their silence and they are less willing to make a sound. In traditional organizational structures, obedience is considered as support to authority, and it is the symbol of loyalty to organization (Hirschman, 1970). Milliken's research has shown that traditional organizations are intolerant of dissenting opinions and employees are punished if they declare opposing views. It can be said that the organization tries to eliminate the opposite voice by putting more pressure, especially if the opposition comes from the minority. Therefore, employees who fear will be more inclined to obey (Pinder & Harlos, 2001).

Deaf ear syndrome is the inability of employees to respond directly or indirectly to problems in organizations (Pinder & Harlos, 2001). Employees in organizations start to play three monkeys, so to speak, they think that if they react, they will be targeted by other employees and managers. Especially in the modern world, people fear that their ideas, their negative beliefs may spread easily with the technology and they cannot erase it again So, they choose this behavior as an easiest way. This behavior in organizations occurs when the concept of organizational culture and intra-organizational justice is not sufficiently developed (Çakıcı, 2010). Peirce et al., (1998) stated that this syndrome consists of three factors.

- i. Insufficient corporate policies and indefinite notices.
- ii. Blaming the aggrieved, making distinctions, ignoring the attack, maybe even retaliating.

- iii. Organizational characteristics seen in traditional patriarchal organizations.

Passive and Consenting Behavior shows some employees are indifferent to illegal, immoral behavior of others. Beyond this, in some cases, they supported this illegal behavior by smiling and nodding just to seem cooperative (Pinder & Harlos, 2001). In addition to consenting to the current situation, employees feel that even if they give any notice, it will not make any difference.

The employee silence can show itself in the form of *self-protection, withdrawal, and orientation to other behaviors* (Dyne, 2003). Employees also do not declare new ideas that may play a role in the development of organizations, as they feel that they will be punished if they speak or that what is spoken will make no difference. After a certain period, the employees will withdraw themselves, won't be satisfied with their work, tend to be absent, and their interest to the work will end.

While these behaviors do harm to individuals, they do more harm to organizations than to individuals. Because, when one employee's contribution to job declines, the organization's output will decrease significantly in this direction.

2.1.2. Theories of Silence

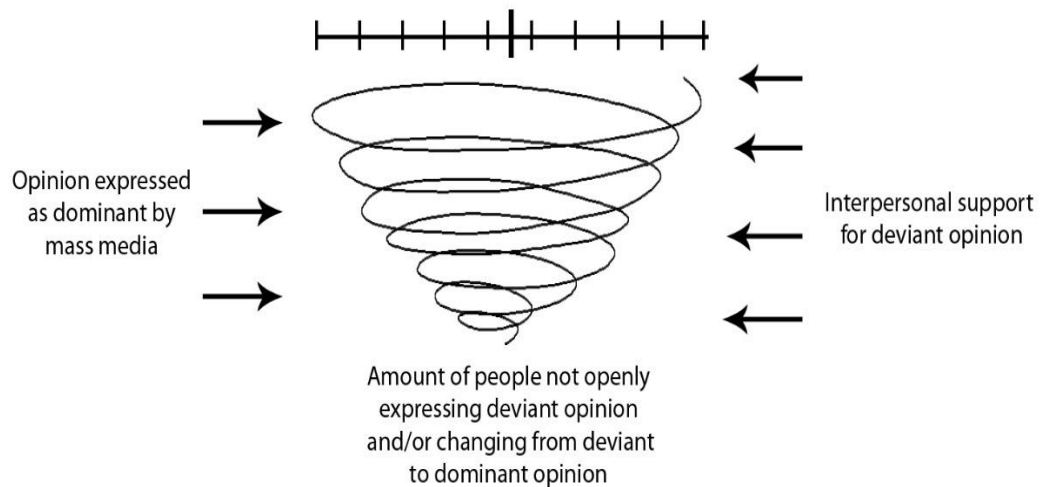
There have been various theories to explain reasons for employees to remain silent which will be explained below.

Concept of *cost-benefit analysis* first appears in minds as a financial term. This analysis evaluates investment projects from an economic point of view and ensures the maximum level of benefits. However, that is not to say that the assumptions of this analysis are not confined to economics. It is also frequently applied in Social Sciences. According to the cost-benefit analysis, employees calculate which action would be more beneficial to them when performing the act of voice or silence within an organization. They analyze and calculate the cost that will be obtained if actions are performed and the loss that will occur if they are not done (Premeaux, 2001). Direct costs are a waste of energy and time, while indirect costs are a loss of promotion, loss of reputation and image, internal conflicts, disregard of ideas and opinions, and loss of jobs (Premeaux & Bedeian, 2003).

According to *expectancy theory* which was developed by Vroom (1964), individuals consider their own personal characteristics and environmental factors when choosing among a variety of behavioral options. If they think that the effort spent on showing the behavior will result in positive results, they will continue this behavior. the person will choose silence if they receive negative feedback from his/her manager as a result of a particular behavior. According to Vroom (1964), the employee's past experiences, practical intelligence, the degree to be able to perceive and do the task quickly and completely, work-related observations and perceptions, internal and external rewards he/she received from his/her previous effort are the factors that affect the employee's motivation. In the sub-detail of this theory, employees perform cost-benefit analysis as well and consider whether the rewards they expect are worth the effort. The basis of this theory lies in the belief that individuals can achieve what they want, how much the desired thing is desired, and what to do to achieve the goal.

Spiral of silence was revealed by Neumann in 1975. According to this theory, when there is a contradiction between values of an employee and the society, he/she lives in that employee will cease to speak his/her opinions. In the contrary case, if there is a convergence between value systems then they tell their own opinions. In theory, employees choose not to express their thoughts just because they think that there is a risk to be excluded. Therefore, they feel the need to hide their own thoughts when they believe they are in the minority. The spiral of silence also prevents in-group discussions or new ideas to flourish all of which are necessary for an organization to develop itself. Employees' lack of honesty in explaining their ideas is due to factors (fear of exclusion) in the horizontal part of the spiral developed by Bowen and Blackmon. Individuals go through this spiral within the organization and make the decision to remain silent or speak (Bowen & Blackmon, 2003).

Figure 2 - Spiral of Silence



Elisabeth Noelle-Neumann's Spiral of Silence

Source: *ENN Spiral of Silence* (Noelle-neumann, 1993)

In conclusion, the spiral of silence is about assessing the level of public support for the opinion before declaring this. For the continuation of the spiral, it is necessary to understand weak society support feel the danger of isolation.

People are generally prone to agree with the majority, even if they don't fully comply with them. Hating being minority can be attributed to two reasons. First, employees generally think that majority is correct though they are not. Second, employees believe that they might be rejected because of their status as a minority. At that stage, some employees keep quiet although they know something which can affect the success of organization. some of employees are also self-monitoring. In the *self-monitoring theory*, first mentioned by Snyder in 1974, individuals adapt themselves according to needs of society, which they belong. People can easily adapt to this flexibility under changing conditions. Individuals with high level of this behavior monitoring and analyzing society and use small cues to make a good impression on the public. In addition, those who have a high level of adaptation cannot express their real thoughts, they adopt whatever thought is in the society as their own (Bowen & Blackmon, 2003). These employees are not fully trusted by their supervisors, although they are consciously employed in organizations. Despite this, employees see this behavior as an easy way to win. Self-adaptational behavior is especially observed in societies with high social norms and rules. Individuals with low self-monitoring are stigmatized as indiscreet in society because they live as they please. However, there is

consistency between the personalities in their social lives and their own original personalities (Barlı, 2008).

According to the *abilene paradox* developed by Harvey (1988), individuals consider wishes of other group members and feel compelled to act jointly, even though their thoughts are not the same as the group they are in. The classic Abilene paradox is as follows; nobody in the organization wants to go the 53-mile road until Abilene. Because the car journey might be very troublesome, the food and the environment are not good in the destination. However, nobody speaks and says that they do not want to go. After returning from this dissatisfied journey, everyone is angry and begins to blame the other colleague for not talking but no one is individually guilty because no one speaks. The closure of communication networks within the organization is one of the factors for the formation of the Abilene paradox. Although the problems within the organization were noticed, the employees preferred to join the majority group instead of putting forward their individual opinions in order to improve and develop the processes due to the fact that intra-organizational communication was not progressing correctly. In short, employees can hide their ideas for fear of being isolated by other members of the organization and may prefer to remain silent for the same reasons, even if they have an opinion likely to be approved by everyone in the organization.

The planned behavior theory is the developed form of the Thoughtful Action Theory developed by Ajzen and Fishbein; it is called an intention to determine whether a person will realize any behavior or not. In this theory, it is behaviors that are not under the control of the person, but that are directed towards a purpose (Ajzen, 1985). Planned behavior theory, states that are six constructs that collectively effective on an individual's behavior to shape. These are attitudes, behavioral intention, subjective norms, social norms, perceived power, and perceived behavioral control. Attitudes refers to degree of individual's negative or positive evaluation on interested behavior. Intention refers to the motivational factors that affect an interested behavior. Subjective norms refer to the belief about whether people which around him/her approve or disapprove the interested behavior. Social norms are the code of society. Perceived power can be explained as the perceived presence of factors that ease or hinder to behavior. And lastly, perceived behavioral control expresses the perception of the ease or difficulty of performing the behavior that one is interested in. (LaMorte,

2019) As a result of all this, employees think again and again about their ideas from their and organizational aspects, finally choose silence.

2.1.3. Types about Silence

We can find many applications of silence in the literature. Bruneau (1973) associated silence with pragmatic silence, which points out that individuals refrain from expressing their own ideas for strategic purposes. Bruneau has studied silence under 3 titles as psycho-linguistic, interactive, and socio-cultural. To Pinder and Harlos (2001), silence occurs in two ways through the effect of different emotions. These are quiescence silence and acquiescence silence. Dyne, Ang and Botero (2003) benefited from the research of Pinder and Harlos' (2001) and developed these studies. They studied silence in three titles as acquiescent, defensive, and pro-social.

2.1.3.1. Acquiescent Silence

Acquiescent silence occurs when employees keep their ideas, information, and thoughts to themselves which might improve their organization, through "acceptance behavior". Those people accept current situation, intentionally show passive behavior, and do not attempt to change the situation (Van Dyne, Ang, & Botero, 2003).

Employees show this behavior with the opinion that even if they talk, there will be no difference. At first, employees often state their ideas, but after a certain period of time they see that their ideas do not make a difference. Therefore, they slowly accept the situation. In the end, they see themselves as incompetent, and give up ideas, even in situations that might make a difference (Van Dyne et al., 2003). This kind of silence is often seen in those who employee with reckless behavior. Employees eventually make no effort to declare any ideas, they are not an effective participant, and they are reluctant to change the situation. These employees use the phrase "The stone that lieth not in my way, need not offend me". Therefore, it is assumed that there is a relationship between acquiescent silence and learned helplessness. In learned helplessness, individuals lose their ability to react against events they do not approve. In acquiescent silence, they also lose their ability to make sounds even in situations that would normally sound (Seligman, 1960). The aforementioned abilene paradox can be example of this type of silence. People do something they do not want by not telling their own thoughts. A second example of this type of silence is "unaware of the majority". Each individual think that only his/her view is different in the face of a

dissatisfied situation, that is why instead of saying their own opinion, they comply with the wrong idea. In reality, nobody is satisfied with the situation, but they don't want to be the first to speak and be the target of arrows, so they remain silent. In this situation managers perceive silence as support and keep doing what they already do (Harvey, 1988).

Acquiescent silence can also be considered as a form of authority and oppression. In organizations, when a manager silences employee because of their opinion, this will cause them to remain silent in those who have the same opinion. If employees are frequently ordered to remain silent, they will not want it, even if they are asked to speak. Especially in R&D organizations where productivity must be at the highest level, this behavior might cause negative results.

2.1.3.2. Defensive Silence

Defensive silence was defined as calm silence in Pinder and Harlos (2001). In their research, they drew attention particularly to the concept of personal fear. According to the works of Dyne et al. (2003), Pinder, Harlos (2001), Morrison and Milliken (2000), defensive silence was defined as the deliberate hiding of people's thoughts for the purpose of protecting themselves based on fear. The precondition for talking about work is psychological security and the opportunity to talk. In organizations, however, there are strict norms that prevent people from saying what they feel or think. The factors that threaten people's safety and create fear reveal another form of silence. Defensive silence is the conscious behavior through which individuals protect themselves from external threats. Employees prefer to remain silent for fear of not being promoted, of being perceived as incompetent, and of diminishing supervisor support. In this type of silence, employees are aware of alternatives, but they deliberately demonstrate this behavior. This might be the best personal strategy in a given time frame. Dyne said that the "candle effect" could be an example of this type of silence. Candle effect assumes that, employees feel uncomfortable about reporting negative news to their supervisors (Van Dyne et al, 2003). Defensive silence is especially dangerous when it creates a tendency to hide their own mistakes. Employees who are afraid of their personal shortcomings and faults will tend to hide them and organization will suffer (Detert & Burris, 2007).

As can be seen, the biggest difference between Acquiescent Silence and Defensive Silence is whether the act of silence is forced from the outside or free will exists. As a result, defensive silence is more active than acquiescent silence (Pinder & Harlos, 2001).

2.1.3.3.Pro-Social Silence

Pro-social Silence can be explained as the employees not speaking their own ideas and opinions with their free will for the benefit of the organizations. While Acquiescent Silence and Defensive Silence was brought to the literature by Morrison, Milliken (2000) and Pinder, Harlos (2001), this type of silence entered the literature by Van Dyne in 2003.

Pro-social silence also shows proactive behavior like defensive. However, unlike defensive silence, the individual is worried and afraid for others instead of themselves. Employees here choose to remain silent with the intention of protecting either the company or another employee (Van Dyne et al., 2003). In some cases, they remain. Dyne also stated that, with a different point of view, defensive organizational silence benefits the organization, as information pollution is eliminated. An example of this is that the confidential activity information of companies operating in the defense and technology sector or the product content information of companies such as Coca-Cola and KFC, are not shared externally by employees or managers. In defining this type of silence, Dyne, Ang and Botero have stated that they are helped by the concept of organizational citizenship. Like organizational citizenship, Pro-Social Silence is intentional and proactive behavior that is primarily focused on others, optional behavior that cannot be ruled by someone else. In addition, Podsakoff et al. (2000) identified the seven dimensions of the organizational citizenship behavior and said that sportsmanship which is defined as the absence of pro-social complaints has a direct relationship with Pro-social Silence (Van Dyne et al., 2003).

2.1.4. Organizational Silence in the Literature

In the literature, there have been many studies on organizational silence and its relationship with other literature concepts such as organizational commitment, organizational citizenship, burnout, performance etc.

In the first introduction of the concept to the literature, the existence of silence and its reasons is emphasized. One of the pioneers of the concept of silence Milliken's research in 2003 found that 85% of managers are aware that the employees remain silent on business-related issues while Ryan and Oestreich (1991) stated that 70% of employees chooses silence at work. Milliken et al. (2003) and Edmondson (2003) found, supervisors' supportive behavior or negative feedback have direct impact to employee's silence. Vakola and Bouradas (2005) study's results also revealed supervisors' attitudes are strongest indicator of silence behavior. Their studies also show silence leads to job dissatisfaction, low level of motivation and low organizational commitment. In addition, they pointed out that silence causes stress, dissatisfaction, labor turnover, communication disruptions, lack of feedback on individual level and negatively affects the effectiveness of organizational processes at organizational level.

Pinder and Harlos (2001) put forth that the primary reason for the employees to choose silence might be injustice within the organization. The study by Tangirala and Ramanujam in 2008 supported the idea of Pinder and Harlos and found that high organizational justice is effective in reducing organizational silence. When the Turkish literature is examined, in the study of Karacaoğlu and Cingöz (2009) with private sector employees, it was revealed that the understanding of fair management in organizations reduces organizational silence. In addition, the studies of Taşkıran (2010) and İşleyici (2015) also show same result. When employees think that there is justice in their organization, they can trust their organizations. Morrison and Milliken (2000) argued that when employees feel that the trust within the organization is decreasing, they tend to show the behavior of silence. Detert and Burris (2007) stated that employees who have little confidence in the organization are afraid to express their opinions because they are afraid of the negative influence of their managers. Although it has been observed in the literature that there is a negative relationship between trust and silence, when the relationship between the sub-factors of trust and silence is examined, it has been observed that employees' pro-social silence increases if they trust their managers. Yanık's study in 2012 also supports this idea, and it was found that trusting the manager has a positive relationship with pro-social silence.

In the study of Boroff and Lewinin (1997), a negative relationship between commitment to the organization and silence was revealed. Accordingly, it was revealed that employees with high level of commitment chose to remain silent instead of changing the situation when facing with unpleasant situation. This negative relationship between organizational commitment and organizational silence was also supported by Tangirala and Ramanujam (2008) and Amah and Okafor (2008) studies. In addition, Bildik's study in 2009, in which she examined the relationship between silence and organizational commitment sub-factors, she found a positive relationship between emotional commitment to organization and silence. Differently, Kim and Lee (2015) found that there is positive relationship between organizational commitment and organizational silence in their study in South Korea. In a research conducted by Korkmaz (2017) in the health sector, also it was seen that organizational commitment positively affects organizational silence. As seen in the examples, there are both negative and positive relationships between commitment and silence in the literature. The reason for this depends on whether employee engagement stems from fear or citizenship. When looking to relationship between organizational silence and organizational citizenship behavior, Corporanzo et al. (1997) Rhoades and Eisenberger (2002) pointed out that there is a strong and negative relationship between organizational silence and organizational citizenship behavior. In Turkish literature, Şehitoğlu (2010) and Çınar, Karcıoğlu and Alioğulları (2013) also found same negative relationship and support the previous studies. On the other hand, one survey conducted by Erok (2018) by 352 employees working in Karaman city center, showed that there is a positive relationship between organizational citizenship behavior and organizational silence.

Examining the relationship between silence and performance, Morrison and Milliken (2000)'s studies revealed a negative relationship between the two concepts. Pinder and Harlos (2001) also stated that defensive silence is based on fear and this has a negative effect on the employee's performance. According to Çakıcı's (2008) results, it was concluded that organizational silence prevents better performance. In addition to these, Briensfield (2009) stated that acquiescent silence and defensive silence, which are accepted as a subcomponent of organizational silence, negatively affect the performance of the employee, but pro-social silence positively affects the employee performance.

In a study conducted by Çetindere (2018), it is seen that there is a positive relationship between the perception of silence and motivation. Accordingly, as the silence levels of the employees increase, their motivation levels also increase. Çelebi (2018) examined the employees working in various public and private institutions. He finds employees exposure to mobbing increased, the levels of accepted and defensive silence increased, and individuals' silence behaviors showed more as their learned helplessness levels increased. In the study conducted by Ege (2018), it was aimed to determine the relationship between the organizational silence level and happiness levels of the employees in an organization. According to the data obtained from 94 people, there was a negative and significant relationship between happiness and accepting silence. Also, it was observed difference to the gender while no difference age, education level, experience, and titles.

In the differentiation of organizational silence according to generations, Göksel and Güneş (2017)'s research conducted in the public and private sector, observed that these people did not show the act of silence, so there was no difference in the X and Y generations, but the rate of silence in the public sector was higher than the private sector. In a survey conducted by Gündüz and Peçetaş (2018), it was revealed that the organizational silence level of the X generation is higher than the generation Y. On the other hand, Erer (2020) found that while there was no difference between generations with the defensive and acquiescent silence, the accepting silence scores of employees in the X generation were higher than those in the Y and Z generations.

The relationship of silence with other concepts has been revealed, but action plans to correct the silence have not been carried out effectively. That's why these studies become only for "research" purposes and no lessons are taken. Regardless, it has been observed that the bad conditions that people get used to by remaining silent prefer to the different conditions that will emerge when they sound.

Human resources are the most important resource in the process of bringing organizations to their goals, with or without an economic purpose. The knowledge, suggestions and concerns of human resources are the elements that help to make up the processes of organizations. For this reason, it will be the most logical behavior that organizations can try to benefit from using their employees in the most effective way. However, for this to happen, it is important that the employees of the organization feel

safe and share their opinions without hesitation. Employees' silence may differ according to personal factors, management structure and communication network in organization. It is the managerial staff who have the most important contribution in realizing the organizational silence climate. Managerial staff must perceive their employees' level of indifference to work, their degree of obedience and degree of fear. The silence will decrease if the managers realize this before the silence becomes the climate and take action to make this behavior disappear. To achieve this, a transparent communication network should be established, and employees should be allowed to express opinions in management related job (Alparslan & Kayalar, 2015).

Considering the literature review about silence, it has been observed that silence negatively affects the progress, growth, and expansion of organizations. The fact that employees consciously or unconsciously prefer to keep their own thoughts, ideas and suggestions confidential with certain concerns, even making this a corporate culture, puts organizations in serious difficulties. Organizations embracing silence will fall behind in adapting to change and development, the risk factor will gradually increase and survival in big market will be difficult (Algin, 2015).

Organizational silence has diverse consequences for both individuals and organizations. Morrison and Milliken (2000) stated that organizational silence causes three different effects on employees. The first effect is that employees feel worthless; second, employees' perception of lack of control, and the last effect is cognitive contradictions of employees. Organizational silence is an important force that demoralizes employees. While Perlow and Williams (2003) argue that organizational silence causes employees to feel humiliated and despised, they also argue that employees may start to feel offended, even hatred, and revenge against to their teammates. As this behavior continues, quarrels based on the difference of opinion among employees will increase. Employees will focus on selfish feelings that will only want to act out of self-preservation (Akner, 2020). Silence leads to increased dissatisfaction with employees, resulting in decreased labor turnover rate and absenteeism. As silence is the first missing concept of communication, damage will occur to the overall functioning of the organization, leading to material losses.

If silence is shown by all employees at the enterprises, the silenced employees will gather, but if it is shown by only one or a few employees in the group, these

employees will stay away from each other. While more sincere relations are established between group members who come together cause of silence, the relations of employees who show silence behavior by being alone in the group will deteriorate with other employees. If employees are forced to remain silent whenever they come up with new ideas, it will cause physiological distress, unhappiness, stress, communication breakdowns, job dissatisfaction, motivation loss and reductions in job performance. Decrease in performance will be perceived negatively by managers and there is a risk that the manager might neglect the employee. And this will eventually create a vicious circle. At last, depression and various other health problems might occur (Çakıcı, 2008).

Studies also can acknowledge that organizational silence is important not only for individuals but also for organizations. At organizational level, silence will primarily affect employees' performance and individually low performance will make it difficult for the organization to survive in the competitive market. Individuals who feel that they and their thoughts are worthless for organization prefer not to speak and may lose the sense of commitment and trust in their organizations. It will decrease organizational commitment. Employees will experience a sense of helplessness and feel worthless. At organizational level, one of the most important dangers is that managers perceive positively the silence behavior of employees. In organizations, managers perceive silence positively and conclude that business processes are managed successfully in the organizations, which can be considered as manager blindness. Although manager's blindness is a reason that increases silence, it also appears as a result of silence.

As a result, silence will result in unhappy employees who are dissatisfied with their job, do not want to go to work, are closed to any innovation. They have communication problems and do what managers do without confirming their accuracy. Organizations that are disliked by their employees will decrease organization productivity. Organization will be difficult to hold in competitive markets. The number of employees leaving the job will create a lack of reputation and at the end inefficient organization will emerge.

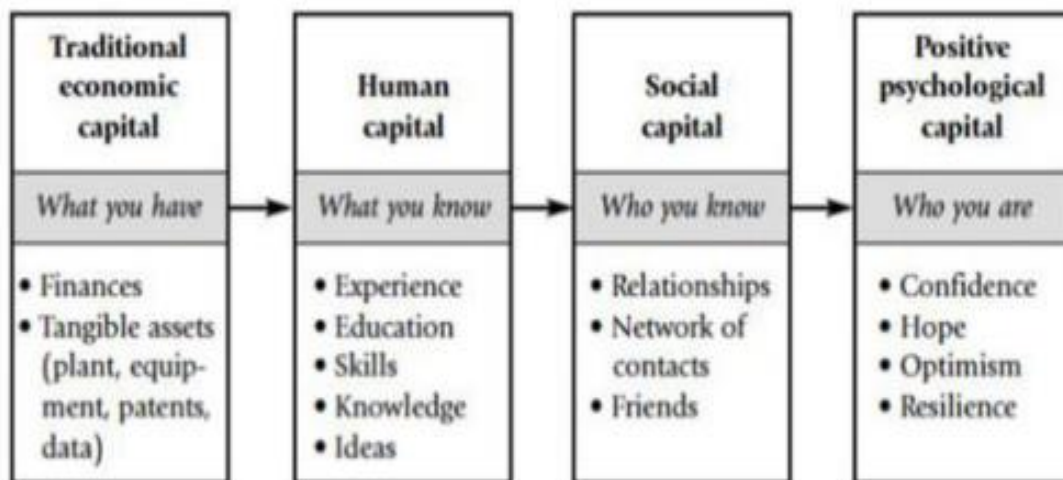
2.2. PSYCHOLOGICAL CAPITAL

Today, in organizations where new information is constantly emerging and change is inevitable, employees also have different expectations. In order for employees to be more productive and efficient, these expectations should not be ignored. Because one of the most important achievements is the happiness and peace of the human being, which is the most fundamental element of organizational life. For this reason, it will be useful to know the place of positive psychology capital in the functioning of the organization.

2.2.1. Types of Capital

The concept of capital has been developed and expanded in various ways by different disciplines. It is possible to refer to the concepts of social and psychological capital in addition to economic capital and human capital both of whom are common themes to all. Institutions aim to enrich their limited economic and human capital with social and psychological capital in order to compete with its rivals in their respective sectors.

Figure 3- Expending Capital for Competitive Advantage



Source: Luthans et al. (2004)

Economic capital is related to financial conditions of organizations and their financial resources. The word “capital” used in daily life generally means economic capital. This capital gives the answer to the question of “What do you have?” Organizations give direction to their financial plans by the answer to this question in their economic environment. One of the two components in the concept of capital is human capital. Human capital refers to employees who work at all levels of organizations and contributes to the development of organizations with their

knowledge skills and experience. Human capital answers the question of “What do you know”. With the increasing globalization of trade and business world, the adequate use of human capital's knowledge will result in a more effective use of economic capital. Effective use of economic capital enables organizations to be successful. It is, of course, not enough to have only human capital knowledge in an organization. It is also important to use that resource effectively. Employing right people in right positions and developing employees with continuing education will ensure more effective use of human capital (Luthans & Youssef, 2004).

Social capital is a social network inside and outside organization that answers the question of “Who does know” It is also closely related to human capital since there are human relations at the center of social capital. There are three aspects of social capital which help to achieve competitive advantage. The first factor, network, ensures that employees of organization remain connected to both themselves and the outside world. The second factor –norm- is the basic structure of strategies that help institutions achieve their goals. Trust is the third, which is the combination of network and norms. Trust will support long-term relationships and provide an open communication environment (Luthans & Youssef, 2004). Social capital will accelerate the process of achieving goals along with human relationships that is difficult to do as an individual. Articles based on the concept of social capital generally emphasizes on positive contributions of social capital to organization. However, this capital can lead to negative results as well as positive results. Bourdieu (1986) expressed that Social Capital serves the interests of a privileged class, revealing inequality between classes. As a result, Social Capital emerged as a positive concept but also has potential drawbacks.

2.2.2. Positive Psychology

Maslow and Rogers are the leading founders of positive psychology. (Resnick, Warmoth, & Serlin, 2001). Moreover, Seligman (1999) laid out a vision for a "positive psychology" which promises expanded horizons for future psychological research. Seligman's election as the president of the American Psychological Association (APA) also paved the way for general acceptance of this concept. Seligman defined positive psychology as the scientific study of human activities, which aims to explore and

support factors that allow individuals and communities to progress in a positive direction (Seligman & Csikszentmihalyi, 2000).

The concept of positive psychology later became a branch of psychology, which has increasingly become important in recent years. Luthans (2002) observed that a high number of articles discuss negative concepts such as anger, anxiety and restlessness. These articles emphasize that individuals are not able to use their potential. That is why it is intended to turn their focus into positive concepts. On the other hand, positive psychology is asking “what's right” instead of asking “what's wrong” Concepts of positive psychology comprise of happiness, hope, optimism, goodness, such as enjoying life. According to the proponents of positive psychology, the concept of psychology has long been so unequal to positive topics such as optimism, life satisfaction, happiness, self-esteem and self-confidence, hope. Because of this unfairness, positive psychology gives more attention to positiveness. While positive psychology gained importance, this reputation brought criticism along with itself. Biggest criticisms seem to arise from the assumption that if there is a positive psychology, then it can be interpreted that the rest of psychology is negative (Gable & Haidt., 2005). Lazarus (2003) who is one of the opponents of the concept of positive psychology, argued that it is misleading to categorize stress, anxiety etc. as negative. He defended that it is better for people to challenge complexities of life, not to escape from them. Held (2004) and Lomas and Ivztan (2016) also defend people should embracing the dark sides as well as the bright sides and integrating the challenging and difficult aspects of the human experience into our understanding of well-being and development.

Since positive psychology can be considered as a branch of science which explores contributions of positive values to individuals, it bases its assumptions on evidence and puts forward theories in line with that evidence (Piotrowski, 2005) . These theories improve individual's quality of life and lead to more productive organizations. Positive psychology demonstrates itself at two subdimensions as Positive Organizational Scholarship (POS) and Positive Organizational Behavior (POB). POS analyses events in organizations from macro perspective and examines positive outcomes and processes in organizations. It deals with character traits such as appreciation, collaboration, virtue, vitality, and meaningfulness (Cameron, Dutton, & Quinn, 2003). Behaviors of individuals who are micro-level within an organization are

the main focus of POB. In this approach, it is claimed that when an employee's psychological capacity increases, individual performance becomes more efficient. However, members of organizations are generally supposed to improve their experience and performance in line with changing circumstances of the organization, rather than changing their own self (Luthans F. , 2002).

Kutanis and Oruç (2014)'s article "A conceptual review of positive organizational behavior and positive psychological capital" contains five key features of organizational behavior which are:

1. POS addresses positive.
2. POS is focused on theory and research.
3. POS is about measurable concepts.
4. POS is open to change and development.
5. POS is associated with performance.

These features are necessary for positive psychology to be accepted by the scientific community. In conclusion, POB focuses on individual psychological qualities and their impact on performance improvements, while POS studies positivity in organizational level.

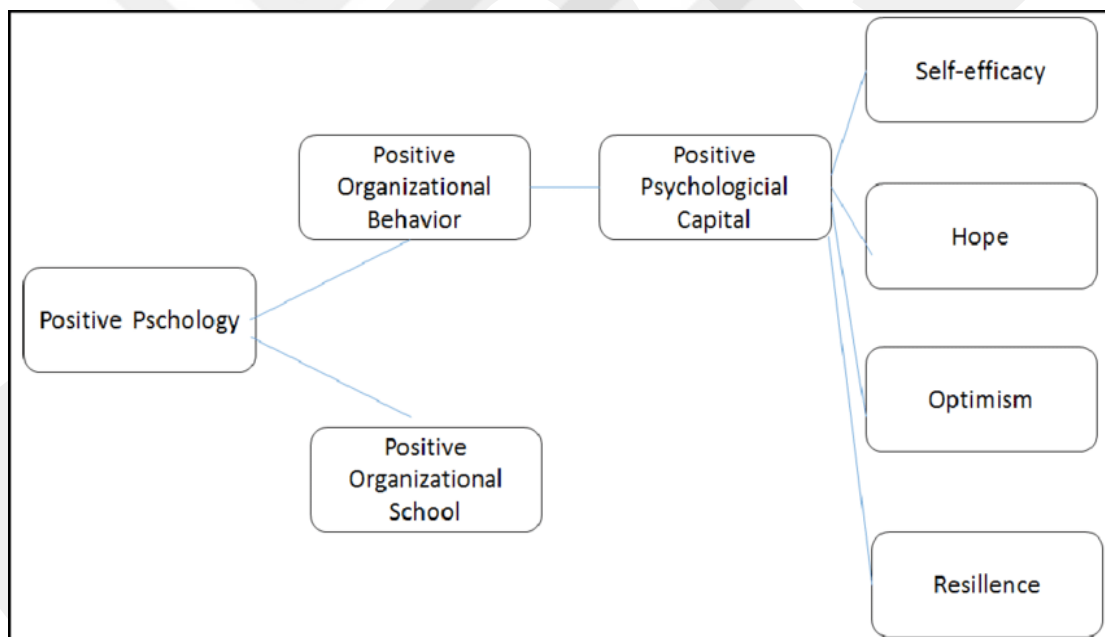
2.2.3. Psychological Capital Concept (PsyCap)

Psychological capital influenced by positive psychology and positive organizational behavior generally emerges in the literature as positive psychological capital. Luthans made a major contribution in the emergence of this concept and defined psychological capital as the ability of employees in the organization to trust themselves in accomplishing difficult tasks, to always have a positive thinking structure in order to achieve success, to persevere in the face of problems as perseverance and to be resistant even in the face of negative consequences (Luthans, F., Luthans, K., & Luthans, B., 2004). Envick (2005) also defined psychological capital as the ability of individuals to take different types of capital for the purpose of productivity and successfully transfer it to the organization. PsyCap tries to make people's lives meaningful and tries to bring out the potential that people do not use.

Psychological capital has developed through all positive thinking concepts but then has emerged as superior to them, that is, it has a constantly evolving structure.

The performances of organizations and individuals are important in its development (Luthans, Avolio, Avey, & Norman, 2007). The concept of psychological capital does not take what individuals are currently do into consideration but in how they will be in the future, and it answers the questions of “who we are” and “what we can be”. Positive capital also differs from person to person and can differ with the necessary training. Psychological capital effectively encourages human capital, which is most effective capital in the development of organizations. It endeavors to change human capital’s personality characteristic to positive direction. Individuals who show positive behavior become better aligned with the organization. Considering that the most important capital in the whole organization structure is human capital, developing human capital uses economic capital effectively, which contributes to the efficiency of the organization.

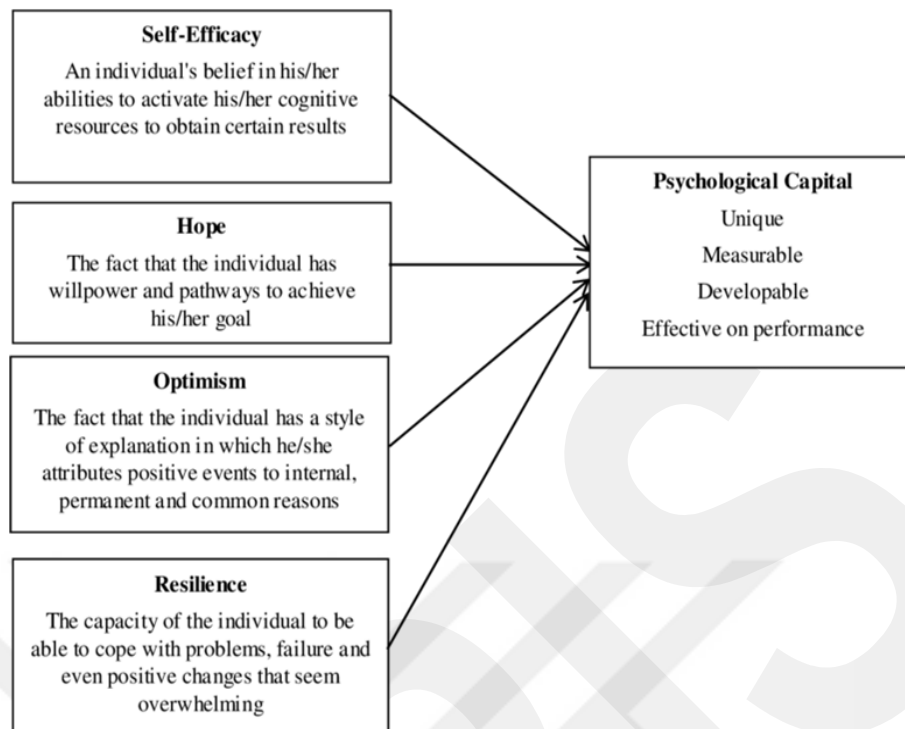
Figure 4-Relation of positive psychology with other concepts



Source: (Luthans, Youssef-Morgan, & Avolio, *Psychological Capital: Developing the Human Competitive Edge*, 2007)

Luthans (2004) examined the concept of psychological capital under 4 titles in his research. These are self-efficacy which is consisting of thought and confidence that enables a job to cope, optimism which is the expectation to succeed, hope is seeking new ways to achieve goals and the resilience to overcome any problems. Later, they summarized with acronym as “HERO”.

Figure 5- H.E.R.O Model



Source: (Luthans, Avolio, Avey, & Norman, *Positive Psychological Capital: Measurement and Relationship with Performance and Satisfaction*, 2007)

Although the dimensions appear to be independent of each other, it was also revealed that they show similar characteristics as a result of using basically the same psychological source (Luthans, Norman, Avolio, & Avey, 2008). Luthans et al. (2007) stated that dimensions alone would not be enough to understand the whole, but their collective effects would outweigh their individual effects. This means that in order to achieve success in psychological capital, the synergistic effect of these four dimensions must be utilized.

2.2.4. Dimensions of Psychological Capital

2.2.4.1. Hope

The word “hope” is used in daily life as a means of having positive expectations about the future in any field, though it has been loaded with different meanings in the literature. Jerome Frank (1968) one of the first researchers studying on the concept, described “Hope” as the characteristic that drives people to act by making them feel good feelings. MacInnis Mello (2005) also explained hope as the feeling of

anticipation towards goals that have not yet been achieved but are intended to be achieved in the future. According to Stephenson (1991), hope is thinking, role-playing, and expectation to achieve something meaningful in the future. This definition of Stephenson contains future-oriented, personally important, multidimensional, dynamic features (Larsen, Edey, & Lemay, 2007). The concept of hope was first introduced in the field of Positive Psychology by Snyder et al (1991). According to Snyder, hope is the ability of an individual to set a valuable goal for himself/herself and to withstand obstacles he/she must deal with in achieving that goal. Hope is not only about desire to achieve goals, but also the method that is used to achieve those (Çetin & Basım, 2012). Method is the determination of many possible routes for achieve a goal. If one route doesn't give expected result, the other possible route is brought to the agenda in order to reach the goals.

One of the most controversial topics in the definition of hope is whether hope emerges as a feeling or a cognition. In Snyder's research, hope is described through its three parts, both emotionally and cognitively. These are *goals*, *pathway*, and *agency*. In his research, Snyder argued that the cognitive part of the model is the goal because individuals make their movements for a purpose. Goals can divide as negative and positive approach. Whereas goals are pursued in the positive approach, actions are taken to delay or prevent the result in the negative approach. The second component pathways are plan and route for individuals to reach their goals. This part requires more attention, and it depends on people's level of hope. Agency is the capacity of individuals to initiate and sustain their actions towards achieving their challenging goals. This part motivates individuals and moreover increases their hopes (Snyder, 2002).

Although Snyder discussed that hope was not easily adaptable to change, Luthans, Youssef and Avolio pointed out that hope was demonstrated as a developmental state. They added a few new approaches to Snyder's approaches and developed hope theory. Their approaches comprised of goal settings, stretch goal, stepping, involvement, reward system, resources, strategic alignment, and training (Luthans, Youssef-Morgan, & Avolio, 2007). The long duration of hope gives people self-confidence, while the length of despair creates a feeling of insecurity. Unrealistic goals and plans cause hope to last longer. Relation to this topic, Snyder (2002) referred to the concept of "false hope" in his research. The concept is mention, if the goals that

are set up are difficult to achieve, it is meaningless to plan for achieving these goals. If people with no realistic hope fail to achieve their goals, there will be a decrease in their positive psychology. Many researches shows, individuals with high hopes are more likely to succeed than others. Even if they encounter problems on the way to achieving their goals, they will seek different solutions to the problems they face. The new and free solutions that individuals put forward, first will develop individuals themselves, then enable the development of the organization that they are involved. In addition, hope will be an effective factor in maintaining both physical and psychological health in the face of problems of individuals.

2.2.4.2.Efficacy

Self-efficacy is one of the most significant components of psychological capital under research. It is simply synonymous with confidence. Efficacy can be defined as the motivation required to carry out a certain task successfully in a certain context, confidence in its ability to mobilize cognitive resources and action plans (Stajkovic & Luthans, 1998b). The concept is based on Bandura's social cognitive theory. According to the social cognitive theory, the levels of self-efficacy of individuals have a significant impact on their decisions, their choices, their desires to achieve their goals and their level of anxiety. Social cognitive theory is built on its five identified cognitive processes which are symbolizing, forethought, observation, self-regulation, and self-reflection. Symbolizing is creating a mental model in individuals' minds which can guide their future actions. In the process of forethought, individuals plan their actions according to their targeted performance levels. In observational processing, people can learn from others relevant to their tasks, such as managers and more experienced colleagues. In Self-regulatory processing, individuals consider themselves as agent and they will set specific standards for their performance. At last, they will reflect their past actions, success and failures (Luthans et al., 2007). These processes will improvise efficacy level and it will bring success.

Self-efficacy differs markedly between people who prioritize innate abilities or the others who believe in the development of talents after birth in order to accomplish a certain task. A person who believes that a job will be accomplished with innate abilities does not show an increased self-efficacy level, alongside low performance during job done. However, the others show high job performance and efficacy

(Jourden, Bandura, & Banfield, 1991). Self-efficacy can be seen as faith about ourselves not ability came from born.

According to Bandura, there are 4 main sources of self-efficacy.

1. **Mastery and Successful Experiences:** The employee should be allowed to experience success. Practice makes perfect, perfect becomes success and success builds self-efficacy. However, success may differ depending on individuals' capacities or what they actually mean by the word success. Employees with low performance can achieve small successes with simple jobs and increase self-efficacy. Experiences in these simple tasks will ease complex tasks and help employees achieve mastery.

2. **Vicarious Learning:** If mastery and successful experiences are unavailable because of high price or high risk, this method can be useful. Employees can build their own confidence by observing others' experiences and successes, as well as by deriving lessons from their mistakes and failures.

3. **Social Persuasion:** Individuals could listen others encouraging when they self-doubting themselves. When others say that "you can do it", it provides positive feedback to employee and they respond that "I can do it".

4. **Physiological Arousal:** This process tends to revive confidence and self-control perceptions and beliefs of employees. Feeling good can have positive influence on employees cognitive and emotional states, including efficacy beliefs and expectancies. This arousal doesn't have a considerable impact as the other, but, if negative, they can be a major blow to one's level of efficacy (Luthans et al., 2007).

The differentiation of self-efficacy levels effects people's attitudes and behaviors. Individuals who are skeptical about their own performance show behaviors such as withdrawal and escape when they encounter even a slightest problem, while individuals with high self-efficacy are ready to fight against any difficulties. Therefore, employees who have high self-efficacy become more successful at their jobs. More success brings more confidence. On the other hand, employees who have low self-efficacy are not ambitious about their goals. It takes longer to acquire self-efficacy again after a weak failure. It will eventually result in high stress level.

2.2.4.3. Resiliency

Resiliency is the effort and harmony of an individual to overcome several processes in the face of situations such as failure, trauma, familial and individual problems, health problems, financial problems, and business problems. Luthans (2002) describes resiliency as the developable capacity to rebound back from difficulties, conflict, and failure or even positive events. Resiliency can be developed like other dimensions (Avey, Luthans, & Youssef, 2008).

Coutu (2002) in his study mentioned that durable/tough individuals have three common features thanks to which people are suitable for organizational resilience. The first is to accept confrontation with the facts. The second is to establish a positive relationship between current difficulties and sunny future with the belief that life is meaningful. And the last is to be able to produce innovative solutions even if the available resources are limited. (Luthans et al., 2004)

There are several different factors that contribute to or prevent the development of resilience. The relationship of these factors one another constitutes resilience. These are assets, risk factors and values. Resilience *assets* can be defined as individuals' measurable characteristic or predicting a positive outcome on a particular outcome criterion in the future. Cognitive abilities, faith, a positive outlook on life, emotional stability, self-regulation, general appeal, independence, relationships, initiative, creativity, humor, and morality are regarded as potential assets that can help increase resiliency level. Masten and Reed (2002) define resiliency *risk factors* as high probability of undesirable result which also refer to "vulnerability factors". Risk factors may include disruptive and dysfunctional experiences. Risk factors may expose individuals to frequent and intense undesirable events differently, thereby increasing the likelihood of negative consequences. In life risk factors are unavoidable. If a risk is correctly identified and managed, it can help people overcome the complaint, explore new areas and make more use of their existing abilities and strengths (Luthans et al., 2007). Resiliency *values* guide, shape, give consistency and meaning to individual's emotions and actions. These values help people endure the hardest times and look optimistically to the future.

Masten and Reed (2002) also identify three sets of resiliency development strategies which can increase resilience level. These are asset-focused, risk-focused

and process-focused strategies. In asset-oriented strategies, economic, technological capital assets at the organizational level and human social and psychological capital assets at the individual level are used to provide resilience. In risk-oriented strategies, it is important to use resources to calculate risk and turn risk factors into opportunities for development. Process-oriented strategies aim to eliminate problems by analyzing assets and risks together. These strategies play an important role in individual's resilience level (Nelson & Cooper, 2007). Individuals with high resilience are known as people who have high communication skills, do not have difficulties in making friends, have high self-esteem and know how to take care of others in the society. People with high psychological resilience are also high in self-efficacy, hope, and optimism (Kutaniş & Oruç, 2014).

2.2.4.4. Optimism

Optimism can be interpreted as the conviction that current situation or future will bring positive results to goals and success (Scheier & Carver, 1985). Peterson (2006) defined optimism as a “structure of strength”. It has relationship with happiness, health, success etc. (Boniwell & Heffron, 2014). Optimism can also be used in daily life as “playing Pollyanna” or “seeing the full side of the glass.” Optimist people always believe that good thing will happen. On the other hand, the people who always think bad side of life called pessimist. In the face of bad events, optimists act externally, variably, and specifically, whereas pessimistic people act internally, steadily and in general. In other words, optimists believe that bad events do not arise from their own mistakes: this is only now and is a single event. Pessimists always think that every event is bad, and these are attributed to their own faults (Seligman, 1998). Seligman (1990) stated that optimism should be realistic, otherwise it may produce negative results. Optimistic people realistically interpret events they encounter and by taking lessons from the mistakes made, they do not repeat in the future. An optimistic individual is a self-aware person who knows his/her strengths and weaknesses.

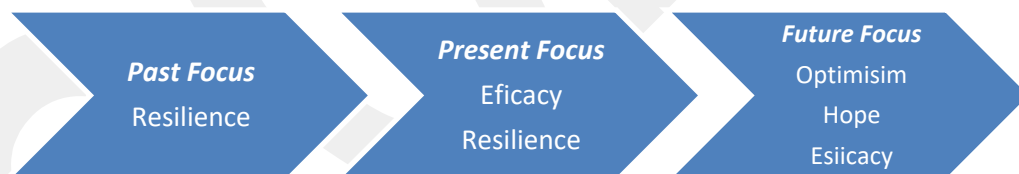
If individuals think that they will ultimately succeed, they will continue to strive. If there is an even little suspicion to a particular task, they tend to escape. According to Seligman, people's behavior in the face of an incident causes that person to be called optimistic or pessimistic. If people feel any sense of escape, that feeling will prevent them from success and make them pessimistic. Schneider (2001) suggested three approaches to help optimism develop. First one is to accept and forgive

past negativities, second having pleasure and appreciation for the present and third is looking for opportunity to seek a better future (Luthans & Youssef, 2004).

Optimists have a high level of expectation that consequences of events will be positive. This expectation motivates them to work. These are individuals who are satisfactory, have high morale, have positive goals, and are physically and spiritually alive. Optimism also has many benefits in working life. Optimists can be easily motivated to work, have higher morale, and job satisfaction. They show a more productive output by taking lessons from their failures. This is why optimism is one of the most important criteria for a manager in recruiting an employee. Optimism is a sign of how much employees enjoy their life and how much they like to work (Luthans F. , 2002).

Its many positive effects aside, optimism also has drawbacks. Individuals who do not experience any psychological and physical difficulties will not take necessary precautions due to their optimistic thoughts and they will lower their guards against bad events they might experience in the future (Luthans, 2007). Or, if the level of optimism is more than necessary, it creates unrealistic judgments in individuals. This will have bad consequences, such as the pessimistic people's perspective.

Figure 6-Focus of Psychological Capital Sub-Dimensions



2.2.5. Psychological Capital in Literature

Considering that psychological capital has entered literature as a new concept, the studies in literature are not much compared to the concept of organizational silence. Generally, studies in literature have focused on job satisfaction, motivation, performance, organizational commitment, stress, and burnout.

Avey (2009) found that psychological capital has a significant effect on coping with stress and decreasing the desire to quit. Abbas and Raja (2015) emphasized that stress is negatively related to PsyCap with his study, revealed there is positive relationship with innovative performance. Chen (2020)' studies result also show

employees have high job stress, strong feeling of burnout with low PsyCap. Luthans, Avolio, Avey and Norman (2007)'s studies were indicated performance and satisfaction has a significant positive relationship between psychological capital. Luthans, Zhu and Avolio (2006)'s, Judge, Erez, Bono and Thoresen (2003)'s and Lifeng's (2007)'s studies have obtained results supporting this positive relationship between PsyCap and performance.

In the study conducted by Gooty et al. (2009), performance and organizational citizenship behavior were determined as the results of positive psychological capital. Etebarian et al. (2012)'s research questionnaire's results show organizational commitment has positive relationship with hope, negative relationship with resiliency and no significant relationship with optimism and self-efficacy. Yıldız (2018) is observed psychological capital has a positive effect on organizational commitment.

In his thesis, Çelebi revealed that individuals who working in different positions differ in psychological capital and the sub-dimensions of psychological capital according to gender, age, education status and seniority. In this study, it was observed that women employees had lower levels of optimism / hope compared to men. Çelebi's study also stated that employees with a high level of psychological capital are employees with a higher total seniority and higher education level (Çelebi S. , 2019). Although the literature generally supports Çelebi's work; in the study conducted by Ocak and Güler (2017), it was observed that the psychological capital levels of employees did not differ according to gender, age and working time. In his research conducted by Staples (2014), he looked at the differentiation of 4 sub-dimensions of psychological capital between Generations. According to this, he stated that the generation Y has more self-efficacy than X, X has more resilience than Y, and there is no significant difference in optimism and hope. Yıldız (2017)'s research observed that the PsyCap level of Generation Y employees was lower than the PsyCap level of Generation X employees.

When the psychological capital literature is examined, especially stress, burnout, performance, organizational commitment, organizational citizenship, and leadership. Although the literature has proliferated over time, the relationship of psychological capital with other concepts has generally been examined with the same concepts. Even the studies in literature have shown similarities, it should not be

forgotten that psychological capitals may vary according to the country, culture, upbringing, character, and material status of individuals. For example, it should be taken into consideration that if the subjects of the study were raised in difficult conditions, they may have high resiliency, if they have an outward-looking and self-confident character, their self-efficacy might be high, hope will rise when the country where the people were developed economically, and if they did not encounter too much harm, they could be more optimistic. Although the researches have revealed significant relationships, the effect of change is ignored.

2.3. ORGANIZATIONAL SILENCE AND PSYCHOLOGICAL CAPITAL RELATIONSHIP ON LITERATURE

Organizational silence and psychological capital are two of the most studied concepts in the literature. However, there is very little attention to the relation between the two. These studies have found a negative correlation between organizational silence and psychological capital. There is also no research on their differentiation between the X and Y generations, so this research aims to be exemplary.

Self-efficacy, which is the sub-dimensions of psychological capital, is the most researched concept in the field. Üngüren and Elmas (2015) studied the relationship between self-efficacy and employee silence among 205 people working in accommodation businesses in the Alanya region. They observed that there was a significantly negative relationship between the self-efficacy levels and silences of the employees. If employees' self-efficacy increases, their silence decreases. In 2015, Kahya (2015) also supported this view and found a negative relationship between the two concepts as a result of the research conducted in Bayburt University with the participation of 1174 academics.

In thesis study of Ives (2015), 18 managers were investigated what they experienced as a result of their voice-making behavior. Accordingly, the managers remain silent due to the negative results they may encounter when they make noise, and this reduces the self-efficacy level of the managers.

In the study of Tekmen, Çetin, and Torun (2016) , it was observed that as the self-efficacy levels of the employees increased, the levels of accepting and defensive silence decreased but it did not have any impact on pro-social silence. According to

the results of this study, as the self-efficacy levels of the employees increase, the employees become more willing to express their opinions. They care less about negative behaviors that may happen to them after speaking behavior. Employees take the action of silence if they feel they are not enough. In addition, employees choose to remain silent due to their commitment to the organization.

In the studies conducted by Hoveyda and Seyedpoor (2015) with 160 employees in the Hamadan tax office and Dağtekin (2017) with more than 200 employees working in Türk Telekom, a negative and significant correlation was, once again, identified between organizational silence and psychological capital. The research conducted by Yu and Liu (2016) on 350 people from mainly Beijing and Hebei cities also revealed a negative relationship between the two concepts. Yu and Liu stated that the employees remained silent in order to protect their jobs. Macit, Karaman and Ekim (2020)'s study on healthcare professionals and Hui (2013)'s study on middle-level managers, which measures psychological capital and organizational silence, has a negative relationship like previous studies.

Wang and Wu (2015) found a significant relationship between high self-efficacy and employee voice as a result of their study on 59 managers and 295 employees working in 9 companies operating as finance and high technology company in China. It was stated that employees with high self-efficacy would be more prone to making noise, as they would be more confident in taking risks and bearing the consequences.

Tutar, Oruç and Gürsel (2018) examined the relationship of psychological capital with the sub-dimensions of organizational silence on 91 administrative staff working at a university in the Marmara Region. Their study shows that as psychological capital increases, the tendency for accepting silence decreases. In other words, employees remain silent, they do not want to explain their knowledge, feelings, and thoughts. as psychological capital increases, defensive silence increases. This is contrary to what is expected in the literature. This might be due to the fact that employees do not trust their managers, fear of receiving negative feedback from their managers, or fear that their relationship with colleagues will deteriorate. Looking at the effect of psychological capital on pro-social silence, as psychological capital

increases, pro-social silence increases as well. The fact that employees do not disclose the organization's confidential information and secrets can be an expected situation.

2.4. GENERATION

In the world which is in constant change, people's expectations, lifestyles, and perspectives also change. However, it has been observed that people who were born close to each other had similar thought structures.

In the philosophy dictionary of the Turkish Language Association, *generation* is defined as community of people whose members are born in the same years, live through same age conditions, and hence share similar problems, fate, and similar responsibilities. Karl Mannheim (1923) was the first to theorize and elaborate on generation. He defined generation as a community of people who share common habits and culture, considering biological factors and social status (Pilcher, 1994). But generation classification recently used was later developed by Inglehart (1977). According to his theory, similar behavioral patterns can be observed among individuals who are born and grew up in similar time periods. Behavioral characteristics differ from generation to generation and critical historical junctures can affect this difference (Arslan & Staub, 2015). Arsenault (2004) stated those important historical defining moments as demographic changes, economic crises, effective leaders, technology, and the others.

One of the most important criticisms of the concept of generation is the lack of academic publication on such an ancient phenomenon, whose origins date back to Ancient Greece in some sources and to Ancient Egyptian Civilization in others. According to Giancola, (2006) this is because the concept of generation is considered as a popular culture rather than a science. However, one of the reasons why the concept gained value after the 2000s was stated as the development of technology. The concept, which previously differed generally in national sub-culture, has gained global value due to the examination of generations that are similar to each other by communicating with each other with the effect of globalization and technological development. (Egri & Raltson, 2004)

Table 1- Generation classification and periods in the literature

Howe & Strauss -1991	Silent Generation (1925-1942)	Boomer Generation (1943-1960)	13th Generation (1961 – 1981)	Milennium (1982 – 2004)	Homeland Generation (2005-...)
Tapscott -1998	-	Baby Boomer (1946 – 1964)	X Generation (1965 – 1975)	Digital Generation (1976 – 2000)	-
Tsui -2001	Silent Generation (1925-1945)	Baby Boomer (1946 – 1964)	X Generation (1961 – 1981)	Y Generation (1976 -1981)	Z Generation (1982-2000)
Zemke -2000	Old Soldiers (1922-1943)	Baby Boomer (1943 – 1960)	X Generation (1960– 1980)	Future (1980 – 1999)	-
Lancaster & Stillman -2002	Traditional (1900-1945)	Baby Boomer (1946 – 1964)	X Generation (1965 – 1980)	Milennium (1981 – 1999)	
Martin & Tulgan -2002	Silent Generation (1925-1942)	Baby Boomer (1946 – 1960)	X Generation (1965 – 1977)	Milennium (1978 – 2000)	
Arsenault -2004	Silent Generation (1922 – 1943)	Baby Boomer (1944 – 1960)	X Generation (1961 – 1980)	Milennium (1981 – 2000)	
Oblinger & Oblinger -2005	Silent Generation (1900 – 1946)	Baby Boomer (1946 – 1964)	X Generation (1965 – 1982)	Net Generation (1982 – 1991)	
Parry & Urwin -2011	Silent Generation (1925 – 1942)	Baby Boomer (1943 – 1960)	X Generation (1961 – 1981)	Y Generation (1982-...)	

As can be seen at Table 1; there are 5 different demographic cohorts in the literature on the concept of generation although there are minor year differences among them. Considered as the first generation, silent generation covers those born in between 1925 and 1945. This generation witnessed 2 World Wars and fought against the poverty and the severe economic hardship due to the Great Depression. They were an ambitious generation and worked hard to earn money because they had to live through wars and shortages. The generation called Baby-Boomer due to rapid birth rates after the war covers those born from 1946 to 1964. Since this generation grew up in a more comfortable environment than its predecessors, they had the chance to change the world and to have a voice in social and economic developments. This generation had

an idealistic worldview and lived in a competitive environment; they worked in a single workplace throughout their lives and adopted the philosophy of “living to work”. Generations X and Y followed the Baby-Boomers and had the most active role in business life. As the main focus of inquiry in this study, X and Y generations are described in more detail below. Last generation, Generation Z consists of those born after 1999. They open their eyes to the world of technology. Children born in this generation can adapt very easily to rapid life. They are brave, entrepreneur and multitasking. Their motto is that nothing is impossible. Although this generation has not been very dominant in business life yet, it is expected that they will gain ground in the coming years by the withdrawal or retirement of the Y generation from business life.

The people who born in different periods, have various demands and expectations in the light of different social, economic, cultural, political, and technological events at the time. As an example, it is seen individuals spend less money when they economically troubled. In politically difficult times. They choose the accept or question to authority in the political course of their country. Of course, they want more easy access to everything and demand innovative approaches rather than old methods with fast developing technology. The Generation X and Y which are most active in business life will be explained in more detail.

2.4.1. Generation X

X generation comprises people which were born in the years between 1965 and 1979. These people had bear consequences of the economic comfort which was generated by the previous Baby Boomers generation. Cause of faced with economic obligations at a young age, generation X people had to mature at a younger age than their previous Baby Boomers generation (Zemke, Raines, & Filipczak, 2000). So, they emerged as a contented, loyal, and idealistic generation. It is stated that the members of Generation X are individualistic, they lack of trust and negative thinking about others because they in a material and spiritually insecure world. On the other hand, they are able to solve their problems in a practical way and they love competition (Smola & Sutton, 2002).

Generation X has had to settle for less than previous generations. For this reason, Generation X gave importance to their education in order to make progress in

their careers mostly shaped by their economic concerns. They expected to achieve their business goals and to be awarded as soon as possible. Status which is equivalent to authority for them was also important for generation X. They generally preferred individual tasks because they did not want to share their success with someone else. Working harder and making more money are their major concern for the future. They can work in the same workplace for many years. They are respectful to authority because they always have in mind that one day, they can be the authority. Therefore, it can be argued that their loyalty might change with the ultimate aim of a better career and the desire to make more money. Their perspectives to life and work are simple: 'work for living' (Mengi, 2009). In the present day, this generation is seen mostly in managerial positions.

Women began entering business life during much of their teenage and adult years. The fact that women started to participate in working life intensely changed the classical family structure. Women's entry into working life, as well as their ties to housekeeping have also changed their roles. In a parallel way, people started to have fewer children. Generation X has met with a double income family structure when women have a job (Taş & Kaçar, 2019). Xers familiar with the technology since their growth was intertwined with the development of technology. The fact that the first personal computer, as it is known version in today, was sold in this generation period, gives the impression that this generation constitutes the infrastructure of the developing technology habits. Generation X has used devices such as washing machines, Schaub-Lorenz TVs and tape players as well as computers, and has undergone many transformations (Mengi, 2009).

The oil crises of 1973 and 1979 whose subsequent economic repercussions were particularly felt in the developing world were an important historical juncture of that period in the world. Moreover, Turkey witnessed military coup d'état, the impact of oil crises, economic shocks, the 68 events, left-right conflict of the 1970s, the development of cinema sector and the introduction and spread of television at homes as the important historical events. In Turkey, internal and external chaos between 1964 and 1979 caused Generation X to grow in a resilient and fear society. Generation X encountered the polarized political perception of the 68 Generation in their adolescence, and the 1980 Military Coup during their youth. Growing up in these

political events has made Gen Xers cautious of authority. In other words, they have a timid but sensitive nature towards social events due to severe political conditions (Çatalakaya, 2014). In addition, TVs managed to find places in homes during this period. Besides, Turkey Radio and Television Corporation (TRT) was established in 1964 as an autonomous entity, it has made its first broadcast on January 31, 1968. With television, people started to be more aware of the world. With television, people started to be more aware of the world.

2.4.2. Generation Y

People who belong to the generation Y were born between 1980 and 1999. Generation Y is also known as Millennium, Next, Echo Boomers or Nexters. Since they are constantly questioning the situations they are in, it is called the "WHY" generation and is shortly referred to as "Y". Generation Y is the first generation to commune with technology at born. From an early age, they communicate to each other with technology. They travel more comfortable. Technology and its substantial impact on globalization enabled generation Y to be aware of the world they live in and to be familiar with various cultures. And it blurs the line between borders and differences among people, cultures, and countries (Howe & Strauss, 2000).

Arsenault (2004) states the basic characteristics of Generation Y as optimism, trust, and success. Tapscott (2009) argues that generation Y looks for freedom, they give importance to personalization, they are successful in the examination, they give importance to the concept of transparency, they give importance to the cooperation, they give importance to the speed of communication, they are innovative, and they have an important place in the lives of entertainment. This generation is dynamic, intelligent and uses remains dependent on technology, particularly social media. obsessions with brands among them are high so that they are the target of many marketing strategies. Unlike generation X, generation Y does not have the sense of patience or waiting. This generation is economically inadequate. Y generation called as spoiled by before generations because they questioned everything (Gursoy, Maier, & Chi, 2008). Compared to the obedient Generation X, they are self-confident, result-oriented, critical of authority.

Generation Y likes business life, but they make a clear distinction between job and life. They can adapt quickly to complex job description and do more than one job

at the same time (Zeeshan & Iram, 2012). This generation, who loves change, does not like the crowd of unnecessary protocols to reach the result. They want the generation X to look at themselves as a colleague, not as a rookie. For this reason, they might be in tension with the X generation from time to time. Socialization and flexible working hours more motivate them rather than wages. They can easily think about changing their jobs when they feel unmotivated. This generation receives decent education and generally wants to establish their own business and become entrepreneurs. Generation Y live with the spread of the Internet, globalization and the use of mobile phones, msn, iPod and faced with September 11 attacks, the Iran-Iraq War, the Gulf War of 1991 and the terrorist incidents of 1990s (Oblinger & Oblinger, 2005). These are affected the general behavioral characteristics of Generation Y in Turkey.

CHAPTER III

METHODOLOGY

For the development of countries, it is important to come up with new ideas and to support the emergence of new ideas. If these ideas are not appropriately emerging, it must be looked at whether the cause is silence. In case of silence in organizations, this silence should be tried to be eliminated. At this point, it is necessary to examine how important the effect of psychological capital on organizational silence. In addition, employees work with or are managed by people from different generations and with different levels of psychological capital in the same workplace. Although it is thought that emergence of new ideas is easier in environments with individuals with differences, in some organizations this may not produce the expected effect. It can be observed that employees working in these organizations remain silent at certain points against certain events. Accordingly, this study aims to see whether there is silence behavior in an institution in the science and industry sector, the direction of the relationship between silence behavior, and the capital levels of individuals, and how these two concepts can differ in terms of the X and Y generations in the institution. With the results of the analysis, the importance of supporting the psychological capital of people in an institution that contributes to the emergence of new ideas will be emphasized. In addition, working conditions and behaviors have changed with the globalizing world, and people have had to communicate with people of different ages in business life. Creating action plans of managers according to the changing generation will cause the organizations to progress further.

In the thesis, primary data has been collected, analyzed and reported using the survey method. The survey audience is a public institution operating in the science and technology sector. IBM SPSS Statistics and IBM SPSS AMOS package programs were used for analysis. All analyzes were based on a 95% confidence interval. In the following subsections, each application is mentioned in more detail, the data collected is analyzed and the findings are reported. In the analysis, firstly, regression analysis

was performed to measure the effect of sub-dimensions of psychological capital on organizational silence. While examining the relationship between psychological capital and organizational silence, organizational silence was accepted as the dependent variable, and the sub-dimensions of psychological capital as independent variables. Then, correlation analysis was conducted to examine the differentiation of the relationship between capital and silence according to the X and Y generations. Finally, the hypothesis analysis was completed by performing a t test to examine the differentiation of each sub-dimensions on the X and Y generations.

Structural Equation Modeling (SEM) was chosen as the analysis method. The reason for choosing SEM is that it is a method that allows to see the hard-to-notice connections between the variables in the model, and even models that are difficult to solve can be tested easily (Yu, 2004). In the analysis, descriptive statistics were given first, and the participants were examined in terms of age, seniority, education / academic status. Then, the hypotheses were tested. In total, there are 9 hypotheses. During the analysis of hypotheses, Explanatory Factor Analysis, Validity and Reliability Tests and Path Analysis were performed as the basic steps of SEM.

3.1. Sample and Survey Instruments

The questionnaire method was used as a data collection tool in the research. The questionnaire, which is the subject of the thesis, was applied to a total of 750 personnel in a public institution operating in the science and technology sector. The questionnaire form was made on Google Form. And the link was sent to personal corporate mails. For employees who do not work on the computer and have difficult access to the internet, a form is filled out with a printout. As a result of the mails sent, 249 personnel filled the form over the internet, and 27 personnel were filled in as a printout. In total, we have a sample population of 276 people. Although the sample size was sufficient to understand the universe, response rate was low as 0.37. There are reasons why people do not fill in the questionnaire, that filling the questionnaire is seen as a waste of time, the fear that personal information may come out while filling the questionnaire online, and the concern of the questionnaire's results will be delivered to the managers at last, even though the phrase "for academic purposes" is used in the questionnaire form.

The questionnaire used in the study is composed of 3 sections. The first section includes the questions measuring personal and demographic variables such as gender, age, position, educational status, and seniority. The second section is related to psychological capital. The last section asking about if employee show silence behavior in the organizations.

When the characteristics of psychological capital are examined, it is seen that it is a positive, original, measurable, improvable and performance related concept by its nature (Luthans & Youssef, 2004). The measurable feature of the concept is based on the studies of Luthans et al. In 2007. In their study, they developed a scale consisting of 24 items to be used in measuring psychological capital. In the continuation of Luthans's scale study, Avey, Avolio, and Luthans (2011) conducted the reliability and validity study of the 12-item short form of this scale (Oruç, 2018). The scale was adapted to Turkish by Oruç (2018). A six-point Likert scale was used ranging from strongly disagree (1) to strongly agree (6). The scale also measures the sub-dimensions of psychological capital separately. The first 3 questions of the questionnaire are about self-efficacy, 4-5-6. questions are about hope, 8-9-10. questions are about resiliency and last two questions are about optimism. The reason for using the short version instead of the long version in the questionnaire is not to consume much of the participants' time and consequently not to reduce the reliability of the answers.

For organizational silence, the five-point Likert scale developed by VanDyne, Ang and Botero (2003) and adapted to Turkish by Taşkıran (2011) was used. A five-point Likert scale was used ranging from strongly disagree (1) to strongly agree (5). Scale has been determined as three dimensions: acquiescent (1, 2, 3, 4, 5), defensive (6, 7, 8, 9, 10) and pro-social (11, 12, 13, 14, 15) silence.

3.2. Descriptive Statistics

The data set was examined in terms of 5 demographic characteristics in total and the number and percentages of people in each section were determined. When the participants are examined in terms of gender, it is seen that the percentage of men is 52.5% (145 people) and the percentage of women is 47.5% (131 people). Considering that the proportion of female who received the questionnaire was higher than male, the

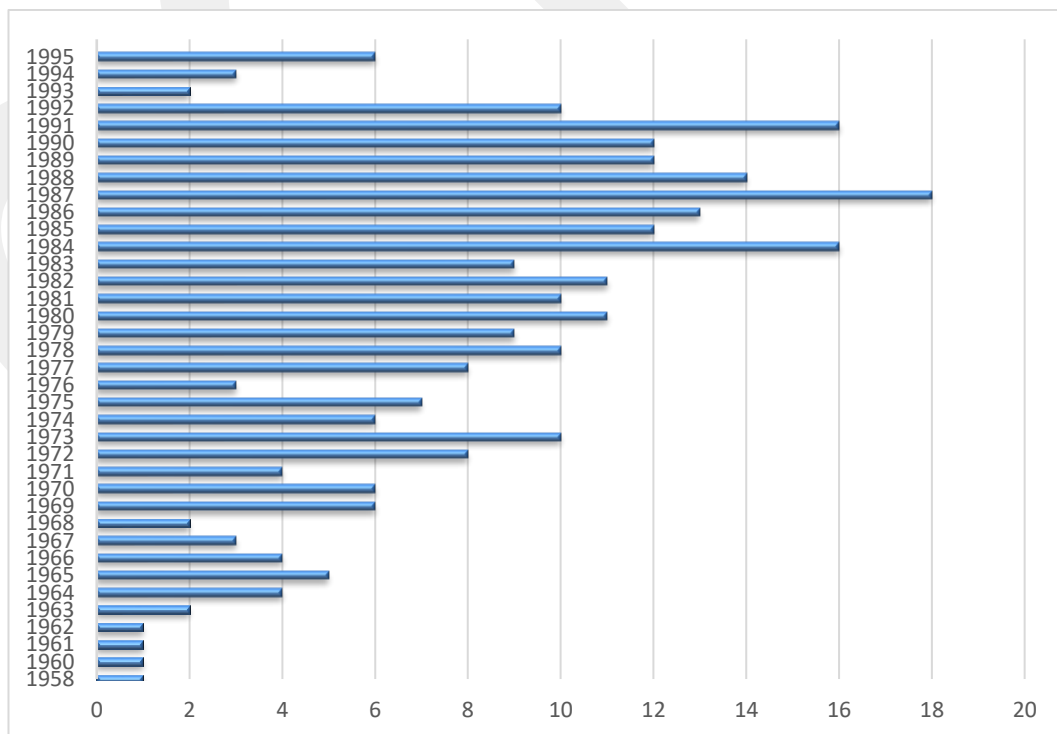
participation rate of men was higher accordingly. The graphic of the distribution is given in Table 2.

Table 2 - Participant Gender Distribution

Gender	Frequency	Percentage
Male	145	52,5
Female	131	47,5
Total	276	100

Looking at the age characteristics of the participants, it is seen that the rate of participation decreases as the age increases. As can be seen from the table, it is seen that the youngest participants were born in 1995, and the oldest participant was 63 years old. With the absence of employees born younger than 1995, it is possible to observe that Generation Z has not yet entered the working life. Also, it can be observed that the number of participants at older ages decreases due to the increase in retirement with advancing age. The age levels of the participants are shown as in Table 3.

Table 3- Participants according to their years of birth



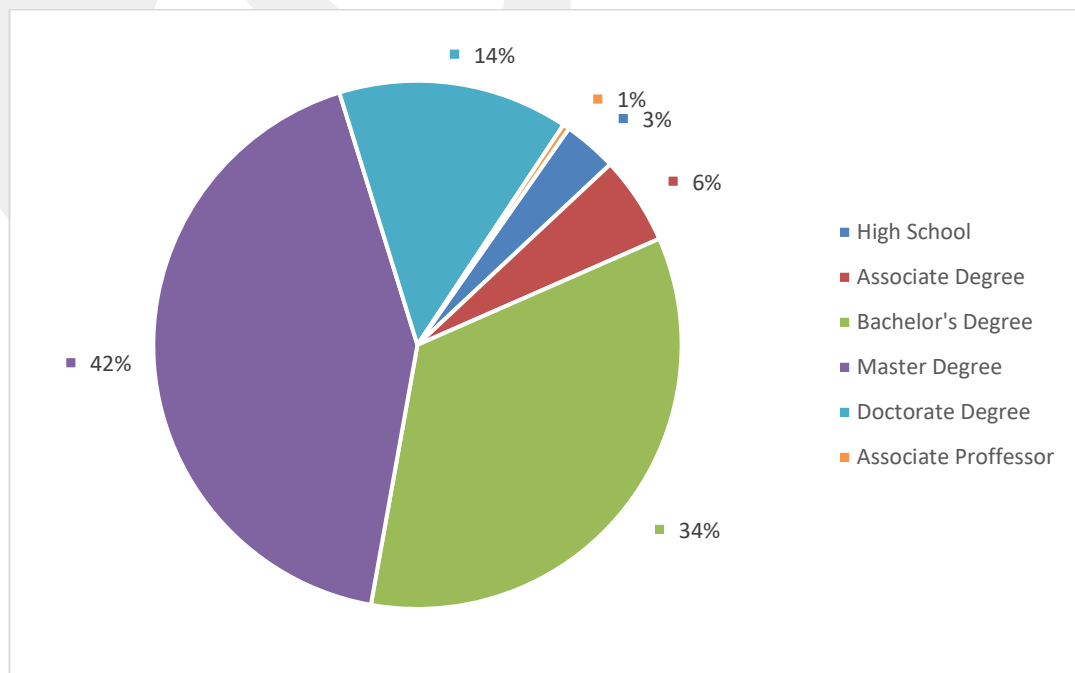
As can be seen in the Table 4 showing the participants of the X and Y generations, which is the subject of the thesis, 36.6 percent of the participants belong to the X generation and 63.4 percent belong to the Y generation.

Table 4- Participants according to their generations

<i>Generation</i>	<i>Frequency</i>	<i>Percentage</i>
X	101	36,6
Y	175	63,4
<i>Total</i>	<i>276</i>	<i>100</i>

It was observed that the level of the participants has high education level due to reason that the Institution where the questionnaire was applied mediated scientific activities. As can be seen from Table 5, it has been observed that out of 276 participants, 9 employees have high school, 15 employees have associate degree, 95 employees have a bachelor's degree, 117 employees have a master's degree, 39 employees have a doctorate, and 1 person has the title of Associate Professor.

Table 5-Participants according to their degrees



In the Institution where the sample was selected, there are special job descriptions as indicated in the Table 6. It is possible to combine positions in different groups according to job descriptions. It is observed that the participation rate of R&D and administrative employees is high. It was noticed that the executive group participated in more than expected. Although the number of participants of technical, support and other employees seems to be low compared the others, it should be taken into consideration that the number of employees in sample's universe is not as high as the R&D and administrative personnel.

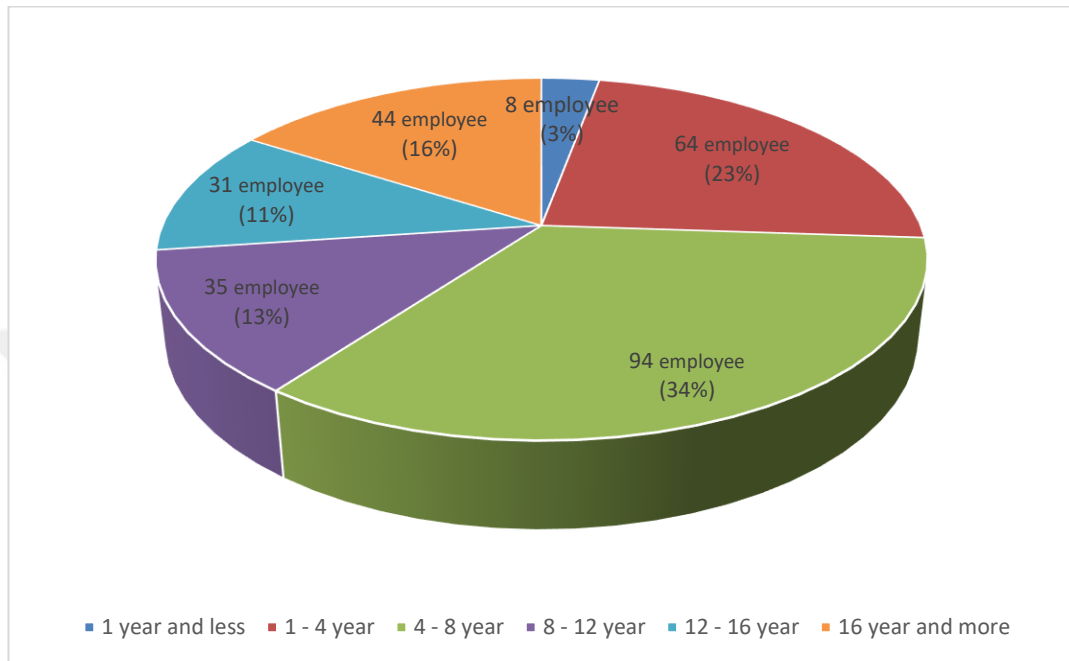
Table 6- Participants according to their positions

	Job Description	Frequency	Percentage
Executive Group	Senior Manager	14	5,1
	Mid-Level Manager	17	6,2
	Top Executives	7	2,5
R&D Employees	Scientific Programs Chief Expert	21	7,6
	Scientific Programs Expert	40	14,5
	Scientific Programs Assistant Expert	31	11,2
Administrative Employees	Chief Expert	25	9,1
	Expert	28	10,1
	Assistant Expert	39	14,1
Technical Employees	Chief Technician	5	1,8
	Expert Technician	4	1,4
	Technician	1	0,4
Support Team	Clerk / Executive Assistant	29	10,5
	Accounting Chief	1	0,4
	Chief	6	2,2
Others	Chef / Waiter	3	1,1
	Lawyer	3	1,1
	Nurse	1	0,4
	Doctor	1	0,4

When the years of seniority of the participants are examined, it is seen that the highest percentage of employees in the institution is between 4-8 years. In addition, the low number of new recruits within the institution can be thought as the employees

do not have the opportunity to know the institution yet and they hesitate to comment on the institution, especially about silence. Percentages related to seniority are shown in the Table 7.

Table 7- Participants according to their periods of service



3.3. Hypotheses, Data Analysis and Findings

The analysis part of the study raises the question as to what the impact of psychological capital on organizational silence. Accordingly, the independent variable of the study is psychological capital and the dependent variable is organizational silence. Psychological capital was initially examined at 4 sub-dimensions as hope, efficiency, resilience and optimism. 3 sub-dimensions of organizational silence were acquiescent silence, defensive silence and pro-social silence. As a result of normality approach and EFA analyses, resiliency as one sub-dimension of psychological capital was removed while all sub-dimensions of organizational silence became one single factor in organizational silence. Taking previous studies into consideration, a significant and negative relationship was observed between psychological capital and organizational silence. Moreover, this study aimed at examining whether the previous results will be proved or a new relationship will emerge. In this direction, H1, H2 and H3 hypotheses were developed to test this in more detail.

As the second main question of the study, it was examined whether the aforementioned relationship between organizational silence and psychological capital is statistically significant among X and Y generations. The main reason behind examining the X and Y generations is the lack of attention to this issue in the literature. Yet, it is inevitable to pay particular attention to the concept of 'generation' in a globalizing and ever-changing world. Therefore, the analysis begs the question of whether actions and activities that will reduce the silence and increase the psychological capital differ among X and Y generations or result in a similar way. Comprehension of the differences and effects in this process will make it easier to understand the new generations that will enter the business life in the future. In line with this question, H4, H5, H6, H7, H8, and H9 hypotheses were developed by customizing and the relationships were examined in the analysis section. The hypotheses to be examined in the analysis process were developed as follows:

H1: One of the sub-dimensions of psychological capital, "self-efficacy" has a significant effect on organizational silence.

H2: One of the sub-dimensions of psychological capital, "hope" has a significant effect on organizational silence.

H3: One of the sub-dimensions of psychological capital, "optimism" has a significant effect on organizational silence.

H4: There is a significant relationship between Psychological capital and Organizational Silence in the X generation.

H5: There is a significant relationship between Psychological capital and Organizational Silence in the Y generation.

H6: The X generation has more self-efficacy than the Y generation.

H7: The X generation has more hope than the Y generation.

H8: The X generation has more optimism than the Y generation.

H9: The Y generation has more organizational silence than the X generation

In order to understand the above hypothesis accuracy, it was checked whether all the items in the scale were normally distributed. Since the organizational silence scale has a 5-point Likert, the values indexed between 1-6 in the 6-point Likert of Psychological Capital are indexed between 1-5. Skewness and kurtosis values are expected to be in the expected range in order to ensure the normality. Kurtosis and skewness values between +3 and -3 is the desired result for normality.

Table 8- Descriptive statistics for items

Scale Items	Mean	St.Dev.	Skewness	Curtosis
PS_O1_Norm: I feel confident in representing my work area in meetings with management	4,43841	0,65646	-1,188	1,433
PS_O2_Norm: I feel confident contributing to discussions about the company's strategy.	4,06099	0,905318	-1,014	0,931
PS_O3_Norm: I feel confident presenting information to a group of colleagues.	4,49879	0,627967	-1,32	1,969
PS_U1_Norm: If I should find myself in a jam, I could think of ways to get out of it.	4,32971	0,698907	-1,016	1,017
PS_U2_Norm: Right now, I see myself as being pretty successful at work.	4,19686	0,727591	-1,094	2,091
PS_U3_Norm: I can think of many ways to reach my current work goals.	4,07307	0,843151	-1,11	1,7
PS_U4_Norm: At this time, I am meeting the goals that I have set for myself.	3,76208	0,962612	-1,012	1,013
PS_D1_Norm: I can be "on my own" so to speak at work if I have to	4,34783	0,698043	-1,288	2,813
PS_D2_Norm: I usually take stressful things at work in stride	3,13708	1,100611	-0,236	-0,641
PS_D3_Norm: I can get through difficult times at work because I've experienced difficulty before.	4,08816	0,825036	-0,738	0,232
PS_I1_Norm: I always look on the bright side of things regarding my job.	3,79227	0,935131	-0,726	0,388
PS_I2_Norm: I'm optimistic about what will happen to me in the future as it pertains to work.	3,79831	0,96147	-0,765	0,367

OS_KA1: I am unwilling to speak up with suggestions for change because he/she is disengaged.	2,57246	1,190188	0,368	-0,779
OS_KA2: I passively withhold ideas, based on resignation	2,19928	1,044535	0,789	0,1
OS_KA3: I keep ideas about solutions to problems to myself.	1,8587	0,940965	1,262	1,451
OS_KA4: I keep any ideas for improvement to myself because I have low self-efficacy to make a difference.	1,97101	0,997758	1,054	0,769
OS_KA5: I withhold ideas about how to improve the work around here, based on being disengaged.	1,86594	0,953539	1,133	0,904
OS_KN_1: I don't speak up and suggest ideas for change, based on fear.	1,84058	0,98532	1,221	1,196
OS_KN_2: I withhold relevant information due to fear.	1,78623	0,97307	1,442	1,971
OS_KN_3: I omit pertinent facts in order to protect myself.	2,35145	1,155083	0,523	-0,738
OS_KN_4: I avoid expressing ideas for improvements, due to self-protection.	1,98913	0,970412	1,008	0,662
OS_KN_5: I withhold my solutions to problems because I am motivated by fear.	1,79348	0,936586	1,279	1,467
OS_KO1: I withhold confidential information, based on cooperation.	4,52174	0,947474	-2,246	4,618
OS_KO2: I protect proprietary information in order to benefit the organization.	4,7029	0,794613	-3,227	10,602
OS_KO3: I withstand pressure from others to tell organizational secrets.	4,75725	0,678864	-3,381	12,451
OS_KO4: I refuse to divulge information that might harm the organization.	4,77899	0,659251	-3,794	16,15
OS_KO5: I protect confidential organizational information appropriately, based on concern for the organization.	4,78986	0,64332	-3,82	16,103

Considering the kurtosis and skewness rates of the scale questions, OS_KO1, OS_KO2, OS_KO3, OS_KO4 and OS_KO5 were excluded from the analysis because they were not in the desired range. Pro-Social, which is one of the sub-dimensions of Organizational Silence, was removed from the analysis because all the removed questions belonged to Pro-Social Silence.

3.3.1. Exploratory Factor Analysis

Exploratory factor analysis method was used to understand the relationships between many variables, which are thought to be related, to examine factorization between them and to make dimension reduction to facilitate interpretation.

Before starting to the analysis, Kaiser Meyer Olkin (KMO) test was conducted to understand whether the sample size was sufficient for analysis. The following criteria have been proposed by Kaiser and Rice (1974) for the KMO measurement test.

+ .90s, marvelous

+ .80s, meritorious

+ .70s, middling

+ .60s, mediocre

+ .50s, miserable

Below .50, unacceptable

A value approaching 1 in the KMO test indicates the suitability of the sample for correlation analysis, and values below 0.5 indicate unacceptable. In the sample analysis, the KMO value was found to be acceptable because it was 0.879 and higher than 0.5. Then Bartlett's Test of Sphericity was conducted to understand whether test sample size suitable for factor analysis and it was found that the sample was suitable for factor analysis shown at Table 9 ($p < 0.001$).

Table 9-- Kaiser-Meyer-Olkin and Bartlett's Sphericity Tests

Kaiser-Meyer-Olkin (KMO) Analysis		,879
Bartlett's Test of Sphericity	Approximate Chi-Square	3198,498
	Degrees of Freedom	190
	p-value	,000

In the exploratory factor analysis, the lower limit of the factor load was determined as 0.50. Accordingly, the items PS_D2_Norm and OS_KA1 were excluded from the analysis. With 5 questions in the assumption of normality, a total of 7 questions were removed from the analysis. So, analysis continued over the remaining 20 questions in total. These 20 questions explain 65,25% of the total variance.

Prosocial silence was removed from the analysis under the assumption of normality, and the other two sub-dimensions of silence, acquiescence and defensive silence, were combined under a single factor in organizational silence. One of the psychological capital sub-dimensions, endurance was divided and disappeared. Finally, as it is seen in the Table 10, organizational silence unites under one factor, while psychological capital is included to the analysis under the heading of three factors as optimism, self-efficiency, and hope.

Table 10- Factors and loadings due to EFA

Factor		Questions	Factor Loading	Variance Extracted
Psychological Capital	Self-efficacy	PS_O1_Norm	0,836	26,37%
		PS_O2_Norm	0,61	
		PS_O3_Norm	0,769	
	Hope	PS_U1_Norm	0,669	16,61%
		PS_U2_Norm	0,614	
		PS_U3_Norm	0,768	
		PS_U4_Norm	0,713	
		PS_D1_Norm	0,665	
		PS_D3_Norm	0,636	
	Optimism	PS_I1_Norm	0,891	13,13%
		PS_I2_Norm	0,893	
Organizational Silence	OS_KA2	0,656	9,15%	
	OS_KA3	0,65		
	OS_KA4	0,653		
	OS_KA5	0,69		
	OS_KN_1	0,819		
	OS_KN_2	0,831		
	OS_KN_3	0,721		
	OS_KN_4	0,82		
	OS_KN_5	0,798		

Looking at the average values of the variables out of 5, the highest average is 4.33, which belongs to self-efficacy. It is followed by hope (4.12), optimism (3.98) and organizational silence (1.96). (Table 11)

Table 11- Means, St. Deviations and variances of factors.

	Psychologic Capital				Org. Silence
	Self-Efficacy	Hope	Optimism	Total	
Mean (over 5)	4,332	4,133	3,795	4,087	1,962
St.Dev	0,627	0,588	0,884	0,700	0,766
Variance	0,393	0,346	0,782	0,507	0,586

3.3.2. Validity and Reliability Analysis

At this stage, Cronbach's Alpha values were calculated for reliability and it was seen that all values were above the 0.60 limit specified by Moss (1998) and Hair (1998). For CR value, which is another reliability test, the condition of being above 0.70 suggested by Bagozzi and Yi (2012) was met.

Regarding the testing of validity, first, the condition of convergent and discriminant validity was requested.

- ✓ Average variance (AVE) values should be higher than 0.50 in order to get convergent validity. (Hair, Black, Babin, & Anderson, 2014) As can be seen from the table 12, this condition is fulfilled. In addition, the higher CR values than the AVE values are also a finding supporting the convergent validity.
- ✓ It was stated by Hair et al. (2014) that the square root of the AVE for each variable should be higher than the strongest correlation value in order to ensure the discriminant validity.

When all these calculations were evaluated, it was seen that the conditions of reliability, convergent and discriminant validity were met.

Table 12- Validity and Reliability tests

Dimensions	Cr. Alpha	AVE	SQUARE ROOT (AVE)	CR	Correlations				
					SE	HP	OP	OC	Maks
SE	0,803	0,554	0,744	0,786		0,607	0,251	-0,487	0,607
HP	0,832	0,502	0,709	0,836	0,607		0,418	-0,416	0,607
OP	0,85	0,796	0,892	0,886	0,251	0,418		-0,201	0,418
OS	0,913	0,55	0,742	0,916	-0,487	-0,416	-0,201		-0,487

CR: Composite Reliability, AVE: Average Variance Extracted, SE: Self Efficiency., HP: Hope, OP: Optimism, OC: Organization Silence

3.3.3. Confirmatory Factor Analysis

Lastly, Confirmatory Factor Analysis (CFA) was conducted to test the construct validity. Confirmatory factor analysis (CFA) is a type of structural equation modeling (SEM) and is a continuation of Explanatory Factor Analysis (EFA). The aim of EFA is to reveal an unknown structure such as the similarity of variables and the number of factors to be analyzed. It predicts that every variable can depend on any factor. On the other hand, the purpose of the confirmatory factor analysis is to statistically test the significance of the structure (model) formed by a known number of factors set by EFA. In other words, CFA is used to check whether the sample data validates the proposed model.

In CFA, good and acceptable fit ranges are defined in the table 13 for various criteria of the compatibility of the data structure obtained from the sample with the conceptual model. In literature, there are various opinions about which criteria are sufficient to meet the good and acceptable fit. Within this study, the view put forward by Hu and Bentler (1998) that RMSEA and SRMR values are within acceptable ranges was accepted.

Table 13- Good and acceptable fit values in literature

Fit Measure	Good Fit	Acceptable Fit
χ^2	$0 \leq \chi^2/df \leq 2$	$2 < \chi^2/df \leq 5$
P Value	$.05 < p \leq 1.00$	$.01 \leq p \leq .05$
χ^2/df	$0 \leq \chi^2/df \leq 2$	$2 \leq \chi^2/df \leq 3$
RMSEA	$0 \leq RMSEA \leq 0.05$	$0.05 \leq RMSEA \leq 0.08$
SRMR	$0 \leq SRMR \leq 0.05$	$0.05 \leq SRMR \leq 0.10$
NFI	$0.95 \leq NFI \leq 1.00$	$0.90 \leq NFI \leq 0.95$
TLI (NNFI)	$0.97 \leq NNFI \leq 1.00$	$0.95 \leq NNFI \leq 0.97$
CFI	$0.97 \leq CFI \leq 1.00$	$0.95 \leq CFI \leq 0.97$
GFI	$0.95 \leq GFI \leq 1.00$	$0.90 \leq GFI \leq 0.95$
AFFI	$0.90 \leq AGFI \leq 1.00$	$0.85 \leq AGFI \leq 0.90$
RFI	$0.90 < RFI < 1.00$	$0.85 < RFI < 0.90$

Source: (Schermelel-Engel & Moosbrugger, 2003)

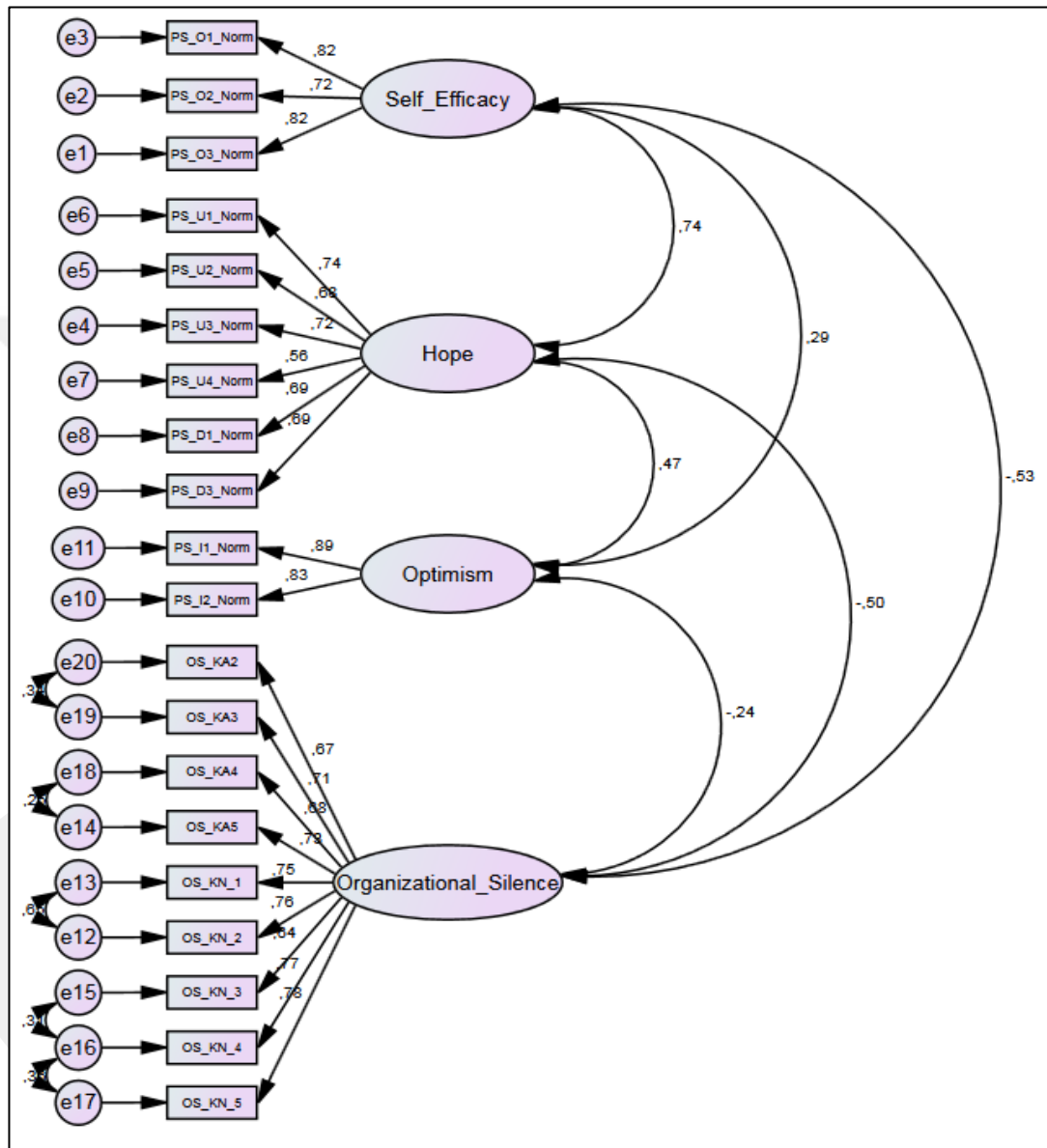
In the direction of Table 13, it is assumed that the DFA of the sample shown in Table 14 is in acceptable fit since the values of χ^2 / df , RMSEA and SRMR are in acceptable range.

Table 14 - 1. degree and 2. degree CFA goodness-of-fit values

Cohesion Index	1.Degree CFA	2.Degree CFA	Good Fit	Acceptable Fit
χ^2/df	2,606	2,631	$0 \leq \chi^2/df \leq 2$	$2 < \chi^2/df \leq 5$
TLI	0,902	0,9	$0,97 \leq TLI \leq 1,00$	$0,95 \leq TLI < 0,97$
CFI	0,918	0,915	$0,97 \leq CFI \leq 1,00$	$0,95 \leq CFI < 0,97$
RMSEA	0,076	0,077	$0 \leq RMSEA \leq 0,05$	$0,05 < RMSEA \leq 0,08$
SRMR	0,06	0,064	$0 \leq SRMR \leq 0,05$	$0,05 < SRMR \leq 0,10$
NFI	0,874	0,871	$0,95 \leq NFI \leq 1,00$	$0,90 \leq NFI < 0,95$
GFI	0,871	0,867	$0,95 \leq GFI \leq 1,00$	$0,90 \leq GFI < 0,95$

Since there are sub-dimensions of the psychological capital variable, 2nd -degree CFA has been performed. Diagrams and tables related to 1st and 2nd degree CFA are given below at Figure 5 and Figure 6.

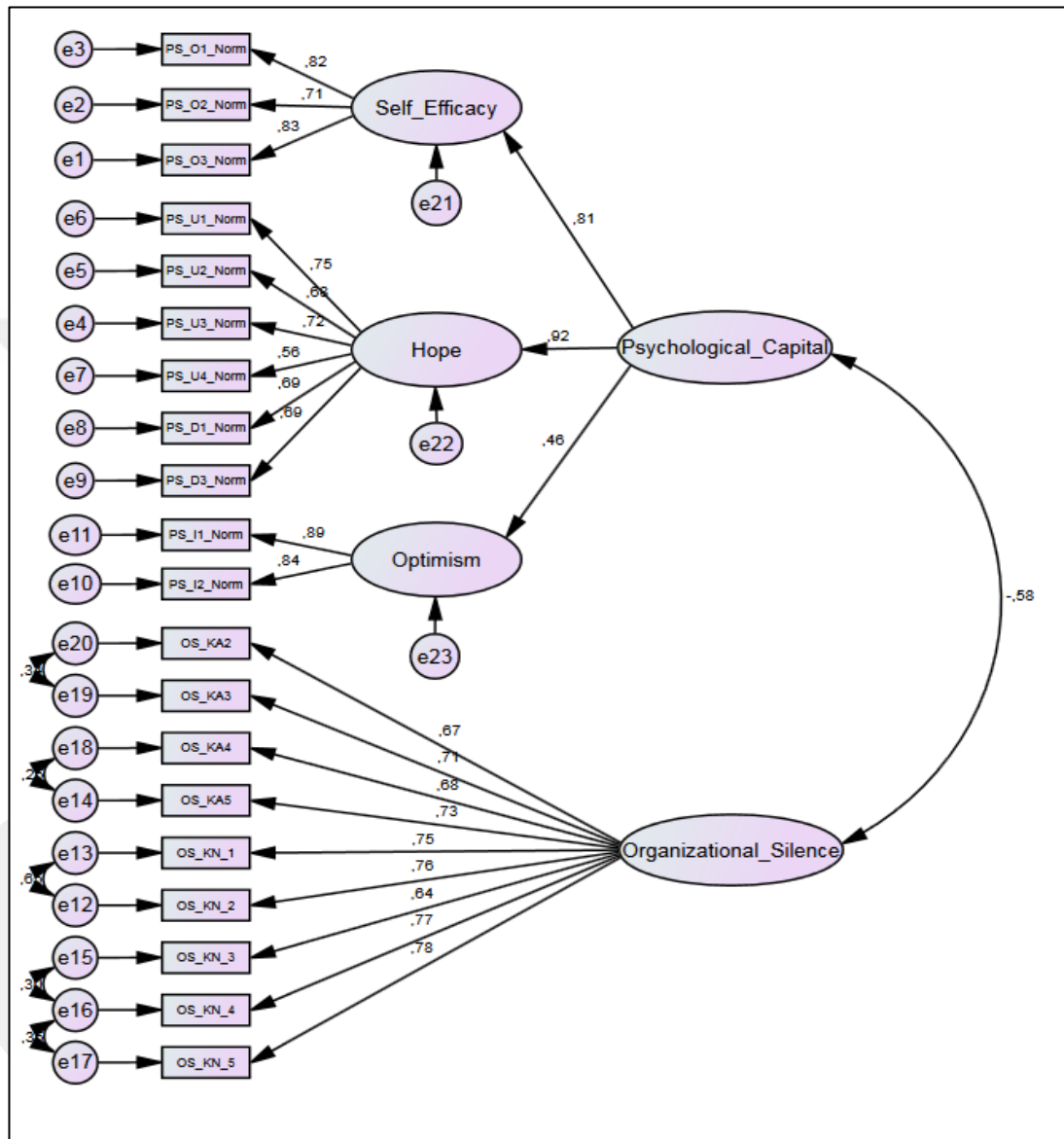
Figure 7 - 1. degree CFA model



As a result of the 1st degree CFA, it was seen that the fit index values were at a good / acceptable level and the structure validity was provided. ($\chi^2/df=2.606$, TLI=0,902, CFI=0,918, RMSEA=0,076, SRMR=0,060, NFI=0,874 and GFI=0,871).

Then, 2nd degree CFA was carried out by combining the sub-dimensions of psychological capital.

Figure 8- 2. degree CFA model



As a result of the 2nd degree CFA, it was also seen that the fit index values were at a good / acceptable level and the structure validity was provided. ($\chi^2/df=2.631$, TLI=0,900, CFI=0,915, RMSEA=0,077, SRMR=0,064, NFI=0,871 and GFI=0,867).

3.3.4. Path Analysis and Hypotheses Testing

Finally, path analysis, which is the last step of structural equation modeling, has been made. Path analysis provides a systematic and comprehensive approach to a complex research problem in a single process by modeling the relationships between many dependent and independent variables (Anderson & Gerbing, 1988).

A total of 9 hypotheses were established in line with the two main questions of the study. The first 3 hypotheses (H1, H2 and H3) are impact hypotheses and were tested by regression as part of path analysis.

- H1: One of the sub-dimensions of psychological capital, "self-efficacy" has a significant effect on organizational silence.
- H2: One of the sub-dimensions of psychological capital, "hope" has a significant effect on organizational silence.
- H3: One of the sub-dimensions of psychological capital, "optimism" has a significant effect on organizational silence.

Figure 9- Path analysis model

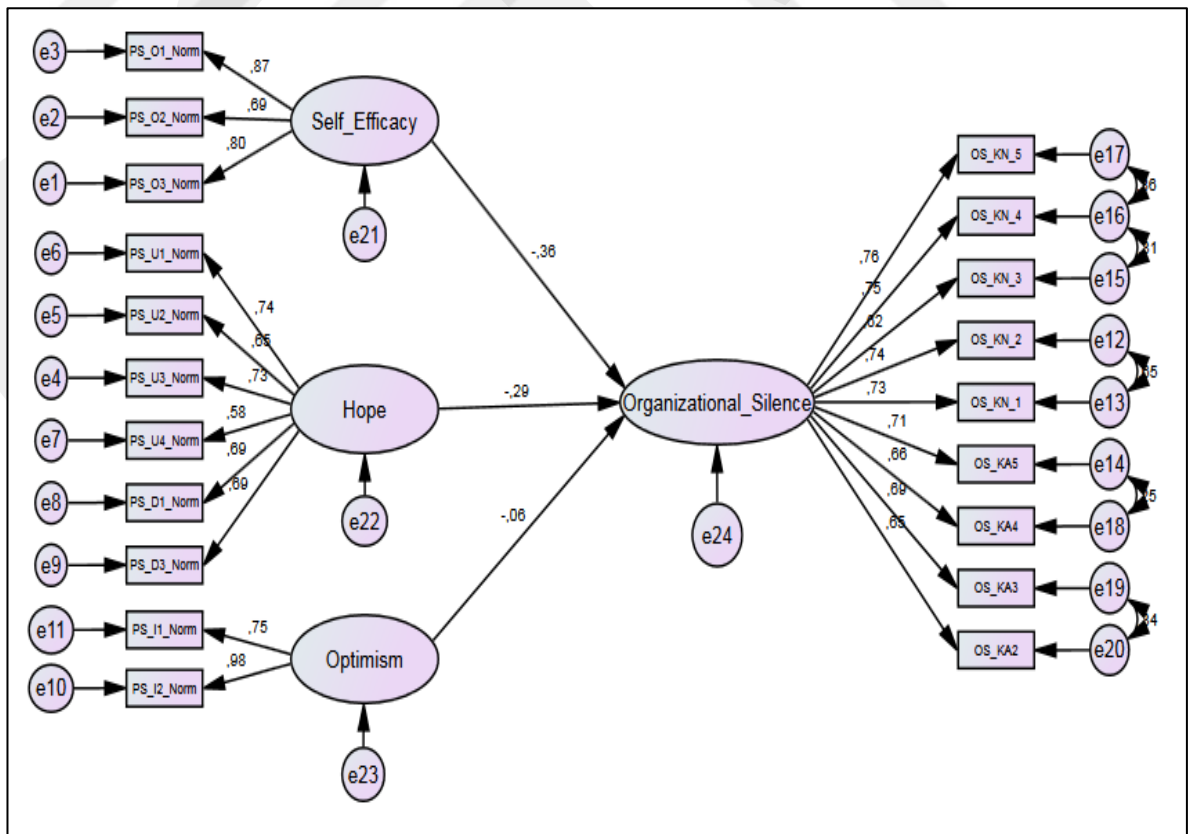


Table 15- Path analysis and hypotheses testing (H1, H2, H3)

	Independent Var.	Dependent Var.	St. Coef.	Significance	Result
H1	Self-Efficacy	Organizational Silence	-0,363	*0,001	Accept
H2	Hope	Organizational Silence	-0,289	*0,001	Accept
H3	Optimism	Organizational Silence	-0,061	0,439	Reject

As can be seen from the Table 15, H1 and H2 with significance values <0.05 were accepted, while H3 was rejected by Path analysis. An increase of 1 standard deviation in self-efficacy provides a 0.363 standard deviation decrease in organizational silence. In addition, 1 standard deviation increase in hope provides a 0.289 standard deviation decrease in organizational silence.

Then, H4 and H5, which are relational hypotheses, were tested with Pearson's Correlation analysis. Correlation shows the linear relationship between two or more variables. Here, the relationship between PsyCap and Organizational Silence is evaluated in terms of generations.

- H4: There is a significant relationship between Psychological capital and Organizational Silence in the X generation.
- H5: There is a significant relationship between Psychological capital and Organizational Silence in the Y generation.

Figure 10 - Correlation model for Generation X

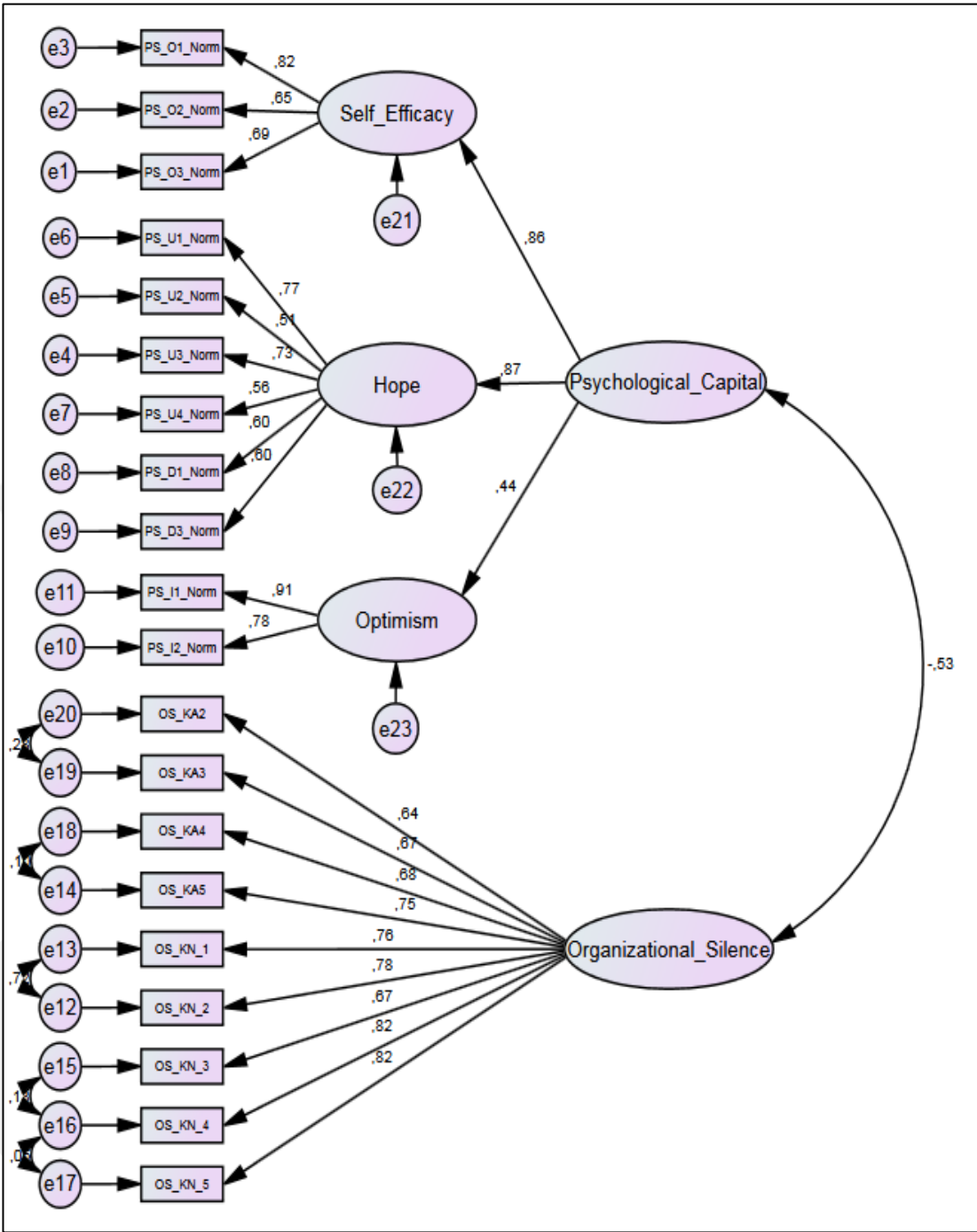


Figure 11- Correlation model for Generation Y

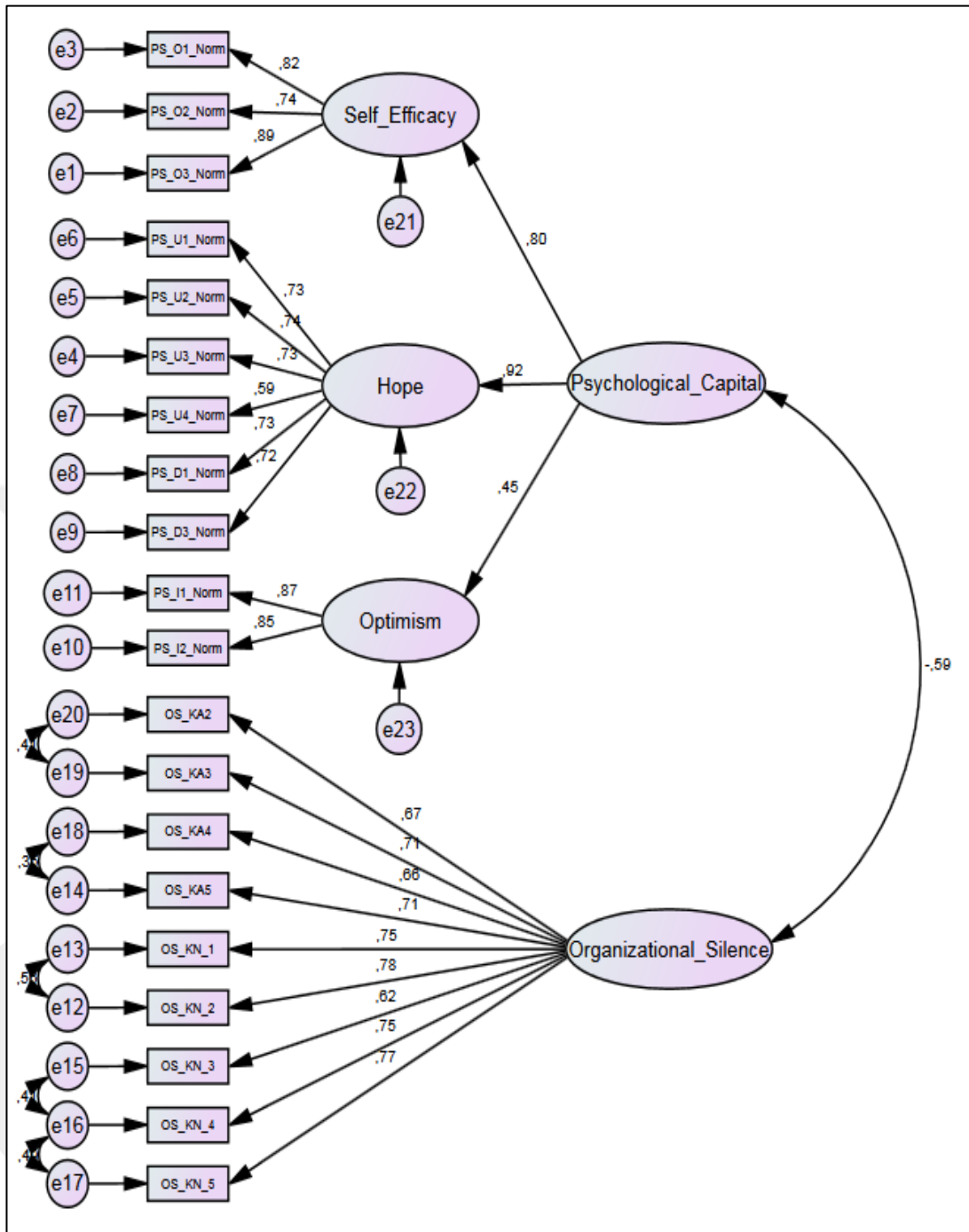


Table 16 -Path analysis and hypotheses testing (H4, H5)

	Sample	Correlation	St. Coef.	Significance	Result
H4	Generation X	Psychological Capital – Organizational Silence	-0,534	*0,001	Accept
H5	Generation y	Psychological Capital – Organizational Silence	-0,591	*0,001	Accept

As can be seen at Table 16, H4 and H5 are accepted. In the X and Y generations, a negative relationship has been found between organizational silence and psychological capital. In both generations, it has been observed that psychological capital decreases if organizational silence increases.

Finally, whether each variable differs according to the factor groups was tested by independent sample t-tests.

- H6: The X generation has more self-efficacy than the Y generation.
- H7: The X generation has more hope than the Y generation.
- H8: The X generation has more optimism than the Y generation.
- H9: The Y generation has more organizational silence than the X generation.

Table 17- Factor statistics due to generation

	Generation	Sample Size	Mean	St Dev	St. Error Mean
Self-Efficacy	X	101	4,4582	0,56978	0,0567
	Y	175	4,2603	0,64876	0,04904
Hope	X	101	4,179	0,55385	0,05511
	Y	175	4,1063	0,60714	0,0459
Optimism	X	101	3,9893	0,85462	0,08504
	Y	175	3,6833	0,88418	0,06684
Org. Silence	X	101	1,8658	0,81488	0,08108
	Y	175	2,0171	0,73234	0,05536

Table 18 - Independent samples T-tests (H6, H7, H8, H9)

		Levene Variance Homogeneity		T-Tests				
		F-stat	p-value	t-value	df	p-value	Mean Diff.	St. Error
SE	Variance is homogenous	0,131	0,718	2,55	274	*,011	0,19788	0,07761
	Varyans is not homogenous			2,64	231,229	0,009	0,19788	0,07496
HP	Variance is homogenous	0,363	0,547	0,989	274	0,324	0,07269	0,07351
	Varyans is not homogenous			1,014	224,695	0,312	0,07269	0,07172
OP	Variance is homogenous	0,42	0,517	2,803	274	*,005	0,30594	0,10915
	Varyans is not homogenous			2,829	214,639	0,005	0,30594	0,10816
OS	Variance is homogenous	0,43	0,512	-1,586	274	0,114	-0,15136	0,09541
	Varyans is not homogenous			-1,542	191,094	0,125	-0,15136	0,09818

Levene variance homogeneity test is looked at in the Table 18. According to this test, if the p-value is greater than 0.05, the variance is considered homogeneous, if it is small, the variance homogeneity is said to be heterogeneous. In Levene variance, we can observe that all factors variances are homogeneous.

In the t-test, it was checked whether the homogeneous p values obtained were greater than 0.05. In this regard, it was observed that while the p-value of self-efficacy and optimism was less than 0.05, p-value of hope and organizational silence were greater than 0,05. As a result, H6 and H8 were accepted, and H7 and H9 were rejected.

CHAPTER FOUR

DISCUSSION AND CONCLUSION

Within the thesis, it is aimed to reveal the relationship between psychological capital and organizational silence and whether they differ according to the Generation X and Y. In this direction, this research was conducted in a public institution operating in the field of science and technology. Within the scope of the research, psychological capital has been observed in 4 sub-dimensions and organizational silence in 3 sub-dimensions in the literature review. In the research, the interaction between main headings and sub-details are examined. Although this study will contribute to the few literature studies on the relationship between psychological capital and organizational silence, it has also brought a new interaction to the concepts by revealing the differentiation of these concepts between Generation X and Y.

In the analysis part, the sub-dimensions of organizational silence, pro-social silence, disappeared under the assumption of normality. In the exploratory factor analysis, the other two sub-dimensions of organizational silence combined and factored as just organizational silence. In exploratory factor analysis, resiliency, which is the sub-dimensions of psychological capital, has also been destroyed. In other words, while psychological capital continues with 3 factors under it, organizational silence has been determined as the only factor without sub-dimensions.

As a result of the analysis, a significant negative relationship was found between self-efficacy and hope, which are sub-dimensions of psychological capital, and organizational silence. Organizational silence will decrease if employees have good thoughts about the future or when they have confidence. Considering the literature, studies have also found negative and significant relationships between organizational silence and self-efficacy (Üngüren & Ercan, 2015; Kahya, 2015; Ives, 2015; Nikpay, Farahbakhsh, & Zandkarimi, 2017). When looking at the relationship between hope and organizational silence, Nikpay et al. (2017) and Macit, Karaman and Ekim (2020)'s studies also show a significant correlation in the same direction with the analysis result. In addition, optimism, which is another sub-dimensions of

psychological capital, has not been observed to have any effect on organizational silence. In other words, no matter how optimistic the employee takes towards life, this does not affect the employee's act of staying silent. When looking at Nikpay et.al. (2017)'s, Şevik's (2020) study, there was found negative relationship between organizational silence and optimism, while it was seen that there was no relationship between the two factors as a result of the analysis.

It has been observed in the literature that organizational silence has a significant negative relationship on psychological capital, and this literature is supported in this study (Hui, 2013; Hoveyda, 2015; Yu & Liu, 2016; Macit, Karaman, & Ekim, 2020). It has also been found that this negative relationship doesn't differ to Generation X and Y. In other words, if the psychological capital of employees increases regardless of their generation, organizational silence will decrease to. The reason for this is that employees are inevitably influenced by each other, regardless of generation since they do the same job and are in the same work environment.

In the last part of analysis, the X and Y generations are handled on a factor basis. Accordingly, it has been observed that the self-efficacy of the X generation is higher than the generation Y. This result supported the results found in the literature (Staples, 2014). It can be said that the X generation has high self-confidence due to seniority at workplace or since they have a lot of knowledge because of they started business life before. If we apply this study when the generation Z starts to take an active part in the working life, it is also thought that the self-efficacy of the Y generation may be more than the next generation.

Secondly, it has been found that the hope of the Y generation is greater than that of the X generation. When the literature is examined, it is seen that hope does not differ according to the X and Y generations (Staples, 2014). At this point we can assume that the younger generation will always be fuller of hope so that they can look forward to the future with the idea of achieving everything in changing world conditions.

While establishing the research hypotheses, it was expected that the optimism levels of the X and Y generations would not differ. (Staples, 2014). Analysis results revealed a X Generations optimism level greater than Y Generations. The reason for

this can be Generation X must have seen that it is not beneficial to look pessimistically at everything in the normal flow of working life, and that a positive approach to the easy progress of things can make their work easier. Although the generation Y is at the beginning of the work life, they may lose their optimism against any perpetrator.

Finally, it has been observed that the organizational silence of the Y generations is more than X. This result is consistent with the results in the literature and is an expected result (Gündüz & Bekçetaş, 2018). With the liberated and changed world, new generations have more the behavior of making a sound and can express things they do not want more easily. Generation X, on the other hand, has put its life in order and prefers to remain silent, worrying that this order will be broken.

Silence has entered the literature as an action that harms both the individual and the organization due to the increase in the rate at the organizational level as well as at the individual level. In countries that want to develop, silence that begins at the individual level will be an action to the detriment of the countries in a long time. Especially supporting the free expression of new ideas in institutions operating in the science and technology sector such as the institution where the survey was conducted will increase the reputation of our country in the science sector. It should not be forgotten that every new groundbreaking idea was the result of an act of making a sound.

Although the education level of the employees of the organization is high, supporting the training activities of the employees of the organization will increase the self-efficacy factor that plays a role in reducing organizational silence. As people gain expertise, their self-confidence will increase. However, if first the company and then the country policies are in the interest of individuals benefit, it will increase hope and optimism in people. As of today, learning the X generation effectively will provide a pre-preparation opportunity for the Z generation that will join the business life in the future.

This research has some limitations with its contributions. The survey was conducted to a public institution with a high income and education level. In this direction, it is not appropriate to expect the same research result from different segments. In addition, due to the fact that the researcher was working in the human

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