

T.C.
UNIVERSITY OF GAZİANTEP
GRADUATE SCHOOL OF SOCIAL SCIENCES
DEPARTMENT OF BUSINESS ADMINISTRATION

**THE INVESTIGATION OF RELATIONSHIP
BETWEEN PERCEIVED PSYCHOLOGICAL
CONTRACT BREACHES AND ORGANIZATIONAL
SILENCE: THE CASE OF KİLİS STATE HOSPITAL**

MASTER'S OF ART THESIS

ORHAN BALIKÇI

GAZİANTEP
DECEMBER 2017

T.C.
GAZİANTEP ÜNİVERSİTESİ
SOSYAL BİLİMLER ENSTİTÜSÜ
İNGİLİZCE İŞLETME ANABİLİM DALI

**PSİKOLOJİK SÖZLEŞME İHLALLERİ İLE
ÖRGÜTSEL SESSİZLİK ARASINDAKİ İLİŞKİNİN
İNCELENMESİ: KİLİS DEVLET HASTANESİ
ÖRNEĞİ**

YÜKSEK LİSANS TEZİ

ORHAN BALIKÇI

GAZİANTEP
ARALIK 2017

T.C.
UNIVERSITY OF GAZİANTEP
GRADUATE SCHOOL OF SOCIAL SCIENCES
DEPARTMENT OF BUSINESS ADMINISTRATION

**THE INVESTIGATION OF RELATIONSHIP
BETWEEN PERCEIVED PSYCHOLOGICAL
CONTRACT BREACHES AND ORGANIZATIONAL
SILENCE: THE CASE OF KİLİS STATE HOSPITAL**

MASTER THESIS

ORHAN BALIKÇI

Supervisor: Asst. Prof. Dr. Özlem YAŞAR UĞURLU

GAZİANTEP
DECEMBER 2017

T.C.
GAZİANTEP ÜNİVERSİTESİ
SOSYAL BİLİMLER ENSTİTÜSÜ
İNGİLİZCE İŞLETME ANABİLİM DALI

**PSİKOLOJİK SÖZLEŞME İHLALLERİ İLE
ÖRGÜTSEL SESSİZLİK ARASINDAKİ İLİŞKİNİN
İNCELENMESİ: KİLİS DEVLET HASTANESİ
ÖRNEĞİ**

YÜKSEK LİSANS TEZİ

ORHAN BALIKÇI

Tez Danışmanı: Yrd. Doç. Dr. Özlem YAŞAR UĞURLU

GAZİANTEP
ARALIK 2017

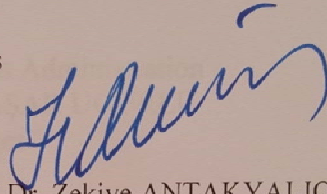
T.C.
UNIVERSITY OF GAZİANTEP
GRADUATE SCHOOL OF SOCIAL SCIENCES
DEPARTMENT OF BUSINESS ADMINISTRATION

**The Investigation of Relationship Between Perceived
Psychological Contract Breaches and Organizational
Silence: The Case of Kilis State Hospital**

Orhan BALIKÇI

Date of Viva: 11/12/2017

Approval of the Graduate School of Social Sciences



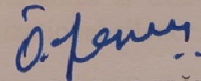
Assoc. Prof. Dr. Zekiye ANTAKYALIOĞLU
Director

I certify that this thesis satisfies all the requirements as a thesis for the degree of Master's of Art.



Prof. Dr. Arif OZSAĞIR
Head of Department

This is to certify that I have read this thesis and that in my opinion it is fully adequate, in scope and quality, as a thesis for the degree of Master's of Art.



Asst. Prof. Dr. Özlem YAŞAR UĞURLU
Supervisor

This is to certify that we have read this thesis and that in our opinion it is fully adequate, in scope and quality, as a thesis for the degree of Master's of Art.

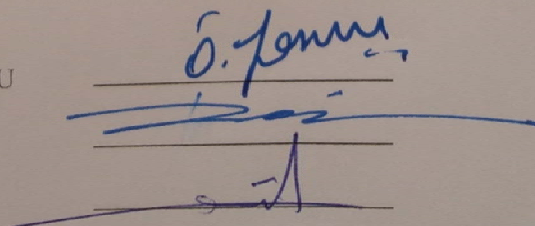
Examining Committee Members:

Signature

Asst. Prof. Dr. Özlem YAŞAR UĞURLU

Prof. Dr. İbrahim Halil SEYREK

Asst. Prof. Dr. Şükriye Gül REİS



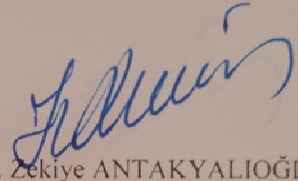
T.C.
GAZİANTEP ÜNİVERSİTESİ
SOSYAL BİLİMLER ENSTİTÜSÜ
İNGİLİZCE İŞLETME ANABİLİM DALI

**Psikolojik Sözleşme İhlalleri ile Örgütsel Sessizlik
Arasındaki İlişkinin İncelenmesi: Kilis Devlet Hastanesi
Örneği**

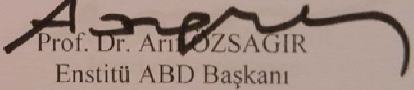
Orhan BALIKÇI

Tez Savunma Tarihi: 11/12/2017

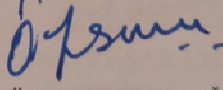
Sosyal Bilimler Enstitüsü Onayı


Doç. Dr. Zekiye ANTAKYALIOĞLU
SBE Müdürü

Bu tezin Yüksek Lisans tezi olarak gerekli şartları sağladığını onaylarım.


Prof. Dr. Arif ÖZSAGIR
Enstitü ABD Başkanı

Bu tez tarafımda okunmuş, kapsamı ve niteliği açısından bir Yüksek Lisans tezi olarak kabul edilmiştir.


Yrd. Doç. Dr. Özlem YAŞAR UĞURLU
Tez Danışmanı

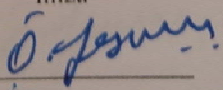
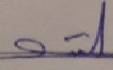
Bu tez tarafımızca okunmuş, kapsam ve niteliği açısından bir Yüksek Lisans tezi olarak kabul edilmiştir.

Jüri Üyeleri:

Yrd. Doç. Dr. Özlem YAŞAR UĞURLU

Prof. Dr. İbrahim Halil SEYREK

Yrd. Doç. Dr. Şükriye Gül REİS

İmza



ABSTRACT

THE INVESTIGATION OF RELATIONSHIP BETWEEN PERCEIVED PSYCHOLOGICAL CONTRACT BREACHES AND ORGANIZATIONAL SILENCE: THE CASE OF KİLİS STATE HOSPITAL

BALIKÇI, Orhan

Master Thesis, Department of Business Administration

Supervisor: Asst. Prof. Dr. Özlem YAŞAR UĞURLU

December 2017, 66 pages

Psychological contract is an important phenomenon. It comprises of mutual expectations and promises between employee and employer. When these promises and expectations are not met, it can affect badly employees' behavior such as low performance and motivation, intent to leave the job or silence in the workplace. On the other hand, organizational silence plays a decisive role in the point of being participant in the organization. This study's aim is to investigate the relationship between perceived psychological contract breaches and organizational silence. A survey is conducted to the health workers in the Kilis State Hospital. 300 doctors and nurses participated in the study. The result showed that there is not any statistical difference between demographic characteristics and perceived psychological contract breaches, but it detected relationship between age, marital status, education level, profession and organizational silence. When the relationship between two variables is examined, perceived psychological contract breaches have effect on organizational silence.

Key words: psychological contract, organizational silence, violation, breach, health workers

ÖZET

PSİKOLOJİK SÖZLEŞME İHLALLERİ İLE ÖRGÜTSEL SESSİZLİK ARASINDAKİ İLİŞKİNİN İNCELENMESİ: KİLİS DEVLET HASTANESİ ÖRNEĞİ

BALIKÇI, Orhan
Yüksek Lisans Tezi, İngilizce İşletme ABD
Tez Danışmanı: Yrd. Doç. Dr. Özlem YAŞAR UĞURLU
Aralık 2017, 66 sayfa

Psikolojik sözleşme örgütlerde önemli bir fenomendir. İşveren ile iş gören arasındaki karşılıklı sözler ve beklentilerden oluşur. Bu sözler ve beklentiler karşılanmadığı zaman düşük performans ve motivasyon, işten ayrılma niyeti veya çalışma ortamında sessizlik gibi çalışan davranışlarını olumsuz etkiler. Örgütsel sessizlik ise örgütün çalışanlarının katılımcı olması noktasında belirleyici rol oynar. Bu araştırmanın amacı bu iki değişken arasında pozitif yönlü bir ilişki olup olmadığını test etmektir. Kilis Devlet Hastanesi'nde görev yapan sağlık çalışanlarına anket uygulanmıştır. Sonuçlar göstermiştir ki algılanmış psikolojik sözleşme ihlalleri ile demografik bilgiler arasında ilişki yoktur fakat yaş, medeni durum, eğitim seviyesi, meslek ile örgütsel sessizlik arasında ilişkiler tespit edilmiştir. İki boyut arasındaki ilişki incelendiğinde ise algılanmış psikolojik sözleşme ihlallerinin örgütsel sessizlik üzerinde etkiye sahip olduğu belirlenmiştir.

Anahtar kelimeler: psikolojik sözleşme, örgütsel sessizlik, ihlal, sağlık çalışanları

ACKNOWLEDGMENT

This thesis has been possible with some people's invaluable help and support. Firstly, I would like to thank my thesis supervisor Asst. Prof. Dr. Özlem Yaşar Uğurlu for her guidance throughout this thesis and for her support that carried me to the end. I would also like to thank my committee members Prof. Dr. İbrahim Halil Seyrek and Asst. Prof. Dr. Gül Reis. I would also like to thank Asst. Prof. Dr. Bengü Hırlak for her contribution. Lastly, I would like to thank my mother for her support.

This thesis was supported by Scientific Research Project Coordination Unit of Gaziantep University. Project Grant Number: İİBF.YLT.16

CONTENTS

ABSTRACT.....	i
ÖZET	ii
CONTENTS.....	iv
FIRST PART.....	1
INTRODUCTION	1
1.1 Introduction	1
SECOND PART	3
LITERATURE REVIEW	3
2.1 Psychological Contract.....	3
2.1.1 Definition of the Term Psychological Contract	3
2.1.2 Building Psychological Contract.....	5
2.1.2.1 Organization-Related Factors	6
2.1.2.2 Individual Factors	7
2.1.3 Violation and Breach of Psychological Contract.....	7
2.1.4 Model of Violation and Breach.....	9
2.1.5 Responses to Breach and Violation	10
2.1.6 Types of Psychological Contract	11
2.1.6.1 Transactional contracts	12
2.1.6.2 Relational contracts.....	13
2.1.6.3 Balanced contracts	13
2.1.7 Theories Linking with Psychological Contract.....	13
2.1.7.1 Reciprocity Theory.....	14
2.1.7.2 Equity Theory	14
2.1.7.3 Expectancy Theory	14
2.1.7.4 Social Exchange Theory	14
2.2 Organizational Silence	15
2.2.1 Definition of Silence	15
2.2.2 Forms of Silence	15
2.2.2.1 Acquiescent Silence	15
2.2.2.2 Defensive Silence.....	16
2.2.2.3 Prosocial Silence	16
2.2.3 Causes of Silence in Organizations.....	17
2.2.4 Basic Theories related with Silence	21

2.2.4.1 Cost-Benefit Analysis	21
2.2.4.2 Expectancy Theory	21
2.2.4.3 Self-Monitoring Theory	21
2.2.4.4 Spiral of Silence Theory	21
2.3 Studies Examining Silence in Organizations	22
2.4 Studies Examining Psychological Contract in Organizations.....	25
2.5 The Relationship Between Perceived Psychological Contract Breaches and Organizational Silence	27
THIRD PART	29
3. RESEARCH METHODOLOGY.....	29
3.1 Importance and Purpose of the Study	29
3.2 Model of the Study.....	30
3.3 Hypotheses of the Research	30
3.4 Measures of the Research	31
3.5 Sampling of the Research	32
3.6 Methods of Data Analysis.....	33
3.7 Findings.....	34
3.7.1 Descriptive Statistics.....	34
3.7.2 Validity and Reliability of the Scales.....	34
3.7.3 Correlation Analysis.....	38
3.7.4 Regression Analysis Examining Effect of Perceived Psychological Contract Breaches on Organizational Silence.....	39
3.7.5 Investigation of the Factors of Perceived Psychological Contract Breaches and Demographic Characteristics	41
3.7.6 Investigation of Organizational Silence and Demographic Characteristics	44
DISCUSSION AND CONCLUSION.....	48
Limitations and Future Research	52
REFERENCES.....	54
APPENDICES	61
ÖZGEÇMİŞ	66
VITAE.....	66

LIST OF TABLES

Table 2.1: Examples Of Specific Types Of Silence.....	17
Table 2.2: Causes of Silence in Organizations.....	18
Table 2.3: Factors Leading to Silence.....	20
Table 3.1: Demographic Characteristics of the Sample.....	33
Table 3.2: Descriptive Statistics.....	34
Table 3.3: Factor Analysis of Perceived Psychological Contract Breaches.....	35
Table 3.4: Sampling Sufficiency Test for Psychological Contract Breaches.....	35
Table 3.5: Factor Analysis of Organizational Silence.....	37
Table 3.6: Sufficiency Test and Internal Consistency of Organizational Silence.....	38
Table 3.7: Correlation Analysis for Psychological Contract Breaches Acquiescent Silence, Defensive Silence and Prosocial Silence.....	39
Table 3.8: Regression Analysis for Effect of Perceived Psychological Contract Breaches on Acquiescent Silence.....	39
Table 3.9: Regression Analysis for Effect of Perceived Psychological Contract Breaches on Defensive Silence.....	40
Table 3.10: Regression Analysis for Effect of Perceived Psychological Contract Breaches on Prosocial Silence.....	40
Table 3.11: Independent Samples T test Results for Gender and Perceived Psychological Contract Breaches.....	41
Table 3.12: Independent Samples T test Results for Marital Status and Perceived Psychological Contract Breaches.....	42
Table 3.13: Descriptives of One-Way Anova for Age and Perceived Psychological Contract Breaches.....	42
Table 3.14: Results of One-Way Anova for Age and Perceived Psychological Contract Breaches.....	43
Table 3.15: Results of T test on Perceived Psychological Contract Breaches.....	44
Table 3.16: Result of T Test for Professions and Perceived Psychological Contract Breaches.....	44
Table 3.17: Result of T test for Gender and Organizational Silence.....	45
Table 3.18: Result of T test for Marital Status and Organizational Silence.....	45
Table 3.19: Descriptives of One-Way Anova for Age and Organizational Silence.....	46
Table 3.20: Result of One-Way Anova for Age and Organizational Silence.....	46
Table 3.21: Result of T Test for Education Level and Organizational Silence.....	46
Table 3.22: Result of T Test for Profession and Organizational Silence.....	47
Table 4.1: Support Results Of Hypotheses.....	49

LIST OF FIGURES

Figure 2.1: Development of An Individual's Psychological Contract.....	5
Figure 2.2: Model of Violation and Breach.....	9
Figure 2.3: The Horizontal Spiral of Silence.....	22
Figure 3.1: Model of the Study.....	30



FIRST PART INTRODUCTION

1.1 Introduction

Organizations are becoming increasingly complex due to the human factor. One of the most recent concepts that cause this complexity is the psychological contract which is one of the variables of this thesis study. It is a non-written dynamic contract and it consists of mutual promises, expectations between employee and employer. Generally, this contract not have sharp boundaries. It is different from the written contract and is continuously renewed and monitored by the parties. Even if the psychological contract is based on the perception of the employee, the parties of the contract mutually expect to be fulfilled by those committed to them.

Organizational silence, one of the variables of this thesis study, has recently become a subject of research into organizational behaviour. Articles published about organizational silence tried to reveal what the problem was, how it emerged and how to solve it. Establishing a climate in which ideas and thoughts can be expressed within the organization enhances organizational performance. If organizational silence is not hindered, it can turn into a big obstacle against organizational change (Morrison, Milliken, 2000, p. 707). Sharing employees' ideas, opinions and information helps increase organizational performance.

The psychological contract breaches cause employees to give negative organizational outputs. Psychological contracts have include the reciprocal relationships consisting of rights, responsibilities, promises and obligations. When employees are not satisfied with their jobs, their organizational commitments decrease and they may intend to leave the organization. the sense of belonging to the workplace and the desire to work will be reduced and it will not be an endeavor to add an extra surplus beyond its mandatory tasks. When viewed from this aspect, it is thought that perceived psychological contract breaches lead to organizational silence and this study has been done from this point. As far as the literature is searched, it was not found any

paper that examined perceived psychological contract breaches and organizational silence together. In this sense, this thesis study may contribute to the literature.

This study's aim is to investigate the relationship between perceived psychological contract breaches and organizational silence. It is assumed that positive perceptions have positive effects and negative perceptions are expected to cause negative effects. The harmony and commitment between the individual and the organization probably affects the psychological contract positively. Otherwise, organizational silence will be negatively affected, and psychological contract breach perception will be high. It is investigated by two scales composed of 25 questions on Likert scales according to age, profession, marital status, etc.

300 nurses and doctors working at Kilis State Hospital participated in the study. In terms of their demographic characteristics, perceived psychological contract breaches and organizational silence was examined. It is investigated by two scales composed of 25 questions on Likert scales according to age, profession, marital status, etc. The relationship between perceived psychological contract breaches and organizational silence and the direction of the relationship were revealed through the analysis of regression and correlation.

The first part of the work consisting of three parts is the introduction, in this section contains information on the importance, purpose, scope, method and plan of study.

The second part of the study comprises of the literature review. In the second part, the definition of the psychological contract, buildings of psychological contract, factors leading to psychological contract, responses to breach and violation, types of psychological contract, theories on which the psychological contract is based is tried to explain. At the same time, this part includes definition of silence, forms of organizational silence, causes of silence and basic theories related with silence.

In the third part, research methodology was expressed. In this part, importance of the study, model of study, measures, hypotheses, methods of data analysis, finding is mentioned. Finally, the findings are interpreted and suggestions are made.

SECOND PART LITERATURE REVIEW

2.1 Psychological Contract

2.1.1 Definition of the Term Psychological Contract

Farnsworth refers contract as a group of verbal or written promises made, by the one party to the other party in a reciprocal relationship (as cited in Sandra L. Robinson & Rousseau, 1994, p. 245). Contracts are basement in organizations to create consensus between two sides to contract such as employee and employer (Rousseau & Parks, 1992, p.2). The Turkish Language Association defines contract as mutual and consentaneous declaration of intent by two or more people or organizations to have legal effects (Büyük Türkçe Sözlük, 2015).

The seeds of change are taking root in organizations and new psychological contracts are developing between organizations and their members. The traditional contract that existed between the organization and the employee is no longer valid (Sims, 1994, p. 374).

“Note that these are beliefs or perceptions regarding promises and acceptance. Each party believes that both parties have made promises and that both parties have accepted the same contract terms. However, this does not necessarily mean that both parties share a common understanding of all contract terms. Each party only believes that they share the same interpretation of the contract” (Robinson & Rousseau, 1994, p 246).

There are different definitions made by researchers and each researcher proposes distinct perspective. The psychological contract is generally defined as explicit and implicit promises between employer and employee and beliefs about employment relationship between them (Rousseau & Tijoriwala, 1998, p. 679). The term “Psychological Contract” is firstly used by Chris Argyris. He observed the relationship between employees and a foreman, then he called this relationship as a

psychological work contract (Taylor & Tekleab, 2004, p. 254). After Chris Argyris, some researchers developed new definitions. Levinson et al. state psychological contract emerges from expectations regarding employment relationship in implicit and unspoken ways (Levinson et al, 1962, p. 27). Schein puts forth a definition, refers to it as the interaction between two sides in waiting with psychological dynamics (Taylor & Tekleab, 2004, p. 255). Like Levinson's definition, Schein defines it as "a group of unwritten reciprocal expectations between an individual and an organization" (Guest, 1998). Kotter defines the psychological contract as an implicit contract between an individual and his organization which specifies what people expect to give and receive from each other in their relationship (Kotter, 1973). "In a psychological contract, consistency between what is promised (or understood) and what is received is an issue" (Rousseau, 1989).

According to Rousseau (1995), "Psychological contract is individual beliefs, shaped by the organization regarding terms of an exchange agreement between individuals and their organization" (as cited in Bekaroğlu, 2011). In the other definition, it was said that "the perception of both parties to the employment relationship, organisation and individual, of the reciprocal promises and obligations implied in that relationship" (Guest & Conway, 2002, p. 22).

Psychological contract depends on employment agreement between employee and employer. Gaps in the written agreement give rise to psychological contract and psychological contract can have much more impact than written agreement on the employment relationship.

Rousseau noted that "the term psychological contract refers to an individual's beliefs regarding the terms and conditions of a reciprocal exchange agreement between that focal person and another party. Key issues here include the belief that a promise has been made and a consideration offered in exchange for it, binding the parties to some set of reciprocal obligations" (Rousseau, 1989, p. 123).

Belief regarding reciprocity relationship is able to be herald to the development of a psychological contract (Rousseau, 1989, p. 124). These beliefs or perceptions is comprised of promises and acceptance (Robinson & Rousseau, 1994, p. 246).

Psychological contracts are nominative, each part of the contract looks to psychological contract on his/her own perspective. Although these beliefs lead to the birth of the contract, parties do not need to agree on the terms (Robinson & Rousseau,

1994, p. 246). “Cognitive limits and different frames of reference make it impossible to focus on every element in such a complex social interaction” (Farnsworth, 1982). “Cognitive limits affect the matters addressed in overt promises, and frames of reference affect their interpretation.” (Rousseau, 1989, p. 212).

Rousseau (1989) expressed that existence of a psychological contract depends on the employee's experience. Individuals can perceive psychological contracts, organizations cannot. She said that “though their individual managers can themselves personally perceive a psychological contract with employees and respond accordingly” (Rousseau, 1989, p. 126).

Robinson and Rousseau referred it as the perceived mutual obligations that characterize the employee's relationship with his/her employer. According to the psychological contract, unlike expectations, entails a belief in what the employer is obliged to provide, based on perceived promises of reciprocal exchange (Robinson & Rousseau, 1994).

2.1.2 Building Psychological Contract

The building process of a psychological contract depends on sides' comments in their mind about events within an organization (Coyle-Shapiro & Kessler, 2000). This process starts with the beginning of the employment relationship such as job change, recruitment or organizational development (Rousseau & Parks, 1992). If employee and employer have belief regarding obligation of reciprocal relationship, it can be said that psychological contract occurs (Rousseau, 1989, p. 124). However, this belief is one-sided and does not bind the opponent side. Some components such as overt promises strengthen this belief according to Rousseau (1998). Along with the promises, organizational policy builds trust between two sides. The deeper relationship each side has, the more they trust each other. The process is shown in Figure 2.1.

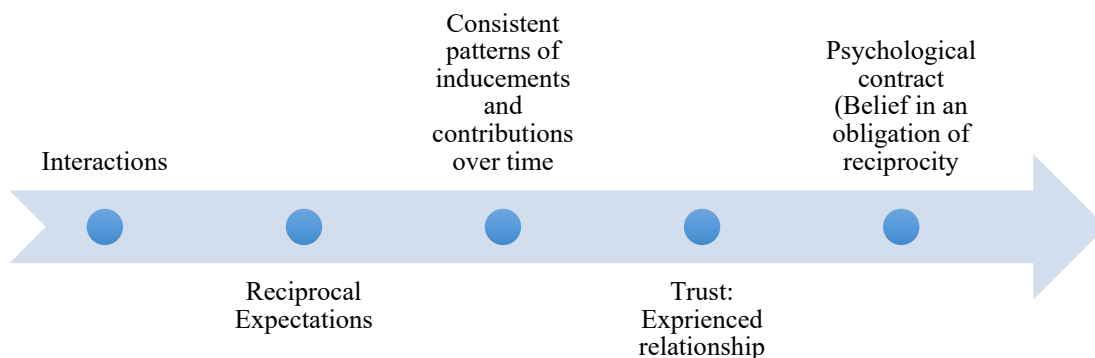


Figure 2.1: Development of an Individual's Psychological Contract (Rousseau, 1989)

Rousseau (1995) mentions a schema existed in individual's mind. Contract sides build it on promises, acceptances, reliance. These concepts have subjective meanings and depend on individual's perspective. Likewise, these concepts comprise a schema in the individual's mind. The individual behaves according to that schema and tries to live up to expectations.

Rousseau (1995) put forward a model describing process of psychological contract formation. This process starts with message framing. After that, it continues with encoding of the message by individual. In the other words, the individual construes the message and decodes it.

According to that model, some factors effect this process. Rousseau (1995) divides these factors into two as organization-related and individual-related factors.

2.1.2.1 Organization-Related Factors

In the Rousseau's differentiation, organization-related factors are named as external factors. They consist of messages and social cues (Maguire, 2003).

Messages contain employer's and employee's promises, comments about the organization, expectations, experiences, etc. Managers and employers forward their intentions via messages and these messages include commitments. There are different models of commitments in organizations. The following behavioural events convey individual's commitments and promises;

- Overt statements,
- Observation,
- Expression of organizational policy,
- Social constructions.

Social cues are knowledge which is provided by managers and employers. They include information provided by co-workers or companions. Such information has strong influence on the process of contract creation. They consist of in-house standards and practices. Individual's perception is shaped through that information. Companion or co-worker unofficially sends messages which carry tips about the organization. On the other hand, the information individuals get from co-workers and how he/she comments it effect the contract more than the messages they send (Rousseau, 1995).

2.1.2.2 Individual Factors

Encoding the messages is a process in which the individual interprets events in organizations as promises. Rousseau (1995) stated that interpreting a message as a promise depends on whether the employee receives and recognizes the message. At that point, the individual sending the message should have certain properties as the following;

- Having the power and authority to make promise,
- Operating in context where promise making is deemed appropriate,
- Behaving in ways consistent with the commitment made (Rousseau, 1995)

Individual predispositions are the other external factors effecting the contract. Individual's character plays role in commenting the terms of contract. It includes two components: cognitive biases and career motives. Cognitive biases are a factor, which are related to personality traits. Most people have positive thoughts about their skills, they think their abilities are above average while they ignore negative sides of their personality. The other factor is career motives and what a person expects from his job. They effect how long a person will work in an organization, what he/she will gives in return for what he/she receives (Bekaroğlu, 2011, p. 21).

Decoding reflects a person's ideas on how to behave to meet promises. They shows their loyalty to the contract with their behaviors. For example working hard to get promotion (Rousseau, 1995, p. 57).

2.1.3 Violation and Breach of Psychological Contract

Psychological contract, as it has been mentioned before, consists of individual's beliefs and promises regarding relationship between two sides. If the

beliefs and promises are broken by one side and the opponent side perceives this situation, then the side whose beliefs is broken show reaction in implicit or explicit ways. It depends on the extent to which the individual senses the broken promises of his/her organization.. Broken promises made the employee anger and demolish trust between them (Robinson & Rousseau, 1994, p. 247).

The problem here is that equilibrating between what employee promises and what he/she receives in return (Rousseau, 1989, p. 126). Perceived breach refers to understanding that situation which an individual's organization fails to fulfil the promise given within the scope of psychological contract although the individual makes contribution as he/she promises. For this reason, whether this situation causes to violation bases on individual's meaning of the breach in his/her mind (Morrison et al, 1997, p. 231).

Perceiving breach is a subjective aspect. It literally depends on the meaning of breach in the individual's mind. Although sometimes perceived breach is a result of true contract breach, sometimes it is not. In fact, there may not be a real breach; however, the employee assumes that the given promises are not fulfilled. Not giving clear promises by employers increases the gravity of this situation (Robinson & Morrison, 2000, p. 526).

Several researchers have argued the conceptualization of psychological contract violation but it remains ambiguous still. If one side of the contract perceives that another failed to complete a promise, it can be said that is violation (Robinson & Rousseau, 1994, p. 247). Rousseau (1989) states that "Violating a psychological contract is failure of organizations or other parties to respond to an employee's contribution in ways the individual believes they are obligated to do so". Violation is much more than perceiving a breach of contract. Its basement is mental accounting in which the individual thinks what he/she receives in return of given promises. Violation is an emotional reaction and it is a result of this interpretation process (Morrison et al., 1997, p. 230). Unfulfilled promises make individuals angry and it leads to distrust between two sides of the contract, so violations take in problems regarding distributive fairness, desired outcomes, perceptions of inequity (Robinson & Rousseau, 1994, p. 247).

To better understand the term violation, distinction between violation and perceived breach should be made (Morrison et al, 1997, p. 230). Interpretation process in individual's mind balances the tie between perceived breach and violation. Through

this process, individual thinks about what causes the breach and double-checks the social contract with her/his organization (Morrison et al., 1997, p. 233). Morrison et al. (1997) developed a model to detail this interpretation process which includes reneging and incongruence. It is presented below.

2.1.4 Model of Violation and Breach

Morrison and Robinson (1997) put forward a model showing conditions that lead to perceived breach and violation. The model is demonstrated in Figure 2.2. In the model, perceived breach is referred as a cognitive assessment of contract fulfilment that is depends on comparing what the promise given is and what the employee receives in fact. They define violation as a mood state which employee feels in case of breach of contract.

According to this model, two situations cause violation; the first one is reneging, the second one is incongruence. All violations depends on either incongruence or reneging (Morrison et al., 1997, p. 233).

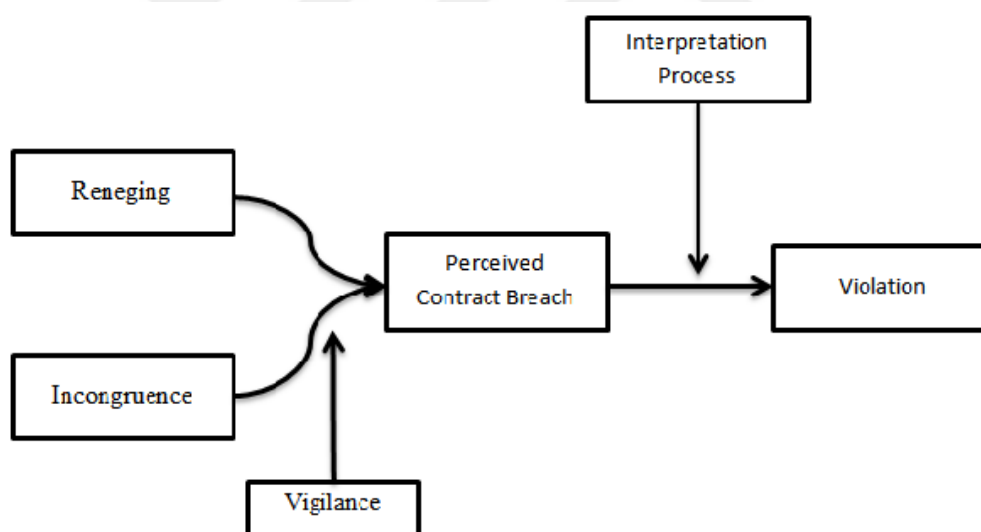


Figure 2.2: Model of Violation and Breach (Robinson & Morrison, 2000)

Reneging: It means that employee or agent of organization consciously fails to carry out promises because of inability or unwillingness (Morrison et al., 1997, p. 233). Changing the things such as environmental factors, organizational structures etc. do not let employee fulfil promises given, or, the situation is available to fulfil promises but the agent does not keep promises anymore.

Incongruence: refers to a situation in which the employee and employer ascribe a different meaning to a promise. In other words, each side of contract does not understand the same meaning from a promise (Morrison et al., 1997, p. 235). Due to incongruence, an employer may not realize that he fails to fulfil obligations of contract. It can be incongruence in case a promise is given by one side, or it can occur while psychological contract develops between two sides (Robinson & Morrison, 2000, p. 529). Even at the beginning of the employment relationship, employee misunderstands a promise given during recruitment (Robinson & Morrison, 2000, p. 528). Communication plays an important role to reduce misunderstanding terms in the psychological contract between two sides (Robinson, Kraatz, & Rousseau, 1994, p. 530)

In addition to these two factors, there is a third factor named as vigilance. It is a process in which individuals seek for a sign about contract breach. Vigilant individual looks sharp and straight off contract breach but it can be rooted in true breach or ambiguity case (Robinson & Morrison, 2000, p. 527-530).

“Thus, breaches of relational obligations are likely to have much stronger effects than breaches of transactional obligations” (Robinson et al., 1994).

2.1.5 Responses to Breach and Violation

Hirschman (1970) developed a groundwork to grasp responses to breach and violation. The groundwork points out that individual shows reaction in the following ways:

- Increased voice
- Increased exit
- Decreased loyalty
- Increased neglect

When the individual feels breach or violation of the contract terms, it leads to make the unsatisfied individual. At that point, unsatisfied individual starts to look for solution path or wants to get rid of that situation. At that time, studies show that the individuals generally behave responsively such as exit, voice, loyalty and neglect (Withey & Cooper, 1989, p. 522).

Voice is described generally as a respond to breach and violation by individuals who likely resist against changes in their organization, it is classified as

active and constructive (Rousseau, 1995, p. 147; Rusbult et al., 1988, p. 601). Similarly, individuals increase their voices to refuse inequity in their organization (Turnley & Feldman, 1999, p. 900). Voice is descriptive of a situation in which individual actively and constructively tries to improve conditions or to solve a problem by talking with high workers or supervisors (Rusbult et al., 1988, p. 601). The individual thinks that the cost of other alternatives such as exit is high and feels attached to his/her organizations, he/she prefers to increase his/her voice (Withey & Cooper, 1989, p. 525).

Exit is positively related to the breach and violations of psychological contract. That means that it causes increase of turnover. If the individual encounters one of these problems, he/she re-examines his/her ties between the organization, can likely lose loyalty to the organization, at the end, he/she wants to leave the organization by quitting, transferring, looking for a different job (Rusbult et al., 1988, p. 601; Turnley & Feldman, 1999, p. 899; Withey & Cooper, 1989, p. 525).

Loyalty is another alternative response to the violation and reach. It negatively effects the loyalty of an employee. Individuals who has strong ties with their organizations prefer to stay in the organization than to exit or look for another job in case of violation and reach. They unwillingly work and do not perform more than expected (Turnley & Feldman, 1999, p. 900; Withey & Cooper, 1989, p. 525). The individual passively and optimistically stays in the organization, waits for improvement, and hopes so. In the literature, it classifies as passive and constructive behaviour (Rusbult et al, 1988, p. 601).

Neglect is a respond to the violation and it is classified as destructive and passive behaviour. When the costs of other alternatives are high, organizational commitment is low and alternative jobs are available, the individual give his/her interest to non-business issues during working hours, reduce efforts for the organization, etc (Rusbult et al., 1988, p. 601; Withey & Cooper, 1989, p. 525). That individual can even foster other individuals to putting less effort into their works (Turnley & Feldman, 1999, p. 901).

2.1.6 Types of Psychological Contract

Organizational psychological contract can occur in countless forms. Its form depends on relationships between parties of contract. This situation derives from the nature of psychological contracts. Although psychological contracts have common

features, they can have specific terms depending on relation between two sides. These terms can hardly be categorized (Rousseau, 2004, p. 122). Rousseau (1995) has generally focused on three types of psychological contract; transactional, relational and balanced contracts.

Contractual continuum is important as to decide the types of psychological contract between two sides of the contract (Macneil, 1985). The degree of specificity, flexibility, scope of terms in the psychological contract effect on the ends of contractual continuum. According to the ends of contractual continuum, they can be categorized as transactional and relational contracts (Rousseau & Wade-Benzoni, 1994).

Rousseau (1995) take contract's focus, inclusion, time frame, formalization, stability, scope and tangibility in consideration while making a distinction types of psychological contract.

2.1.6.1 Transactional contracts

Transactional contracts consist of narrow duties and limited or short-term length. When the contract conditions change or being failed to fulfill its terms, employees who have with transactional contracts with their organizations are inclined to look for employment in another place. These employees' duties are less critical in terms of their organizations' comparative advantage (Rousseau, 2004, p. 122). Transactional contracts generally include financial inducements and traditionally involve more formal methods of communication. Relational contracts generally are related with non-monetary inducements and involve less formal methods of communication (Barnhill, 2011, p. 40).

Rousseau (1995) stated typical transactional contract terms as below:

- Specific economic conditions (e.g., wage rate) as primary incentive
- Limited personal involvement in the job (e.g., working relatively few hours/low emotional investment)
- Closed-ended time frame (e.g., seasonal employment, 2 to 3 years on the job at most)
- Commitments limited to well-specified conditions (e.g., union contract)
- Little flexibility (change requires renegotiation of contract) Use of existing skills (no development)

- Unambiguous terms readily understood by outsiders

2.1.6.2 Relational contracts

Relational contracts comprise of such terms as fidelity and stability. Workers who have relational contract with their employers are much more willing to work on overtime, whether or not their organization pays in turn. There is also a high possibility that these workers feel upset if their employer violates the contract. But the commitment derived from terms in the contract forces workers to continue the relationship in organization (Rousseau, 2004, p. 122).

Rousseau (1995) points out the terms of relational contracts as follows:

- Emotional involvement as well as economic exchange (e.g., personal support, concern for family well-being)
- Whole person relations (e.g., growth, development)
- Open-ended time frames (i.e., indefinitely)
- Both written and unwritten terms (e.g., some terms emerge over time)
- Dynamic and subject to change during the life of the contract Pervasive conditions (e.g., affects personal and family life)
- Subjective and implicitly understood (i.e., conditions difficult for third party to understand)

2.1.6.3 Balanced contracts

Balanced contracts are also named as hybrid. It is between the transactional and relational psychological contracts, so it includes both relational and transitional terms such as the open-ended time frame, mutual concern of relational agreements from relational contracts and the performance demands, renegotiation of transactional contracts. The important feature of balanced contracts is that two side of contract share out the risk between two side of contract (Rousseau, 2004, p. 122).

2.1.7 Theories Linking with Psychological Contract

When trying to understand the term psychological contract, it should be investigated the fundamental theories linking with psychological contract. These theories are Reciprocity Theory, Equity Theory, Expectancy Theory and Social Exchange Theory.

2.1.7.1 Reciprocity Theory

According to that theory, an individual acts positively towards someone in exchange of a favour. Reciprocity theory is universal but it depends on conditions of the situation, characters of individuals and value that people give to result of the situation (Gouldner, 1960, p. 161-178).

2.1.7.2 Equity Theory

Equity theory was developed by Adams (1969). That theory signs that individual seeks equity between inputs he/she gives to organization and output he/she gets from organization. Job satisfaction hinge depends on balance between the inputs and the outputs. Individuals examine how fair that balance is. That theory signs that individual seeks equity between inputs he/she gives to organization and output he/she gets from organization. Job satisfaction depends on balance between the inputs and the outputs. Individuals examine how fair that balance is. In addition, they compare their balance between their co-workers' balance (Adams, 1969, p. 269-300). At that point, Equity Theory underlies the concept of psychological contract. When an individual feels or thinks that the input and output are not equal, that means his/her his psychological contract is violated.

2.1.7.3 Expectancy Theory

Expectancy theory developed by Vroom (1964) stated that an individual always behaves rational to reach maximum gain and minimum pain. The individual chooses conscious choices among alternatives. That process is affected by factors such as: valence, expectancy and instrumentality. Valence is the individual's emotional orientation to the result. Expectancy is belief that if the individual tries, he/she can reach desired result. Instrumentality is the perception of individual about whether he/she will actually get what he/she desires (Vroom, 1964).

2.1.7.4 Social Exchange Theory

Counterparties join part to exchange relationship in return for intangible awards like respect, honor, etc. according to Social Exchange Theory. In such a relationship, there is no guarantee that the counterparties will get the awards. There is only a guarantee that there is interdependence between the counterparties. That is an

important point unless it is not a reciprocal relationship between them, that relationship cannot be defined as social exchange. Social Exchange Theory has the following three principles: “a cost/benefit analysis of intangibles, the need to believe in the intentions of the other party, and the social message a social exchange conveys” (Gefen & Ridings, 2002, p. 51).

2.2 Organizational Silence

2.2.1 Definition of Silence

Morrison and Milliken (2000) coined the term silence in management literature. That paper was the first using the term silence. They use that term to describe collective-level silence of employee. Then, Pinder and Harlos (2001) defined employee silence in their paper as “the withholding of any form of genuine expression about the individual's behavioural, cognitive and/or affective evaluations of his or her organizational circumstances to persons who are perceived to be capable of effecting change or redress” (p. 334). Employee silence is to withhold thoughts in an individual level. On the other hand, organizational silence is collective level silence. Also, Bowen and Blackmon (2003) put silence in opposite of voice.

According to Pinder and Harlos, the silence has following five functions:

- It both makes individuals together and keeps them away from each other.
- It both improves relationships between individuals and can harm the relationships.
- It both provides information and hides information.
- It can sign out deep thought structure in organization. In addition, it can be an indication of poverty of ideas of individuals.
- Lastly, the silence can be mark of adoption or refusal by individuals.

2.2.2 Forms of Silence

In management literature, three forms silence are mentioned. These are explained in the next sections.

2.2.2.1 Acquiescent Silence

When individuals do not actively contact with colleagues in organization, we cannot describe this as silence. The only absence of voice is not characterised as

silence. Conceptualization of silence is limited with situation in which individual has relevant feelings, thoughts, opinions and he/she does not prefer to share them with co-workers. This is so important that individual has relevant ideas and hires or do not put them into words (Dyne et al., 2003, p. 1367).

Acquiescent Silence includes disjoint behaviours and is classified as passive behaviour. Individuals silently accepts the situation they are in and do not attempt to change that situation. Because they does not believe they can change things (Dyne et al., 2003, p. 1367).

2.2.2.2 Defensive Silence

It is defined in management literature as deliberate omission (Pinder & Harlos, 2001). Individual withholds relevant ideas, information, or opinions to protect themselves from external threats. When compared to Acquiescent Silence, it is more proactive and conscious behaviour. While acquiescence is passive acceptance, defensive silence is based on fear of receiving bad response from co-worker. Thus, individual takes into all risks and alternatives before behaving so (Dyne et al., 2003, p. 1367).

2.2.2.3 Prosocial Silence

In this kind of silence, individuals hide related ideas, opinions, feelings or remains silent to be useful to other people and organization. The most important difference of prosocial silence from other silence is that individuals' behave in that way to protect other people instead of oneself. It is a conscious decision and includes all possible consequences of alternatives like defensive (Dyne et al., 2003, p. 1368). Dyne (2003) stated that although the three forms of silence assume the employee is intentionally withholding relevant ideas, information, and opinions and although the three forms of silence provide the same behavioural indicators (no speech acts), these behaviours can be differentiated based on the extent to which employee motive is more or less passive versus proactive and the extent that proactive behaviour is primarily self-protective versus other-oriented. Table 2.1 shows types of silence and examples of them.

Table 2.1: Examples Of Specific Types Of Silence (Dyne et al., 2003: p. 1363)

Type of Behaviour Employee Employee Motive	EMPLOYEE SILENCE Intentionally withholding work-related ideas, information, and opinion
Disengaged Behaviour Based on Resignation Feeling unable to make a difference	ACQUIESCENT SILENCE Examples: Withholding ideas based on resignation Keeping opinions to self due to low self-efficacy to make a difference
Self-Protective Behaviour Based on Fear Feeling afraid and personally at risk	DEFENSIVE SILENCE Examples: Withholding information on problems based on fear Omitting facts to protect the self
Other-Oriented Behaviour Based on Cooperation Feeling cooperative and altruistic	PROSOCIAL SILENCE Examples: Withholding confidential information based on cooperation Protecting proprietary knowledge to benefit the organization

2.2.3 Causes of Silence in Organizations

There are many reasons of organizational and employee silence. Çakıcı (2010) collects reasons under two headings as fear and the perceived risk factors and contextual factors (as cited in Eriguc et al, 2014, p. 132). Table 2.2 demonstrates causes of silence in organizations. Fear and the perceived risk factors include fear of being seen or labelled as a negative person, fear of relationship damage, fear of revenge or punishment, fear of isolation, fear of negatively affecting the others. Contextual factors consist of individual factors, organizational factors, administrative factors.

Table 2.2: Causes of Silence in Organizations (Çakıcı, 2010; as cited in Eriguc et al, 2014, p. 133)

Fear and the perceived risk factors	Contextual factors
<i>Fear of being seen or labelled as a negative person</i> (e.g. complainer, trouble maker, intriguer, cry-baby, source of trouble)	<i>Individual factors</i> (e.g. lack of experience, low position, being external locus of control, low self-esteem, high level of concerns for communication, high level of self-adaptation)
<i>Fear of relationship damage</i> (e.g. disliked by the administrators, loss of recognition and support, loss of respect and image)	<i>Organizational factors</i> (e.g. the culture of injustice, deaf-ear syndrome, silence climate, hierarchical structure)
<i>Fear of revenge or punishment</i> (e.g. loss of employment, lack of promotion, change of work location or position, fear of increasing work load, reprisals)	<i>Administrative factors</i> (e.g. administrators do not support the culture of open talking, they are not open to different and new opinions, distant relations, mistrust towards the administrator, being unable to reach the administrator, tacit beliefs of the administrators, fear for negative feedback)
<i>Fear of isolation</i> (e.g. to be accused of inadaptability, loss of respect, confidence and feeling of attachment)	
<i>Fear of negatively affecting the others</i> (e.g. avoidance of making someone ashamed or upset or causing problems for someone)	

In their study, Morrison and Milliken (2000, p. 708,709) suggest structures and practices leading to organizational silence via a schema. In their paper, organizational silence is predicated on two reasons as managers' fear of negative feedback and managers' hidden beliefs. These two reasons contribute to organizational silence climate in organizations and they are the most important factors leading to that climate. They also support that suggestion with evidences and other papers. When a manager ignores negative feedbacks from subordinates or hide their own beliefs or, commonly believed in managers knows the best for everyone, then this situation stimulates organizational silence climate. The other organizational factors causing organization silence climate is shown in Table 2.3. Morrison and Milliken (2000, p.

708,709) tries to explain organizational factors causing to silence climate. They associated silence climate with top managers' characteristics, organizational and environmental characteristics. These factors have influence on implicit managerial beliefs in their schema.

Henriksen and Dyton (2006) separates factors leading silence to three groups: individual factors, social factors, organizational factors. They explain these factors in following ways:

- *Individual factors*: They comprises of availability heuristic, self-serving bias, and the status quo trap and prevents individuals from feeling of belonging to organization and adapting.
- *Social factors*: They include conformity, diffusion of responsibility, and microclimates of distrust.
- *Organizational factors*: They cover unchallenged beliefs, the good provider fallacy, and neglect of the interdependencies

2.2.4 Basic Theories related with Silence

To understand why individuals chose to remain silent or speak up, there are some theories that need to be known. These are cost-benefit analysis, expectancy theory, self-adaptation theory and spiral of silence.

2.2.4.1 Cost-Benefit Analysis

Before individual decide to remain silent or express thoughts in an organization, he/she accounts gains or costs in return. In result of comparing benefits and costs, he/she takes action. That analysis process depends on individual's past experience in an organizations (Çakıcı, 2007, p. 152).

Possible consequences of speaking up are that individuals can lose their energy and time. In addition, they can faces risk of losing dignity and entering psychological conflict based on reprisal (Premeaux, 2001, p. 14)

2.2.4.2 Expectancy Theory

This theory is mentioned in the previous section related with psychological contract. It can be interpreted in scope of silence as individuals wait positive reaction from their employers in turn of speaking up in an organization. If individual gets positive reactions continually, he/she continues to behave in this way. Nevertheless, when he/she gets negative reactions by her/him, he/she prefer to silent in the next case (Çakıcı, 2007).

2.2.4.3 Self-Monitoring Theory

Self-monitoring is described as the degree to which an individual observes and controls his/her behaviour patterns in harmony with social cues. According to the theory, individuals having skills to adjust their behaviours to social cues is named as high self-monitors (Graeff, 1996, p. 483,484). They observe other individuals' behaviour patterns and use them as tips to get approval. Because they have fears about whether or not to get approval in social situations. Conversely, low self-monitors have lack of skill to change their self-presentation within the scope of social norms. They are less likely to act according to social norms than high self-monitors (Graeff, 1996, p. 484; Snyder, 1974, p. 528).

2.2.4.4 Spiral of Silence Theory

Noelle Neuman (1974) developed that theory. It is defined as individual's silence for fear of isolation from society and disdain his/her thoughts. Even if he/she do not support public opinion, individual joins to public opinion to refrain isolating.

Because their thoughts spread among minority and in such a situation, individuals are reluctant to express their own thoughts. If the individuals believe that their ideas will spread among people and be accepted by majority, they prefer to express their own ideas clearly in social environment (Brinsfield, 2009; Noelle-Neumann, 1974). This situation causes to be gathered around the ideas that are common in society.

Bowen and Blackmon schematized the theory as shown in Figure 2.3.

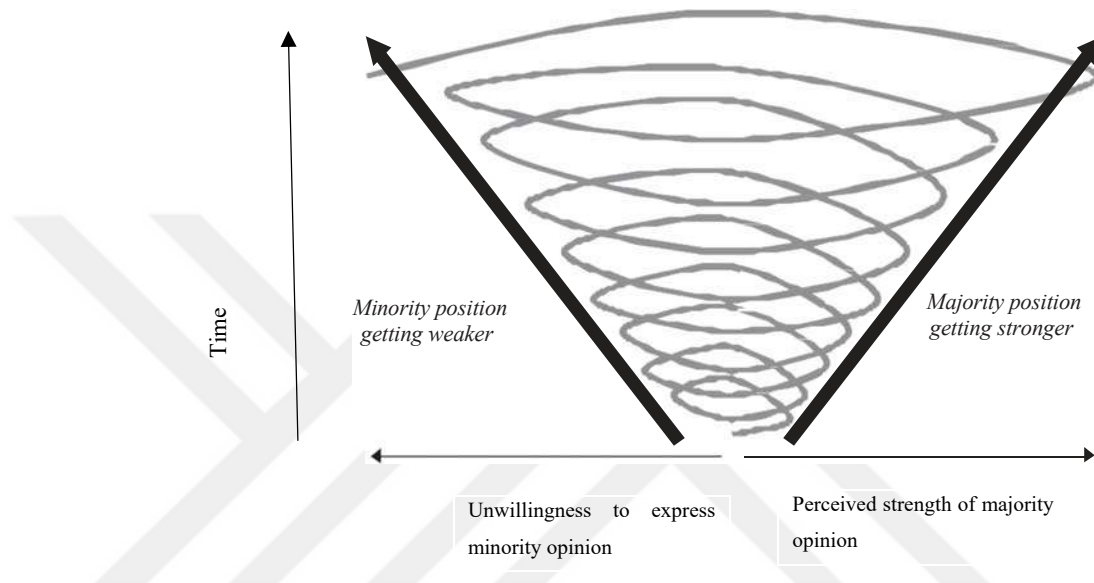


Figure 2.3: The Horizontal Spiral Of Silence (Bowen & Blackmon, 2003, p. 1397)

2.3 Studies Examining Silence in Organizations

In this part of the study, the studies that examined silence were examined and explained according to the historical order.

Taşkıran (2007) investigated the role of organizational justice on the effect of leadership style on organizational silence. A questionnaire was used to gather data and 602 individuals working in five-star hostels in İstanbul filled the form. According to results, individuals' relational silent attitude was more than individual silence attitude. It was found that employees had a relatively high perception of justice and perceive managers as more transforming leaders. While the leadership style was effective on organizational silence in itself, it was observed that when the organizational justice perception was taken into consideration, the effect on the variables became different and the efficiency was different depending on whether the moderator variable organizational justice perception was low or high.

Çakıcı (2008) examined issues, causes and perceptual results of silence at organizations. A survey was conducted in a higher educational institution in 2007 and 508 individuals participated. The study found out five reasons leading to silence: administrative and organizational reasons, fears related to work, lack of experience, fear of isolation and fear of damaging the relationships. Furthermore, the perceptual results of silence was collected under three headings: results blocking better performance and synergy, results limiting improvement and development, and results making the employees unhappy.

Zhao and others (2007) conducted a meta-analysis to examine the influence of psychological contract breach on 8 work-related outcomes. According to the study, breach was related to all outcomes except actual turnover.

Bildik's study (2009) was to reveal the relationship between the leadership styles and organizational commitment and organizational silence. In the study, data collection method was survey. 1051 individuals joined to the study. The results showed a negative relationship between organizational silence and transformational leadership, organizational performance, organizational commitment. On the other side, positive and significant relationship was found between organization silence and transactional leadership, laissez-faire leadership.

Bayram (2010) explored the perception levels of the academics on organizational silence. For this purpose, 315 academics filled organizational silence questionnaire. The results revealed isolation fear had an impact on individuals when they show organizational silence behaviour.

Alparslan (2010) conducted a study to examine interaction between organizational silence climate and employee silence behaviour on instructors of a university. Therefore, like the previous studies, a survey was used to find out whether there was any relationship between the organisational silence climate and silence behaviour. According to the findings, individuals did not have any silence perception and did not show silence behaviour. Likewise, the findings showed age, working years in the institution and economic conditions of the academics had an effect on the silence behaviour.

Kahveci's study (2010) aimed to detect the level of organizational silence and organizational commitment of teachers. The sample group consisted of 20 primary schools. Scale of organizational silence and scale of organizational commitment were used to gather their opinions. The findings indicated that "organizational silence

perception of participants was high level and organizational commitment perception of participants was middle level, primary school teachers and directors could not easily express their own and generally choose remaining silent.”

Tiktaş’s study (2012) established the relationship between organization culture, organizational identification and organizational silence. 402 individuals working in a municipality in Turkey participated the survey. The findings showed that in the organization, there was more passive/defensive organizational culture features and prosocial silence behaviour than there were in the others; and individuals’ organizational identification level in the organization was relatively high. In addition, significant relationships were found between some subdimensions of organizational culture and organizational identification, organizational silence dimensions.

The purpose of Kılınç’s study (2012) was to reveal organizational citizenship behaviour, organizational silence, employee performance among health workers. 742 workers joined to the study. 52.4% were doctors, 47.6% were nurses. The findings said there was more silence in doctors than nurses. The relationship between organizational citizenship behaviour, organizational silence, employee performance was detected. It was statistically significant in the findings.

Yanık’s study (2012) detected the perception of the teachers working at industrial vocational high schools according to the type of their schools to reveal the effects of this relationship on the education organizations and the relationship between organizational silence and confidence. It covered 148 teachers. The results supported that teachers show the peaceful silence behaviour and if they trust their managers, they show the prosocial silence behaviour to the outsiders.

Eren’s study (2013) was on the perception of health workers related to leadership and organizational silence. 157 health workers filled a survey for the study. The result demonstrated that there was a significant difference between age, gender and organizational silence. The workers were affected negatively by their manager leadership styles and preferred to remain silent in their organization.

Afşar (2013) investigated the relationship between organizational silence and organizational trust. 377 individuals joined to the study. The results revealed a negative relationship between two dimensions.

Çavuşoğlu (2014) put forward the relationship between organizational culture and organizational silence. To prove it, a survey was conducted with 719 academics

working in universities in Manisa and İzmir provinces in Turkey. The results showed relationships between organizational silence and organizational culture.

The purpose of Algin's study (2014) was to review perception of organizational silence of the lecturers in three state-owned universities in Ankara, Turkey. A survey was used to get their opinions and 349 people joined the study. The results supported Silence behaviours could change according to gender, academic title, administrative duty, faculty and the tenure of office in university.

Kılıç and friends' study (2014) researched the effect of transformational, transactional and laissez-faire leadership styles on organizational silence. A survey was used as Data collection technique and 242 individuals participated in the study. The findings showed that the individuals did not prefer to be silent under transformational leadership, whereas they showed silence behaviours under transactional leadership style and laissez-faire leadership style.

Dönmez (2016) examined the relation between organizational socialization and organizational silence. As in previous studies, a survey was used to gather and analyse data. 454 teachers were selected to fill out the survey. According to the results, professional working periods did not have any effect on organizational silence, neither did marital status. On the other hand, the results stressed that "there was a negative and very weak relation between the perceptions of organizational socialization and organizational silence scale; that means, while the organizational silence was increasing, the organizational socialization was decreasing".

2.4 Studies Examining Psychological Contract in Organizations

In this part of the study, the studies that examined psychological contract were examined and explained according to the historical order

Selekler (2007) examined the relationships between teachers' organizational justice, psychological contract breach perception and the effect of power distance on this relationship. As data collection method, questionnaire was used which 430 individuals filled. The results showed there was a negative relationship between power distance and psychological contract breach perceptions. In addition, the relationship between the dimensions of organizational justice and perception of psychological contract violation for the administrators were even stronger with the effect of power distance.

Mimaroğlu (2008) studied the effects of psychological contract on personnel attitudes and behaviours. In this context, a survey was prepared to gather data and 784 individuals working at medicine companies filled the survey. A relationship between psychological contract breach, sex and education level was found. In addition, the relationship between psychological contract and perception of organizational justice had a positive correlation according to the findings.

Türker (2010) studied the relationship between psychological contract and organizational commitment. In the study, a survey method was used to gather data. It included 339 medical employees in Erzurum, Turkey. The findings uncovered that positive strong relationship between psychological contract and organizational commitment. On the other hand, characteristic features had effect on the two variables.

The purpose of Çetin's study (2010) was to expose relationship between psychological contract and organizational commitment. It also aimed to measure psychological contract's effects on organizational commitment. Thus, a survey was used. 127 individuals joined in the study. According to the results, when the teachers perceive psychological contract positively, they show high commitment to their institutions.

Ünver's study (2011) analysed the impact of psychological contract on job satisfaction. To examine the hypothesis, a questionnaire was used considering the options of individuals working in public universities. T test and One-Way Anova was used during analysis. Its findings expressed that psychological contract had an impact on job satisfaction. In addition, demographic variables such as gender, marital status, position, and income variables had influence on psychological contract and job satisfaction.

Dikili (2012) investigated the relationships between psychological contract concept and job satisfaction. A survey was prepared and carried out in a public organisation. About 450 individuals from the organisation joined in the study. Results uncovered that "there were statistically meaningful and reverse relationships at low level between transactional psychological contract of employees; and intrinsic job satisfaction, extrinsic job satisfaction, general reinforcement factors, and total job satisfaction of employees. At the same time, there were statistically meaningful and reverse relationships at medium level between perceived psychological contract violation of employees; and intrinsic job satisfaction, extrinsic job satisfaction, general reinforcement factors, and total job satisfaction of employees."

Keman's study (2012) was another study that reviewed the relationship between psychological agreement and organizational commitment. 385 people working in the textile sector completed the survey. Results of the study showed that psychological agreement had effect on organizational commitment.

Büyükyılmaz (2013) examined relationship between academicians' psychological contract breach and their intention to leave. To determine this relationship, a survey was conducted with 570 academics from state and private universities in Turkey. When looking at results of the study, it could be seen that relational factors on the psychological contract breach were more dominant than transactional factors on psychological contract breach. Besides, emotional factors were taking mediating role in the relationship between two variables. At the same time, there was low level of social exchange relationship between two variables and it was found that negative emotional reactions to the breach.

Aydın (2016) aimed to identify expectations and obligations of hotel employees in their psychological contract and their effects on employees' attitudes such as job satisfaction, affective commitment, job burnout and intention to leave. Within this scope, both face-to-face interview and survey method were used. 440 employees working at different 5-star hotels in Antalya presented their opinions to the study. In the results, it was found that their employers have not satisfied expectations and obligations in psychological contracts of hotel employees. Moreover, the employees' perception of psychological contract had influence on their work-related attitudes.

Kılınç's study (2016) aimed to uncover the effects of the psychological contract concept on the employees' performance. As in previous studies, a survey method was used to get feelings of individuals in health care sector in Gaziantep. 1202 health workers filled the survey. After analysis, it was found out that the individuals working in private sector had much more expectation than individuals working on public health care sector. Also, the findings showed that private sector employees faced much more psychological contract violations than public sector employees.

2.5 The Relationship Between Perceived Psychological Contract Breaches and Organizational Silence

When the studies in the literature are examined, it appears psychological contract breaches have an effect on various employee attitudes and behaviours.

Psychological contract breaches entail a wide range of undesirable employee attitudes and behaviours. Suazo et al.(2005) suggests that they are positively related to intent to exit, negatively related to work performance, negatively related to organizational commitment and negatively related to helping behaviours. Some studies said that they lead to reduced trust (Robinson, 1996), lower job satisfaction (Tekleab, Takeuchi, & Taylor, 2005), bad moods (Conway, N., & Briner, 2002), increased turnover (Aykan, 2014) and decreased job performance (Robinson & Morrison, 1995).

The both variables are negative. Most of the studies have found negative effects of psychological contract breaches on both employees' attitudes and behaviours. By the action of these findings, this study investigated the effect of perceived psychological contract breaches on organizational silence. As far as the related studies were examined, a study that reveal the relationship between these two variables was not found.

THIRD PART RESEARCH METHODOLOGY

3.1 Importance and Purpose of the Study

Psychological contract in modern structures seems important to work effectively for both employees and employers. They perceive that employees who think that their psychological contract works effectively will take the reward of their performance and thus achieve individual goals. The employer provides employee motivation by fulfilling their obligations, which reveals the perception that the employer can obtain effective and productive results. Thus, the parties know what to do and behave accordingly and a mutual trust is ensured. (Çakmak et al., 2012, p. 58).

In the case where employees see that employers do not meet the expectations, in the other words, their organization do not fulfil the obligations in psychological contract, the employee has two options: The first is to leave the organization. The second is that employee do not have to leave the organization due to compulsory reasons, but will gradually cool down from the organization and will not fully fulfil the needs of their expertise. When the psychological contract is broken, organizations generally do nothing about that. Moreover, the organizations can threaten employees to fire in such cases. Nonetheless, this is not the solution. If the individual is working long in the organization and the existence of strong trade unions is in question, it is risky for the organization to dismiss the employee. Instead, the organization should make the employee satisfied (Eroğlu, 1996, p. 248-249).

When Individuals perceive that their expectations are not met by their organization, they tend to reduce or preserve voluntary behaviour (Sökmen, Şahal, & Söylemez, 2015, p. 66).

The purpose of this study is to reveal relationship between perceived psychological contract breach and organizational silence and determine the direction of the relationship, if there is any. When the studies on the subject in the management literature are examined, there is no study addressing this relationship in an integrated

manner. On the other hand, the effects of demographic characteristics of individuals on the two variables will be examined.

3.2 Model of the Research

This study based on two variables as dependent and independent. While psychological contract breaches are independent variable, organizational silence is dependent variable. While the psychological contract is one-dimensional, organizational silence has three sub-dimensions as acquiescent silence, defensive silence, and prosocial silence.

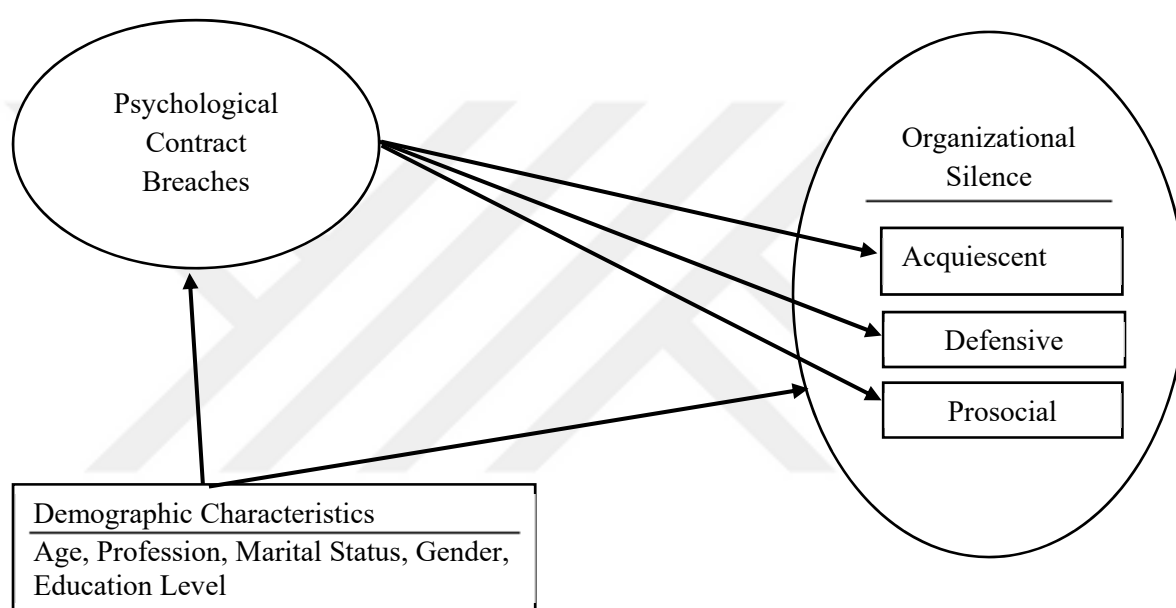


Figure 3.1: Model of the Study

3.3 Hypotheses of the Research

Relationship between psychological contract violations and organizational silence constitutes the subject of the work. In order to test the relationship, some hypotheses have been developed on the basis of the model of study:

H₁: Perceived psychological contract breaches have a statistically significant positive effect on organizational silence behaviours of employees.

H_{1a}: Perceived psychological contract breaches have a statistically significant positive effect on acquiescent silence behaviours of employees.

H_{1b}: Perceived psychological contract breaches have a statistically significant positive effect on defensive silence behaviours of employees.

H_{1c}: Perceived psychological contract breaches have a statistically significant positive effect on prosocial silence behaviours of employees.

H₂: There is a statistically significant difference between psychological contract breach perceptions of employees having different demographic characteristics.

H_{2a}: There is a statistically significant difference between psychological contract breach perceptions of male and female employees.

H_{2b}: There is a statistically significant difference between psychological contract breach perceptions of married and single employees.

H_{2c}: There is a statistically significant difference between psychological contract breach perceptions of employees at different ages.

H_{2d}: There is a statistically significant difference between psychological contract breach perceptions of employees with different education levels.

H_{2e}: There is a statistically significant difference between psychological contract breach perceptions of employees of different professions.

H₃: There is a statistically significant difference between organizational silence behaviours of employees having different demographic characteristics.

H_{3a}: There is a statistically significant difference between organizational silence behaviours of male and female employees.

H_{3b}: There is statistically significant difference between organizational silence behaviours of married and single employees.

H_{3c}: There is statistically significant difference between organizational silence behaviours of employees at different ages.

H_{3d}: There is a statistically significant difference between organizational silence behaviours of employees with different education levels.

H_{3e}: There is a statistically significant difference between organizational silence behaviours of employees of different professions.

3.4 Measures of the Research

A survey was used to gather data. It can be seen at APP-1. The form has three sections.

In the first section, demographic questions such as gender, marital status, age, education, experience in the organization, profession etc. placed.

In the second section of the form, psychological contract breach and violation scale was used. It was developed by Robinson & Morrison (2000). The scale is one dimension. Turkish version of the scale was taken from Çetinkaya (2014) and the same version was used by Erdoğan (2015). It includes 9 questions on the five-point Likert scale, from strongly disagree to absolutely agree.

The third section contains organizational silence scale. The scale was taken from Dyne, Ang, & Botero (2003). The scale has three sub dimensions as acquiescent silence, defensive silence, and prosocial silence. It comprises of 15 questions on the five point Likert scale, from strongly disagree to absolutely agree. Turkish version of the scale was taken from Oruç (2015).

3.5 Sampling of the Research

The research survey was distributed to doctors and nurses working in Kilis state hospital. Total number of nurses and doctors working at Kilis State Hospital is 314. The rate of return was 95%, which equals to 300 replies in total. Demographic Characteristics of the Sample was shown in Table 3.1

The majority of participants are between 18 and 25 years of age. 39% of them are women and 61% are men. 49% (147) of the participants are between 18 and 25, 29% (89) of them are between 26 and 35. 23%(71) of the participants are high school graduates, 77% (229) have bachelor's degree. 62% of participants have between 0 and 5 years of experience in the health sector. Demographic characteristics of the sample group are presented below:

Table 3.1: Demographic Characteristics of the Sample

Demographic Characteristics	Number of Participants (N)	Percentages (%)	Demographic Characteristics	Number of Participants (N)	Percentages (%)
Gender			Marital Status		
Male	117	39	Married	143	47
Female	183	61	Single	157	53
Total	300	100	Total	300	100
Age			Education		
18-25	147	49	High school	71	23
26-35	89	29	Undergraduate/	229	77
36-45	53	17	Graduate		
46-55	11	3			
Total	300	100	Total	300	100
Experience In The Health Sector			Experience In The Hospital		
0-5	187	62	0-5	233	77
6-10	56	18	6-10	31	10
11-15	24	8	11-15	16	5
16+	33	11	16+	20	6
Total	300	100	Total	300	100
Profession			Experience in Current Profession		
Doctor	55	19	0-5	195	65
Nurse	245	81	6-10	55	18
			11-15	15	5
			16+	35	11
Total	300	100	Total	300	100

3.6 Methods of Data Analysis

Data gathered from 300 questionnaire forms were analysed with SPSS 22 to test of the hypotheses. Before applying analysis, necessary arrangements were made regarding the inverse questions to have results that are more reliable.

In the study, to examine relationships between variables, statistical tests were applied on them. When examining relationship between a dependent variable and independent variables, regression is used. When comparing groups, T test and one-way Anova was used. Factor analysis was applied to test the validity of the data.

3.7 Findings

3.7.1 Descriptive Statistics

300 participants had valid data for all of the variables examined and were thus included in the analyses (Table 3.2). Participants rated psychological contract breach in the middle of the possible range of scores ($M=2,71$) meaning participants did not have strong feelings of whether they felt that their psychological contract was breached.

Participants reported a middle level of organizational silence ($M=2,53$). In terms of sub-dimensions, a moderately middle level of prosocial silence ($M=3,51$), a low level of acquiescent silence ($M=2,43$) and a low level of defensive silence ($M=1,84$) were reported.

Tablo 3.2: Descriptive Statistics

	Psychological Contract Breaches	Organizational Silence	Acquiescent Silence	Defensive Silence	Prosocial Silence
Mean	2,7184	2,5331	2,2433	1,8453	3,5107
Median	2,8333	2,6000	2,0000	1,6000	3,8000
Mode	3,22	2,87	2,00	1,00	5,00
Minimum	1,00	1,00	1,00	1,00	1,00
Maximum	5,00	4,60	5,00	5,00	5,00

3.7.2 Validity and Reliability of the Scales

Factor analysis was applied for each scale to determine sub dimensions. Reliability analysis was performed after the sub-dimensions were identified. The results of the analyses are given below.

3.7.2.1 Factor Structure and Reliability Analysis for Perceived Psychological Contract Breaches Scale

Exploratory factor analysis was conducted with the principal components method and Varimax rotation to determine the sub dimensions of perceived psychological contract breaches. Items with loadings greater than or equal to .50 on the target construct were retained as long as the item did not produce a cross – loading.

Table 3.3: Factor Analysis of Perceived Psychological Contract Breaches

Perceived Psychological Contract Breaches Scale	Factor Loadings	Eigenvalues	% of Total Variance	Cronbachs Alfa
F1		4,584	50,931	0,875
Almost all the promises made by my employer during recruitment have been kept so far (reversed)	0,667			
I feel that my employer has come through in fulfilling the promises made to me when I was hired (reversed)	0,738			
So far, my employer has done an excellent job of fulfilling its promises to me (reversed)	0,693			
My employer has broken many of its promises to me even though I've upheld my side of the deal	0,646			
I feel a great deal of anger toward my organization	0,752			
I feel betrayed by my organization	0,724			
I feel that my organization has violated the contract between us	0,714			
I feel extremely frustrated by how I have been treated by my organization	0,842			

Table 3.4: Sampling Sufficiency Test for Perceived Psychological Contract Breaches

Kaiser-Meyer-Olkin Sampling Sufficiency Test		0,849
Bartlett's Test of Sphericity	Approx. Chi-Square	1475,253115
	df.	36
	Sig.	0,000

The result of factor analysis and reliability of perceived psychological contract breaches scale is shown in Table 3.3. Perceived psychological contract breaches scale consists of one factor. Because of this reason, all items were tried to gather under one factor. Each question's loading has to be greater or equal to 0,50 (Gürbüz & Şahin, 2016, p. 320). 4th question was removed for its factor loading under

0,50 at the end of results. Total variance explained of the factors is found to be 50,931%.

Sampling sufficiency test for perceived psychological contract breaches scale can be seen in Table 3.3. Kaiser-Meyer-Olkin was applied to determine if the sample is sufficient. If it is enough to test hypotheses, KMO value should be found greater than or equal to 0,60 (Gürbüz & Şahin, 2016, p. 321). In the analyses, KMO value was found to be 0,849 as shown in Table 3.3. It means the sample is enough for study.

In Bartlett's Test of Sphericity, significant should be less than 0,05 to verify that sample is sufficient to make factor analysis. It was found as 0,000.

At the of the analyses, Cronbach's Alfa is found to be 0,875. It indicates that the data has sufficient reliability.

3.7.2.2 Factor Structure and Reliability Analysis of Organizational Silence Scale

Organizational Silence Scale consists originally of three sub dimensions as acquiescent silence (F1), defensive silence (F2) and prosocial silence (F3). Acquiescent silence comprises of the first 5 questions, defensive silence comprises of the second 5 questions and then prosocial silence comprises of the last 5 questions.

The result of factor analysis and reliability of scale is shown in Table 3.5. Loadings of all questions in the scale are greater than 0,50. That means they have sufficient loadings. In this way, any question did not remove from the scale. For each sub dimension, eigenvalues, % of explained variance, Cronbach's Alfa were analysed.

Table 3.5: Factor Analysis of Organizational Silence

Organizational Silence Scale	Factor Loadings	Eigenvalues	% of Explained Variance	Cronbachs Alfa
F1 - Acquiescent Silence		2,918	58,361	0,816
I am unwilling to speak up with suggestions for change because I am disengaged.	0,676			
I passively withhold ideas, based on resignation.	0,771			
I passively keep ideas about solutions to problems to myself.	0,689			
I keep any ideas for improvement to myself because he/she has low self- efficacy to make a difference.	0,605			
I withhold ideas about how to improve the work around here, based on being disengaged.	0,618			
F2 - Defensive Silence		3,391	67,816	0,880
I do not speak up and suggest ideas for change, based on fear. I withhold relevant information due to fear.	0,754			
I withhold relevant information due to fear.	0,847			
I omit pertinent facts in order to protect myself.	0,695			
I avoid expressing ideas for improvements, due to self-protection.	0,765			
I withhold my solutions to problems because I am motivated by fear.	0,785			
F3 - Prosocial Silence		3,256	65,126	0,863
I withhold confidential information, based on cooperation.	0,725			
I protect proprietary information in order to benefit the organization.	0,750			
I withstand pressure from others to tell organizational secrets.	0,762			
I refuse to divulge information that might harm the organization.	0,841			
I protect confidential organizational information appropriately, based on concern for the organization.	0,830			

Sufficiency test and internal consistency of organizational silence scale is demonstrated in Table 3.6. Organizational silence scale's Cronbach's Alfa is 0,890.

In terms of sub dimensions, acquiescent silence's Cronbach's Alfa is 0,816; defensive silence's Cronbach's Alfa is 0,880 and prosocial silence's Cronbach's Alfa is 0,863. These values indicate that the data are suitable for analysis.

Its KMO value is 0,873. It shows that the sample is enough for analysis. Its Bartlett's Test of Sphericity is 0,000. It means the sample has equal variances.

Table 3.6: Sufficiency Test and Internal Consistency of Organizational Silence

Kaiser-Meyer-Olkin Sampling Sufficiency Test	0,873
% of Explained Variance	65,244
Bartlett's Test of Sphericity	0,000
Croncha's Alpa	0,890

3.7.3 Correlation Analysis

Under this heading, relationship between perceived psychological contract breaches and the sub-dimensions of organizational silence and direction of this relationship have been analysed. Within that scope, Pearson Correlation was applied via SPSS 22.

The results were shown in Table 3.7. Correlation analysis indicated a positive weak correlation between perceived psychological contract breaches and acquiescent silence ($r=0,200$; $p<0.01$). Likewise, a weak positive correlation between perceived psychological contract breaches and defensive silence was found ($r=0,282$; $p<0.01$). Lastly, there was not any correlation between perceived psychological contract breaches and prosocial silence ($r=0,055$; $p>0.01$).

In terms of sub-dimensions of organizational silence, there was a strong positive correlation between acquiescent and defensive silence ($r=0,651$, $p<0,01$), a moderate positive correlation between acquiescent and prosocial silence ($r=0,390$, $p<0,01$), a weak positive correlation between defensive and prosocial silence ($r=0,340$, $p<0,01$).

Table 3.7: Correlation Analysis for Psychological Contract Breaches Acquiescent Silence, Defensive Silence and Prosocial Silence

Pearson Correlation	1	2	3	4
Perceived Psychological Contract Breaches (1)	1			
Acquiescent Silence (2)	0,200**	1		
Defensive Silence (3)	0,282**	0,651**	1	
Prosocial Silence (4)	0,055	0,390**	0,340**	1

** . Correlation is significant at the 0.01 level (2-tailed).

3.7.4 Regression Analysis Examining Effect of Perceived Psychological Contract Breaches on Organizational Silence

Under this heading, regression analyses were conducted to see the effects of perceived psychological contract breaches on sub-dimensions of organizational silence.

3.7.4.1 Regression Analysis Examining Effect of Perceived Psychological Contract Breaches on Acquiescent Silence

Regression analysis was used to examine the effect of perceived psychological contract breaches on acquiescent silence. The result was given in Table 3.8.

Table 3.8: Regression Analysis for Effect of Perceived Psychological Contract Breaches on Acquiescent Silence

Variable	Adjusted R²	F	Sig.	Beta	t
Acquiescent Silence	0,040	12,363	0,001	0,200	3,516063

Dependent Variable: Acquiescent Silence

Predictors: (Constant), Perceived Psychological Contract Breaches

According to the result, effect of perceived psychological contract breaches on acquiescent silence was found significant ($F=12,363$, $p<0,01$). Perceived psychological contract breaches explained 4% of acquiescent silence ($R^2=0,040$).

H_{1a}: “Perceived psychological contract breaches have a statistically significant positive effect on acquiescent silence behaviours of employees” was supported.

3.7.4.2 Regression Analysis Examining Effect of Perceived Psychological Contract Breaches on Defensive Silence

Regression analysis was applied to reveal effect of perceived psychological contract breaches on defensive silence. The result was given in Table 3.9.

Table 3.9: Regression Analysis for Effect of Perceived Psychological Contract Breaches on Defensive Silence

Variable	Adjusted R ²	F	Sig.	Beta	t
Defensive Silence	0,077	25,836	0,000	0,280	5,082931

Dependent Variable: Defensive Silence

Predictors: (Constant), Perceived Psychological Contract Breaches

The result shows effect of perceived psychological contract breaches on defensive silence was found statistically significant ($F=25,836$, $p<0,01$). Perceived psychological contract breaches explained 7,7% of defensive silence ($R^2=0,077$).

H_{1b}: “Perceived psychological contract breaches have a statistically significant positive effect on defensive silence behaviours of employees” was supported.

3.7.4.3 Regression Analysis Examining Effect of Perceived Psychological Contract Breaches on Prosocial Silence

Regression analysis was used to examine effect of perceived psychological contract breaches on prosocial silence. The result was given in Table 3.10.

Table 3.10: Regression Analysis for Effect of Perceived Psychological Contract Breaches on Prosocial Silence

Variable	Adjusted R ²	F	Sig.	Beta	t
Prosocial Silence	0,003	0,904	0,342	0,055	0,951

Dependent Variable: Prosocial Silence

Predictors: (Constant), Perceived Psychological Contract Breaches

The result indicate that perceived psychological contract breaches does not have a statistically significant effect on prosocial silence ($F=0,904$, $p>0,05$).

H_{1c}: “Perceived psychological contract breaches have a statistically significant positive effect on prosocial silence behaviours of employees” was not supported.

3.7.5 Investigation of Perceived Psychological Contract Breaches and Demographic Characteristics

When the relationships between demographic features and silence were examined, T test and Anova were applied. When two groups are compared, T test should be applied. Otherwise, when more than two groups are compared to determine statistical difference between them, One Way Anova should be applied.

3.7.5.1 Analysis of Gender and Perceived Psychological Contract Breaches

T test was applied to determine if there is statistical difference between male and female. It is demonstrated in Table 3.11.

Table 3.11: Independent Samples T test Results for Gender and Perceived Psychological Contract Breaches

Scale	Gender	N	Mean	Sd.	df	t	p
Perceived Psychological Contract Breaches	Male	183	2,6476	1,05666	298	-1,527	0,1277
	Female	117	2,8291	0,91398			

Whether or not the perceptions of individuals regarding the psychological contract breach differed significantly by gender was analysed on data taken from 300 health workers. The sample comprises of 183 males and 117 females. According to the result in Table 3.11, there was no statistical difference between male and female groups on psychological contract breach perception ($t = -1,527$; $p > 0,05$).

H_{2a}: “There is a statistically significant difference between psychological contract breach perceptions of male and female employees” was not supported.

3.7.5.2 Analysis of Marital Status and Perceived Psychological Contract Breaches

T test was used to analyse whether the psychological contract breaches perception varies according to marital status. 157 single, 143 married employees were included in the analysis. The result was shown in Table 3.12.

Table 3.12: Independent Samples T test Results for Marital Status and Perceived Psychological Contract Breaches

Scale	Marital Status	N	Mean	Sd.	df	t	p
Perceived Psychological Contract Breaches	Single	157	2,7924	0,94084	298	-1,337	0,182
	Married	143	2,6371	1,06997			

As seen in Table 3.12, no statistical difference was found between single and married groups regarding perceived psychological contract breaches ($t=-1,337$, $p>0,05$).

H_{2b}: “There is a statistically significant difference between psychological contract breach perceptions of married and single employees” was not supported.

3.7.5.3 Analysis of Age and Perceived Psychological Contract Breaches

When comparing more than two groups, One-Way Anova is applied to reveal differences between them. To compare 4 groups, One-way Anova was applied to reveal relationship between age and perceived psychological contract breaches. Descriptives can be seen from Table 3.8 and results were provided in Table 3.13.

147 participants are between 18-25, 89 people are between 26-35, 53 people are between 36-45 and finally 11 people are between 46-55. Mean of people's view between 18-25 is 2,5719, mean of people's view between 26 and 35 is 2,5461, mean of people's view between 36 and 45 is 2,5094, mean of people's view between 46-55 is 2,0242.

Table 3.13: Descriptives of One-Way Anova for Age and Perceived Psychological Contract Breaches

Scale	Age	N	Mean	Sd.
Perceived Psychological Contract Breaches	18-25	147	2,7435	1,00261
	26-35	89	2,7316	0,90357
	36-45	53	2,6436	1,10648
	46-55	11	2,6364	1,40378

When looking at the result, there was no statistical difference in psychological contracts breach perception between age groups. ($F=0,156$, $p>0,05$)

Table 3.14: Results of One-Way Anova for Age and Perceived Psychological Contract Breaches

	Sum of Squares	df	Mean Square	F	Sig.
Within Groups	0,478	3	0,159	0,156	0,926
Between Groups	301,980	296	1,020		
Total	302,459	299			

H_{2c}: “There is a statistically significant difference between psychological contract breach perceptions of employees at different ages” was not supported.

3.7.5.4 Analysis of Education Level and Perceived Psychological Contract Breaches

T test was used to reveal effect of education level on Perceived Psychological Contract Breaches. Results of T test on perceived psychological contract breaches was demonstrated on Table 3.15.

Average of undergraduates and graduates is 2,79, average of high school graduates is 2,63. As a result of the T test, there are no significant differences in the perceptions of psychological contract breaches among workers at different levels of education. ($t=0,709$, $p>0,05$)

Table 3.15: Results of T test on Perceived Psychological Contract Breaches

Scale	Education Level	N	Mean	Sd.	df	t	p
Perceived Psychological Contract Breaches	High School	71	2,7924	0,12946	99,475	0,709	0,480
	Undergraduates/Master	229	2,6371	0,06859			

H_{2d}: “There is a statistically significant difference between psychological contract breach perceptions of employees with different education levels” was not supported.

3.7.5.5 Analysis of Profession and Perceived Psychological Contract Breaches

T test was used to reveal the effect of profession on perceived psychological contract breaches. Results of T test on perceived psychological contract breaches was demonstrated on Table 3.16.

There are 55 doctors and 245 nurses in the sample. Average of nurses is 2,83 and average of doctors is 2,69. As you can see in the result of the T test, there are no

significant differences in the perceptions of psychological contract breaches between nurses and doctors. ($t=0,928$, $p>0,05$).

Table 3.16: Result of T Test for Professions and Perceived Psychological Contract Breaches

Scale	Profession	N	Mean	Sd.	df	t	p
Perceived Psychological Contract Breaches	Doctor	55	2,8343	1,03104	78,457	0,928	0,356
	Nurse	245	2,6923	1,00030			

H_{2c}: “There is a statistically significant difference between psychological contract breach perceptions of employees of different professions” was not supported.

3.7.6 Investigation of Organizational Silence and Demographic Characteristics

Under this heading, relationships between Organizational Silence and Demographic Characteristics were tried to be revealed. In this scope, T Test and One-Way Anova were applied via SPSS 22.

3.7.6.1 Analysis of Gender and Organizational Silence

T test was applied and results were shown in Table 3.17. Male participants' mean is 2,5803, female participants' mean is 2,4593.

The results indicated that there is not any significant difference between organizational silence behaviours of male and female groups. ($t=1,147$, $p>0,05$).

Table 3.17: Result of T test for Gender and Organizational Silence

Scale	Gender	N	Mean	Sd.	df	t	p
Organizational Silence	Male	183	2,5803	0,90293	251,118	1,147	0,252
	Female	117	2,4593	0,88412			

H_{3a}: “There is a statistically significant difference between psychological contract breach perceptions of male and female employees” was not supported.

3.7.5.2 Analysis of Marital Status and Organizational Silence

An independent sample T test was performed to check whether the organizational silence behaviour of employees varies according to marital status. The result was shown in Table 3.18.

Table 3.18: Result of T test for Marital Status and Organizational Silence

Scale	Marital Status	N	Mean	Sd.	df	t	p
Organizational Silence	Married	143	2,4112	1,00422	298	-2,264	0,0242
	Single	157	2,6442	0,77145			

According to the result, mean of married participants is 2,4112 and mean of single participants is 2,6442. Significant difference was found between marital status of participants in relation to organizational silence ($t=-2,264$, $p<0,05$). Single participants showed more silence than married participants.

H_{3b}: “There is statistically significant difference between organizational silence behaviours of married and single employees” was supported.

3.7.5.3 Analysis of Age and Organizational Silence

One-way Anova was used to compare age groups. Descriptives was shown in Table 3.15. One-way Anova results can be seen in Table 3.19.

18-25 age group's mean is 2,5719, 26-35 age group's mean is 2,5461, 36-45 age group's mean is 2,5094 and 46-55's mean is 2,0242.

Table 3.19: Descriptives of One-Way Anova for Age and Organizational Silence

Scale	Age	N	Mean	Sd.
Organizational Silence	18-25	147	2,5719	0,82775
	26-35	89	2,5461	0,94537
	36-45	53	2,5094	0,91867
	46-55	11	2,0242	1,20084

According to the results, there was no statistical difference between the age groups ($F=1,296$, $p>0,05$).

Table 3.20: Result of One-Way Anova for Age and Organizational Silence

	Sum of Squares	df	Mean Square	F	Sig.
Within Groups	3,114	3	1,038	1,296	0,276
Between Groups	236,988	296	0,801		
Total	240,102	299			

H_{3c} : “There is statistically significant difference between organizational silence behaviours of employees at different ages” was not supported.

3.7.5.4 Analysis of Education Level and Organizational Silence

T test was used to determine whether it differs according to the level of education. Result of t test for education level and organizational silence was given in Table 3.21.

Table 3.21: Result of T Test for Education Level and Organizational Silence

Scale	Marital Status	N	Mean	Sd.	df	t	p
Organizational Silence	High School	71	2,7619	0,9104	97,175	2,3431	0,0211
	Undergraduate/Master	229	2,4596	0,8745			

Mean of high school graduate participants is 2,7619, mean of undergraduate/master graduate participants is 2,4596. It was found that statistical difference between high school graduate and undergraduate/master graduate participants ($t=2,3431$, $p<0,05$). The silence rate of the high school graduates is higher than the university graduates.

H_{3d}: “There is a statistically significant difference between organizational silence behaviours of employees with different education levels” was supported.

3.7.4.5 Analysis of Profession and Organizational Silence

To reveal difference between organizational silence behaviors of employees of different professions, T test was applied. The result was given in Table 3.22.

As a result of the analysis, there was a significant difference between doctors and nurse participants ($t=2,1816$, $p<0,05$). Doctors’ mean is 2,7490, nurses’ mean is 2,4846. It means doctors prefer to remain silent more than nurses in the organization.

Table 3.22: Result of T Test for Profession and Organizational Silence

Scale	Gender	N	Mean	Sd.	df	t	p
Organizational Silence	Doctor	55	2,7490	0,7880	89,647	2,1816	0,031
	Nurse	245	2,4846	0,9130			

H_{3e}: “There is a statistically significant difference between organizational silence behaviours of employees of different professions” was supported.

DISCUSSION AND CONCLUSION

Organizational structures are becoming increasingly complex due to the human element. The most important capital in organizations is human. Therefore, employers are obliged to provide positive working conditions for employees. To do so, the elements that cause negative conditions must be removed or reduced. Having the possibilities for employees to declare their ideas allows them to increase their productivity, their affiliation, and their motivation. Therefore, for these benefits, health workers' psychological contract breaches and organizational silence perception and relationships between each other were examined in this study. In addition, this is one of the first papers examining these variables in management literature.

300 health workers were involved in the study and these workers were working in Kilis State Hospital on the date the data was collected.

The demographic characteristics of the participants can be summarized as follows:

- 117 males, 183 females in the sample,
- 143 married, 157 single participants,
- 71 high school, 229 undergraduate/graduate,
- 55 doctors, 245 nurses.

First, the relationships between demographic characteristics of the participants and variables were analysed. It started with the analysis of relationship between gender, marital status, age, education level, profession and perceived psychological contract. T-test and One-way Anova were applied. The results indicate that there was not any relationship between demographic characteristics and perceived psychological contract.

On the other hand, gender, marital status, age, education level, profession and organizational silence were analysed. As before, T test and One-Way Anova were applied. There was no relationship between age, gender and organizational silence. But it was revealed statistically difference between marital status groups, education level groups, professions in related to organizational silence. Single participants prefer to be more silent than married participants in the organization and at the same time, high school graduates remain much more silent than undergraduate/master graduates.

When comparing groups in terms of profession, the result showed that doctors tend to be more silent than nurses.

After analysing the relationships between demographic characteristics of the participants and variables, correlation and regression were applied to reveal the relationship between received perception. As a result of the correlation analysis, a positive weak correlation between perceived psychological contract breaches and acquiescent silence was found ($r=0,200$; $p<0.01$) and a weak positive correlation between perceived psychological contract breaches and defensive silence was found ($r=0,282$; $p<0.01$). Unlike, any correlation between perceived psychological contract breaches and prosocial silence ($r=0,055$; $p>0.01$) was not found.

According to the correlation analysis, perceived psychological contract breaches has a statistically significant effect on acquiescent silence ($F=12,363$, $p<0,01$). 4% of acquiescent silence was explained by perceived psychological contract. This rate is not high. In addition, effect of perceived psychological contract breaches on defensive silence was found significant ($F=25,836$, $p<0,01$) and it explained 7% of defensive silence. Also, it is not high. Besides, the effect of perceived psychological contract breaches on prosocial silence was analysed by regression and no effect could be detected ($F=0,904$, $p>0,05$).

According to the results, hypotheses can be interpreted as follows:

Table 4.1: Support Results Of Hypotheses

H ₁ : Perceived psychological contract breaches have a statistically significant positive effect on organizational silence behaviours of employees.	Partly supported
H _{1a} : Perceived psychological contract breaches have a statistically significant positive effect on acquiescent silence behaviours of employees.	Supported
H _{1b} : Perceived psychological contract breaches have a statistically significant positive effect on defensive silence behaviours of employees.	Supported
H _{1c} : Perceived psychological contract breaches have a statistically significant	Not supported

positive effect on prosocial silence behaviours of employees.	
H ₂ : There is a statistically significant difference between psychological contract breach perceptions of employees having different demographic characteristics.	Not supported
H _{2a} : There is a statistically significant difference between psychological contract breach perceptions of male and female employees.	Not supported
H _{2b} : There is a statistically significant difference between psychological contract breach perceptions of married and single employees.	Not supported
H _{2c} : There is a statistically significant difference between psychological contract breach perceptions of employees at different ages.	Not supported
H _{2d} : There is a statistically significant difference between psychological contract breach perceptions of employees with different education levels.	Not supported
H _{2e} : There is a statistically significant difference between psychological contract breach perceptions of employees of different professions.	Not supported
H ₃ : There is a statistically significant difference between organizational silence behaviours of employees having different demographic characteristics.	Partly supported
H _{3a} : There is a statistically significant difference between organizational silence behaviours of male and female employees.	Not supported
H _{3b} : There is statistically significant difference between organizational silence behaviours of married and single employees.	Supported

H _{3c} : There is statistically significant difference between organizational silence behaviours of employees at different ages.	Not supported
H _{3d} : There is a statistically significant difference between organizational silence behaviours of employees with different education levels.	Supported
H _{3e} : There is a statistically significant difference between organizational silence behaviours of employees of different professions.	Supported

Negative feelings resulting from psychological contract breach and violation cause a change in behaviour of employees at the workplace. The motivation of employees can fall, they may not want to work, they may not fulfil their responsibilities, they prefer to remain silent and even think of leaving their work.

In the hospital that was investigated, it was found that perceived psychological contract breaches are statistically related to organizational silence. Employees in the organization prefer to remain silent by protecting themselves or accepting the situation. This silence don't contribute to the organization. Also, the silence varies by their profession, education level, marital status. Single individuals show more silence behaviours compared to married individuals. The reasons can be listed as follows: they need a job more, fast and easy adaptation to long working hours, high working tempos and hard working conditions, high job security as a public employee. On the other hand, high schools graduates prefer to be more silent than university graduates. This may be related to these reasons: they have limited employment opportunities as a high school graduate, the public sector offers better opportunities than the private sector, the good salary for a high school graduate, limited institutional change possibilities. In addition to these results, doctors rated the silence higher than nurses. Possible reasons are comfortable working conditions of public hospital compared to private hospital, career opportunities, some legal obligations such as compulsory service.

Effect of psychological contract breaches on acquiescent silence was statistically significant and this effect is 4%. This rate is low and according to this result,

there are other reasons that cause silence in the organization other than psychological contract breaches. These reasons can be unfair management, antidemocratic management, constantly challenging working conditions, closed communication channels, press of management, distrust against managers.

The results have parallels with Boxtel (2011); Bunderson (2001); Kılınç (2012), (2016). Boxtel (2011) made a study on hospital workers and it was found that psychological contract breaches leads to increase intent to leave job, decrease job satisfaction among health workers. This result supports our results. Bunderson (2001) says that “medical professionals may be more sensitive to professional and administrative breaches than professionals working in industries”. Even, other professionals may not realize these breaches. Kılınç (2016) made a research on hospital workers working in Gaziantep, Turkey and says psychological contract breaches have an negative effect on employee performance. There is not much work done on hospital staff in related to psychological contract breaches but these studies supports our study.

Suggestions to be made are:

- The objectives of employees and organizational goals should be determined in parallel,
- Managers should fulfill their promises to employees in the recruitment of personnel and in the working life afterwards, and if they can not be fulfilled, they must clearly explain the reasons for their employees,
- Managers should be aware that the psychological contract may be personally perceived and may differ from person to person and should accept that prejudice and generalizations are not right in this respect.

Limitations and Future Research

This study should be considered in light of a number of limitations.

- First, this study was made on only one hospital. This does not make it possible to generalize the study. For this reason, this study need to be supported by other studies in different hospitals.
- This study was made only on a “state” hospital. To compare the results, a similar work needs to be done in private hospitals.
- A survey method was used in the study, this method is based on perspective of participant.

- Psychological contract breach and organizational silence from worker's point of view was examined. The views of the managers were not examined. Participants might think their obligations as highly fulfilled, while the managers think differently.

Suggestions for future researches:

- The study can be done in private hospitals and private-public comparisons can be made.
- The study can be done in different areas and the effect of regional and cultural differences can be examined on the variables.
- Managers' opinions can be taken and employee-manager comparison can be done.
- The study can be done in different sectors and comparison can be made between sectors.

REFERENCES

- Adams, S. (1969). Inequity In Social Exchange. *Advances in Experimental Social Psychology*, 2, 269–300.
- Algın, İ. (2014). *Üniversitelerde Örgütsel Sessizlik*. Master Thesis, Hacettepe University Institute of Educational Sciences, Ankara, pp. 1-101.
- Alparslan, A. M. (2010). *Örgütsel Sessizlik İklimi Ve İş Gören Sessizlik Davranışları Arasındaki Etkileşim: Mehmet Akif Ersoy Üniversitesi Öğretim Elemanları Üzerinde Bir Araştırma*. Master Thesis, Süleyman Demirel University Graduate School of Social Sciences, Isparta, pp.128.
- Antonaki, X.-E., & Trivellas, P. (2014). Psychological Contract Breach and Organizational Commitment in the Greek Banking Sector: The mediation effect of Job satisfaction. *Procedia - Social and Behavioral Sciences*, 148, 354–361.
- Aydın, R. (2016). *Sözleşmeler ve İş görenlerin İşe Yönelik Tutumları Üzerindeki Etkisi : Antalya 5 Yıldızlı Otel İşletmelerinde Bir Araştırma*. Ph.D.Thesis, Adnan Menderes University Tourism Management Department, Aydın, pp. 1-289.
- Aykan, E. (2014). Effects of Perceived Psychological Contract Breach on Turnover Intention: Intermediary Role of Loneliness Perception of Employees. *Procedia - Social and Behavioral Sciences*, 150, 413–419.
- Avşar, L. (2013). *Örgütsel Sessizlik ve Örgütsel Güven İlişkisi: Konuya İlişkin Bir Araştırma*. Master Thesis, Istanbul University Graduate School of Social Sciences, Istanbul, pp.1-238.
- Barnhill, C. R. (2011). An examination of the antecedents and outcomes of psychological contract violation of intercollegiate student-athletes. *ProQuest Dissertations and Theses*, 214.
- Bayram, T. Y. (2010). *Üniversitelerde Örgütsel Sessizlik*. Master Thesis, Abant İzzet Baysal University Department Of Educational Sciences, Bolu, pp.1-118.
- Bekaroğlu, M. A. (2011). *the Moderating Effect of Organizational Justice on Reactions To Psychological Contract Breach*. Master Thesis, Marmara University Graduate School of Social Sciences, Istanbul, pp.215.
- Bildik, B. (2009). *Liderlik Tarzları, Örgütsel Sessizlik ve Örgütsel Bağlılık İlişkisi*. Master Thesis. Gebze Technical University Graduate School of Social Sciences, Gebze, pp.92.

- Bowen, F., & Blackmon, K. (2003). Spirals of silence: The dynamic effects of diversity on organizational voice. *Journal of Management Studies*, 40(6), 1393–1417.
- Boxtel, J. Van. (2011). *Psychological Contract Fulfillment & Intention To Leave Among Nurses Of Mmc*, Master Thesis, Maxima Medish Centrum Faculty of Economics and Business administration, Tilburg, pp.1–75.
- Brinsfield, C. T. (2009). *Employee Silence: Investigation of Dimensionality, Development of Measures, and Examination of Related Factors Dissertation*.
- Bunderson, J. S. (2001). How work ideologies shape the psychological contracts of professional employees: Doctors' responses to perceived breach. *Journal of Organizational Behavior*, 22(7), 717–741.
- Büyükyılmaz, O. (2013). *AkademiK Personel Açısından Psikolojik Sözleşme İhlali İle İşten Ayrılma Niyeti Arasındaki İlişkilerine Analizi*. PhD Thesis, Bülent Ecevit University Graduate School of Social Sciences, Zonguldak, pp.1-292.
- Conway, N., & Briner, R. B. (2002). A daily diary study of affective responses to psychological contract breach and exceeded promises. *Journal of Organizational Behavior*, 23(3), 287–302.
- Çakıcı, A. (2007). Örgütlerde Sessizlik: Sessizliğin Teorik Temelleri ve Dinamikleri. *Çukurova Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, 16(1), 145–162.
- Çakıcı, A. (2008). Örgütlerde Sessiz Kalınan Konular, Sessizliğin Nedenleri ve Algılanan Sonuçları Üzerine Bir Araştırma. *Ç.Ü. Sosyal Bilimler Enstitüsü Dergisi*, 17(1), 117–134.
- Çakıcı, A. (2010). Örgütlerde işgören sessizliği. Ankara: Detay Yayıncılık.
- Çakmak, A. F., Ofloğlu, G., & Büyükyılmaz, O. (2012). İnsan Kaynakları Yöneticisinin Karşı Karşıya Olduğu Yeni Psikososyal Riskler: Psikolojik Sözleşmenin İhlali, Yaşlanan İşgücü, İş-Özel Yaşam Dengesizliği ve Mobbing (Psikolojik Taciz). *Kamu-İş İş Hukuku ve İktisat Dergisi*, 12(3), 53–78.
- Çavuşoğlu, S. (2014). *Örgüt Kültürü Örgütsel Sessizlik İlişkisi: Manisa ve İzmir'deki Devlet ve Vakıf Üniversitelerinde Bir Araştırma*. PhD Thesis, Celal Bayar University Graduate School of Social Sciences, Manisa, pp.1-252.
- Çetinkaya, F. F. (2014). *Hizmet İşletmelerinde Psikolojik Sözleşme İhlalleri Ve Örgütsel Sinizm İlişkisi: Kapadokya Bölgesi 4 Ve 5 Yıldızlı Otel İşletmelerinde Bir Araştırma*. PhD Thesis, Afyon Kocatepe University Graduate School of Social Sciences, Afyon, pp.1-235.

- Çetin, E. (2010). *Örgütsel Bağlılığın Sağlanmasında Psikolojik Sözleşmenin Rolü İlişkin Bir Araştırma*. Master Thesis, Dumlupınar University Graduate School of Social Sciences, pp.1-132.
- Dikili, A. (2012). *Psikolojik Sözleşme ile İş Tatmini İlişkisi: Bir Örnek Olay Çalışması*. PhD Thesis, Sakarya University Graduate School of Social Sciences, Sakarya, pp.182.
- Dönmez, E. (2016). *Örgütsel Sosyalleşme İle Örgütsel Sessizlik Arasındaki İlişki*. Master Thesis, Pamukkale University Institute of Educational Sciences, Denizli, pp.1-151.
- Dyne, L. Van, Ang, S., & Botero, I. C. (2003). Conceptualizing Employee Silence and Employee Voice As Multidimensional Constructs. *Journal of Management Studies*, 40(6), 1359–1392.
- Erdoğan, M. (2015). *Psikolojik Sözleşme İhlali Algısının Örgütsel Sinizm ve Örgütsel Bağlılık Üzerine Etkisi: Konaklama İşletmelerinde Bir Uygulama*. PhD Thesis Atatürk University Institute of Social Sciences, Erzurum, pp 1-195.
- Eriguc, G., Ozer, Ö., Turac, İ. S., & Songur, C. (2014). The Causes and Effects of the Organizational Silence: on Which Issues the Nurses Remain Silent? *International Journal of Management Economics and Business*, 10(22), 131–153.
- Eren, D. (2013). *Liderlik ve Örgütsel Sessizlik: Haseki Eğitim ve Araştırma Hastanesinde Çalışma Örneği*. PhD Thesis, Beykent University Institute of Social Sciences, Istanbul, pp.1-98.
- Eroğlu, F. (2016). *Davranış Bilimleri* (15. Edition). Istanbul: Beta Yayınları.
- Gefen, D., & Ridings, C. M. (2002). Implementation Team Responsiveness and User Evaluation of Customer Relationship Management: A Quasi-Experimental Design Study of Social Exchange Theory. *Journal of Management Information Systems*, 19(1).
- Gouldner, A. W. (1960). The Norm of Reciprocity: A Preliminary Statement. *American Sociological Review*, 25(2), 161–178.
- Graeff, T. R. (1996). Image Congruence Effects on Product Evaluations: The Role of Self-Monitoring and Public/Private Consumption. *Psychology & Marketing*, 13(5), 481–499.
- Guest, D. E. (1998). Is The Psychological Contract Worth Taking Seriously? *Journal of Organizational Behavior*, 19(7), 649–664.
- Guest, D. E., & Conway, N. (2002). Communicating The Psychological Contract: An

- Employer Perspective. *Human Resource Management Journal*, 12(2), 22–38.
- Gülşen, P. (2015). *İşletmelerde Psikolojik Şiddet ve Örgütsel Sessizlik Arasındaki İlişki Üzerine Bir Araştırma*. Master Thesis, Istanbul Culture University Institute of Social Sciences, pp.1-113
- Gürbüz, S., & Şahin, F. (2016). *Sosyal Bilimlerde Araştırma Yöntemleri* (Third Edition). Ankara: Seçkin Yayınevi.
- Henriksen, K., & Dayton, E. (2006). Organizational silence and hidden threats to patient safety. *Health Services Research*, 41(4 II), 1539–1554. <https://doi.org/10.1111/j.1475-6773.2006.00564.x>
- Hirschman, A. O. (1970). *Voice, and Loyalty Responses to Decline in Firms, Organizations, and States*. London: Harvard University Press.
- İşçi, E. (2007). *Psikolojik Sözleşme İhlalinin Örgütsel Vatandaşlık Davranışı ve İşten Ayrılma Niyeti Üzerindeki Etkisinde Güvenin Rolü*. PhD Thesis, Marmara University Institute of Social Sciences, Istanbul, pp.1-138.
- Kahveci, G. (2010). *İlköğretim Okullarında Örgütsel Sessizlik ile Örgütsel Bağlılık Arasındaki İlişkiler*. Master Thesis, Fırat University Institute of Social Sciences, Elazığ, pp.1-159.
- Keman, G. (2012). *Psikolojik Sözleşmenin Örgütsel Bağlılığa Olan Etkisi : Tekstil*. Master Thesis, Trakya University Institute of Social Sciences, Edirne, pp. 1-109.
- Kılıç, R., Keklik, B., & Yıldız, H. (2014). Dönüştürücü, Etkileşimci ve Tam Serbesti Tanıyan Liderlik Tarzlarının Örgütsel Sessizlik Üzerindeki Etkisini Belirlemeye Yönelik Bir Araştırma. *Yönetim ve Ekonomi: Celal Bayar Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 21(2), 249–268.
- Kılınç, E. (2012). *Hekim ve Hemşirelerde Örgütsel Vatandaşlık Davranışı, Örgütsel Sessizlik, Çalışan Performansı ve Aralarındaki İlişkinin İncelenmesi*. Master Thesis, Cumhuriyet University Institute of Medical Sciences, Sivas, pp.1-124.
- Kılınç, E. (2016). *Psikolojik Sözleşmenin Çalışan Performansına Etkisine İlişkin Kamu-Özel Hastanelerde Karşılaştırmalı Bir Araştırma: Gaziantep Örneği*. PhD Thesis, Kilis 7 Aralık University Institute of Social Sciences, Kilis, pp.1-184.
- Kotter, J. P. (1973). The Psychological Contract: Managing the Joining-Up Process. *California Management Review*, 15(3), 91–99.
- Levinson, H., Price C.R., Munden K.J., M. H. J. & S. C. M. (1962). Men, Management and Mental Health. *Personnel Management Bookshelf*, 204(4965), 1257–1257.
- MacNeil, I. R. (1985). 'Relational contract: What we do and do not know', Wisconsin

Law Review, 483-525.

Maguire, H. (2003). The Changing Psychological Contract: Challenges And Implications For Hrm, Organisations And Employees. *Human Resource Management: Challenges & Future Directions*, 87–103.

Mimaroğlu, H. (2008). *Psikolojik Sözleşmenin Personelin Tutum ve Davranışlarına Etkileri: Tıbbi Satış Temsilcileri Üzerinde Bir Araştırma*. PhD Thesis, Çukurova University Institute of Social Sciences, Adana, pp.1-220.

Morrison, E. W., & Milliken, F. J. (2000). Organizational Silence: A Barrier to Change and Development in a Pluralistic World. *Management*, 25(4), 706–725.

Morrison, E. W., Robinson, S. L., Academy, T., & Jan, N. (1997). When Employees Feel Betrayed: A Model of How Psychological Contract. *Academy of Management Review*, 22(1), 226–256.

Noelle-Neumann, E. (1974). The Spiral of Silence - A Theory of Public Opinion. *The Journal of Communication*, 24(2), 43–51.

Oruç, Ş. (2015). *Presenteizm ile Örgütsel Sessizlik Arasındaki İlişki Üzerine Bir Araştırma*. Master Thesis, Aksaray University Institute of Social Sciences, Aksaray, pp.1-135.

Pinder, C. C., & Harlos, K. P. (2001). *Employee Silence: Quiescence And Acquiescence As Responses To Perceived Injustice*. *Research in Personnel and Human Resources Management* (Vol. 20).

Premeaux, S. F. (2001). *Breaking the Silence: Toward an Understanding of Speaking up in the Workplace*. Dissertation, Graduate Faculty of the Louisiana State University, pp.1-170.

Robinson, S. L. (1996). Trust and Breach of the Psychological Contract. *Administrative Science Quarterly*, 41(4), 574–599.

Robinson, S. L., Kraatz, M. S., & Rousseau, D. M. (1994). Changing Obligations And The Psychological Contract: A Longitudinal Study. *Academy of Management Journal*, 37(1), 1994.

Robinson, S. L., & Morrison, E. W. (1995). Psychological Contracts and OCB: The effect of unfulfilled obligations on civic virtue behavior. *Journal of Organizational Behavior*, 16(September 1993), 289–298.

Robinson, S. L., & Morrison, E. W. (2000). The Development Of Psychological Contract Breach And Violation: A Longitudinal Study. *Journal of Organizational Behavior*, 21(5), 525–546.

- Robinson, S. L., & Rousseau, D. M. (1994). Violating the psychological contract : not the exception but the norm. *Journal of Organizational Behavior*, 15(December 1992), 245–259.
- Rousseau, D. M. (1989). Psychological And Implied Contracts In Organizations. *Employee Responsibilities and Rights Journal*, 2(2), 121–139.
- Rousseau, D. M. (1995). *Psychological Contracts In Organizations: Understanding Written and Unwritten Agreements*. Thousand Oaks, CA: Sage. p.264
- Rousseau, D. M. (2004). Psychological Contracts in the Workplace: Understanding the Ties That Motivate. *Academy of Management Executive*, 18(1), 120–127.
- Rousseau, D. M., & Parks, J. M. (1992). The Contracts of Individuals and Organizations. *Research in Organizational Behavior*, 15, 1-43.
- Rousseau, D. M., & Tijoriwala, S. a. (1998). Assessing Psychological Contracts: Issues, Alternatives And Measures. *Journal of Organizational Behavior*, 19(7), 679–695.
- Rusbult, C. E., Farrell, D., Rogers, G., & Mainous, A. G. (1988). Impact of Exchange Variables on Exit, Voice, Loyalty, and Neglect: an Integrative Model of Responses To Declining Job Status Satisfaction. *Academy of Management Journal*, 31(3), 599–627.
- Sims, R. R. (1994). Human Resource Management's Role in Clarifying the New Psychological Contract. *Human Resource Management*, 33(3), 373–382.
- Selekler, Z. O. (2007). *Öğretmenlerde Örgütsel Adalet ve Psikolojik Sözleşme İhlali Algısı*. Master Thesis, Kocaeli University Institute of Social Sciences, Kocaeli, pp. 1-118.
- Snyder, M. (1974). Self-monitoring of expressive behavior. *Journal of Personality and Social Psychology*, 30(4), 526–537.
- Sökmen, A., Şahal, S., & Söylemez, M. (2015). Örgütsel Adaletin Örgütsel Vatandaşlık Davranışına Etkisi: Savunma Sektöründe Bir Araştırma. *Journal of Business Research Turk*, 7(4), 66–91.
- Suarthana, J. H. P., & Riana, I. G. (2016). The Effect of Psychological Contract Breach and Workload on Intention to Leave: Mediating Role of Job Stress. *Procedia - Social and Behavioral Sciences*, 219, 717–723.
- Suazo, M. M., Turnley, W. H., & Mai, R. R. (2005). The Role of Perceived Violation in Determining Employees' Reactions to Psychological Contract Breach. *Journal of Leadership & Organizational Studies*, 12(1), 24–36.

- Taylor, M. S., & Tekleab, G. (2004). Taking stock of psychological contract research: Assessing progress, addressing troublesome issues, and setting research priorities. *The Employment Relationship: Examining Psychological and Contextual Perspectives*.
- Taşkıran, E. (2007). *Liderlik Tarzının Örgütsel Sessizlik Üzerindeki Etkisinde Örgütsel Adaletin Rolü ve Bir Araştırma*. PhD Thesis, Marmara University Institute of Social Sciences, Istanbul, pp.1-259.
- TDK. (2011). *Büyük Türkçe Sözlük*, Türk Dil Kurumu Yayınları, Ankara
- Tekleab, A. G., Takeuchi, R., & Taylor, M. S. (2005). Extending The Chain of Relationships Among Organizational Justice, Social Exchange, And Employee Reactions: The Role Of Contract Violations. *Academy of Management Journal*, 48(1), 146–157.
- Tıktaş, G. (2012). *Örgüt Kültürü, Örgütsel Özdeşleşme Ve Örgütsel Sessizlik İlişkisine Yönelik Bir İnceleme*. Master Thesis, Dokuz Eylül University Institute of Social Sciences, Izmir, pp.1-159.
- Turnley, W. H., & Feldman, D. C. (1999). The Impact of psychological contract violations on exit, voice, loyalty, and neglect. *Human Relations*, 52(7), 895–922.
- Türker, E. (2010). *Psikolojik Sözleşme ile Örgütsel Bağlılık İlişkisi: Sağlık Çalışanları Üzerinde Bir Uygulama*. Master Thesis, Atatürk University Institute of Social Sciences, Erzurum, pp.1-123.
- Ünver, E. (2011). *Psikolojik Sözleşmenin İş Tatmini Üzerindeki Etkisini Belirlemeye Yönelik Bir Uygulama*. Master Thesis, Dumlupınar University Institute of Social Sciences, Kütahya, pp.1-156.
- Yanık, C. (2012). *Örgütsel Sessizlik ile Güven Arasındaki İlişki ve Eğitim Örgütlerinde Bir Araştırma*. Master Thesis, Yeditepe University Institute of Social Sciences, Istanbul, pp.1-202.
- Vroom, Victor H. (1964), “Work And Motivation”. New York: Wiley, 331 PP. Carnegie Institute of Technology, Pittsburgh. PAJ
- Withey, M. J., & Cooper, W. H. (1989). Predicting Exit, Voice, Loyalty, and Neglect. *Administrative Science Quarterly*, 34(4), 521–539.
- Zhao, H., Wayne, S. J., Glibkowski, B. C., & Bravo, J. (2007). The Impact Of Psychological Contract Breach On Work-Related Outcomes. *Personnel Psychology*, 60, 647–680.



APPENDICES

APP-1: Questionnaire

**Psikolojik Sözleşme İhlallerinin Örgütsel Sessizlik Üzerindeki Etkisi:
Gaziantep İlinde Bulunan Hastanelerde Görev Yapan Sağlık Personeli
Üzerinde Bir Araştırma**

Değerli sağlık çalışanı,

aşağıdaki sorular “psikolojik sözleşme ihlalleri ve örgütsel sessizlik arasındaki ilişkinin belirlenmesine yönelik yüksek lisans tez çalışması” kapsamında hazırlanmıştır. Bu araştırmadan elde edilecek sonuçlar, bilimsel ahlâka uygun olarak gizlilik içerisinde değerlendirileceğinden, soruları samimiyetle cevaplandırmanız çalışmanın güvenilirliğini artıracaktır. Zaman ayırarak çalışmaya yaptığınız katkılar için teşekkür ederiz.¹

Bilgiler

1. Cinsiyetiniz? ☐ Kadın ☐ Erkek
2. Medeni durumunuz? ☐ Evli ☐ Bekar
3. Yaşınız? ☐ 18-25 ☐ 26-35 ☐ 36-45 ☐ 46-55 ☐ 56 ve yukarı
4. Eğitim seviyeniz? ☐ İlkokul ☐ Ortaokul ☐ Lise ☐ Üniversite ☐ Master
5. Sağlık sektöründeki çalışma süreniz ne kadardır? ☐ 0-5 yıl ☐ 6-10 yıl ☐ 11-15 yıl ☐ 16 ve daha fazla
6. Bu işyerindeki hizmet süreniz ne kadardır? ☐ 0-5 yıl ☐ 6-10 yıl ☐ 11-15 yıl ☐ 16 ve daha fazla
7. İşyerinizdeki statünüz nedir?
☐ Hekim ☐ Hemşire ☐ Ebe ☐ Sağlık memuru ☐ Tıbbi Sekreter ☐ Hasta bakıcı ☐ Temizlik personeli
☐ Diğer
8. Bu statüde çalışma süreniz? ☐ 0-5 yıl ☐ 6-10 yıl ☐ 11-15 yıl ☐ 16 ve daha fazla

	Aşağıdaki her bir ifade için size en çok uyan seçeneği işaretleyiniz.	Kesinlikle Katılmıyorum	Kısmen Katılmıyorum	Kararsız	Kısmen Katılıyorum	Tamamen Katılıyorum
1	İşe başladığımda bana verilen sözlerin neredeyse tamamının yerine getirildiğini düşünüyorum.					
2	İşe girerken bana verilen sözlerin/vaatlerin yerine getirilmesi için yöneticimin gayret gösterdiğini düşünüyorum.					
3	Yöneticimin bugüne kadar bana vermiş olduğu sözleri/vaatleri yerine getirme konusunda oldukça başarılı olduğunu düşünüyorum.					

¹ Bu anket formu, Robinson, S. L., & Morrison, E. W. (2000). The development of psychological contract breach and violation: a longitudinal study ve Van Dyne, L., Ang, S., Botero, I. C., & Dyne, L. Van. (2003). Conceptualizing employee silence and employee voice as multidimensional construct çalışmalarındaki ölçeklerden uyarlanarak oluşturulmuştur.

4	Hastaneme katkıları karşılığında bana söz verilen her şeyi almadım.					
5	Kendi payıma düşenleri yapmama karşın, hastanem bana verdiği sözlerin çoğunu tutmadı.					
6	Hastaneme karşı oldukça büyük bir öfke hissediyorum.					
7	Hastanemin beni aldattığını hissediyorum.					
8	Hastanemin aramızdaki anlaşmaya uymadığını hissediyorum.					
9	Hastanemde bana gösterilen davranış biçimlerini düşündükçe, fazlasıyla hayal kırıklığına uğradığımı hissediyorum.					

	Aşağıdaki ifadeleri bu kurumda sessiz kalma tutumunuzu dikkate alarak değerlendiriniz. Her bir ifade için size en çok uyan seçeneği işaretleyiniz.	Kesinlikle Katılmıyorum	Kısmen Katılmıyorum	Kararsızım	Kısmen Katılıyorum	Tamamen Katılıyorum
1	Benimle ilgili olmadığı için değişime yönelik yapılan öneriler hakkında konuşmakta isteksizimdir.					
2	Alınacak kararlara rıza gösteren biri olduğumdan düşüncelerimi kendime saklarım.					
3	Problemlere çözüm üretme noktasında görüşlerimi kendime saklarım.					
4	Lehime bir değişiklik yaratacağına inanmadığım için, kendimi geliştirmeye yönelik fikirlerimi ifade etmekten çekinirim.					
5	Beni alakadar etmediğini düşündüğüm için, buradaki işlerin nasıl daha iyi yapılabileceği konusundaki görüşlerimi ifade etmekten kaçınırım.					
6	Yöneticimin tepkisinden korktuğum veya çekindiğim için değişime ilişkin fikirlerimi ileri sürmem ve konuşmam.					
7	Yöneticimin tepkisinden korktuğum veya çekindiğim için iş ile ilgili bilgilerimi kendime saklarım.					

8	Bu hastanede çalışmaya devam edebilmek için iş ile ilgili olumsuz durumları görmezden gelirim.					
9	Hastanemdeki devamlılığımı korumak amacıyla eksik hususları düzeltmeye yönelik var olan görüşlerimi açıklamaktan sakınırım.					
10	Yöneticimin tepkisinden korktuğum veya çekindiğim için ortaya çıkan problemlere yönelik çözümlerimi geliştirmekten çekinirim.					
11	Hastanem ve iş arkadaşlarımla olan bağlara dayanarak, gizli kalması gereken bilgileri kendime saklarım.					
12	Hastanem ve iş arkadaşlarıma yararlı olmak amacıyla özel bilgileri kendime saklarım.					
13	Hastanem ile ilgili bilgileri açıklamam konusunda başkalarından gelen baskılara direnirim.					
14	Hastanem ve iş arkadaşlarıma zarar verebilecek bilgileri açıklamayı reddederim.					
15	Hastanem ve iş arkadaşlarımla ilgili gizli kalması gereken bilgileri en uygun şekilde muhafaza ederim.					

Zaman ayırdığınız için teşekkür ederiz.

APP-2: Permit Document



T.C.
SAĞLIK BAKANLIĞI
Türkiye Kamu Hastaneleri Kurumu
Kilis İli Kamu Hastaneleri Birliği Genel Sekreterliği



Sayı : 36809483/508.01
Konu : Bilimsel Araştırma İzni (Orhan BALIKÇI)

KİLİS DEVLET HASTANESİ YÖNETİCİLİĞİNE

Gaziantep Üniversitesi İşletme bölümü yüksek lisans öğrencisi Orhan BALIKÇI'nın "Psikolojik Sözleşme İhlalleri Ve Örgütsel Sessizlik Arasındaki İlişkinin İncelenmesi" konulu anket çalışması yapma talebi birliğimiz bilimsel araştırma komisyonu tarafından değerlendirilmiş olup konu ile alakalı bilimsel araştırma yapması tarafımızca uygun görülmüştür.

Bilgilerinizi ve gereğini rica ederim.

Uzm.Dr.Serdar SARIFAKI
Genel Sekreter

EK:
ORHAN BALIKÇI

Güvenli Elektronik İmza
Aşlı ile aynıdır 03.05/2017
İrfan KÜÇÜKOĞLU
Uzman

Kilis Kamu Hastaneleri Birliği Genel Sekreterliği

Bilgi için: İrfan KÜÇÜKOĞLU

Faks No:

Unvan: UZMAN

e-Posta: irfan.kucukoglu@saglik.gov.tr İnt. Adresi: kilis.khb.saglik.gov.tr

Telefon No: 05457343500

Evrakın elektronik imzalı suretine <http://e-belge.saglik.gov.tr> adresinden 5e5bc157-2177-4085-af70-75d5e577eeb6 kodu ile erişebilirsiniz.
Bu belge 5070 sayılı elektronik imza kanuna göre güvenli elektronik imza ile imzalanmıştır.

ÖZGEÇMİŞ

Orhan Balıkçı 1989 yılında Gaziantep’te doğdu. Dokuz Eylül Üniversitesi İktisadi ve İdari Bilimler Fakültesi İşletme Bölümü’nden 2013 yılında mezun oldu. 2014 yılında Gaziantep Üniversitesi Sosyal Bilimler Enstitüsü İngilizce İşletme Anabilim Dalı’nda yüksek lisans eğitimine başladı. 2016 yılında Kilis 7 Aralık Üniversitesi İktisadi ve İdari Bilimler Fakültesi İşletme Bölümü’nde araştırma görevliliği görevine başladı. İleri derecede İngilizce bilmektedir.

VITAE

Orhan Balıkçı was born in Gaziantep in 1989. He graduated from Department of Business Administration, Faculty of Economics and Administrative Sciences, Dokuz Eylül University in 2013. he started his graduate education at Department of Business Administration, Gaziantep University Institute of Social Sciences, in 2014. In 2016, he started his career as a research assistant at the Department of Business Administration, Faculty of Economics and Administrative Sciences, Kilis 7 Aralık University. He still continues his career at Kilis Aralık University. He knows English in advanced degree.