The Relationship between Perceived Supervisor Support and the Aspects of Organizational Silence

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Abstract

In this information age in which we are living, organizations understand that the human resources cannot be ignored in making innovations and change happen within enterprises. While the employees are able to express themselves regarding the matters within the organizations, at other times, they keep their opinions to themselves for a variety of reasons, which then cause organizational silence within the work environment. In this research, the types of organizational silence are explained in detail in order to provide a better understanding of this kind of behaviour amongst employees. The aim of this study was to reveal the relations between the perceived supervisor support of the employees working in hotel business and the aspects of organizational silence. With this purpose in mind, a questionnaire was conducted on 229 employees, who were selected by means of random sampling, working in five-star hotels in Antalya province, Turkey. The data obtained as a result of the research was analysed using a T test, ANOVA, correlation analysis, regression analysis and factor analysis. As a result of the research, it was determined that perceived supervisor support has an impact on quiescence and acquiescent silences and that one of the reasons leading employees to remain silent is the lack of trust towards their supervisors. In conclusion, some good suggestions are offered to the managers of hotel enterprises and to the researchers working in this field in order to surmount the problem of organizational silence which invariably leads to problems if not tackled effectively.

Keywords: Organizational silence, perceived supervisor support, hotel enterprises, structural equation model, Antalya.

Introduction

Although organizations and human resource management per se, agree on the importance of open dialogue, there are various studies which underline that in practice, many employees are skeptical about their organizations' support for intercommunication, and thus the exchange of information that prevents the success of organizational goals and objectives. The development of organizations is ensured by employees sharing their knowledge and experiences. Thus, creative ideas emerge and different solutions are offered for the existing problems, and the most important task in revealing this potential falls to the supervisors (Kulualp, 2016; Bowen and Blackmon, 2003). Since it is important for the employees to express themselves and to transform knowledge into information and information into creativity, in case they fail to express themselves, organizational silence occurs, whilst the new ideas cannot be realized (Drucker, 2003). The lack of information, lack of trust and organizational silence are among the aspects preventing change from occurring in enterprises (Vakola & Bouradas, 2005). As organizational silence refers to the suppression of ideas, opinions and information on the issue of organizational problems and effectiveness, in the enterprise environments, which tend to be fearful, intimidating and silent, the desire for innovation does not arise and causes silent behaviours and dissatisfaction continues like a 'festering sore' (Senge, 1999). According to Collins (2001), the organizational ability of a company to listen to the truth takes them to the level of being a great company rather than a good one. Collins states, "All good to great companies begun the process of finding a path to greatness by confronting the brutal facts of

the current reality. . . . It is impossible to make good decisions without infusing the entire process with an honest confrontation of the brutal facts" (Collins, 2001:88)." Organizational silence has a negative impact on both the organization and the employees, as it makes them feel that they are not important, they are not in control and that they have lost their trust (Liang & Wang, 2016). Furthermore, the decision making, error correction, organizational learning, crisis prevention, as well as development and innovation process, which adversely affect corporate performance, also disrupt the organizational process (Beer & Eisenstat, 2000; Morrison, 2014). Acquiescent silence and quiescent silence are affecting job performance negatively, but prosocial silence is affecting job performance positively (Çalışkan & Pekkan, 2017). Organizational silence and performance have adverse impacts. That is to say, more performance effect decreases silence of employees and raises the level of employee performance. This impact gives rise to total effectiveness and efficiency of the organizational activities. There is no relationship between the employee performance and quiescent silence by increasing and decreasing. Moreover, the lack of expression of ideas, information and ideas for self-protection do not effect performance. Pro-social silence does not have any tie with employees' performance in terms of increasing or decreasing the silence, in other words, performance will not increase overall (Jalilian & Batmani, 2015:1572). Organizational silence decelerates organizational development as well as decreasing commitment of the employees to the organization causing interior conflicts. It also decreases making decisions , hinders change and innovation in the organization and blocks feedbacks to the organizatinal management (Erigüç, Özer, Turaç & Sonğur, 2014:134).

Organizations need to carry out some human resources activities in order to protect their employees from the culture of silence. These activities are providing employees with the an opportunity to create ideas and present opinions as well as create a discussion environment for them. In short, an organizational culture, which values employee ideas, should be established (Ehtiyar & Yanardag, 2008). Current researches reveal that there is a positive relationship between organizational silence and justice (Wihetside & Barclay, 2013), trust, organizational commitment (Dedehanov & Rhee, 2015) and perceived organizational support (Singh & Malhotra, 2015; Wang & Hsieh, 2012) while there is a negative relationship between job satisfaction, work performance and organizational silence (Mengenci, 2015).

Since tourism has a key role in both economic growth and development, the governments support tourism, and thus the tourism establishments such as hotels, and the employees working in these establishments have important roles in economic growth and development. The quality of service in hotel sector, which is a sub-sector of tourism, depends on the physical and mental health of employees. Physically and mentally healthy employees are efficient and effective in provision of services, and thus for the satisfaction of customers with the service (Arslaner & Boylu, 2017). Therefore, it is important to examine the employee behaviour in tourism establishments.

Theoretical Framework

Organizational Silence
Voice is important to organizations as it encourages new ideas and improvement to emerge. Voice behaviour, which is an expression of encouraging recommendations intended for organizational development, correlates with outcomes, such as in-role performance, creativity, and implementation of new ideas in a positive manner (Ng & Feldman, 2012). The employees encounter compliance problems such as fear of possible job loss, uncertainty about new managers or new team members and are also fearful of losing their current status. In case silence behaviour prevails within organizations, provision of a positive communication environment to eliminate distrust and doubt is necessary in order to ensure positive efficient and effective change in organizations (Appelbaum, Gandell, Yortis, Proper & Jobin, 2000).

Silence refers to the prevailing perception shared among employees within the organization regarding the fact that speaking up about organizational problems and issues are useless and/or dangerous. In such an organizational setting, silence is more dominant than speaking (Morrison & Milliken, 2000:708). Employee silence is the withholding of persons opinions, who are capable of effecting or correcting the needed changes, and their behavioural, cognitive and emotional evaluations about organizational matters (Pinder & Harlos, 2001:334).

Organizational silence may manifest in various forms such as inter alia collective silence, low levels of participation in recommendation of programmes and low levels of collective voice. This institutional level of silence differs from the individual level of silence, employees' expression of their opinions and being informers in two aspects. First of all, research carried out on organizational silence focuses on the general level of silence within organizations as a collective phenomenon. Secondly, the primary interest of the research on organizational silence is to define the environmental drivers forcing most members of an organization to remain silent (Ehtiyar & Yanardag, 2008).

Nafei (2016) underlines five factors that have an influence on organisational silence. These factors can be listed as: (1) support for silence by top management due to the supervisors' fears of getting negative reactions or their underlying beliefs; (2) lack of communication opportunities; (3) supervisor support on silence; (4) statutory powers and (5) employees' fears of getting negative reactions.

Types of organizational silence

In most studies included in organizational silence literature, organizational silence is classified as "acquiescent", "quiescent" and "prosocial" silence (Cakici, 2007; Dilek & Taskiran, 2016; Dyne, Ang, & Botero, 2003).

Acquiescent Silence
Acquiescent silence is lack of reaction given by the employees to any problems or events within the organization. In other words, submission of expressing their opinions, knowledge and ideas regarding the situation they encounter (Dyne, Ang, & Botero, 2003:1366). It refers to the state of passiveness of the employees against the events within the organization. Employees hide their opinions as they think that their knowledge and ideas are useless or will not be considered by their superiors who have arrogant attitudes. Such employees accept any situation or become passive in order to change the situation. This is because they think that the current situation will not change, and so they do not put in any effort in trying to change the current conditions. For example, when employees believe that they do not make any difference at a meeting held in the organization, they leave and do not proactively contribute to an idea or a suggestion (Pinder & Harlos, 2001:349). Acquiescent silence reveals itself in business life through sayings such as "do not beat your gums, you cannot change anything", "do not beat a dead horse" and "that is life and it is inevitable" (Cakici, 2007).

Quiescent Silence
Quiescent silence is employees' remaining silent by hiding their ideas and opinions in order to protect themselves, since they are afraid of the reaction they are to face when they express their opinions regarding any situation within the organization. Individuals exhibit this kind of behaviour consciously and proactively in order to protect themselves from external threats (Dyne, Ang & Botero, 2003:1367). In quiescent silence, the individual prefers to remain silence because of the reaction that he/she is likely to face as a result of his/her statements. Despite the fact that the individual has an idea regarding the situation and knows that he/he may actually change the situation, he/she remains silent in order to mitigate adverse responses (Pinder & Harlos, 2001:348). The reason why the individual exhibits this kind of behaviour is the fact that he/she does not want to take responsibility of his/her opinion with respect to the

relevant situation. At the same time, the reason why employees remain silent is the fact that they want to hide their failures (Ozgen & Surgevil, 2009:312).

In quiescent silence, employees think that remaining silent is a lot more beneficial for them than speaking up. Since they do not share their opinions and suggestions with their supervisors to protect themselves, they think that if they are to do so, it will be more damaging for them rather than being beneficial. This is a type of behaviour exhibited just to be on the safe side (Dyne, Ang, & Botero, 2003:1367). Employees do not express their ideas within the organizations, if they consider their superiors as threats or assume that their supervisors will interpret their ideas negatively. As a matter of fact, silence is inevitable for the employees, if they are afraid that their working conditions will change in a negative way such as longer on duty hours, job loss, denial of promotion, exclusion, fear of damaging to relations etc. (Miliken, Morrison, & Hewlin, 2003; Eroglu, Adıgüzel & Cantürk, 2011). Employees demonstrate silence behaviour in order to protect themselves from external threats (Morrison & Miliken, 2000), and the reasons, which lead people to this type of behaviour, are the awareness that the authorities are uncriticizable in collectivist cultures (Emerson, 1981), not to fall into a hostile situation and to avoid interference (Skinner 1996) and to gain the sense of personal competence (Morrison and Miliken, 2003).

Prosocial Silence
This silence behaviour, as in compliance with the requirements of organizational citizenship behaviour, is an intentional, optional and proactive behaviour that focuses on others in order to prevent external threats, which may affect organizational loyalty within the business environment, and to protect the organization itself (Podsakoff, Mackenzie, Paine, & Bachrach, 2000:517). The main motive of prosocial silence is either sacrifice or cooperation. Employees hide their opinions, suggestions, knowledge and experience in relation to the business from their organizations in order to become more beneficial for society, their colleagues and their organization. The reason why the individuals make sacrifices and cooperate is because they think in favour of people around them, and thus the prosocial silence is based on altruism and sacrificial behaviour in favour of the organization. It is a silence behaviour planned and exhibited by the individual in advance. Prosocial silence, unlike the quiescent silence, is not about fearing the consequences of expressing oneself freely, but about deciding to remain silent in favour of others (Cakici, 2010:34). When the employees see the problems and weaknesses experienced within the main structure of the organization and try to eliminate the problems, they give up on this , if they think that their colleagues are not pleased with this situation and that they are bound to exhibit protective behaviour. Employees hide the solutions they find in order to avoid hurting their colleagues, and in efforts to please them. Employees thus prefer tarnishing their image rather than damaging their relationships (Aliogullari, 2012:25)

Supervisory Support

In order to determine the wishes and expectations of the employees, the relationship between the employees and their supervisors, with whom with the employees communicate first in the hierarchy and who are the representative of the organization, are important determinants. Mattews et al. (2009) defines the support given to the employees as facilitating, and as auxiliary activities provided to employees in order to carry out their work. Perceived Supervisor Support is about how much the value, incentives and support given by the supervisor to the employee is felt by the employee (Babin & Boles, 1996:60).

Although the support itself has a lot of sources such as the organization, colleagues and family, as Muse and Richer (2011) stated, the fact that the supervisors are the representative power distributing the resources by applying the rules, laws and policies of the enterprise causes the supervisor support to take the lead among other types of support. The supervisor support, which is dealt with at different areas, is a more important role than other perceived types of

support, especially on the negative work outcomes that cause unwanted and serious burdens in the business for example, loss of employment, absenteeism, exhaustion syndrome and stress. In the studies carried out on perceived supervisor support, it was observed that when the employees think that they are supported by their managers in an enterprise, the adverse outcomes such as the intention to leave the work in that enterprise (Holman, 2003), the recruitment and re-education costs (Dhar, 2012), burnout syndrome (Choi et al., 2012) and the work stress, all decrease while the positive work processes such as support programmes in organizations, organizational citizenship behaviour (Moorman, Blakely, & Niehoff, 1998) and commitment (Rhoades & Eisenbesberger, 2002) all tend to increase.

The Relationship between the Organizational Silence and Supervisor Support

There are some norms and defensive behaviours preventing employees from expressing themselves within organizations (Argyris, 1977). In organizations with a silence culture, the members of the organization believe that there is a paradox where most of the employees are aware of certain issues and problems within the organization, but they do not tell these to their supervisors. Silence is a result of the attitudes and beliefs of the supervisor. The fact that the employees fear the negative feedback to be given by their supervisors, that the supervisors think that people are naturally lazy, employees' fear of losing their jobs or the organizational culture cause the silence to rise and develop in scale within the organizations. Apart from this, the centralization of the decision-making mechanism and the lack of mechanisms to officially give feedback to the supervisors causes silence within organisations (Morrison & Miliken, 2000; Vokala & Bouradas, 2005).

Izraeli and Jick (1986) state that, in order to prevent 'voices' in organizations the supervisors may tell their subordinates that they are not old enough to know the truth, that they do not have the authority to act independently, that they are not "team members" and that their reactions can only cause problems and negative feelings among them.

Consequently, employees think that there is no point in expressing their opnions to an unresponsive and inattentive supervisor in an organizational setting that promotes these reactions and behaviors, because they do not find speaking beneficial so they do not want to regard themselves as "troublemakers" and exhibit behaviors that may damage their professional lives (Dickson & Roethlisberger, 1966).

Liang and Wang (2016) concluded that organizational politics was one of the factors that contribute to the formation of organizational silence, especially in publicly-owned businesses. It is also possible to say that perceived organisational politics is believed to be affecting the organisational silence positively. In case the supervisor does not support the employee, the latter may choose to remain silent rather than express his or her opinion, which may be important for having a competitive advantage and sustaining it (Mengenci, 2015). Thre hypotheses were postulated as stated below.

H1. Supervisor support has a negative impact on acquiescent organizational silence.

As employees fear the negative consequences, quiescence silence, which is a well-planned approach for protecting the employee and involves complex thought processes, arises (Pinder & Harlos, 2001; Dyne, Ang & Botero, 2003; Miliken, Morrison & Hewlin, 2003). From an individual point of view, quiescent silence has a negative effect on the trust, morale and motivation of employees, and causes emotional exhaustion in the end (Jahanzeb & Fatima, 2017).

H2. Supervisor support has a negative impact on quiescence organizational silence.

Perceived supervisor support affects the business environment in aspects, which can be considered as being somewhat negative, such as morale, stress etc. (Cropanzano, Howes, Grandey & Toth, 1997). Employees might be motivated to give up on their personal goals through a high level of perceived support, and thus might prioritise the interests of the organization (Witt & Carlson, 2006).

H3. Supervisor support has a positive impact on prosocial organizational silence.

Methodology

This study followed a quantitative research approach, which was carried out in a correlational survey model. The relationship between organizational silence and supervisor support was presented in this research, where organizational silence dimensions are considered as being dependent variables, and supervisor support is considered as being an independent variable. The model of the study is as follows.
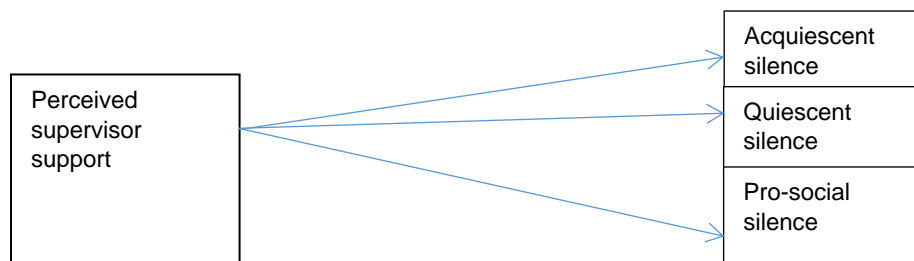
Figure 1. The model of the research

Target Population and Sample of the Study

The study is carried using employees of a five-star hotel located in Antalya. The following equation was used for the sample volume (Yamane, 2001).

$$n = \frac{N.z^2.p.q}{N.d^2 + z^2.p.q}$$

N: number of individuals in the batch
n: number of individuals in the sample
z: standard normal distribution table value for the desired reliability value
d: sensitivity
p: proportion of individuals with the desired trait in the batch (p+q=1)
N: unlimited
z=1.96
p=0.5
q=0.5
d=0.065
n=227

In the study, this figure was attempted to be obtained by using a simple sampling method (Kozak, 2015). The sample of the study comprised of 229 hotel employees. The average age of the employees was found to be 24.5 and the average monthly salary was 1757 TL.

Descriptive information of the participants of the study is shown in the table below. In order to obtain data, 400 questionnaire forms were filled out by the employees between the months of May and September, 2018 with the permission of their managers and after their consent was given. No incentives were paid for participation and ethical policies were adopted in line with university policy.

Descriptive information of the participants of the study is shown in the table below.

Table 1. Demographic information of the participants of the study

Gender	N	Percentage	S.S.	Working Period	N	Percentage	S.S.
Male	163	71.2	0.45	Less than a year	133	58.1	1.40
Female	66	28.8		Between 1 and 5 years	45	19.7	
Marital Status	**N**	**Percentage**	**S.S.**	Between 6 and 10 years	24	10.5	
Married	68	29.7	0.45	Between 11 and 15 years	12	5.2	
Single	161	70.3		More than 16 years	15	6.5	
Education	**N**	**Percentage**	**S.S.**	Age	N	Percentage	S.S.
Primary school	91	39.7	0.73	Generation X	9	3.9	0.19
High school	97	42.4		Generation Y	220	96.1	
				Salary	**N**	**Percentage**	**S.S.**
University	41	17.9		Less than 1757 TL	164	71.6	0.45
				More than 1757 TL	65	28.4	

Data Collection Tools

A questionnaire technique was used for data collection in the study. The questionnaire form consisted of three sections. The first section measured the demographic variables, while the second section included expressions/opinions on organizational silence and the last section included questions that sought to measure the levels of supervisor support. Organizational silence attitudes were measured in the second part by the Organizational Silence Scale, which consists of 15 statements, developed by Dyne, Ang & Botero (2003).

The acquiescent silence, quiescent silence and pro-social silence aspects constituted the sub-dimensions of the scale, which was translated into Turkish by Dilek & Taskiran (2016). The statement "I keep my own counsel as I am consent about the decisions to be taken" belongs to acquiescent silence, while the statement "In order to maintain my position in the enterprise, I avoid expressing my opinions on correcting missing points." belongs to quiescent silence,

and the statement "I refuse to disclose information that could harm this enterprise and my colleagues." belongs to pro-social silence behaviour. The supervisor support scale had a single-factor structure. The questions in the scale consisted of 7 statements such as "my manager is proud of my achievements", "my manager thinks that I am able to represent my department at the meetings held in the enterprise" and "my manager helps me to analyse my own performance" (Goktepe, 2017).

Data Analysis

Data collected during the study were transferred to a computer and analysed using the SPSS 21 package program. Since the skewness and kurtosis values of the data were between -1 and +1, the data were found to be distributed normally. While the parametric tests were applied, chi-square and anova tests were carried out in order to find the differences between the variables. In the study, correlation analysis was conducted for the relationship between the variables, regression analysis for determining the levels of expression of the variables, Cronbach alpha value for determining the reliability levels of the scales and factor analysis for determining the validity of the scales.

Reliability and Validation Analyses of Data Collection Tools

The reliability analysis of the organizational silence scale consisting of 15 items was performed by calculating the Cronbach alpha (a) value. As a result of the analysis, Cronbach alpha for 3 acquiescent silence statements was found to be 0.774, while it was found to be 0.816 for 5 quiescent silence statements, 0.807 for 5 pro-social silence statements and 0.877 for 5 supervisor support statements. Based on these results, it can be said that the study has reliable data.

Factor analysis was applied to the scale with 15 statements used to determine the organizational silence of the employees. Principal components analysis and varimax rotation methods were used in factor analysis. As a result of the analysis, the Kaiser-Meyer Olkin (KMO) sample adequacy value was found to be 809 and the size of the sample was found to be sufficient for factor analysis. The fact that the Bartlett sphericity test is significant ((x^2 $_{(78)}$ = 1034.537, p<0.001) indicates that the correlation relationships between the items are suitable for factor analysis. As a result of the analysis, a 3-factor result was obtained. The 4th item was removed from the scale as it was double-loaded and the 5th item was removed because it was cross-loaded. At the end of the factor analysis, it was found that it was a 13-item and 3-factor structure, that it explained 61.27% of the total variance of the factors and that the factor loadings of the items were above 0.68. The results of the analysis are listed below.

Table 2. Results of Organizational Silence Scale Factor Analysis

Items	Acquiescent Silence	Quiescent Silence	Prosocial Silence
I keep my own counsel as I am consent about the decisions to be taken.	,833		
I am reluctant to talk about suggestions for change as they are not about me.	,820		
I keep my opinions about generating solutions to the problems to myself.	,726		
Since I fear or worry about the reaction of my supervisor, I keep my job-related information to myself.		,803	
I ignore the negative situations related to the business, in order to continue working in this enterprise.		,797	
Since I fear of the reaction of my supervisor, I abstain from generating solutions to the problems that arise.		,709	
In order to maintain my position in the enterprise, I avoid expressing my opinions on correcting the missing points.		,704	

Since I fear or worry about the reaction of my supervisor, I do not suggest or talk about my opinions regarding change.		,701	
I keep the information, which should remain confidential, regarding this business and my colleague, most appropriately.			,802
I refuse to disclose information that could harm this business and my colleagues.			,796
I resist the pressure coming from others about disclosing information about this enterprise.			,780
I keep private information to myself in favour of this enterprise and my colleagues.			,691
Based on the bonds I have with this enterprise and my colleagues, I keep the information, which should remain confidential, to myself.			,683
Eigenvalues	**3.706**	**2.855**	**1.405**
Percentage of variance explained %	**28.507**	**21.959**	**10.805**
Total variance explained	**61.270**		

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Table 3. Factor Analysis Results of Supervisor Support Scale

Items	Supervisor Support
My supervisor thinks that I am able to represent my department at meetings held within the company.	.879
My supervisor appoints me to participate at a meeting/conference/seminar in order to represent the enterprise/department/unit.	.857
My supervisor allocates funds for the projects developed by me and provides me with the opportunity to use them.	.840
My supervisor helps me to analyse my own performance.	.834
My supervisor is proud of my achievements.	.715
Eigenvalues	
Percentage of variance explained %	3.419

Findings

Considering the relationships between the variables, there is a positive and statistically significant relationship between supervisor support and acquiescent and quiescent silences. The results of the analysis can be seen in Table 4.

Table 4. The Results of Multiple Correlation Analysis between Variables (N=229)

Variables	Mean	s.s.	1	2	3	4
1 Acquiescent	2.29	0.94	1			
2 Quiescent	2.40	0.83	.433**	1		
3 Pro-social	3.36	0.91	.024	-.059	1	
4 Supervisor support	2.95	1.027	.456**	.143*	.092	1

As a result of the regression analysis, which measured the impact of supervisor support on organizational silence, it was found that it explained the acquiescent and quiescent silence at 2% and did not explain the pro-social silence statistically. The results of the analysis are shown in Table 5.

Table 5. Regression analysis results

Regression Direction	Regression Coefficients			Model Statistics
	B	S.H.	β	
Supervisor support → acquiescent silence	0.42	0.54	0.45	R^2=.020; F(1.227)=59.635; *p<0.01*
Supervisor support → quiescent silence	.116	.053	.143	R^2=0.016; F(1.227)=4.724; *p<0.05*
Supervisor support → pro-social silence	.082	.059	.092	R^2=0.004; F(1.227)=1.932; p>0.05

According to the T test conducted to determine whether the mean of the study dimensions vary according to gender, there is a statistically significant difference between quiescent silence and pro-social silence. According to these results, it is seen that men have higher quiescent silence, while women have higher pro-social silence. Analysis results are shown in Table 6.

Table 6. T test results for difference according to gender

Dimensions	N	Mean	S.S.	t	df	Sig. (2-tailed)
Acquiescent silence						
Male	163	2.333	0.94	1.172	227	.243
Female	66	2.17	0.95			
Quiescent silence						
Male	163	2.50	0.87	2.791	227	**.006**
Female	66	2.16	0.66			
Pro-social Silence						
Male	163	3.27	0.94	-2.428	227	**.016**
Female	66	3.59	0.79			
Supervisor Support						
Male	163	2.99	0.99	.978	227	.329
Female	66	2.84	1.10			

According to the results of the T test conducted in order to determine the difference in the mean of the dimensions according to the salary, there is a statistically significant difference between the points of acquiescent silence, quiescent silence and pro-social silence. Those, who receive salaries under TL 1757, have higher levels of acquiescent silence and quiescent silence. Those, who receive salaries above TL 1757, have higher level of pro-social silence. Analysis results are shown in Table 7.

Table 7. T test results for the difference according to salary

Dimensions	N	Mean	S.S.	t	df	Sig. (2-tailed)
Acquiescent Silence						
Below TL 1757	164	2.37	0.88	2.235	227	*0.026*
Above TL 1757	65	2.06	1.06			
Quiescent silence						
Below TL 1757	164	2.5256	.81524	3.551	227	*0.000*
Above TL 1757	65	2.1015	.81404			
Pro-social Silence						
Below TL 1757	164	3.2537	.9220	-3.072	227	*0.002*
Above TL 1757	65	3.6585	.8379			
Supervisor Support						
Below TL 1757	164	3.0220	.9996	1.623	227	0.106
Above TL 1757	65	2.7785	1.082			

Employees were divided into two groups as x and y according to age. In this division, those younger than 36 constituted generation y, while those older than 36 constituted generation x. According to the T test results conducted to determine the differences in the means of the dimensions between generations, it was seen that the means of acquiescent silence, quiescent silence and pro-social silence dimensions had statistically significant differences between them. The acquiescent and quiescent silence of the generation Y was high, while pro-social silence of the generation X was high. There was no significant difference observed in other dimensions.

Table 8. T test results for difference according to age

Dimensions	N	Mean	S.S.	t	df	Sig. (2-tailed)
Acquiescent Silence						
Generation Y	220	2.3273	.94117	3.271	227	*0.001*
Generation X	9	1.2963	.35136			
Quiescent silence						
Generation Y	220	2.4391	.83295	3.088	227	*0.002*
Generation X	9	1.5778	.30732			
Pro-social Silence						
Generation Y	220	3.3318	.91136	**-3.057**	227	*0.003*
Generation X	9	4.2667	.45826			

Supervisor Support						
Generation Y	220	2.9464	1.02206	-0.471	227	0.638
Generation X	9	3.1111	1.20462			

A T test was conducted to measure whether there was a significant difference in the means of the dimensions according to the marital status of employees, and it was seen that the means of acquiescent silence, quiescent silence and pro-social silence differed from each other. It was observed that acquiescent silence and quiescent silence rates of those, who were single, were higher, while pro-social silence rate was higher for those, who were married. The test results are shown in Table 9.

Table 9. T test results for difference according to marital status

Dimensions	N	Mean	S.S.	t	df	Sig. (2-tailed)
Acquiescent silence						
Married	68	2.0882	.97671	-2.078	227	*0.039*
Single	161	2.3706	.92346			
silence						
Married	68	2.1735	.80439	-2.767	227	*0.006*
Single	161	2.5031	.83130			
Pro-social Silence						
Married	68	3.8029	.62054	4.895	227	*0.000*
Single	161	3.1851	.95879			
Supervisor Support						
Married	68	2.9294	1.06379	-0.224	227	0.823
Single	161	2.9627	1.01469			

Anova analysis was conducted to determine the differences in the means of the dimensions according to the working time. As a result of the analysis, no statistically significant difference was found in the mean values of pro-social silence. A significant difference was found in the mean values of acquiescent silence. This difference is due to the difference between the employees working less than 1 year and those working between 6 to 10 years, and the employees working less than 1 year and those working more than 16 years. Acquiescent silence rate of those working less than 1 year was found to be higher. There was a significant difference in the mean values of pro-social silence.

This difference is also due to the difference between employees working less than 1 year and those working between 6 and 10 years. Quiescent silence rate of those working less than 1 year was found to be higher. A significant difference was found in the supervisor support perception. This difference is due to the differences between those working less than 1 year (mean = 3.02) and those working between 6 and 10 years (mean = 2.12); those working 1 to 5 years (mean = 3.23), and those working between 6 and 10 years, and those working between 6 to 10 years and those working between 11 to 15 years (mean. = 3.18). The related Anova test results are shown in Table 10.

Table 10. Difference analysis according to working times

ANOVA

Dimensions		Sum of Squares	Sd (df)	Mean of Squares	F	p (Sig.)
Acquiescent silence	Intergroup	12.984	4	3.246	3.803	**.005**
	Within the group	191.186	224	.854		
	Sum	204.170	228			
Quiescent silence	Intergroup	9.549	4	2.387	3.575	**.008**
	Within the group	149.565	224	.668		
	Sum	159.114	228			
Pro-social Silence	Intergroup	4.697	4	1.174	1.411	.231
	Within the group	186.436	224	.832		
	Sum	191.134	228			
Supervisor Support	Intergroup	22.924	4	5.731	5.897	**.000**
	Within the group	217.686	224	.972		
	Sum	240.611	228			

As a result of the Anova test conducted to determine the differences in the means of the dimensions according to the education level, no difference was found in the perception of acquiescent silence, quiescent silence, pro-social silence and supervisor support. The results of the difference analysis according to the education level are shown in Table 11.

Table 11. Difference analysis according to the education level

ANOVA

Dimensions		Sum of Squares	Sd (df)	Mean of Squares	F	p (Sig.)
Acquiescent silence	Intergroup	4.202	2	2.101	2.374	.095
	Within the group	199.968	226	.885		
	Sum	204.170	228			
Quiescent silence	Intergroup	1.264	2	.632	.905	.406
	Within the group	157.850	226	.698		
	Sum	159.114	228			
Pro-social Silence	Intergroup	1.703	2	.851	1.016	.364
	Within the group	189.431	226	.838		
	Sum	191.134	228			
Supervisor Support	Intergroup	5.536	2	2.768	2.661	.072
	Within the group	235.075	226	1.040		
	Sum	240.611	228			

Conclusion

A positive relationship was found between supervisor support, acquiescent silence and quiescent silence. Wang and Hsieh (2013) found a negative relationship between quiescent silence, pro-social silence and perceived organizational support in their study. Therefore, the silence of employees should decrease, when they receive support from their supervisors (Miliken et al., 2003; Vakola & Bouradas, 2005), however this is an unexpected result in this study. Employees' work behaviours are positively affected when they receive support from the organization (Cropanzano et al., 1997). There is a positive relationship between acquiescent silence and quiescent silence. Acquiescent and quiescent silences are regarded as negative silence types within organizations.

Considering the means of variables, it is seen that the pro-social silence of the employees is higher than the acquiescent and quiescent silence. Salha et al., (2016) and Naktiyok, Kizil & Timuroglu, (2015); Eroglu, Adiguzel & Ozturk (2011) also found similar findings in their studies. When regression analysis was examined, a relationship emerged opposed to the literature

(Wang & Hsih, 2013). So, when employees receive support from the organization, their acquiescent and quiescent silence should decrease (Vakola & Bouradas, 2005:444). However, a positive impact of supervisor support is observed on organizational silence. Interestingly, no significant impact of supervisor support is observed on pro-social silence. Wang et al., (2018), stated that the supervisors' narcissism had a positive impact on organizational silence. Unwillingness to share information and express oneself has an adverse impact on employee confidence, morale and motivation. And general productivity levels drop and then so do the hotel's profits Employees' keeping their knowledge and opinions to themselves may weaken the organizational decision-making, error correction, organizational development and innovation processes (Beer & Eisenstat, 2000).

When the results of the differences based on demographic variables are examined, it is observed that the quiescent silence is high for men, while the pro-social silence is high for women. Considering the personality traits of men and women, it is an interesting finding that women have lower level of quiescent silence than men, despite the fact that they need more defence compared to men.

The fact that women have high level of prosocial silence may be due to the fact that understanding of compassion and caretaking is higher than men. Zhang, Zhang and Liu (2018) also determined that organizational silence differed according to gender. Perception of supervisor support does not differ from women to men. Piderit and Ashford (2003) state that the roles of women and men are perceived differently within organizations. They state that issues such as supervisors having negative views on women as well as avoiding to give career opportunities and to include in the decision-making processes are confronted. Mignonac et al. (2018) did not find any relationship between perceived organization support and gender. As a result of this study, it is seen that the means of organizational silence differ according to the marital status. Zhang, Zhang and Liu (2018) found that there was a significant relationship between organizational silence and marital status. While He et al. (2017) and Eroglu, Adiguzel and Ozturk, (2011) could not establish a significant relationship between organizational silence, gender and age, He et al. (2017) established a significant relationship between organizational silence and the level of education received. Upasna and Agarwal (2018) stated that there was a relationship between age and quiescent and prosocial silence, while there was no relationship between gender and organizational silence. This study contributes to the literature in terms of understanding how organizational silence changes according to demographic variables.

Suggestions to the Supervisors

If the supervisors blame other employees for the poor business performance instead of blaming themselves, even though there are some problems those problems will not come to light. This is because the employees may worry about the reaction they may receive. Employees want to have confidence in their supervisors, who control them, for not directly or indirectly punishing employee behaviours (Vakola & Bouradas, 2005).

Organizations should develop various ways for all employees to express their views on the behaviour of leaders or managers, to provide human resources management practices, ethical aspects, organizational culture and communication training and to provide feedback to their seniors (Kul, 2017) which can add value.

Another way of reducing organizational silence is to increase organizational citizenship behaviour, for which the following should be done (Bolino et al., 2015; He, 2017); (1) distinguishing the edges of in-role and extra-role behaviours specifically; (2) encouraging ethical work culture in order to replace with improper and workaholic work cultures such as the work culture of "24-7. 365 (day)"; (3) setting legitimate performance goals and preventing long working hours by providing periodic breaks; (4) monitoring employee exhaustion closely

through periodic surveys held on workload and stress and ensuring timely psychological counselling and guidance; (5) promoting the self-assistance books including tips about CCB prevention; and (6) paying attention to inner voices of the employees and encouraging them to express their own opinions regarding the organizational problems such as CCB by establishing certain channels for complaining safely and freely.

Supervisors should take the foregoing recommendations into consideration and should take necessary measurement to break the employee silence.

Limitations of the Study

There are various difficulties and limitations to this study. The most important limitation of the study is the low number of samples, which is caused by the unwillingness of the business managers to give much support since data collection was held during peak season. Another difficulty was the fact that the employees were selected from only Antalya and other areas may offer different findings. Different results can thus likely be obtained by carrying out similar studies in a way to include all of the employees working in the accommodation establishments in Turkey including hotels, motels and guest-houses.

Suggestions for Future Studies

Qualitative researches determining whether business managers have sufficient knowledge or not, can be carried out in order to eliminate organizational silence in enterprises. In this study, it is seen that the organizational silence increases with the supervisor support, so further studies can be carried out according to this result. Also the relationship between the variables, which mediate on the impact of supervisor support on organizational silence, can also be examined.

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