

## **BAB V**

### **PENUTUP**

Pada bab ini, peneliti akan menarik kesimpulan atas hasil yang telah didapatkan melalui pengolahan data, serta akan dimuat implikasi manajerial, keterbatasan penelitian, dan saran bagi pihak yang berkepentingan.

#### **5.1 Kesimpulan**

Peneliti akan menarik kesimpulan dari hasil analisis data dan pembahasan yang telah dilakukan pada bab sebelumnya. Pada pertanyaan *filter* responden, peneliti memberi syarat minimal 1 tahun atau lebih telah bekerja di RSUD Santo Yusup Boro. Peneliti memperoleh responden sesuai dengan kriteria penelitian sebanyak 43 responden dari total 47 responden. Lalu, berdasarkan pertanyaan demografi responden, peneliti memperoleh hasil bahwa mayoritas responden dalam penelitian adalah:

1. Responden dengan usia 25-35 tahun sebanyak 25 responden dengan persentase 58,1%
2. Responden perempuan sebanyak 29 responden dengan persentase 59,5%
3. Responden dengan latar belakang pendidikan terakhir D3 sebanyak 21 responden dengan persentase 48,8%
4. Responden dengan lama waktu bekerja di perusahaan 1-5 tahun sebanyak 24 responden dengan persentase 55,8%
5. Responden dengan profesi sebagai tenaga kesehatan sebanyak 30 responden dengan persentase 69,8%

Berdasarkan hasil deskriptif per variabel, peneliti memperoleh hasil dari jawaban responden dengan total *mean* sebagai berikut:

1. Variabel *acquiescent silence* mendapatkan total *mean* sebesar 1.90 dengan kategori interval kelas "Rendah"
2. Variabel *defensive silence* mendapatkan total *mean* sebesar 1.91 dengan kategori interval kelas "Rendah"
3. Variabel *prosocial silence* mendapatkan total *mean* sebesar 4.17 dengan kategori interval kelas "Tinggi"
4. Variabel *organizational citizenship behavior* mendapatkan total *mean* sebesar 4.36 dengan kategori interval kelas "Sangat Tinggi"

Berdasarkan olah data analisis regresi linier berganda, diperoleh hasil:

1. Dimensi *acquiescent silence* memiliki pengaruh yang negatif signifikan terhadap *organizational citizenship behavior*. Maka, **H1 diterima**.
2. Dimensi *defensive silence* tidak memiliki pengaruh yang signifikan terhadap *organizational citizenship behavior*. Maka, **H2 ditolak**.
3. Dimensi *prosocial silence* memiliki pengaruh yang positif signifikan terhadap *organizational citizenship behavior*. Maka **H3 diterima**.

## 5.2 Implikasi Manajerial

Peneliti akan menyajikan implikasi manajerial yang dapat diberikan kepada RSU Santo Yusup Boro berdasarkan hasil penelitian yang telah diperoleh. Berikut merupakan implikasi manajerial pada penelitian ini:

1. Hasil *mean* yang rendah hampir pada semua item variabel *acquiescent silence* dan *defensive silence* menunjukkan bahwa rata-rata responden telah memiliki persepsi atau pandangan yang benar dengan tidak melakukan praktik keheningan ini. Rumah sakit sudah sangat baik untuk memberi ruang bagi karyawannya untuk berpendapat atau memberi masukan. Hal ini dapat terus dilakukan dan dikembangkan oleh rumah sakit untuk memotivasi karyawannya sehingga ikut mengambil bagian dalam

pergerakan memajukan rumah sakit. Pandangan yang beragam akan menjadi peluang besar bagi rumah sakit untuk menangani sebuah permasalahan. Membangun komunikasi dan hubungan yang baik menjadi sebuah hal yang penting agar kedua belah pihak dapat saling mengetahui dan memahami keinginan masing-masing yang kemudian dilakukan penyatuan tujuan.

2. Hasil mean variabel *prosocial silence* dengan kode PS2 memiliki hasil paling rendah dibanding dengan yang lain, walaupun item ini masih dalam interval tinggi. Hal ini menunjukkan bahwa masih adanya kekurangan pada kesadaran karyawan untuk melindungi informasi terkait kekayaan intelektual yang dimiliki oleh rumah sakit. Rumah sakit perlu untuk menekankan karyawannya agar dapat lebih memperhatikan terkait hal kekayaan intelektual untuk melindungi reputasi dan menghindari risiko pelanggaran. Hal yang dapat dilakukan untuk melindungi kekayaan intelektual adalah perusahaan perlu mengetahui kekayaan intelektual apa yang dimiliki, kemudian prioritaskan hal tersebut dan mengamankannya secara fisik ataupun digital, dan terakhir diadakannya edukasi ke karyawan akan kekayaan intelektual perusahaan.
3. Secara keseluruhan, *organizational citizenship behavior* memiliki nilai *mean* yang sangat tinggi, hal ini menandakan bahwa karyawan telah memberikan kontribusi dan kinerja terbaik mereka. Namun, masih ada hal yang perlu diperhatikan rumah sakit yaitu nilai *mean* pada kode OCB8 dan OCB14. Nilai item ini masuk dalam interval tinggi, namun hasil tersebut merupakan yang terendah dari item lainnya. Dari sana, rumah sakit perlu meninjau kembali penggunaan sumber daya perusahaan yang digunakan apakah telah digunakan dengan efisien dan tepat guna sehingga dapat mencapai keuntungan yang lebih baik bagi perusahaan. Rumah sakit juga perlu mengajak karyawannya untuk membangun lingkungan kerja yang lebih positif agar sesama karyawan dapat bahu membahu atau bekerjasama meningkatkan kualitas rumah sakit. Hal-hal yang dapat dilakukan rumah sakit untuk menciptakan lingkungan kerja yang lebih positif adalah dengan

memberi dukungan dan apresiasi kepada karyawan, memberi tanggung jawab yang jelas, membangun komunikasi yang efektif, dan membangun budaya kerja yang baik.

### **5.3 Keterbatasan Penelitian**

Peneliti akan menyajikan beberapa kelemahan pada penelitian yang telah dilakukan. Diharapkan kelemahan pada penelitian ini dapat menjadi bahan pertimbangan pada penelitian selanjutnya. Berikut merupakan kelemahan pada penelitian ini:

1. Penelitian ini hanya ditujukan kepada karyawan RSUD Santo Yusup Boro. Subjek pada penelitian ini juga terlalu luas dikarenakan struktur organisasi rumah sakit yang sangat kompleks. Sehingga, hasil penelitian ini tidak dapat digeneralisasikan pada organisasi atau perusahaan lain.
2. Penelitian ini didesain dengan menargetkan pada responden yang terdiri dari karyawan tetap dan kontrak sehingga terdapat risiko terjadinya bias penelitian.
3. Pengumpulan data pada penelitian ini memakan waktu yang lebih panjang, dikarenakan adanya penyesuaian beberapa hal terkait dengan pihak rumah sakit. Pengisian kuesioner juga terhambat cukup lama karena alasan ritme kerja karyawan yang tinggi sehingga data sulit terkumpulkan.
4. Jawaban dari karyawan bisa saja kurang objektif atau tidak sesuai dengan keadaan yang ada di rumah sakit dikarenakan kuesioner memiliki item pertanyaan yang mungkin bagi sebagian responden membingungkan dan sensitif. Hal ini tetap bisa terjadi walau peneliti sudah mencoba untuk mengatasi dengan tidak memasukkan data berupa nama responden.

#### 5.4 Saran

Berdasarkan pembahasan hasil penelitian ini, saran yang dapat diberikan peneliti pada penelitian selanjutnya yaitu:

1. Penelitian selanjutnya dapat dilakukan pada perusahaan yang memiliki populasi lebih besar sehingga hasil temuan dapat digeneralisasikan secara umum.
2. Penelitian selanjutnya dapat dilakukan persiapan kuesioner yang lebih baik dengan bekerjasama dengan pihak rumah sakit agar waktu pengumpulan data penelitian lebih efisien.
3. Sebelum disebarkan kuesioner akan lebih baik apabila responden diberikan sosialisasi mengenai penjelasan tujuan dilakukan penelitian dan penjelasan item kuesioner untuk menghindari kebingungan dan kekuatiran responden. Dengan begitu, harapannya responden dapat mengisi kuesioner dengan lebih objektif sesuai dengan keadaan dilapangan.

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# LAMPIRAN I

## Surat Izin Penelitian



**FAKULTAS BISNIS  
DAN EKONOMIKA**  
UNIVERSITAS ATMA JAYA YOGYAKARTA

Nomor : 4557/Pen/I  
Hal : Ijin Penelitian

Kepada:  
RSU Santo Yusup Boro  
di Boro, RT.01/RW.01, Depok, Banjarasri, Kabupaten Kulon Progo, Daerah Istimewa Yogyakarta 55672

Dengan hormat,  
Sehubungan dengan penulisan Skripsi yang berjudul "Hubungan antara Organizational Citizenship Behavior dan Organizational Silence pada RSU Santo Yusup Boro" yang dilakukan oleh mahasiswa kami dengan identitas:

Nama : Mikha Imanuel Chauhari  
NPM : 190325211  
Nomor Handphone : 081258349945  
Alamat : Jl. Dr Wahidin Sudirohusodo Gang Klitren Lor GK III no.463 RT.20 RW.05

Kami mohon Bapak/Ibu berkenan memberikan Ijin Penelitian kepada mahasiswa tersebut untuk mendapatkan data yang diperlukan:  
- Mengisi kuesioner

Skripsi yang ditulis oleh mahasiswa ini merupakan karya ilmiah yang memiliki tujuan dan sifat keilmuan. Oleh karenanya tidak akan dipergunakan untuk hal-hal yang merugikan.

Demikian, atas perhatian dan kerjasamanya, kami mengucapkan terima kasih.

Yogyakarta 07 Juni 2023

Dekan,

  
Prs. Budi Suprpto, MBA., Ph.D  
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## LAMPIRAN II

### Surat Izin Penelitian dari Perusahaan



YAYASAN RUMAH SAKIT SANTO YUSUP BORO YOGYAKARTA  
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Website: www.rsusantoyusupboro.co.id

Nomor : 312/IP-RSSY/Dir.Ut/VII/2023  
Lampiran :-  
Perihal : Ijin Penelitian

Kepada Yth.  
Fakultas Bisnis dan Ekonomi  
Universitas Atma Jaya Yogyakarta  
Di Tempat

Dengan hormat,

Menindaklanjuti Surat dari Fakultas Bisnis dan Ekonomi Universitas Atma Jaya Yogyakarta Nomor : 4557/Pen/I tanggal 07 Juni 2023 perihal Permohonan Ijin Penelitian. Pada prinsipnya Direksi memberikan ijin untuk dapat melakukan Penelitian di RSU Santo Yusup Boro bagi Mahasiswa yaitu :

Nama : Mikha Imantel Chauhari  
NPM : 190325211  
Judul Penelitian : Hubungan antara Organizational Citizenship Behavior dan Organizational Silence pada RSU Santo Yusup Boro

Setelah melakukan penelitian, saudara yang bersangkutan dimohon berkenan mempresentasikan laporan hasil penelitian kepada Direksi RSU Santo Yusup Boro sebelum diuji di Fakultas Bisnis dan Ekonomi, Universitas Atma Jaya Yogyakarta.

Demi kelancaran pelaksanaan kegiatan tersebut, mohon konfirmasi lebih lanjut dengan **Bapak St. Tri Ardiatmoko, ST** (HP : 087-839309054 ) selaku Kepala Bagian SDM & Umum.

Atas perhatiannya kami sampaikan banyak terima kasih.

Boro, 10 Juli 2023  
Direktur Utama,

dr. A. Bambang Tri Margono

Tembusan :  
- Arsip

## LAMPIRAN III

### Kuesioner

#### Kuesioner Penelitian

Yth. Responden Penelitian

Salam Sejahtera,

Perkenalkan saya Mikha Imanuel Chauhari mahasiswa Fakultas Bisnis dan Ekonomika, Universitas Atma Jaya Yogyakarta. Saat ini saya sedang melakukan penelitian dengan tujuan penyusunan tugas akhir (skripsi) dengan judul **“Pengaruh Dimensi *Organizational Silence* terhadap *Organizational Citizenship Behavior* (Studi pada Karyawan RSU Santo Yusup Boro)”**. Oleh karena itu, saya memohon kesediaan Anda untuk mengisi kuesioner di bawah ini dengan sejujurnya. Seluruh informasi yang diperoleh pada penelitian ini, akan dijaga kerahasiaanya dan tidak akan disebarluaskan.

Terima kasih atas perhatian dan partisipasi Anda dalam membantu kelancaran penelitian ini.

Hormat saya,

Mikha Imanuel Chauhari

### **Bagian I Pertanyaan Filter**

1. Apakah anda telah bekerja di RSUD Santo Yusup Boro selama 1 tahun atau lebih?
  - a. Ya
  - b. Tidak

### **Bagian II Data Responden**

1. Umur
  - a. < 25 tahun
  - b. 25-35 tahun
  - c. 36-45 tahun
  - d. 46-55 tahun
  - e. > 55 tahun
2. Jenis Kelamin
  - a. Laki-laki
  - b. Perempuan
3. Pendidikan terakhir
  - a. SMP
  - b. SMA
  - c. D1
  - d. D3
  - e. S1
  - f. S2
4. Lama waktu bekerja di rumah sakit
  - a. 1-5 tahun
  - b. 6-10 tahun
  - c. > 10 tahun
5. Profesi

Jawaban : ...

### Bagian III Pertanyaan terkait Variabel Penelitian

#### Petunjuk Pengisian

Anda dimohon untuk menjawab pernyataan yang diajukan dengan memberi tanda pada salah satu dari lima pilihan yang telah disediakan. Berikut keterangan pada jawaban:

STS = Sangat Tidak Setuju

TS = Tidak Setuju

N = Netral

S = Setuju

SS = Sangat Setuju



**Variabel *Acquiescent Silence***

No	Pertanyaan	Skala				
		STS	TS	N	S	SS
1.	Saya enggan untuk memberikan pendapat untuk perubahan karena saya tidak merasa terlibat dengan lingkungan kerja					
2.	Saya bersikap pasif dan menahan ide karena ada keinginan untuk mengundurkan diri					
3.	Saya bersikap pasif menyimpan ide dan solusi sebuah masalah untuk diri saya sendiri					
4	Saya menyimpan ide perbaikan untuk diri saya sendiri karena saya tidak yakin dapat membuat perubahan					



5	Saya menahan ide tentang cara peningkatan kinerja karena tidak merasa terlibat dengan lingkungan kerja					
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**Variabel *Defensive Silence***

No	Pertanyaan	Skala				
		STS	TS	N	S	SS
1.	Saya tidak berbicara memberikan saran dan ide untuk perubahan karena adanya rasa takut					
2.	Saya menahan informasi yang relevan karena adanya rasa takut					
3.	Saya menghilangkan fakta tertentu untuk melindungi diri saya					
4.	Saya menghindari berpendapat untuk melindungi diri saya					
5.	Saya menahan solusi atas suatu masalah karena termotivasi oleh rasa takut					

**Variabel *Prosocial Silence***

No	Pertanyaan	Skala				
		STS	TS	N	S	SS
1.	Saya merahasiakan informasi karena alasan kerja sama.					
2.	Saya melindungi informasi terkait kekayaan intelektual untuk menguntungkan organisasi.					

3.	Saya menahan tekanan dari orang lain untuk menceritakan rahasia organisasi.					
4.	Saya menolak untuk membocorkan informasi yang dapat merugikan organisasi.					
5.	Saya melindungi informasi rahasia organisasi secara tepat atas dasar kepedulian terhadap organisasi.					

### **Variabel *Organizational Citizenship Behavior***

No	Pertanyaan	Skala				
		STS	TS	N	S	SS
1.	Saya jarang membuang waktu saat bekerja					
2.	Saya menghasilkan sebanyak yang saya mampu setiap saat					
3.	Saya selalu datang bekerja tepat waktu					
4.	Apapun keadaan di tempat kerja, saya menghasilkan kualitas kerja terbaik					
5.	Saya tidak memenuhi semua tenggat waktu kerja yang ditetapkan organisasi*					
6.	Saya siap secara mental dan siap bekerja ketika tiba di tempat kerja					
7.	Saya mengikuti peraturan dan instruksi kerja dengan sangat hati-hati					
8.	Saya terkadang memboroskan sumber daya organisasi*					
9.	Saya menjaga area kerja tetap bersih dan rapi					

10.	Saya terkadang bolos kerja tanpa alasan yang jelas*					
11.	Saya sering memberikan masukan kreatif kepada rekan kerja					
12.	Saya secara profesional menilai hal yang benar/salah bagi organisasi					
13.	Saya mendorong pihak manajemen untuk terus memperbarui pengetahuan/keterampilan karyawan006E					
14.	Saya mendorong orang lain untuk berani berpendapat di rapat atau pertemuan					
15.	Saya membantu rekan kerja untuk berpikir juga untuk diri mereka sendiri					
16.	Saya selalu mencari informasi terkini agar pendapat saya dapat bermanfaat bagi organisasi					
17.	Saya tidak mendorong atasan untuk melakukan standar yang lebih tinggi*					

## LAMPIRAN IV

### Kuesioner Online (Google Form)

#### Pengaruh Dimensi *Organizational Silence* terhadap *Organizational Citizenship Behavior* (Studi pada Karyawan RSU Santo Yusup Boro)

Yth. Responden Penelitian

Salam Sejahtera,

Perkenalkan saya Mikha Imanuel Chauhari mahasiswa Fakultas Bisnis dan Ekonomika, Universitas Atma Jaya Yogyakarta. Saat ini saya sedang melakukan penelitian dengan tujuan penyusunan tugas akhir (skripsi) dengan judul "**Pengaruh Dimensi *Organizational Silence* terhadap *Organizational Citizenship Behavior* (Studi pada Karyawan RSU Santo Yusup Boro)**". Oleh karena itu, saya memohon ketersediaan Anda untuk mengisi kuesioner di bawah ini dengan sejujur-jujurnya. Seluruh informasi yang diperoleh pada penelitian ini, akan dijaga kerahasiaannya dan tidak akan disebarluaskan.

Terima kasih atas perhatian dan partisipasi Anda dalam membantu kelancaran penelitian ini.

Hormat saya,

Mikha Imanuel Chauhari

\* Indicates required question

Apakah anda telah bekerja di RSU Santo Yusup Boro selama 1 tahun atau lebih? \*

- Ya
- Tidak

## Data Responden

### Umur \*

- < 25 tahun
- 25-35 tahun
- 36-45 tahun
- 46-55 tahun
- > 55 tahun

### Jenis Kelamin \*

- Laki-laki
- Perempuan

### Pendidikan terakhir \*

- SMP
- SMA
- D1
- D3
- S1
- S2

### Lama waktu bekerja di rumah sakit \*

- 1-5 tahun
- 6-10 tahun
- > 10 tahun

### Profesi \*

Isi profesi anda pada kolom jawaban dibawah ini.

Your answer \_\_\_\_\_

## Acquiescent Silence

Petunjuk Pengisian

Anda dimohon untuk menjawab pernyataan yang diajukan dengan memberi tanda pada salah satu dari lima pilihan yang telah disediakan. Berikut keterangan pada jawaban:

STS = Sangat Tidak Setuju

TS = Tidak Setuju

N = Netral

S = Setuju

SS = Sangat Setuju

Saya enggan untuk memberikan pendapat untuk perubahan karena saya tidak merasa terlibat dengan lingkungan kerja. \*

1 2 3 4 5  
Sangat Tidak Setuju      Sangat Setuju

Saya bersikap pasif dan menahan ide karena ada keinginan untuk mengundurkan diri. \*

1 2 3 4 5  
Sangat Tidak Setuju      Sangat Setuju

Saya bersikap pasif menyimpan ide dan solusi sebuah masalah untuk diri saya sendiri. \*

1 2 3 4 5  
Sangat Tidak Setuju      Sangat Setuju

Saya menyimpan ide perbaikan untuk diri saya sendiri karena saya tidak yakin dapat membuat perubahan. \*

1 2 3 4 5  
Sangat Tidak Setuju      Sangat Setuju

Saya menahan ide tentang cara peningkatan kinerja karena tidak merasa terlibat dengan lingkungan kerja. \*

1 2 3 4 5  
Sangat Tidak Setuju      Sangat Setuju

### Defensive Silence

#### Petunjuk Pengisian

Anda dimohon untuk menjawab pernyataan yang diajukan dengan memberi tanda pada salah satu dari lima pilihan yang telah disediakan. Berikut keterangan pada jawaban:

STS = Sangat Tidak Setuju

TS = Tidak Setuju

N = Netral

S = Setuju

SS = Sangat Setuju

Saya tidak berbicara memberikan saran dan ide untuk perubahan karena adanya rasa takut. \*

1 2 3 4 5

Sangat Tidak Setuju      Sangat Setuju

Saya menahan informasi yang relevan karena adanya rasa takut. \*

1 2 3 4 5

Sangat Tidak Setuju      Sangat Setuju

Saya menghilangkan fakta tertentu untuk melindungi diri saya. \*

1 2 3 4 5

Sangat Tidak Setuju      Sangat Setuju

Saya menghindari berpendapat untuk melindungi diri saya. \*

1 2 3 4 5

Sangat Tidak Setuju      Sangat Setuju

Saya menahan solusi atas suatu masalah karena termotivasi oleh rasa takut. \*

1 2 3 4 5

Sangat Tidak Setuju      Sangat Setuju

## Prosocial Silence

Petunjuk Pengisian

Anda dimohon untuk menjawab pernyataan yang diajukan dengan memberi tanda pada salah satu dari lima pilihan yang telah disediakan. Berikut keterangan pada jawaban:

STS = Sangat Tidak Setuju

TS = Tidak Setuju

N = Netral

S = Setuju

SS = Sangat Setuju

Saya merahasiakan informasi karena alasan kerja sama. \*

1 2 3 4 5

Sangat Tidak Setuju      Sangat Setuju

Saya melindungi informasi terkait kekayaan intelektual untuk menguntungkan organisasi. \*

1 2 3 4 5

Sangat Tidak Setuju      Sangat Setuju

Saya menahan tekanan dari orang lain untuk menceritakan rahasia organisasi. \*

1 2 3 4 5

Sangat Tidak Setuju      Sangat Setuju

Saya menolak untuk membocorkan informasi yang dapat merugikan organisasi. \*

1 2 3 4 5

Sangat Tidak Setuju      Sangat Setuju

Saya melindungi informasi rahasia organisasi secara tepat atas dasar kepedulian terhadap organisasi. \*

1 2 3 4 5

Sangat Tidak Setuju      Sangat Setuju



### Organizational Citizenship Behavior

Petunjuk Pengisian

Anda dimohon untuk menjawab pernyataan yang diajukan dengan memberi tanda pada salah satu dari lima pilihan yang telah disediakan. Berikut keterangan pada jawaban:

STS = Sangat Tidak Setuju

TS = Tidak Setuju

N = Netral

S = Setuju

SS = Sangat Setuju

Saya jarang membuang waktu saat bekerja. \*

1 2 3 4 5

Sangat Tidak Setuju      Sangat Setuju

Saya menghasilkan sebanyak yang saya mampu setiap saat. \*

1 2 3 4 5

Sangat Tidak Setuju      Sangat Setuju

Saya selalu datang bekerja tepat waktu. \*

1 2 3 4 5

Sangat Tidak Setuju      Sangat Setuju

Apapun keadaan di tempat kerja, saya menghasilkan kualitas kerja terbaik. \*

1 2 3 4 5

Sangat Tidak Setuju      Sangat Setuju

Saya tidak memenuhi semua tenggat waktu kerja yang ditetapkan organisasi. \*

1 2 3 4 5

Sangat Tidak Setuju      Sangat Setuju

Saya siap secara mental dan siap bekerja ketika tiba di tempat kerja. \*

1 2 3 4 5

Sangat Tidak Setuju      Sangat Setuju

Saya mengikuti peraturan dan instruksi kerja dengan sangat hati-hati. \*

1 2 3 4 5

Sangat Tidak Setuju      Sangat Setuju

---

Saya terkadang memboroskan sumber daya organisasi.\*\* \*

1 2 3 4 5

Sangat Tidak Setuju      Sangat Setuju

---

Saya menjaga area kerja tetap bersih dan rapi. \*

1 2 3 4 5

Sangat Tidak Setuju      Sangat Setuju

---

Saya terkadang bolos kerja tanpa alasan yang jelas.\*\* \*

1 2 3 4 5

Sangat Tidak Setuju      Sangat Setuju

---

Saya sering memberikan masukan kreatif kepada rekan kerja. \*

1 2 3 4 5

Sangat Tidak Setuju      Sangat Setuju

---

Saya secara profesional menilai hal yang benar atau salah bagi organisasi. \*

1 2 3 4 5

Sangat Tidak Setuju      Sangat Setuju

---

Saya mendorong pihak manajemen untuk terus memperbarui pengetahuan atau keterampilan karyawan. \*

1 2 3 4 5

Sangat Tidak Setuju      Sangat Setuju

---

Saya mendorong orang lain untuk berani berpendapat di rapat atau pertemuan. \*

1 2 3 4 5

Sangat Tidak Setuju      Sangat Setuju

Saya membantu rekan kerja untuk berpikir juga untuk diri mereka sendiri. \*

1 2 3 4 5  
Sangat Tidak Setuju      Sangat Setuju

Saya selalu mencari informasi terkini agar pendapat saya dapat bermanfaat bagi organisasi. \*

1 2 3 4 5  
Sangat Tidak Setuju      Sangat Setuju

Saya tidak mendorong atasan untuk melakukan standar yang lebih tinggi. \*\*

1 2 3 4 5  
Sangat Tidak Setuju      Sangat Setuju

Terima Kasih.

Terimakasih Bapak/Ibu/Saudara/Saudari yang telah meluangkan waktu untuk mengisi kuesioner ini. Jawaban anda sangat berharga bagi penelitian saya.

Silahkan lanjut untuk menyelesaikan pengisian kuesioner ini.

## LAMPIRAN V

### Hasil Olah Data

#### Validitas dan Reliabilitas

##### 1. Acquiescent Silence

###### Case Processing Summary

		N	%
Cases	Valid	30	90,9
	Excluded <sup>a</sup>	3	9,1
	Total	33	100,0

a. Listwise deletion based on all variables in the procedure.

###### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0,866	0,865	5

###### Item Statistics

	Mean	Std. Deviation	N
AS1	2,23	1,006	30
AS2	1,83	0,874	30
AS3	2,00	0,947	30
AS4	2,50	0,820	30
AS5	1,97	0,928	30

###### Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	2,107	1,833	2,500	0,667	1,364	0,069	5

###### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
AS1	8,30	8,700	0,673	0,616	0,844

AS2	8,70	9,252	0,694	0,496	0,837
AS3	8,53	8,533	0,773	0,639	0,816
AS4	8,03	10,378	0,503	0,341	0,879
AS5	8,57	8,461	0,812	0,757	0,806

### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
10,53	13,706	3,702	5

## 2. Defensive Silence

### Case Processing Summary

Cases		N	%
		Valid	30
	Excluded <sup>a</sup>	3	9,1
	Total	33	100,0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0,793	0,768	5

### Item Statistics

	Mean	Std. Deviation	N
DS1	2,00	1,017	30
DS2	2,00	1,017	30
DS3	1,80	0,551	30
DS4	2,00	0,830	30
DS5	1,90	0,759	30

### Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	1,940	1,800	2,000	0,200	1,111	0,008	5

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
DS1	7,70	5,252	0,784	0,721	0,672
DS2	7,70	5,045	0,845	0,777	0,645
DS3	7,90	9,059	0,175	0,202	0,843
DS4	7,70	7,872	0,296	0,194	0,834
DS5	7,80	6,234	0,826	0,769	0,678

### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
9,70	9,941	3,153	5

### 3. Prosocial Silence

#### Case Processing Summary

Cases		N	%
		Valid	30
	Excluded <sup>a</sup>	3	9,1
	Total	33	100,0

a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0,708	0,709	5

#### Item Statistics

	Mean	Std. Deviation	N
PS1	2,70	0,750	30
PS2	3,07	0,828	30
PS3	3,73	1,081	30
PS4	4,53	0,730	30
PS5	4,20	0,714	30

### Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3,647	2,700	4,533	1,833	1,679	0,583	5

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
PS1	15,53	6,740	0,174	0,141	0,760
PS2	15,17	5,385	0,497	0,390	0,647
PS3	14,50	4,190	0,592	0,431	0,604
PS4	13,70	4,976	0,758	0,612	0,549
PS5	14,03	6,102	0,387	0,370	0,689

### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
18,23	7,978	2,825	5

## 4. Organizational Citizenship Behavior

### Case Processing Summary

		N	%
Cases	Valid	30	90,9
	Excluded <sup>a</sup>	3	9,1
	Total	33	100,0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0,814	0,824	17

### Item Statistics

	Mean	Std. Deviation	N
OCB1	4,20	0,714	30
OCB2	4,17	0,699	30
OCB3	4,23	0,728	30

OCB4	4,13	0,819	30
OCB5	3,57	0,817	30
OCB6	4,23	0,568	30
OCB7	4,33	0,606	30
OCB8	3,73	0,868	30
OCB9	4,60	0,563	30
OCB10	4,67	0,547	30
OCB11	3,87	0,730	30
OCB12	3,97	0,718	30
OCB13	3,63	0,765	30
OCB14	3,83	0,648	30
OCB15	3,87	0,681	30
OCB16	3,50	0,630	30
OCB17	3,50	0,777	30

### Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4,002	3,500	4,667	1,167	1,333	0,129	17

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
OCB1	63,83	32,144	0,434	0,835	0,803
OCB2	63,87	31,844	0,487	0,726	0,800
OCB3	63,80	31,683	0,483	0,562	0,800
OCB4	63,90	31,955	0,383	0,614	0,807
OCB5	64,47	33,016	0,265	0,388	0,815
OCB6	63,80	32,510	0,515	0,764	0,800
OCB7	63,70	31,941	0,563	0,683	0,797
OCB8	64,30	31,390	0,414	0,506	0,805
OCB9	63,43	31,978	0,608	0,733	0,795
OCB10	63,37	33,413	0,389	0,653	0,807
OCB11	64,17	33,661	0,233	0,661	0,816
OCB12	64,07	31,099	0,569	0,684	0,795
OCB13	64,40	33,214	0,269	0,513	0,814
OCB14	64,20	32,166	0,488	0,767	0,800
OCB15	64,17	32,489	0,414	0,585	0,805
OCB16	64,53	33,637	0,293	0,407	0,811
OCB17	64,53	32,878	0,302	0,606	0,812



### Scale Statistics

Mean	Variance	Std. Deviation	N of Items
68,03	36,171	6,014	17

### Hasil Uji Statistika Deskriptif

#### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
AS1	43	1	5	1,98	0,963
AS2	43	1	4	1,67	0,808
AS3	43	1	4	1,84	0,871
AS4	43	1	4	2,23	0,922
AS5	43	1	4	1,77	0,868
DS1	43	1	5	1,93	1,033
DS2	43	1	5	2,00	1,069
DS5	43	1	4	1,81	0,880
PS2	43	1	5	3,53	1,077
PS3	43	1	5	4,07	1,055
PS4	43	2	5	4,63	0,655
PS5	43	2	5	4,44	0,700
OCB1	43	3	5	4,42	0,698
OCB2	43	3	5	4,35	0,686
OCB3	43	2	5	4,44	0,700
OCB4	43	2	5	4,35	0,783
OCB6	43	3	5	4,40	0,583
OCB7	43	3	5	4,51	0,592
OCB8	43	2	5	4,09	0,921
OCB9	43	3	5	4,63	0,536
OCB10	43	3	5	4,77	0,480
OCB12	43	3	5	4,19	0,732
OCB14	43	3	5	4,09	0,718
OCB15	43	3	5	4,14	0,743
Valid N (listwise)	43				

### Hasil Uji Regresi Linier Berganda

### Variables Entered/Removed<sup>a</sup>

Model	Variables Entered	Variables Removed	Method
1	ProsocialSilence, DefensiveSilence, AcquiescentSilence <sup>b</sup>		Enter

- a. Dependent Variable: OrganizationalCitizenshipBehavior  
 b. All requested variables entered.

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.840 <sup>a</sup>	0,705	0,682	0,25915	0,705	31,052	3	39	0,000

- a. Predictors: (Constant), ProsocialSilence, DefensiveSilence, AcquiescentSilence

### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6,256	3	2,085	31,052	.000 <sup>b</sup>
	Residual	2,619	39	0,067		
	Total	8,875	42			

- a. Dependent Variable: OrganizationalCitizenshipBehavior  
 b. Predictors: (Constant), ProsocialSilence, DefensiveSilence, AcquiescentSilence

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,437	0,356		9,653	0,000
	AcquiescentSilence	-0,239	0,072	-0,375	-3,310	0,002
	DefensiveSilence	-0,056	0,048	-0,113	-1,165	0,251
	ProsocialSilence	0,357	0,068	0,561	5,248	0,000

- a. Dependent Variable: OrganizationalCitizenshipBehavior

## LAMPIRAN VI

### Jurnal Acuan



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### The Relationship between Organizational Citizenship Behaviour and Organizational Silence

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#### Abstract

The aim of this study is to empirically investigate the effect of organizational silence dimensions on organizational citizenship behaviours. This study considers organizational silence as a multidimensional construct and compares the effects of these dimensions on organizational citizenship behaviours. The research sample formed by 462 full time employees of one multinational private company which is headquartered in Istanbul. The data was provided by a questionnaire which was structured according to the research questions. Regression was performed to test our hypothesized model. On the basis of using regression, we found that: i) acquiescent silence and defensive silence have a negative effect on organizational citizenship behavior, ii) prosocial silence has a positive effect on organizational citizenship behavior.

**Keywords:** Organizational Citizenship Behavior and Organizational Silence

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Peer-review under responsibility of the International Strategic Management Conference  
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## 1. Introduction

Many studies have noted social functionality and contribution of helping behaviors, volunteering and altruism towards individuals, groups or institutes. In recent decades this fields has also received considerable attention in management studies and added new insight into our understanding of organizations, and the workplace in the modern societies. Hence, beyond its general social relevancy, these altruistic and helping behaviors have proven to have interdisciplinary meanings (Gadot, 2006: 77).

Organizational citizenship behaviors (OCBs) are discretionary behaviors on the part of an employee that directly promote the effective functioning of an organization, without necessarily influencing an employee's productivity. Organ (1997) stated that, although various descriptions of specific dimension underlying the concept of OCB abound, the overall construct is generally referred to as those sets of individual behaviors that contribute to the social and psychological context in which the task performance of a job must function (Todd, Kent, 2006: 253).

Since the development of the concept, much research has been focused to explore the antecedents of OCB. The most research on OCB has related to individual antecedents of OCB (Bateman and Organ, 1983, Organ and Lingl, 1995; O'Reilly and Chatman, 1986; Mooman, et al., 1993; Williams and Anderson, 1991; Paille, 2011) and contextual antecedents of OCB (Podsakoff & McKenzie, 1995; Randall, et al, 1999; Chu, Lee, Hsu, 2006; Padsakoff, et al., 1990, Truckenbrodt, 2000; Zellars, et al, 2002; Somech, Drach-Zahavy, 2004; Feather and Rauter, 2004). Because OCB has become a major research topic in the last decade, the lack of research associating organizational silence and OCB is surprising. Recently, Bolino and Turnley (2005:740) pointed out that today "the ideal worker is an employee who does not only demonstrates high levels of task performance, but also engages in high levels of contextual performance or OCB as well (Paille, 2011: 2). According to researches (Podsakoff, et al., 2000), OCB increases organizational efficiency by increasing production, improving the quality of service provided, raising client satisfaction or decreasing customer complaints.

Organizational silence is a new concept in the literature and was first introduced in the 2000 by Morrison and Milliken. While Morrison and Milliken (2000: 706) defined the organizational silence as "a collective phenomenon that impedes the development of a hazard and a pluralistic organization that hinder organizational change and development", Tangirala and Ramanujam (2008: 39) defined it as "not to share with others, and to keep themselves for the employees of businesses or organizations important situations, issues or events". In the context of social exchange theory (Blau, 1964), organizational silence is an important organizational behavior issues that arise in lack of having the relationship equitable social change.

Although employees who are the most reliable source of data and information in the organization (Clapham and Cooper, 2005: 307), it is seen that employees generally tend not to express their ideas, views or feedback consciously. While it is accepted that employees are participating to organizational activities voluntarily on the basis of organizational citizenship behavior, organizational silence behavior theory says that employees avoid revealing their views and ideas with a conscious decision. Accordingly, the employees who are in the behavior of organizational silence also has lower tendency for organizational citizenship behavior.

Within this framework it is possible to say that both organizational silence and organizational citizenship behavior are very important subjects for organizations to reach desired objectives. In this context, the aim of this study is to examine the relationship between organizational citizenship behavior and organizational silence. According to this purpose, first of all, conceptual framework will be discussed in the subsequent section and after that, methodology of the study will be discussed. This study reveals the causes and the results of these variables and differentiates with using organizational citizenship behavior in a one dimension and investigates the relationship between this dimension and organizational silence.

## 2. Literature Review and Hypotheses

### 2.1. Organizational Citizenship Behaviors

According to Organ (1988) OCB represents individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization. By discretionary, we mean that the behavior is not an enforceable requirement of the role or the job description that is the clearly specifiable terms of the person's employment contract with the organization; the behavior is rather a matter of personal choice, such that its omission is not generally understood as punishable. A key component of the OCB definition is that omission of the OCBs is not punishable (Zellars, et al., 2002: 1068).

Although there is no clear consensus with the literature on the number of dimensions of OCBs, Organ (1988) and other studies (Podsakoff and MacKenzie, 1994; Podsakoff et al, 1997; Farth, et al.,, 2004) have proposed a variety

of forms, including altruism (discretionary behaviors that aid a specific other person or group in task related matters) courtesy (constructive gestures that help prevent problems for coworkers), sportsmanship (tolerating in good spirit the occasional hardships and deprivations that unpredictably befall individuals in the course of organizational endeavors), civic virtue (constructive involvement in the political life of the organization), and conscientiousness (discretionary behavior on the part of an employee that goes well beyond the minimum role requirements of the organization, in the areas of attendance, obeying rules and regulations) (Chu et al., 2006).

In conclusion, the practical importance of OCB is that they improve organizational efficiency and effectiveness by contributing to resource transformations, innovativeness and adaptability (Organ, 1988).

### 2.1. Organizational Silence

As if the silence concept might bring to our minds the situation of being closed to communication, it is actually considered as an important form of communication. Employees convey a variety of messages “being silence” with many issues related to the work colleagues, managers, and the organizations in their business lives. As in the case of protection not telling the others any information relating to safety of employees, silence structure may be strategic and proactive (Dyne et al., 2003: 1360-1361). Employee in such a silence can be in communication by showing a behavior done actively, consciously, and willingly as serving a purpose.

Çakıcı (2007) defined in her study the concept of organizational silence, as a negative phenomenon, as the employees being silent and withholding their opinions and thoughts related to technical and/or behavioral issues about their work or workplace in order of improvement and development.

Employees’ choosing to keep their thoughts, opinions and criticism consciously have many negative results both on organizations and on themselves. Owing to employees not talking and managers not listening to their employees, they feel that they are worthless, not given importance, leads to lower motivation and lower job satisfaction (Ehtiyar and Yanardağ, 2008: 58). At the same time, organizational silence is caused the reduction of employee commitment (Vakola and Bouradas 2005), increase in the intention to leave (Acaray, 2014). In organizations context, organizational silence is caused impede to organizational change and development (Morrison and Milliken, 2000), give damage to adaption of the learning organization and environment, and close organizational communication (Premeaux and Bedeian, 2003; Tangirala and Ramantjam, 2008).

When the literature is reviewed, organizational silence studies have focused on the three dimensions of silence. These dimensions are acquiescent silence, defensive silence and prosocial silence.

#### 2.1.1. Acquiescent Silence

Acquiescent silence is defined as employees withholding their work-related opinions, ideas and information, based on resignation. Employees in acquiescent silence, who consent to organizational conditions, is judged himself/herself in a kind of “trust and endure his/her fate”. Employee is not reluctant to enter into any effort to change the conditions and to talk, in other words, employee is being to withdraw himself/herself and is pleased with to continue the status quo (Dyne et al., 2003: 1366). Therefore, acquiescent silence is a passive behavior. Employees exhibit passive behavior deliberately and enter into unrelated to behavior (Çakıcı, 2008: 87).

Employees in acquiescent silence behavior, as well as being acquiescence to organizational conditions, are not aware of too many alternatives for changing the conditions (Pinder and Harlos, 2001: 349). Employees have accepted the situation in a state of despair and that has given up correcting the conditions that cause dissatisfaction. Because employees choose silence with the thought that the speech is a vain attempt (Brinsfield, 2009: 41). A part of acquiescent silence is employee obedience too (Pinder and Harlos, 2001: 349-350).

#### 2.1.2. Defensive Silence

Defensive silence is employee behavior to defend himself/herself against external threats consciously and proactively (Schlenker and Weigold, 1989: 30). Defensive silence is that employee refrains from expressing his/her thought and information, depending on the employee's fear. Defensive silence is more proactive than acquiescent silence; containing of being aware and considering alternatives and follows after hiding ideas, thoughts, and information for the self-preservation is a conscious decision on the best personal strategy for the moment. While acquiescent silence means passive obedience, defensive silence means a sense of fear of the consequences of making proposals for change. Defensive silence contains fear that expressing ideas includes the personal risk factors based on information of self-storage (Dyne et al., 2003: 1367).

### 2.1.2. Prosocial Silence

Prosocial silence is employee behavior to withhold and to hide his/her work-related opinions, ideas, and information in order to provide benefits to organizations or other employee depending on the factors thinking others or collaborators (Dyne et al., 2003: 1368). Prosocial silence occurs in two ways. The first one is that employee remains silent with motive to protect the benefits of organization; the second one is that employee remains silent with motive to protect the other employees' benefits. In organizational citizenship behavior way, prosocial silence is a proactive behavior that employee thinks to protect other employees' and organization's benefits, not himself/herself firstly. Instead of self-preservation instinct based on fear, the benefit of others and self-sacrifice for others is prioritized in prosocial silence. Prosocial silence dimension of organizational silence is a positive kind of silence contrast to acquiescent silence and defensive silence.

### 2.2. The Relationship between Organizational Silence and Organizational Citizenship Behavior

When the literature is reviewed, it is seen that there is a limited number of papers that studies the relationship between organizational citizenship behavior and organizational silence. The researches pointed out that there is a strong and negative relationship between organizational silence and organizational citizenship behavior (Çınar et al., 2013; Şehitoğlu, 2010; Rhoades and Eisenberger, 2002; and Corporanzo et al., 1997). This means, if employees are not allowed to express their ideas related to work then their level of organizational citizenship behavior decreases. Organizational citizenship behavior is an important organization behavior that all organizations should have for healthy functioning and continuity. The researches that were conducted in the last 20 years show that organizational citizenship behavior has been increased individual performance and organizational performance (Özdevcioğlu, 2003: 117). Organizational silence occurs depending on various factors within the organization and if it is ignored, employees will continue to remain silent and are not be likely to show the organizational citizenship behavior. In other words, employees in acquiescent silence and defensive silence will not be expected to exhibit organizational citizenship behavior, employees in prosocial silence behavior will demonstrate organizational citizenship behavior more strongly.

In this context, the hypotheses of research are developed as follows:

- H<sub>1</sub>:** Acquiescent silence dimension of organizational silence has a significant effect on organizational citizenship behavior.
- H<sub>2</sub>:** Defensive silence dimension of organizational silence has a significant effect on organizational citizenship behavior.
- H<sub>3</sub>:** Prosocial silence dimension of organizational silence has a significant effect on organizational citizenship behavior.

### 3. Methodology

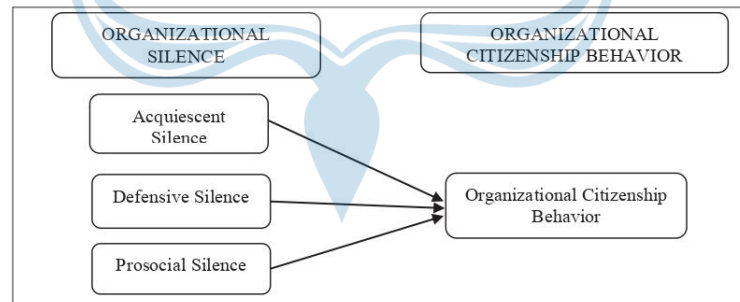


Figure 1. Research Model

As data collection method, questionnaire was used in this study. Questions were asked in three separate categories in this research to learn demographic characteristics of employees and in order to measure employees' organizational citizenship behavior and organizational silence attitudes in this research. Except for the first section containing demographic information, all of the variables used in the second and third sections of the questionnaire were measured with a Likert-type scale. Responses were elicited on a 5-point Likert scale ranging from totally disagree (1) to totally agree (5).

Research was performed in a multinational company operating in different sectors (e.g., food and cleaning sectors) on 900 full time employees. Sampling method was applied. Questionnaires were sent to all employees of the company. The numbers of returning questionnaires were 470 and 8 of them which were not healthy questionnaire, were not included in the analysis. 462 questionnaires were included in the study. As return rate of samples selected from the universe in the applied researches is considered usually between 20% and 40% (Öğüt, 2003: 293), a return rate of 51.33% can be counted as a good return rate.

### 3.1. Measures

Organizational silence behavior was measured with organizational silence scale which was developed by Dyne, Ang and Botero (2003) and organizational silence scale consists three dimensions as acquiescent silence, defensive silence, and prosocial silence. Organizational silence scale consisted of 15 Likert type items including "Because it is not about me, I am reluctant to talk about the suggestions made for change in our company".

Organizational citizenship behavior scale was developed by Dyne, Graham and Dienesch (1994). For this study, obedience and participation sections of scale are appropriate for measuring organizational citizenship behavior (it was decided to use 12 of the scale consisted of 13 items). Organizational citizenship behavior was assessed with 12 items including "I always come to work on time", "I rarely waste time while at work".

## 4. Data Analysis and Findings

To summarize the data in the study and to get a general idea about the distribution, frequency, mean; and Cronbach's alpha analysis to measure reliability of variables were used. In addition, correlation and regression were used for the analysis.

### 4.1. Demographic Characteristics of Sample

Table 1. Characteristics of the Study Sample

Variables	Frequency	Percent (%)	
Age	25 years old and lower	53	11,5
	26-35	297	64,0
	36-45	91	19,7
	46-55	16	3,5
	56 years old and higher	5	1,1
Gender	Female	231	50,0
	Male	231	50,0
Marital Status	Married	251	54,3
	Single	211	45,7
Education	High School	66	14,3
	University	335	72,5
	Master	61	13,2
Total Working Time in This Workplace	Less than 1 year	59	12,8
	1-5	219	47,4
	6-10	105	22,7
Position at This workplace	11 years and over	79	17,1
	Employee	262	56,7
	Expert	116	25,1

Mid- Level managers	77	16,7
Senior executives	7	1,5
<b>Total</b>	<b>462</b>	<b>100,0</b>

Table 1 shows information about the demographics of the firm employees responding the questionnaire. Accordingly, 50% of employees are female and 50% are male; 64% of employees are between 26-35 ages; 54% of employees are married; 72.5% of employees are university graduated; 47% of employees are working this workplace between 1-5 years, and 56% of employees are working as employee in this workplace.

#### 4.2. Factor Analysis

The relationships between variables were tested using correlation, reliability, regression and factor analyses firstly. It was measured reliability value of organizational citizenship behavior and organizational silence in this study, and then exploratory factor analysis was performed to organizational silence behavior variable whether relevant factors of dimensions were separated or not. The result of the factor analysis, after it was seen that the structure of organizational silence factors were formed as expectedly, degree of reliability for each factor was determined. According to these results, it can be said that the organizational silence dimensions are reliable scale. The scale factor used in study and the results of reliability were located in Table 2.

It was decided to be done factor analysis because questions of organizational citizenship behavior have Kaiser-Meyer-Olkin Measure of Sampling adequacy; 0,834 and Bartlett's test of sphericity, value of sig.; 0,000. Since value of sig. is lower than 0,05, it means there is a strong relationship among the variables. Organizational citizenship behavior questions were grouped in a single dimension in the result of the factor analysis except of four questions. Cronbach' alpha of organizational citizenship behavior is 0,709. These 8 questions are explained 43,041% of the variance in organizational citizenship behavior.

As illustrated in table 2, three dimensions of organizational silence were emerged from the factor analysis as expected. The factor loadings for organizational silence are displayed in Table 2, while total variance was explained with 56,790%.

Table 2. Factor Loadings of Organizational Silence

ITEMS	Factor1	Factor2	Factor3	Percentage Variance
<b>Acquiscent Silence</b>				34,045%
1. This employee is unwilling to speak up with suggestions for change because he/she is disengaged.	.686			
2. This employee passively withholds ideas, based on resignation.	.746			
3. This employee passively keeps ideas about solutions to problems to him/herself.	.783			
4. This employee keeps any ideas for improvement to him/her self because he/she has low self-efficacy to make a difference.	.706			
5. This employee withholds ideas about how to improve the work around here, based on being disengaged.	.694			
<b>Defensive Silence</b>				15,029%
6. This employee does not speak up and suggest ideas for change, based on fear.		.661		
7. This employee withholds relevant information due to fear.		.707		
8. This employee omits pertinent facts in order to protect him/her self.		.580		
9. This employee avoids expressing ideas for improvements, due to self-protection.		.700		
10. This employee withholds his/her solutions to problems because he/she is motivated by fear.		.730		



Prosocial Silence				7,715%
11. This employee withholds confidential information, based on cooperation.			,717	
12. This employee protects proprietary information in order to benefit the organization.			,689	
13. This employee withstands pressure from others to tell organizational secrets.			,720	
14. This employee refuses to divulge information that might harm the organization.			,671	
15. This employee protects confidential organizational information appropriately, based on concern for the organization.			,636	
<b>Total Variance Explained</b>				56,790%
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0,870		
Bartlett's Test of Sphericity Approx. Chi-Square		2514,436		
df		105		
Sig.		0,000		

Principal Component Analysis, Varimax with Kaiser Normalization.

#### 4.3 Correlation Analysis

Correlation analysis conducted to examine the relationships between variables shows the  $P < .01$  level of significance at the bilateral level. The reliabilities, means, standard deviations and inter-correlations were summarized in Table 3. As it is seen diagonal of the correlation matrix, each scale has satisfactory reliability with Cronbach' alfa above 0,70. It is seen in correlation analysis Table 3 that there is a negative relationship ( $r = -.277, p < .01$ ) between the organizational citizenship behavior and acquiescent silence, ( $r = -.273, p < .01$ ) between the organizational citizenship behavior and defensive silence, and but there is a positive relationship ( $r = .132, p < .01$ ) between the organizational citizenship behavior and prosocial silence. These results reveal that there is a negative relationship between organizational citizenship behavior and the dimensions of organizational silence.

Table 3. The Relationships between Organizational Citizenship Behavior and Organizational Silence's Dimensions (Pearson Correlation Coefficient)

Variables	1	2	3	4
1.Acquiescent Silence	(.847)			
2.Defensive Silence	.623**	(.794)		
3.Prosocial Silence	-.085	-.134**	(.725)	
4.Organizational Citizenship Behavior	-.277**	-.273**	.132**	(.709)
Mean	2,1827	1,9355	4,1423	4,1063
Standard Deviation	.78779	.66123	.58766	.52811

\*\* Correlation is significant at the 0.01 level (2-tailed); \* Correlation is significant at the 0.05 level (2-tailed).  
Values in parenthesis are Cronbach's Alfa

#### 4.4. Test of Hypothesis

Multiple regression models were applied to examine effect of dimensions of organizational silence on organizational citizenship behavior and hypotheses were tested according to the regression results. Regression results are shown in Table 4.

**Table 4. Regression Results for Organizational Citizenship Behavior and Organizational Silence's Dimensions**

Independent Variables	Dependent Variable			
	Organizational Citizenship Behavior			
	$\beta$	t	Sig.	Vif
Acquiescent Silence	-.174	-3.071	.002	1.636
Defensive Silence	-.152	-2.666	.008	1.654
Prosocial Silence	.097	2.170	.031	1.018
F	17.413			
R <sup>2</sup>	.154			
Adj. R <sup>2</sup>	.148			
*. p< 0,05				

The regression model is significant as a whole (Adj. R<sup>2</sup>=.148, F= 27,791; p< 0,05); it explains 14.8% of the change of organizational citizenship behavior. As seen in Table 4, acquiescent silence has negative effect on organizational citizenship behavior ( $\beta$ = -.174, p<.05). Defensive silence has negative effect on organizational citizenship behavior ( $\beta$ = -.152, p<.05) in the same model. Prosocial silence has positive effect on organizational citizenship behavior ( $\beta$ = .097, p<.05). In this context, **H<sub>1</sub>**, **H<sub>2</sub>**, and **H<sub>3</sub>** hypotheses are supported.

**Table 5. The Description Power of Model**

Fit Measures	Endogenous Construct	Final Model
R <sup>2</sup>	Organizational Citizenship Behaviour	0.154

R<sup>2</sup> values show that to what extent the independent variables describe organizational citizenship behavior in our model. Finally, as seen in the model in Table 5, organizational silence's dimensions explain 15.4% of variance (R<sup>2</sup>= .154) in organizational citizenship behavior.

#### Discussion and Implications

In this study, we tried to offer an Organizational Behavior literature by presenting a model for researchers and managers to understand the relationship between organizational citizenship behavior and dimensions of organizational silence (acquiescent, defensive and prosocial silence). This study is one of the very few that reveals the link between organizational citizenship behavior and organizational silence

To achieve a sustainable competitive advantage is becoming effective in the continuity and success of the organization. In present day, there are many threats for organizations in competitive business environment. To survive longer, organizations have to utilize their human resources especially in terms of using their unknown potentials. Organizations, at the point of providing continuity, much more needed to workers who capable of responding to environmental threats, self-confident and not afraid to share their knowledge. Voice is a way to obtain individuals' valuable thoughts and ideas which might contribute to the objectives of organization. On the other hand, employees' over efforts not mentioned officially are very important to achieve strategic goals and to take advantages in the market.

In this study, we found firstly that acquiescent silence and defensive silence dimensions of organizational silence have a negative effect on organizational citizenship behavior. This result was consistent with the extant literature. Çınar, et al., (2013) and Alioğulları (2012) found that organizational silence is negatively associated with sportsmanship and civil virtue dimensions of organizational citizenship behavior. Kılıçlar and Harbahoğlu (2014) found that there is a weak negative relationship between organizational silence and organizational citizenship behavior. This means, if employees are not allowed to express their ideas related to work then their organizational

citizenship behavior level decreases. Thus, the organization loses new ideas, thoughts, creative solutions and employees' efforts more than usual job duties which might be very beneficial to the organization. It can be recommended that organizations should support and create an organizational climate in which employees are able to talk.

In this study, secondly we found that prosocial silence dimension of organizational silence has a positive effect on organizational citizenship behavior. This means, if employees withhold to express their ideas related to workplace and other employees, then their organizational citizenship behavior level increase. Prosocial silence behavior might be very beneficial to the organization and employees.

Organizations, especially in terms of strategic management, organizational silence (only acquiescent silence and defensive silence dimensions, not prosocial silence) has potential effects on employees' to ignore the illegal and unethical practices, to block organizational learning effectively, to impede organizational change and development, creativity and innovativeness. In addition, if an evaluation is made of future perspective, employees' silence attitudes can decrease job satisfaction and increase intention to leave. Research studies on strategy formulation show that the lack of contradicting with each other, different perspective and alternatives in top management has a negative effects both on decision-making quality and on organizational performance. Managers need employees' multiple perspectives in order to form an effective strategy. Employees' opinions, experience and information are required to make an effective SWOT (strengths, weaknesses, opportunities, and threats) analysis. Organizational silence restricts the flow of information to decision makers in organizational hierarchy. Because of that, organizational silence means a low efficiency in organizational change processes.

In strategic management way, managers should encourage employees to articulate their ideas and views on the issues and provide support at the organizational level to reach desired objectives. In this context, organizations need employees' organizational citizenship behavior. Because, organizational citizenship behavior contributes to organizational performance as increasing employee or managerial productivity, coordinating activities within and across work groups, and enabling the organization to adapt more effectively to environmental changes.

#### Limitations and Future Researches

There are some methodological limitations to this study. Firstly, we conducted the survey in one firm in Istanbul; the data was limited to this sample. The generalizability of sampling is the limitation of this study. Results may differ for employees of other industries. It is important to note that readers should be cautious when generalizing the results to different cultural, environmental and political contexts.

Future researches can be applied in different organizations with different variables to generalize the findings.

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