

THE RELATIONSHIP BETWEEN LOCUS OF CONTROL AND ORGANIZATIONAL SILENCE: A STUDY ON THE TURKISH ACADEMICIANS¹

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Abstract: The concept of locus of control is defined as a generalized expectancy of perceived internal or external control or the degree to which an individual perceives events as being contingent upon his or her own behaviour or own relatively permanent characteristics, which are assumed to be more or less stable under varying conditions. As well as, the concept of organizational silence is defined as a collective-level phenomenon that cause widespread withholding of information about potential problems or issues by employees. The aim of this research is to examine the relationship between the concepts of locus of control and organizational silence in terms of employees. For accomplishing this aim, a survey study was conducted on total 124 academicians, working at a Turkish University that its named Black Sea Technical University. In this research, the locus of control scale with 10 items prepared by Mueller and Thomas (2001) and adapted from Rotter's (1966) internal-external locus of control scale and the organizational silence scale developed by Van Dyne et al. (2003) were used as survey instruments. The multiple regression analysis was used for testing proposed research hypothesis. The results show that there is a significant and negative relationship between the locus of control and the organizational silence on the whole, also in the view of the sub-dimensions, the internal locus of control was negatively correlated with the negative silence (acquiescent and defensive) and the external locus of control was negatively correlated with the positive silence (prosocial).

Key Words: Locus of Control, Organizational Silence, Turkish Academicians

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1. INTRODUCTION

The most important feature that separates humans from the other creatures is “mind”. The individuals think with their minds and thus, they can produce different and multiple ideas and thoughts. The most important point is that the humans do not only think, but also they can put their thoughts into words (Kahya, 2013:67).

Our world is witnessing rapid and dizzying developments and changes. The notion called “globalization” is causing narrowing of the borders of countries and living of the people in a more violent and brutal competitive world. During this period, the “knowledge” takes center stage more than ever to the survival of the individuals and organizations formed by them. Hence, the importance of the concept of silence emerges even more (Kahya, 2013:67). At this point, especially in organizations, it should be considered that the factors, which influence the voice of employers. From this viewpoint, two important variables are considered in this study: locus of control and organizational silence.

Employees confront issues and consider whether to convey or withhold the information that may improve or harm the organization (Ko et al., 2013:2). As well as, employees have the feelings of discomfort, inability and lack of self-appreciation when they have

to remain silent about what they know or are good at (Çakıcı, 2008:119), such as the people with the external locus of control. In contrast, the employees with the internal locus of control develop an elevated level of job engagement and productivity. Therefore, they are likely to make every effort for being industrious, upright, and straightforward in their jobs and prefer not to stay quiet about task-related issues in the workplace (Laeque & Zafarbakhtawari, 2014:46).

Previous studies about organizational silence discussed the individual and environmental factors (Premeaux and Bedeian, 2003), as well, perceived organizational and managerial support (Van Dyne et al., 2003), perceived risk (Piderit & Ashford, 2003), organizational norms (Bowen & Blackmon, 2003), cultural distance, openness of management and employee participation (Huang et al., 2005; Van De Vliert & Van Der Vegt, 2005), climate among the persons in workplace (Edmondson & Detert, 2005), climate of silence in workplace (Morrison & Milliken, 2000) (Çakıcı, 2007:154).

Although, in literature, there are many separate researches about the concepts of locus of control and organizational silence, there has not been more examining the effect of locus of control, as an influential factor, on organizational silence. Therefore, in this study, the relationships between employees’ locus of



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control and organizational silence level are examined. It is thought that this study will fill a gap in literature, and will be a very useful one for researchers and the people who are interested in these topics.

2. OBJECTIVE

The present study examines the relationship between the concepts of locus of control and organizational silence in terms of employees.

3. SCOPE

This study explains the concepts of locus of control and organizational silence, and at the same time the relationship among these concepts. In this context, a main hypothesis is suggested in this study and in order to prove this hypothesis, the essential analyses is performed.

4. METHOD

4.1. Sample

The research sample consists of a group of 124 participants who are academicians in Karadeniz Technical University in Turkey. Of the participants, 75.8% (n= 94) are male, 24.2% (n=30) are female. The mean age of the participants is 45.23 years. Of the participants, 91.9% (n= 114) are married, 8.1% are single. According to rank variable of the participants, 35.5% (n= 44) are professors, 30.6% (n= 38) are associated professors and 33.9

(n= 42) are assistant professors. Finally, for the mean organizational tenure of the participants is 20.87 years.

4.2. Data Gathering Instruments

For the aim of the study, two different scales are used. These are the short form of locus of control scale adapted from Rotter I-E scale (Rotter, 1966) and organizational silence scale (Van Dyne et al., 2003).

4.2.1. Locus of Control Scale

Julian Rotter is credited for introducing the concept of Locus of Control. His work was largely based on Bandura's Social Learning Approach. Rotter explains that humans can interpret events as being either a result of one's own actions or external factors. He goes on suggesting that whether or not people believe a situation or an event is under their own control which will influence their reward expectancies and behaviors. Rotter developed a 23-item scale to assess whether the people have a tendency to think situations and events are under their own control or under the control of external factors. This scale is a forced-choice paradigm in which a person chooses between an internal or external interpretation. Unlike many scales that were developed later, Rotter's scale was not designed to investigate specific areas (e.g. academic domains, health domains etc.) but to give somewhat weak



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predictability of an individual's interpretation across all areas (Halpert & Hill, 2011:10).

The short form of locus of control scale that was used in this study, consists ten items that composed of internal and external oriented statements. Although, the persons with internal control believe that fate and fortune are within their own personal control, the persons with external control believe that their lives are controlled by external reinforcements, such as luck, destiny and the other powers (Begley and Boyd, 1987). For example, "When I get what I want, it is usually because I am lucky" and "Whether or not I am successful in life depends mostly on my ability".

4.2.2. Organizational Silence Scale

The organizational silence scale consists of fifteen items composed of acquiescent, defensive and prosocial silence oriented statements. Van Dyne et al. (2003) define acquiescent silence as withholding relevant ideas, opinions, or information, based on resignation. According to Kahn (1990), acquiescent silence states disengaged behaviour, and this behaviour is more passive than active (Van Dyne et al., 2003:1366). Van Dyne et al. define defensive silence as withholding relevant ideas, opinions, or information as a form of self protection, based on fear. Defensive silence is intentional and proactive behaviour that is intended to protect the self from ex-

ternal threats. Although acquiescent silence is a passive behaviour, defensive silence is a more active behaviour that includes awareness and consideration of alternatives followed by a conscious decision to withhold ideas, opinions, or information as the best personal strategy at the moment (Van Dyne et al., 2003:1367). Finally, Van Dyne et al. (2003) define prosocial silence as withholding work-related ideas, opinions, or information with the goal of benefiting from other people or the organization due to altruism or cooperative motives. Prosocial silence is an intentional and proactive behaviour that is primarily focused on the others, such as organizational citizenship behaviour. This is a discretionary behaviour that cannot be mandated by an organization. Prosocial silence is based on awareness and consideration of alternatives and the conscious decision for withholding ideas, opinions, or information. Prosocial silence is motivated by concern for others, rather than by fear of negative personal consequences that might occur from speaking up, whereas defensive silence (Van Dyne et al., 2003:1368). For example, "This employee passively withholds ideas, based on resignation", "This employee withholds relevant information due to fear", and "This employee withholds confidential information, based on cooperation".



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4.3. Validity and Reliability

The scales used in the research are analyzed and examined for their validity and reliability, through the Explanatory Factor (EFA) and Reliability Analysis (RA) methods. In the explanatory factor analysis, Kaiser-Meyer-Olkin (KMO) and Bartlett's Sphericity (BS) values are calculated to determine the data suitable for factor analysis. Then, the Principal Components and Varimax Rotation Methods are used for factor structure of the scales. At the same time, the items whose factor loadings are less than 40% are removed from the analysis. The findings are below:

For the locus of control scale, KMO= .533 and BS= .000. According to these values, the scale items are suitable for the explanatory factor analysis. The scale items are gathered under two factors whose rate of total variance explained is 41%. The factor loadings are examined and three items (2-4-10) are removed from the analysis since their factor loadings are less than 0.40. Then, re-EFA is performed. The results show that KMO= .508 and BS= .000, and the rest of the items are gathered under the two factors again. This structure with two factors explained 52% of total variance. By reading the items that formed two factors, they are named as "External Locus of Control" and "Internal Locus of Control". The external locus of control factor consists four items with externally oriented

and its factor loadings changed between .861 and .457, and it explained 29% of total variance. The internal locus of control factor consists three items with internally oriented and its factor loadings changed between .824 and .500, and it explained 23% of total variance.

Following the structural validity of locus of control scale, RA was performed in order to determine its reliability. The results showed that Cronbach's Alfa was .57 for locus of control and was .60 for the external locus of control and was .55 for the internal locus of control. With these results, it can be said that the short form of the locus of control scale is reliable.

For the organizational silence scale, KMO= .772 and BS= .000. According to these values, the scale items are suitable for the EFA. The scale items are gathered under two factors that their rate of total variance explained is 50%. The factor loadings are examined and one item (6) is removed from the analysis since its factor loading is less than .40. Then re-EFA is performed. The second analysis shows that KMO= .785 and BS= .000, and the rest of the items are gathered under two factors again. This structure with two factors explained 52% of total variance. By reading the items that formed two factors called as "Negative Silence" and "Positive Silence". The negative silence factor consists ten items with acquiescent and defensive silence and



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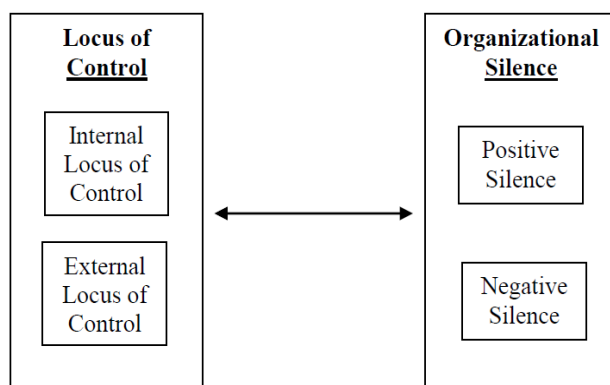
its factor loadings changed between .798 and .586, and it explains 36% of total variance. The positive silence factor consists four items with prosocial silence and its factor loadings changed between .811 and .608, and it explains 16% of total variance.

Following the structural validity of the organizational silence scale, RA is performed for determining its reliability. The results show that Cronbach's Alfa is .75 for the organizational silence scale and is .89 for the negative silence and is .67 for the positive silence. With these results, it can be said that the organizational silence scale is reliable.

4.4. Research Model

The research model established on a main hypothesis as seen in table 1 is presented as below:

Figure1. Research Model



5. PROBLEM

Locus of control is one of the most important factors that determine the personality structure of the individuals. While the individuals with external locus of control can experience trouble due to they believe that their lives are controlled by external forces, however, the individuals with internal locus of control cannot experience this situation due to the fact that they believe that their lives are controlled by themselves. When considered in terms of organizational perspective, it is thought that internal individuals are more willing to take responsibility than external individuals, and they can speak about organizational improvement by this responsibility. Especially with globalization, in today we live in violent competitive environment in all areas and there is a need to be different from others for achieving in these arenas. At the same time, there is a need to employees that can think different and make real these thoughts for revealing this difference. In other words, there is a need to employees who have internal locus of control and do not remain silent. In these context, the main question in this study is that there is a significant relationship between locus of control and organizational silence or not.

6. LIMITATIONS

This study has some limitations. Since the survey study is limited to the academicians



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working at the Karadeniz Technical University in Trabzon and the conclusions cannot be generalized for all academicians in Turkey.

In future researches, if the studies covering a wider area in Turkey are carried out, there will be able to more significant results. If comparisons are made among the different occupational groups or countries, it is thought that much more detailed results will be able to obtain.

7. LITERATURE REVIEW

7.1. Locus of Control

The role of personality traits at individuals' worklife has been more and more reaffirmed. One of these traits is locus of control, which is the extent to which people believe that they have control on their own life (Ng et al., 2006:1057).

Julian B. Rotter (1966) introduced the concept of locus of control, in other words, internal versus external control of power. This means that individuals with internal control believe that they can influence outcomes through their own efforts, skills and characteristics which decided by internal tendency. Whereas, individuals with external control think that outcomes, determined by external reinforcements like luck, chance, fate and power of others which decided by the external tendency (Dumitriu et al., 2014:495).

In the theory of locus of control, a person with internal tendency is very active in doing actions. Thereby, they promised to overcome risky, innovative and difficult activities. They seek activities, necessitated personal control. Persons with internal control trust their own skills for setting objectives and controlling events, on the contrary, externals avoid difficult activities due to their mistrust in their skills for changing conditions. Actually, although the internals think that they manage their own life, the externals do not (Devin et al., 2012:4170).

7.2. Organizational Silence

The concept of organizational silence is described as a collective phenomenon by Morrison & Milliken (2000). In other words, they mean that employee's withholding their ideas and concerns about possible organizational troubles. In addition, they suggested that employees avoid speaking their opinions and the truth about their organization depends on fear of negative feedbacks and beliefs that their ideas are not considered (Van Dyne et al., 2003:1364).

According to Pinder & Harlos (2001), organizational silence is withholding authentic statement concerning behavioral, cognitive, and/or affective appraisals of organizational conditions for people who have the ability to change the circumstances. They suggested



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two basic forms of silence that are named Acquiescent Silence and Quiescent Silence. Acquiescent Silence is a passive withholding of relevant opinions, depending on submission and resignation, and Quiescent Silence is more active withholding of relevant opinions for guarding the self, depends on fear that the outcomes of speaking up will be individually unpleasant (Van Dyne et al, 2003:1364).

Van Dyne et al. (2003) adduced a silence form by updating the organizational silence suggested by Pinder & Harlos (2001). They define and emphasize a 2x3 typology of voice and silence: disengaged behaviour based on resignation, self-protective behaviour based on fear, and other-oriented behaviour based on cooperation. The different forms in this typology underline the complexities of these behaviours. In addition, Van Dyne et al. (2003) introduced three forms of silence: acquiescent silence, defensive silence and prosocial silence (Morrison & Milliken, 2003:1354).

Dan et al. (2009) emphasized that organizational silence is an ineffective organizational process due to wasted cost and efforts. It can show itself in different forms, like collective silence in meetings, low levels of participation in suggestion schemes, low levels of collective voice and etc. (Dan et al., 2009:1647). Morrison & Milliken (2000) stated that organizational silence will compromise the effective organizational decision making and

change processes in various ways, such as restricting negative feedback or information that claimed that current practices are not working as intended (Shojaie, 2011:1732).

7.3. The Relationship between Locus of Control and Organizational Silence

The people produce the knowledge by thinking, but if they do not share their knowledge, there will be no importance and value for producing the knowledge. The basic requirement to share knowledge is to talk about it, that is “not silent (voice) “, when viewed from the opposite.

Milliken et al. (2003) noted that employees sometimes choose to voice and sometimes they choose to silence. However, it is meaningful and essential to illuminate the issues, such as why they are silent, how they keep silent, what the topics are that they are the most unwilling to voice, who the persons are with whom they shared the organizational issues and problems, how they decide that who the persons are that they will talk or not to talk and how silence can be understood (Çakıcı, 2007:147).

There are many parameters affecting a person's performance. One of the most important ones is personality traits, and an individual's personality traits influence his/her behavior. In other words, every individual's behavior is based on his/her personality traits



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(Entezari et al., 2014:519). Rotter (1966) defined that locus of control as a personality trait represents people's diversifying beliefs that what happens to them in life results either from personal characteristics and effort or from circumstances beyond one's control (Brinsfield, 2009:72). While Rotter (1966) & Strickland (1978; 1989) emphasized that locus of control was an important dimension of personality (Dağ, 1991:10), Premeaux & Bedeian (2003) stated that silence resulted from the psychological factors that arise from personality (Şimşek & Aktaş, 2014:125). From this viewpoint, Pinder & Harlos (2001) claimed that a person's locus of control may influence his/her voluntariness to speak and remain silent. Individuals who tend to believe that they dominate what happens to them in life are generally said to have an internal locus of control, in contrast persons who believe that events outside of their control have the dominant effect in specifying their life results are said to have an external locus of control. In addition, they suggest that people with an internal locus of control will be most probably to exercise voice than those with an external locus of control. Therefore, the externals are most probably to respond to unjust events with quiescence rather than voice (Pinder & Harlos, 2001:355-356). This is due to the general belief on the part of the internals that the ability to influence outcomes resides within themselves rather than being primarily

determined by factors outside of their control (Birnsfield, 2009:72-73).

Considering Bandura's (1977) Social Cognition Approach (Bandura, 1997), we know the important of individuals' personality traits would affect their behavior and performance. If the people can really believe to do something by themselves, not by the others, they will speak up about organizational problems (Ko et al., 2013:3). In other words, by using the social cognition theory, the people who have the internal locus of control perceive that they have more competence and autonomy. They can express their opinions to improve the organizations and raise other useful ideas, because the internals have more confidence belief. The people with the internal locus of control believes that they can control everything, and they can do the work effectively. They would have more belief from their past successful performance (enactive mastery experience). Furthermore, Bandura (1997) also proposed the part of enactive mastery experience that could influence the individual behavior largely. The people with the internal locus of control will have high voice self-efficacy and more confident to do the challenge behavior (Ko et al., 2013 :4). Thus, they will have effect of inherent motivation to influence voice self-efficacy to promote them to challenge the status quo, whereas the people with external locus of control think every-



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thing is controlled by the fate. The people with the external locus of control will have low voice self-efficacy and be passive to face the change. Thus, they won't have any motivation to challenge the status quo or change the current procedure even to voice (Ko et al., 2013:5).

Based on the explanations above, a main hypothesis is established as below:

H1: There is a significant relationship between locus of control and organizational silence.

8. FINDINGS

Means, standard deviations and correlations with respect to the data obtained from partici-

pants are given in Table 1. Especially it should be noted that Spearman Correlation Analysis, as a non-parametric tests, is performed since the data had not a normal distribution.

LOC is positively correlated with ILOC ($r = .436$; $p < .01$) and ELOC ($r = .889$; $p < .01$), as its sub-dimensions, and is negatively correlated with OS ($r = -.170$; $p < .05$) and PS ($r = -.249$; $p < .01$). According to these results, H1 hypothesis is accepted. ILOC is negatively correlated with NS ($r = -.157$; $p < .05$). ELOC is negatively correlated with OS ($r = -.158$; $p < .05$) and PS ($r = -.356$; $p < .01$). OS is positively correlated with NS ($r = .910$; $p < .01$) and PS ($r = .181$; $p < .05$), as its sub-dimensions, and NS negatively correlated with PS ($r = -.201$; $p < .01$).

Table 1. Means, Standard Deviations and Correlations

Variables	Mean	S. D.	1	2	3	4	5	6
1. Locus of Control (LOC)	2.90	.47	1.000					
2. Internal Locus of Control (ILOC)	3.59	.58	.436**	1.000				
3. External Locus of Control (ELOC)	2.38	.63	.889**	.039	1.000			
4. Organizational Silence (OS)	2.64	.45	-.170*	-.128	-.158*	1.000		
5. Negative Silence (NS)	2.03	.64	-.067	-.157*	-.016	.910**	1.000	
6. Positive Silence (PS)	4.15	.68	-.249**	.113	-.356**	.181*	-.201**	1.000

* $p < .05$ ** $p < .01$



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Table 2. Multiple Regression Analysis

Variables	Negative Silence	Positive Silence
1. Gender	,114	-,091
2. Age	-,198	,045
3. Marital Status	-,042	,187
4. Organizational Tenure	-,109	,171
5. Title	-,093	,035
6. Internal Locus of Control	-,123	,060
7. External Locus of Control	,172*	-,448***
R	.315	.425
F	2.804	5.605

*p<.05 **p<.01 ***p<.001

The multiple regression analysis is performed in order to see the relationships among the research variables in more detailed, and thus, it will be easier to assess these relationships. With this purpose, gender, age, marital status, organizational tenure and the title as the control variables, and the internal and external locus of controls for locus of control and the negative and positive silence for organizational silence are considered in this analysis. The findings in relation to this analysis are given in table 2.

In table 2, although the external locus of control has a positive effect on the negative silence, it has a negative effect on the positive silence. However, the other variables have the significant effects on the neither negative nor positive silence.

9. CONCLUSION

The present study examines the relationship between the locus of control and the organizational silence. The results and conclusions are given below:

To evaluate the perceptions of the participants related to the research variables, Descriptive Statistical Analysis is performed. According to the results, in view of the locus of control, the participants' internal locus of control scores are higher than their external locus of control scores. It can be said that most of the participants think that they manage their lives. In view of the organizational silence, the participants' positive silence scores are higher than their negative silence scores. It can be interpreted that most of the partici-



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pants prefer the positive silence as a silence form, which is useful for their organizations.

To achieve the aim of the study, Spearman Correlations Analysis is performed. According to the results, the locus of control is negatively correlated with the organizational silence. With this result, H1 is accepted, and Pinder & Harlos's (2001) claim is proved. There are very few studies the direct relationship between the locus of control and the organizational silence in the literature. As some of these studies, while Amah & Okafor (2008), Bakoğlu et al. (2009) and Şekerli (2013) found the significant relationships between the locus of control and the organizational silence, however Ko et al. (2013) did not found. Following the research hypothesis is supported, the analyses are made in terms of the sub-dimensions. The internal locus of control is negatively correlated with the negative silence. It is possible to say that the more employees with internal locus of control are in an organization, the less negative silence occurs in there. The external locus of control is negatively correlated with both organizational silence and positive silence. It can be said that the more employees with external locus of control are in an organization, the less positive silence occurs in there. As well as, the multiple regression analysis is performed in order to reveal the relationships among the research variables in more de-

tailed. According to results, there is a causality relationship between the external locus of control and the dimensions of organizational silence, in other words, the external locus of control has a positive effect on the negative silence, and has a negative effect on the positive silence. It can be said that although the employees with the external locus of control have the less negative silence level in the organization, the positive silence level is higher for them. However, the other variables have not significant effects on the dimension of organizational silence.

As a general evaluation of the research results, the concepts of the locus of control and the organizational silence are very important topics for the post-modern organizations. The organizations can benefit an employee with internal locus of control rather than an external one. An internal employee can use his/her skills or abilities because he/she thinks to control his/her own life, but however, an employee with external locus of control can not because he/she does not think to control his/her own life.

The organizations are communities that consist of the individuals and they can continue their lives thanks to efforts by the individuals who working in there. The efforts do not only comprise the psychological efforts, but also they comprise the intellectual efforts. Consequently, the organizations need both the



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psychical efforts and the intellectual efforts. In this case, it can be thought that internal employees speak up about organizational issues, because they believe that they change the current situation in the organization by using their actions, based on their ideas and opinions. The externally employees generally unwilling to speak up the issues related to the organization. They believe that their organizational status controlled by external factors, such as managers or other organizational factors, and do not change this situation, even if they have interesting ideas and opinions. This situation can reduce their beliefs and trusts to the organization, and can create the dissatisfaction for them, or can increase the pressure on them. Consequently, it is possible to say that the employees with external locus of control avoid acting on behalf of their organizations.

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KONTROL ODAĞI VE ÖRGÜTSEL SESSİZLİK ARASINDAKİ İLİŞKİ: TÜRK AKADEMİSYENLERİ ÜZERİNDE BİR ÇALIŞMA

Öz: Kontrol odağı kavramı, algılanan içsel veya dışsal kontrolün genelleştirilmiş bir beklentisi ya da bir bireyin kendi davranışlarına bağlı olan olayları veya değişen koşullar altında daha çok veya daha az olduğu farzedilen nispeten kendi kalıcı özelliklerini algılama derecesi olarak tanımlanmaktadır. Bu çalışmada kontrol odağı dışsal ve içsel olmak üzere iki ayrı boyutta ele alınmıştır. Eğer birey, kendi hayatını dış güçlerin kontrol ettiği gibi bir algıya sahipse, bu durumda o birey için dışsal kontrol odaklı denilebilir. Aksine eğer birey, kendi hayatının kontrolünün yine kendisinin elinde olduğunu algılıyorsa bu durumda da o birey için içsel kontrol odaklı birey denilebilir. Her iki durum da, bireyin düşünce ve davranışlarını etkileyecek ve birey, hayatını bu yönde şekillendirecektir. Diğer bir ifadeyle, dışsal kontrol odaklı birey, hayatını yönlendiremediği algısına sahip olduğundan düşünce ve davranışlarında özgür bir bakış açısına sahip olmayacaktır. Buna karşın hayatını bizzat kendisinin yönlendirdiği algısına sahip olan içsel kontrol odaklı birey ise özgür düşünüp, özgür davranışlar sergileyebilecektir. Örgütsel sessizlik kavramı ise, potansiyel problemler veya sorunlarla ilgili bilgilerin çalışanlar tarafından yaygın olarak saklanmasına neden olan kolektif düzeyde bir olgu olarak tanımlanmaktadır. Bu çalışmada örgütsel sessizlik, üç boyutta ele alınmıştır. Bunlar; razı olması sessizliği, savunma sessizliği ve prososyal (örgüt yararına) sessizliktir. Bu boyutlardan razı olma ve savunma sessizlikleri, örgütsel sessizliğin olumsuz yönünü ifade ederken, prososyal sessizlik (örgüt yararına) ise olumlu yönünü ifade etmektedir. Buradaki olumsuz sessizlik ile anlaşılan, çalışanların örgütlerini daha iyi bir hale getirme konusundaki görüş ve önerilerini ya dikkate alınmayacağı, ya da söylenirse yöneticilerin hoşlarına gitmeyeceği ve sonrasında olumsuz tavırlar ile karşılaşabilecekleri gibi nedenlerle kasıtlı olarak dile getirmemeleridir. Olumlu sessizlik ile anlaşılan ise çalışanların, örgütlerine duydukları bağlılık hissi nedeniyle örgütlerini hem içerde, hem de dışarda zor duruma düşürebilecek olan bilgilerini kasıtlı olarak dile getirmemeleridir. Bu araştırmanın amacı, tanımlamaları yapılan çalışanlar açısından kontrol odağı ve örgütsel sessizlik kavramları arasındaki ilişkiyi incelemektir. Bu amacı gerçekleştirmek için, Karadeniz Teknik Üniversitesi'nde çalışan toplam 124 akademisyen üzerinde bir anket çalışması yürütülmüştür. Bu çalışmada, anket araçları olarak, Mueller ve Thomas (2001) tarafından, Rotter'in (1966) içsel-dışsal kontrol odağı ölçeğinden uyarlanarak hazırlanan 10 maddelik kontrol odağı ölçeği ve Van Dyne vd. (2003) tarafından geliştirilen 15 maddelik örgütsel sessizlik ölçeği kullanılmıştır.



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mıştır. Söz konusu ölçeklere çalışma kapsamında keşfedici faktör uygulanarak geçerlilik ve güvenilirlikleri tespit edilmiştir. Yapılan analizin sonucunda, kontrol odağı ölçeği dışsal kontrol odağı ve içsel kontrol odağı olarak iki boyuta indirgenmiştir. Örgütsel sessizlik ölçeği ise orijinal ölçeğinde olduğu gibi üç boyuta değil de iki boyuta indirgenmiştir. Ortaya çıkan bu farklılığın, her iki araştırmanın örnekleminin anket sorularını anlamlandırmalarındaki farklılıklar olduğu düşünülmektedir. Dolayısıyla bu araştırmanın örneklemini tarafından anket soruları olumsuz sessizlik ve olumlu sessizlik olarak iki boyutta değerlendirilmiştir. Olumsuz sessizlik boyutuna bakıldığında razı olma sessizliği ile savunma sessizliğine ilişkin soruların, olumlu sessizlik boyutuna bakıldığında ise prososyal (örgüt yararına) sessizliğe ilişkin soruların olduğu görülmüştür. İleri sürülen araştırma hipotezlerini test etmek için çoklu regresyon analizi kullanılmıştır. Sonuçlar, genel olarak kontrol odağı ile örgütsel sessizlik arasında anlamlı ve negatif yönlü bir ilişki olduğunu, alt boyutlar açısından ise, içsel kontrol odağının, olumsuz sessizlik (razı olma ve savunma) ile ve dışsal kontrol odağının, olumlu sessizlik (prososyal) ile negatif yönlü ilişkilerinin olduğunu göstermektedir.

Anahtar Kelimeler: Kontrol Odağı, Örgütsel Sessizlik, Türk Akademisyenleri