

T.C.
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SOSYAL BİLİMLER ENSTİTÜSÜ
İNGİLİZCE İŞLETME ANABİLİM DALI
ORGANIZATIONAL BEHAVIOR BİLİM DALI

**THE RELATIONSHIP BETWEEN PSYCHOLOGICAL
CAPITAL AND ORGANIZATIONAL SILENCE: A
RESEARCH ON TELECOMMUNICATIONS SECTOR**

Master Thesis

GÖKHAN DAĞTEKİN

ISTANBUL, 2017

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ABSTRACT

Today, many organizations mostly in telecommunications sector intensely request their employees to comment on organizational problems, accept more responsibility and become more creative to provide organizational development. In an organization, the situations which employees deliberately withhold their information or opinion for any reason whatsoever is one of the major obstacles for organizational change and development. Essentially, this is known as organizational silence behavior and would not be desired by thriving organizations.

The purpose of this study was to investigate whether there is a relationship between psychological capital along with its subdimensions and the reasons for organizational silence behavior of employees. The research sample was chosen from the telecommunications sector employees in Istanbul. The questionnaires were delivered via face to face meeting to 200 participants from a various range of age, educational status, title, and departments.

According to the results of the statistical analysis, a negative relationship was found between the psychological capital and organizational silence.

Keywords: Self-efficacy, hope, optimism, resilience, psychological capital, organizational silence, telecommunications sector

ÖZET

Günümüzde, bilhassa telekomünikasyon sektöründe, pek çok organizasyon çalışanlarından örgütsel problemler karşısında yorum yapmalarını, sorumluluk almalarını ve daha yaratıcı olmalarını istemektedir. Bir organizasyonda, her ne sebep altında olursa olsun, çalışanların bilgilerini ve düşüncelerini kasıtlı olarak saklaması örgütsel gelişim ve değişimin önündeki en büyük engellerden biridir. Esasen örgütsel sessizlik davranışı olarak bilinen bu durum, gelişen organizasyonlar tarafından arzu edilmez.

Bu çalışma, çalışanların örgüt içinde sergiledikleri sessiz kalma davranışlarının bireysel olarak sahip oldukları psikolojik sermayelerinden etkilenip etkilenmediğinin araştırılması için gerçekleştirilmiştir. Farklı demografik özelliklere sahip 200 telekom sektörü çalışanı üzerinde yüzyüze görüşme ile dağıtılan anketler yoluyla katılımcı verileri toplanmıştır.

Yapılan istatistiksel analizler sonucunda psikolojik sermayenin örgütsel sessizlik üzerinde negatif yönlü ve anlamlı bir etkisinin olduğu görülmüştür.

Anahtar kelimeler: Öz-yeterlilik, umut, iyimserlik, psikolojik dayanıklılık, psikolojik sermaye, örgütsel sessizlik, telekomünikasyon sektörü

CONTENTS

| | |
|---|------------|
| ABSTRACT | i |
| ÖZET | ii |
| CONTENTS | iii |
| LIST OF TABLES | v |
| LIST OF FIGURES | vi |
| 1. INTRODUCTION | 1 |
| 2. PSYCHOLOGICAL CAPITAL | 4 |
| 2.1. Types of Capital | 4 |
| 2.1.1. Human Capital..... | 4 |
| 2.1.2. Social Capital..... | 5 |
| 2.1.3. Psychological Capital | 5 |
| 2.2. Positive Psychology | 6 |
| 2.2.1. Positive Organizational Scholarship (POS) and Positive Organizational Behavior (POB) | 6 |
| 2.3. Psychological Capital | 7 |
| 2.3.1. Hope..... | 8 |
| 2.3.2. Self-Efficacy | 9 |
| 2.3.3. Optimism | 11 |
| 2.3.4. Resilience | 12 |
| 3. ORGANIZATIONAL SILENCE | 15 |
| 3.1. The Concept and Definition of Organizational Silence | 15 |
| 3.2. Organizational Silence Theories | 16 |
| 3.2.1. Cost-Benefit Analysis..... | 17 |
| 3.2.2. Expectancy Theory | 17 |
| 3.2.3. Spiral of Silence | 18 |
| 3.2.4. Self-Adaptation..... | 18 |
| 3.3. Types of Silence | 18 |
| 3.3.1. Acquiescent Silence..... | 19 |
| 3.3.2. Quiescent Silence | 19 |
| 3.3.3. Prosocial Silence | 19 |
| 3.4. Antecedents of Organizational Silence | 20 |
| 3.4.1. Lack of Management | 20 |
| 3.4.2. Prejudiced Behavior | 20 |
| 3.4.3. Cultural Norms | 21 |
| 3.4.4. Perceived Organizational Justice..... | 21 |
| 3.4.5. Lack of Experience | 22 |
| 3.4.6. Fear of Isolation..... | 22 |

| | |
|---|-----------|
| 4. HYPOTHESIS | 24 |
| 5. METHOD | 25 |
| 5.1. Sample | 25 |
| 5.2. Measures | 25 |
| 5.2.1. Psychological Capital Scale | 25 |
| 5.2.2. Organizational Silence Scale | 25 |
| 5.3. Data Collection | 26 |
| 5.4. Data Analysis | 26 |
| 6. FINDINGS | 27 |
| 6.1. Factor Analysis and Reliability of Measures | 27 |
| 6.1.1. Psychological Capital | 27 |
| 6.1.2. Organizational Silence..... | 28 |
| 6.2. Descriptive Analysis and Hypothesis Testing | 30 |
| 7. DISCUSSION | 33 |
| 8. REFERENCES | 35 |
| 9. APPENDICES | 40 |
| Appendix 1: Questionnaire Cover Letter..... | 40 |
| Appendix 2: Organizational Silence Scale | 41 |
| Appendix 3: Psychological Capital Scale..... | 42 |
| Appendix 4: Questionnaire of Demographic Variables..... | 43 |

LIST OF TABLES

| | |
|--|-----------|
| Table 1 Exploratory Factor Analysis Item Loadings | 28 |
| Table 2: Exploratory Factor Analysis Item Loadings..... | 29 |
| Table 3: Descriptive Statistics..... | 30 |
| Table 4: Intercorrelations of Variables | 31 |
| Table 5: Findings of Simple Regression Analysis for the Effect of Psychological Capital on Organizational Silence | 32 |



LIST OF FIGURES

| | |
|---|-----------|
| Figure 1: Types of Capital..... | 4 |
| Figure 2: The dimensions of Psychological Capital..... | 8 |
| Figure 3 : Research Model | 24 |



1. INTRODUCTION

The telecommunications sector is one of the most valuable sectors in the world which has a business volume of approximately two trillion dollars. Even though the USA is the largest market in this sector, developing countries in continental Europe, have high growth rates over the years. Innovation is critical in order to compete in this environment where constant change and transformation are experienced. The telecommunications sector where R&D and innovation are mostly invested is considered as a leverage for the Turkish economy. When it comes to the size of telecommunications technology and services sector, Turkey has a large market of 20 billion dollars and is the second one behind Germany in Europe. It has become a necessity for companies to invest in human resources in order to succeed in the national and international competitive environment in the telecommunications sector. Companies are committed to investing in human resources for continuous improvement and organizational excellence and to become one of the most preferred companies for employees. The given companies want to transform personal development and human resources management policies and employees' individual abilities into corporate identity. Thus, transforming employees into positive persona during the process of joining them into the business. Employees who take a vital part in the work, have more critical responsibilities.

In order to become a thriving organization, companies give attention to some managerial implementations and methods such as talent management, performance appraisal, teamwork, organizational democracy and organizational climate. All these practices which are implemented in the organization, primarily aimed at developing the human capital. In spite of some economic constraints, companies need to press this development ahead. Organizations demand taking initiative, speaking up and accepting responsibility for their employees due to intensive competition, customer expectations and focus on quality in a constant world of change (Quinn & Spreitzer, 1997). Consequently, in today's organizations, employees are expressing their ideas and sharing their knowledge lead to high organizational performance. Therefore, creating such an organizational climate is important for organizations. However, most of the employees prefer to be silent. This may be associated with many factors such as fear of losing their

jobs, not having an opportunity to state their ideas to the managers or simply it may be due to cultural values. According to Morrison and Milliken (2000), as well as organizational and environmental factors, the management team can also create a climate supporting organizational silence.

Some countries have opened their telecommunications sector to global competition. Liberalization has occurred in different periods of time in different regions and has been achieved with different tools across the globe. Important innovations in telecommunications market which occurred in the second-half of the 1990s and general wave of global liberalization revealed that the competition probably had accelerated the invention, adoption, and diffusion (Flacher & Jennequin, 2008).

Given that the intensifying competition in Telecommunications sector from that day to this, it is quite obvious that human resources and their positive psychological behaviors have an edge over the competitors. In order to survive, organizations need people who are responsive to the challenges of the environment, who are not afraid to share information and knowledge, who can stand up for their own and their team beliefs. Although the literature focuses on empowerment and open communication channels, so many employees report that their organizations do not support communication. Additionally, organizations restrict sharing of information and knowledge which are key reasons of the success in change management programs (Beer & Nohria, 2000).

Organizational silence, one of the variables of this thesis study, is regarded as the main disadvantage of advance of the organizations in the business world. Organizational silence is seen as one of the biggest barriers to organizational change and development. Morrison and Milliken (2000) define organizational silence as “withholding opinions and concerns about organizational problems for employees.” Employees are often reluctant to share information that could be interpreted as negative or threatening to those above them in an organizational hierarchy (Roberts & O'Reilly, 1974; Ryan & Oestreich, 1991).

In this context, I am curious about whether there is a relationship between organizational silence and one of the most popular variables of last decade in positive organizational behavior, psychological capital (PsyCap).

We know that Psycap consisting of four dimensions was revealed by F. Luthans in 2007. According to Luthans, Youssef, et al. (2007), psychological capital includes self-efficacy, hope, optimism, and resilience, enabling the individuals to be more creative to act more innovatively in their activities. In another study, Luthans et al. (2011) pointed out that the resilience or optimism needed for creativity and innovation could be obtained through the psychological capital.

Many organizations have found that most staff know the facts in relation to organizational problems, but do not have the courage to say the truth to their leaders. Numerous factors involved in creating and shaping the organizational silence. Studies have also been done in this area, but the relationship between organizational silence and psychological capital have been neglected. For this reason, this study aims to identify the relationship between psychological capital and organizational silence. In fact, the purpose of this study is to answer this fundamental question: How much psychological capital is related to organizational silence. Main silence reasons are fear of isolation, lack of experience, and fear of damaging relationships with colleagues, administrative and organizational reasons and also fears related to work.

2. PSYCHOLOGICAL CAPITAL

2.1. Types of Capital

The concept of capital has been diversely considered from different angles by several branches of science and identified via several ways. In addition to physical and financial various of classical capital, the acceptance of human skills and educational capital has begun seriously. Thus, the boundary of the concept of capital has enlarged. in this context, when we talk about the types of capital as shown in Figure 1, it can be mentioned, social, human, intellectual, cultural and also psychological capital as well. On all occasions, organizations tend to provide a sustainable competitive advantage with exploring, developing and managing the intangible capitals. Furthermore, relevant studies, which is gained a competitive advantage over the rivals, brought the human capital forward. In terms of effectiveness and efficiency, human capital and its development are extremely important. Based on the importance of these studies, tangible and intangible capitals are listed below.

| Tangible | Intangible | | |
|---|--|--|---|
| Classical Economical Capital | Human Capital | Social Capital | Psychological capital |
| <i>What do you own?</i> | <i>What do you know?</i> | <i>Who do you know?</i> | <i>Who are you?</i> |
| <ul style="list-style-type: none"> • Financial status • Tangible Assets (plant, equipment, patents, data) | <ul style="list-style-type: none"> • Experience • Education • Abilities • Knowledge • Ideas | <ul style="list-style-type: none"> • Relationships • Social Network • Friends | <ul style="list-style-type: none"> • Self-Efficacy • Hope • Optimism • Resiliency |

Figure 1: Types of Capital
Source: Luthans et al. (2004)

2.1.1. Human Capital

Compared to the traditional, structural, and financial resources, human resources are more peerless by competitors. Considering that social and now psychological capital

for effective management of human, competitors meet the deficit through the recognition for competitive advantage. Human capital is usually equated with knowledge, skills, abilities or competencies derived from education, experience, and specific identifiable skills. This common view of human capital is referred to as explicit knowledge, and it has been the primary basis for investment in, or at least selection of, a large proportion of today's human capital.

2.1.2. Social Capital

Social capital is recognized to include interpersonal, intergroup and inter-organizational relationships, networks and connections, as well as the underlying group and community resources, social structure, and cultural dynamics. There are three valuable aspects of social capital that have been identified as consequential for helping create sustainable competitive advantage. These dimensions are networks, norms, and trust.

Social networks establish the inter-linkages allow for the sharing and exchange of ideas and resources at the cognitive, affective, and behavioral levels. As shown in Figure-1: human capital is simply “what you know”, whereas social capital is “who you know.” Social capital can be used both inside a firm (“whom can I turn to for help in solving this problem?”) and outside it (“who can advise me on finding the best price and quality in making this purchasing decision?”). Social capital has a positive impact both on HR areas, such as job search help, and on organizational areas, such as supplier relations. As well as human capital, the recognition and investment in social capital seem vital to the success and competitive advantage of organizations right today and tomorrow.

2.1.3. Psychological Capital

Psychological capital generally based on the literature of positive psychology. In this section, theoretical background of positive psychology, positive organizational behavior, psychological capital and components of the psychological capital are explicated.

2.2. Positive Psychology

The concept of positive psychology firstly was put forward as a context of humanistic psychology by Maslow (1954). Abraham H. Maslow had tried to research this potential within the positive methods. However, Seligman (1998), American Psychological Association (APA) 's current chairman used this term for the first time in the literature.

Positive psychology is a holistic concept which examines the people's positive emotions, positive personality traits and the constituent institutions itself (Seligman et al., 2005). Positive psychology focuses on positive human assets rather than psychopathologies and tries to improve subjective well-being.

Decades of extensive research on mental illness and dysfunctional behavior in psychology has generally ignored or failed to contribute to the better understanding of the role of human strengths, and its positive impact on overall well-being.

In recent years, organizational behavior research has significantly shifted from seeing individuals as coping with weaknesses to seeing them as able to enhance their strengths and wellbeing in the workplace (Cameron & Caza, 2004; Wright, 2003).

2.2.1. Positive Organizational Scholarship (POS) and Positive Organizational Behavior (POB)

Positive psychology has spurred two related movements that applied positivity and strength-based management to the workplace. The first is the positive organizational scholarship (POS) movement largely based on the work of organizational scholars at the University of Michigan, which emphasizes positive organizational characteristics that can enhance organizational survival and effectiveness in times of crises and adverse conditions. The second is positive organizational behavior or simply POB, which applies positively oriented human resource strengths and psychological capacities that can be measured, developed and managed for performance improvement in today's workplace (Luthans & Youssef, 2004). Both of these studies have a great contribution to the development of Psychological Capital.

2.3. Psychological Capital

Psychological capital, or simply PsyCap, has been conceptually identified by Luthans and colleagues (Luthans, 2002; Luthans & Youssef, 2004; Luthans, Youssef, et al., 2007) as consisting of the four positive psychological resources of hope, optimism, efficacy, and resilience, which have been empirically determined to be a second-order core construct (Luthans, Avolio, et al., 2007). A second-order construct is the shared variance between the four first-order constructs; hope, optimism, efficacy, and resilience (Figure 2).

The comprehensive definition of PsyCap is; an individual's positive psychological state of development characterized by: (1) having confidence (self-efficacy) to take on and put in the necessary effort to succeed at challenging tasks; (2) making a positive attribution (optimism) about succeeding now and in the future; (3) persevering toward goals and, when necessary, redirecting paths to goals (hope) in order to succeed; and (4) when beset by problems and adversity, sustaining and bouncing back and even beyond (resilience) to attain success (Luthans, Avolio, et al., 2007).

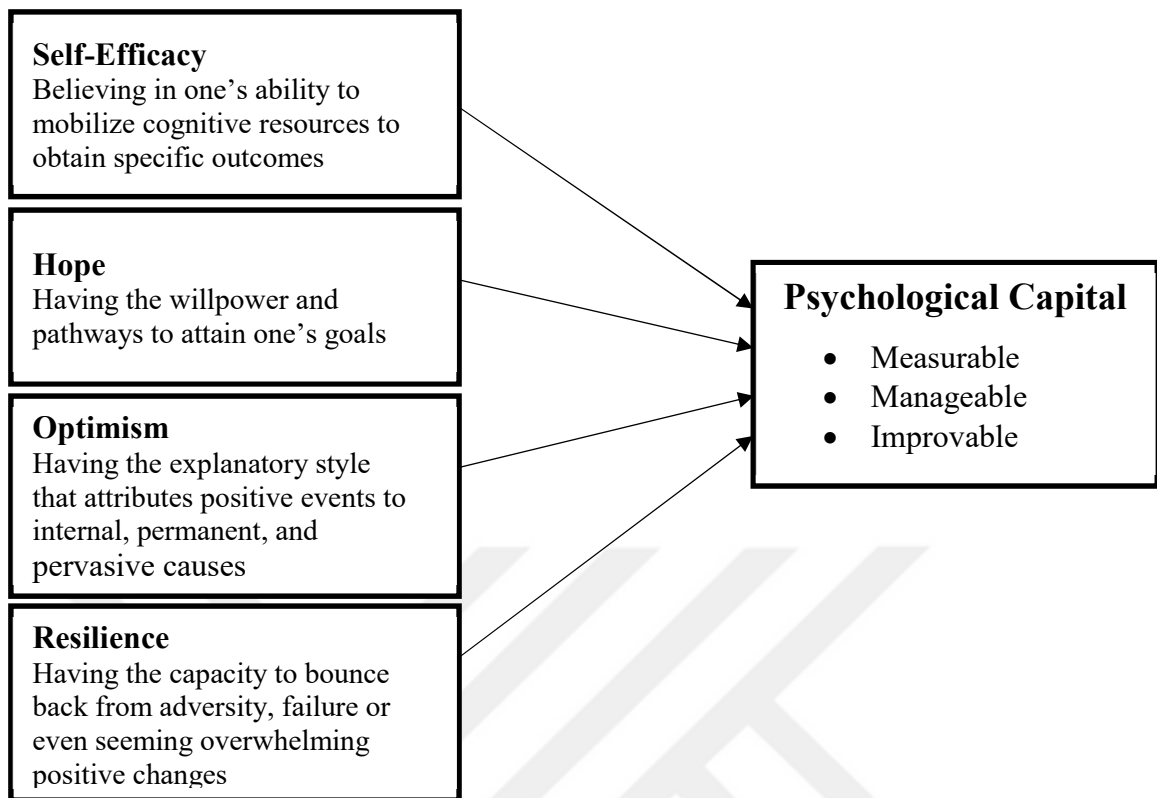


Figure 2: The dimensions of Psychological Capital
 Source: (Luthans & Youssef, 2004)

As stated, PsyCap has been demonstrated conceptually (Luthans, Youssef, et al., 2007; Stajkovic & Luthans, 1998) and empirically Luthans, Youssef, et al. (2007) to be a core construct. PsyCap has four subdimensions which are hope, self-efficacy, optimism, and resilience. In the next section, we will define and discuss these subdimensions.

2.3.1. Hope

The word 'hope' is used in colloquially with the aim to express positive expectations in any area. In theory, it is seen that the differences discussed the meaning of the word hope. One of the most comprehensive studies which was conducted by Frank (1968) considers hope as "a feature that gives you a sense of well-being and motivate people to make a move" Although hope has been a concept used mostly by humanist psychology in the past, its use in the field of positive psychology has emerged with the

study of C Richard Snyder (2000). Snyder focused on two aspects of hope for the psychological capital component. The first of these is a determined path and the second one is a willpower to reach the goal. If an individual is willing to take steps, he/she develops solutions and alternative paths, it is possible to say that the individual is hopeful.

Many studies show that hopeful people are more motivated. This motivational power makes obstacles encountered in the process of reaching the goals throughout life, bearable and can be combated. Hope consists of three major conceptual foundations: agency, pathways, and goals that complement each other (Luthans et al., 2008).

Agency (Belief in one's capacity to initiate and sustain actions): It is defined as to fulfill a particular task or to reach a goal determinedly (Luthans et al., 2010; C Rick Snyder et al., 1996). This component, individuals who are on the way to the goal with a mental energy, refers to the idea of "I can do this". At this point, using the willpower provides the required motivation to people finding the best alternative path. An individual with a higher level of hope generates one or more pathways to goal accomplishment (Luthans et al., 2010).

Pathways (Belief in one's capacity to generate routes): Pathways thinking is the perception that one can create plans for reaching important goals and agency thinking is the sense of determination to put these plans into action" (Michael & Snyder, 2005). Individuals with higher pathway capacities can generate more solutions related to their past experiences and as a result of this, these kinds of people create more routes to reach their goals.

Goal Setting: It is the value and individual places on the rewards of an outcome which is based on their needs goals values and sources of motivation. If the expectancy of an individual is high, he/she will be more hopeful to reach the target.

2.3.2. Self-Efficacy

Stajkovic and Luthans (1998) define self-efficacy as the "individual's conviction about his or her abilities to mobilize the motivation, cognitive resources, and courses of action needed to successfully execute a specific task within a given context." Beginning

with the considerable theory and research of well-known psychologist Albert Bandura, confidence is a positive psychological capacity that has a strong positive impact on work-related performance. Moreover, Bandura (1997) and others have clearly shown through research and subsequent application in the workplace how confidence can be developed. People who are self-efficacious choose challenging tasks and endeavors, extend motivation and effort to successfully accomplish their goals, and persevere when faced with obstacles.

The cognitive processes affecting the levels of self-efficacy are grouped under four headings (Stajkovic & Luthans, 1998).

In order of importance, self-efficacy can be developed through (1) mastery experiences or performance attainments; (2) vicarious learning or modeling; (3) positively oriented persuasion or feedback on progress; and (4) physiological and psychological arousal (Bandura, 1997).

1) The first and most important subject is the *experience of mastery*. To fulfill a task successfully provides the most direct impact on the level of self-efficacy. This is potentially the most powerful approach for developing confidence because it entails direct information about success. However, accomplishments do not directly build confidence. Both situational processing, such as the complexity of the task, and cognitive processing, such as the perception of one's ability, will affect its development (Luthans et al., 2004).

2) *Vicarious learning* is another important process related gaining information by observation rather than direct instruction. Although Bandura believed that learning is not facilitated by reinforcement, behaviors enacted by others often do either reinforce or punish. These outcomes of the modeled behavior are referred to as vicarious. For example, a supervisor rewards an employee with extra role behaviors and other employees observed the situation experiences positive feelings. These kind of cognitive learning processes are highly related to self-efficacy.

3) Another process is *social persuasion*. The employees are encouraged by someone who thought he or she is safe and effective, can provide an important contribution to the self-efficacy level.

4) Finally, the perception of *psychological arousal* and itself affects the levels of self-efficacy. For example, if success comes at the end of a stressful and distressing process, the level of self-efficacy can be affected positively.

The differentiation of self-efficacy levels also affects the attitudes and behavior of employees. Individuals can be categorized as having high self-efficacy or low-self-sufficiency. Accordingly, Individuals who have a low level of self-efficacy, tend to avoid difficult tasks that are perceived as a threat. They are not ambitious and they exhibit a weak commitment to the goals that they set before. In the face of challenging tasks, they reduce their efforts and give up quickly. In the wake of recent failures, it takes longer to acquire self-efficacy again. Stress levels rise and get depressed immediately (Bandura, 1993). A strong sense of self-efficacy improves many aspects of individual success and subjective well-being. Individuals with high belief in their own ability, prefer to overcome selected challenging tasks they bind tightly rather avoiding hazards.

2.3.3. Optimism

Optimism is a mental attitude in the typical sense of the word is defined as expecting the best possible outcomes from any given situation. This is usually referred to in psychology as dispositional optimism. It reflects a belief that future conditions will work out for the best.

Optimism is one of the components of psychological capital. An optimistic person is one who attributes internal, stable, and global explanations to good things. Pessimistic explanations are those which attribute to negative events. Optimistic and pessimistic individuals are different in many ways, and this significantly affects their lives. These differences affect the way to deal with the problem and approach to problems and events (Carver & Scheier, 2002).

Optimistic people, despite setbacks and failures of the past, continue to move forward with positive expectations (Avey et al., 2008; Toor & Ofori, 2010). It was stated by Seligman (2002) that optimism can be learned and improved. In individuals, a sense

of optimism can be expressed that is not innate, then it can be existence in the form of a developmental emotion.

Similarly, optimism is positively associated with mental health (Seligman, 1998). Optimists tend to maintain positive expectations about results (Avey et al., 2008), and Rego et al. (2012) found that optimistic individuals also tend to be more creative. Optimistic leaders pursue new and creative approaches towards problem-solving (Peterson et al., 2008). Moreover, optimists tend to take credit for and expect positive events in their lives while distancing themselves from unfavorable life events. It is expected that optimism will help individuals generate and apply innovative approaches in the accomplishment of their tasks. When discussing hope and optimism, C. R. Snyder (2002) notes that similar to hope, “optimism is a goal-based cognitive process that operates whenever an outcome is perceived as having substantial value.”

2.3.4. Resilience

The concept of resilience, which is more reactive than the other psychological capital components, can be defined as the positive adaptation of the individual that performs the situations under specific risk and adverse circumstances (Masten & Reed, 2002).

According to another opinion, resilience comprises individuals' attitude towards the challenges confronted, flexibility, alignment, and ongoing psychological pressures. Due to the fact that resilience is a personality trait that is strengthened by difficulties, the importance given to this concept is increasing in recent years.

Children-at-risk, problematic adolescents, and dysfunctional families are at the center of psychological resilience researches carried out before the positive psychological movement. In these surveys, traumatic experiences have been described as "exceptional" individuals, called "survivors", who are strong enough to survive a normal life after they have lived.

In terms of organizational behavior, resilience is defined as the ability to recover from anxiety, uncertainty, conflict, failure, even positive change, increased process, and

responsibility. The aim of implementation of psychological resilience in the workplace is to reveal a strong capacity within the leaders, employees in an organization. Giving positive reaction and adaptation can be also called psychological resilience against risks and challenging circumstances.

Various strategies are suggested to increase the level of resilience in work life and to cope with the challenges in the work environment. The first of these is the establishment of professional relationships and networks in the work environment. Having friends can help the individual to meet the needs and social supports and it might reduce the risk factors. Encouraging and sustaining of positive thinking is another strategy. Providing work life balance and having activities add meaning to the private life of the individual is very important in terms of resilience.

Individuals with high levels of resilience may be able to be stress-free in a stressful environment and be aware of the abilities of himself or herself to feel good in his or her inner world.

In the field of Organizational behavior, resilience shows not only the development that can result in failure but also the ability to cope with this situation by recovering itself after the responsibility which is positively increased. The concept as understood here is expressed not only in a negative sense but also in the ability to cope with positive events (Luthans et al., 2006).

Resilient individuals view the difficulties and setbacks as a part of their life and give a positive meaning and value to those things. Coutu (2002) collects the basic features of resilient people under three titles. The first of them is a staunch acceptance of reality by performing a commitment. The second is a deep belief, often buttressed by strongly held values, that life is meaningful and the third is an uncanny ability to improvise and adapt to significant change. As Friedrich Nietzsche said, “What doesn't kill us makes us stronger”.

It should not be forgotten that the challenges encountered for this reason will enable the individual to make more calm and sound decisions in the face of other work-related incidents. Because positive feelings affect creative thinking, flexibility and

cognitive processes positively, these can result in psychological resilience over time (Fredrickson, 2001; Fredrickson & Losada, 2005). At the same time, resilience also helps people feel less lonely and desperate (Güloğlu & Kararmak, 2010).

From these definitions, generally, there are three basic features of resiliency. These are assets, risk factors, and values (Luthans et al., 2006). *Resiliency Assets* is a measurable characteristic of a group of individuals or their situation that predicts a positive outcome in the future on a specific outcome criterion. Specifically, Masten and Reed (2002) identify cognitive abilities, temperament, positive self-perceptions, faith, a positive outlook on life, emotional stability, self-regulation, a sense of humor, and general appeal or attractiveness as potential assets that can contribute to higher resiliency. Wolin (2003) offer a similar list of assets including insights, independence, relationships, initiative, creativity, and morality. *Resiliency risk factors* are the factors that lead to an undesirable outcome (Masten & Reed, 2002). In organizations, factors such as stress, burnout syndrome, and unemployment are examples. Therefore, risk factors are inherently inevitable factors. Masten and Reed (2002) define resiliency risk factors as those that cause an "elevated probability of an undesirable outcome". Also, referred to as "vulnerability factors" risk factors may include clearly destructive and dysfunctional experiences, such as alcohol and drug abuse. *Values and beliefs in resiliency* help individuals in elevating themselves over difficult and overwhelming present events, linking them to a more pleasant future where they can look forward. This bringing of future back to the present can result in leaders motivating themselves and others to higher performance. This perspective also suggests that individuals who are more motivated to develop and learn will likely sustain effort and to achieve challenging goals and expectations (Luthans et al., 2006).

As a result of these difficulties, the experiences that individuals gain will enable them to develop positive social relations and be happy.

3. ORGANIZATIONAL SILENCE

3.1. The Concept and Definition of Organizational Silence

Silence is often described as a negative situation, such as closure into psychology, a sign of lack of confidence. Pinder and Harlos (2001) defined silence as the absence of voice as it has its own form of communication, involving a range of cognitions, emotions or intentions such as objection or endorsement.

According to Çakıcı (2007), silence has five binary functions, these are as follows;

- Silence both brings employees together and keeps them apart,
- Silence can both harm human relationships and fix these relationships,
- Silence is both providing and concealing information,
- Silence is a sign of deep in thought or lack of thought,
- Silence may be a sign of both the opposition and confirmation.

Morrison and Milliken see Organizational silence as a “collective” phenomenon. They proposed that when most members of organizations choose to keep silent about organizational matters, silence becomes a collective behavior, which is referred to as organizational silence (Morrison & Milliken, 2000).

Employees often have ideas, information, and opinions for constructive ways to improve work and organizations. Sometimes employees practice voice and convey their ideas, information, and opinions; and other times they tend to remain silent. The literature on organizational silence is grounded on the recent research by Morrison and Milliken (2000); Milliken et al. (2003); and Pinder and Harlos (2001). Early definitions of silence equated it with “loyalty” and the assumption that nothing was wrong if concerns were not being voiced (Bagheri et al., 2012).

It is suggested that employee silence is extremely harmful to organizations often causing an increasing level of dissatisfaction among employees, which shows itself in absenteeism and turnover and perhaps other undesired behaviors. Beside this, communication is the key to an organization’s success. If employee silence occurs,

communication suffers and as a result harms the overall functioning of the organization. Other results may be the disappearance of innovation, poor projects, low morale and defective products. Over time silence within organizations causes some employees to be irrelevant to their jobs quality of work (Bagheri et al., 2012).

Nielsen (2003) bullets the factors that cause the silence in organizations as follows:

- Fear
- Embarrassment
- Narrow conceptions of ethical responsibility
- Implicated friends
- Lack of opportunity for voice
- Lack of organizational political skills.

Organizations are demanding more and more from their employees today; taking initiative, speaking up and accepting responsibility because of more intensive competition, higher customer expectations, more focus on quality indicating a constant world of change (Quinn & Spreitzer, 1997). In order to survive, organizations need individuals who are responsive to the challenges of environment, who are not afraid of sharing information and knowledge, can stand up for their own and their team's beliefs. For this reason, businesses need self-confident employees, who are proactive in responding to environmental threats and not afraid to share their opinions. For this reason, contemporary management implications empower organizational voice behaviors and avoid organizational silence to improve workplace democracy and trust.

3.2. Organizational Silence Theories

Various theories have been developed that can explain employees' decisions to remain silent in time.

3.2.1. Cost-Benefit Analysis

Individuals make cost-benefit analysis when they decide to make a decision to remain silent or speak up. In a conducted research, it was seen that individuals tend to quickly assess the risk factors before deciding what to say or what not to say, and what to do or what not to do.

In such cases, if speaking up behavior has negative consequences such as; wasting time and energy, loss of image and reputation, risks of dissent and alienation, employees tend to keep silent. According to Milliken et al. (2003), the risk of speaking up behavior relies on both cost-benefit analysis and emotional evaluation of the situation.

3.2.2. Expectancy Theory

Vroom's expectancy theory of motivation (1964) attempts to explain the reason behind employees' motivation through understanding the perception the effort put into work to the reward they receive in return. Vroom consolidated the theory of expectations into three processes; *expectation*, *instrumentality*, and *valence*. Vroom describes the concept of expectation as the whole of the relations between actions and outcomes. The concept of expectation is explained by a person endeavors to particular beliefs whether he or she can attain the expected result. Expectations can be considered as probabilities. If an individual believes and expects that he or she can achieve a certain prize by endeavoring, it will make more effort. Valence, by its most general definition, points to the degree of willingness to pay for the individual to make a certain effort. If the reward to be obtained concerns an individual, valence rises. Valence is a concept related to the expected value of an objective. The expected value and the obtained value of an event, object, or situation may not always be the same. Any dissonance could lead individuals to remain silent. From this point of view, when individuals believe that speaking up behavior does not produce positive results, they evaluate such behaviors as less important and then tend to be more silent.

3.2.3. Spiral of Silence

One of the biggest contributors to the concept of silence is the spiral of silence, written by German Sociologist E. Noelle-Neumann in 1974. This model explains why people are hesitant to express their thoughts when they feel they are in the minority. The theory states that individuals who do not have a predominant idea in the society will be thrown away and isolated from society. Individuals need to avoid being alone and be receptive to their fellowmen. The fear of making mistakes and the fear of being isolated allow people to join the majority even they do not agree. Spiral of silence, briefly, is a kind of assessment public support level of the idea before declaring it. Believing that they are in a minority, people feel the need to hide their own views and thoughts. The spiral of silence can prevent being honest and open in group discussions that are necessary for the development of an organization. Using this theory in an organizational context, Bowen and Blackmon emphasize that employees will not speak up unless they find sufficient support from their colleagues. If employees do not believe that they will find support from colleagues, as shown above, they will probably choose a dishonest answer or silence.

3.2.4. Self-Adaptation

Another theory based on choosing to remain silent is the "self-adaptation" theory. The choice between silence and voice in organizations is greatly influenced by super-valent thought and perceived organizational support. People strive to agree with the majority even when they are wrong. According to the theory of self-adaptation, individuals change their behavior in order to look coherent (Greenberg & Baron, 2003).

3.3. Types of Silence

Employees can remain silent in various forms within the organization. When we look at the types of silence in the literature, the concept is explained by Pinder and Harlos (2001); It seems to be divided into two types: acquiescent silence and quiescent silence. Dyne et al. (2003) have added a third type of silence, which they identify as prosocial silence. In her study, Çakıcı (2008) has referred to these silence types as acquiescent

silence, quiescent silence, and prosocial silence, and has clarified the types of silence into Turkish Literature.

3.3.1. Acquiescent Silence

Acquiescent silence is defined as withholding knowledge, opinions, ideas, and thoughts based on acceptance in the face of events or situations in the organization. The main factor behind this silence is the submission. Because the individual believes that his speech will not cause any changes in the organization. In this kind of silence, the issue is deliberated passive behavior. Employees who adopt this kind of silence are not willing to talk about it, want to talk too much, and attempt to change the situation. Therefore, in this kind of silence, the existence of knowledge and awareness is the main subject, and the behavior of the individual avoiding communicating is clearly observed.

3.3.2. Quiescent Silence

Quiescent silence is defined as deliberately not expressing opinions, depending on whether someone is afraid of the consequences of speaking up. The basic motive in quiescent silence is the desire of the individual to protect him or herself. Here, the fear factor emphasized by Milliken et al. (2003) is at the forefront. Especially when compared with the acquiescent silence, the quiescent silence implies the deduction and awareness of the alternatives

3.3.3. Prosocial Silence

Prosocial silence is defined as intentionally withholding ideas, knowledge or opinions related for the sake of others and for altruistic or collaborative reasons. The prosocial silence was developed by Dyne et al. (2003) as the third type of silence and added to the management literature. Contrary to quiescent silence, prosocial silence is concerned with deciding to remain silent, considers the well-being of others, rather than being afraid of the negative consequences of speaking up. Prosocial silence behavior is, therefore, a premeditated, conscious, and voluntary.

3.4. Antecedents of Organizational Silence

There are very different reasons behind the silence of employees in organizations. Lack of communication and trust between superior-subordinate, negative organizational climate, and perception of injustice in organizations are some of these factors (Batmunkh, 2011).

3.4.1. Lack of Management

Managers who hardly communicate with their employees cause the employees to become more silence. In the case where open communication cannot be established, negative results may occur for the organization and employees. Organizations with a high level of trust to their employees are likely to be more successful (Kahveci & Demirtaş, 2010). Morrison and Milliken (2000) stated that some managers object and criticize their subordinates whether they are right or wrong. In these situations, employees start to believe that they will face a negative reaction from their managers as they have suggestions about the problems and that speaking will make no difference. In particular, the decision-making process, management inadequacy, unfair sharing, organizational inefficiency and poor organizational performance are unquestionable. Scholars also have highlighted the importance of multiple and divergent points of view for effective organizational decision making (Nemeth, 1997). Ryan and Oestreich (1991) conducted interviews with 260 employees from 22 organizations throughout the United States and found that more than 70 percent indicated that they felt afraid to speak up about issues or problems that they encountered at work.

3.4.2. Prejudiced Behavior

The reason for this silence is that managers often pretend to be prejudiced because of their clandestine beliefs, to defend what they know best, and to think that employees are selfish. Employees believe that they will make no difference when they share their views because the managers behave in the way of "I know the best" against the employees (Çakıcı, 2008). According to this belief, the employees must follow the instructions given by the manager and follow their path only without questioning their work (Erol, 2012).

3.4.3. Cultural Norms

Some cultural assumptions were related with organizational culture and organizational silence such as high-power distance, Individualistic/Collectivistic traits, and uncertainty avoidance.

In hierarchical societies where members accepted that power is distributed unequally, they are incapable of expressing their views and opinions and hide their negative feelings towards their supervisors or organizations (Çakıcı, 2007). For this reason, if there is a high-power distance in any organization, then employees will be more likely to remain silent in any given situation.

Individualistic cultures also promote organizational voice when compared to collectivistic cultures; employees in collectivistic cultures have a high level of conformity to group dynamics, therefore prosocial silence occurs more when compared with individualistic cultures (Huang et al., 2005). Uncertainty avoidance is also related with silence behaviors in society and also in organizations (Hofstede, 1993). A lower degree of this index shows more acceptance of differing thoughts/ideas, ambiguity is more accustomed to, and the environment is more free-flowing with individuals feel free to express their ideas and opinions. A higher degree of uncertainty avoidance was related to higher levels of conformity and silence behaviors towards status quo (Fischer, 2009).

3.4.4. Perceived Organizational Justice

If equal rights and opportunities are not provided to the employees in the organization, it might be seen that the communication between the employees is weakened and the ideas are hidden. This will cause the employees to embrace the injustice cult and withdraw themselves. As a result, employees start to adopt silent behavior. Some of common traits of these workplaces in which injustice has strong cult are as follows (Çakıcı, 2007);

- Intensive surveillance,
- Suppression of cracks,

- Keeping labor relations more valuable than human relations,
- Competition-oriented individualism,
- High level of centralization,
- Authoritarian management style,
- Poor communication.

Employees are quietly aware of the alternatives available to change the current situation but reluctant to discover them. High levels of stress, burnout, and learned helplessness were highly common among these individuals that also increase silence behaviors (Pinder & Harlos, 2001).

3.4.5. Lack of Experience

Employees took more initiative when they have more experience, knowledge, and skills. Competencies were related with self-expression. For that reason, individuals with lower levels of KSA's choose silence to hide their lack of knowledge and inexperience about the job. Employees, especially in the lower position, think that the problems are more concerned with senior management than themselves. For this reason, they may prefer silence. If an employee encounters negative reactions when speaking up, other employees are affected and may prefer to remain silent to avoid the same result.

3.4.6. Fear of Isolation

Whatever organizational climate they have in an organization, employees are afraid of being called troublemakers, gossipers or complainants. It is the threat and fear of isolation that keeps employees withholding their ideas and opinions. Employees with fear of isolation cannot achieve the desired performance in their work. In order to prevent the fear of isolation of employees in an organization, supervisors should improve open

communication with employees, listen to their problems and seek solutions for them (Kahveci & Demirtaş, 2010).



4. HYPOTHESIS

Psychological capital is a very powerful human asset. Therefore, starting very first studies on psychological capital show that it could determine positive behaviors in organizations whereas, it could also affect positive outcomes.

For that reason we assume employees with higher psychological capital subdimensions like self-efficacy, hope, optimism, and resilience, will remain less silent.

In this light, we developed our hypothesis;

H1: Psychological capital would affect organizational silence in such a way that employees who have higher psychological capital will display less silence behavior.

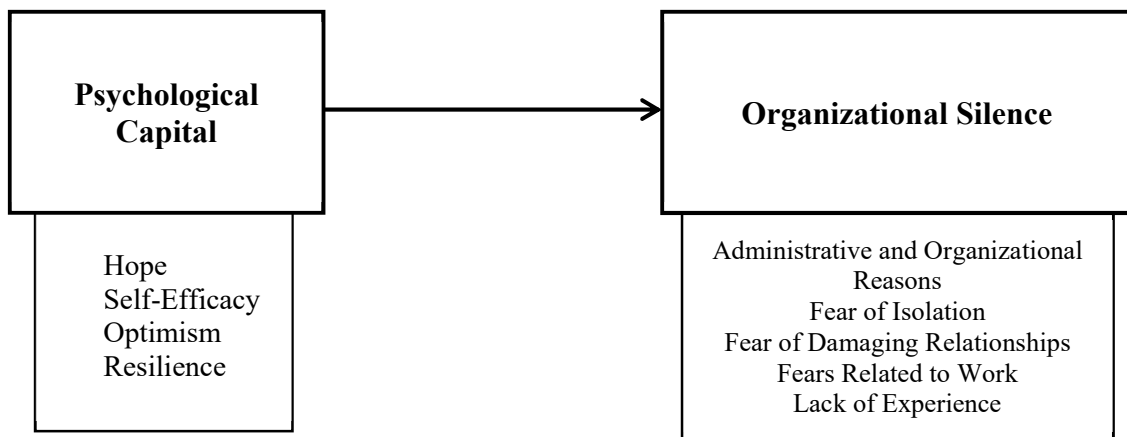


Figure 3 : Research Model

5. METHOD

5.1. Sample

This study was conducted by using the participation of telecommunications sector employees living in Istanbul. There were 175 employees from different departments, such as sales, finance, engineering, supply chain, and customer relations. Questionnaires were administered to 200 employees and response rate was %87.5. Approximately 67 percent of the respondents were men and 33 percent were women. Average age was 35.2 and average tenure in the organization were 9.3 years. According to their education level, 2.9 percent were high school, 76.6 percent were university and 20.2 percent were post-graduate degrees.

5.2. Measures

5.2.1. Psychological Capital Scale

Psychological Capital was measured using four subdimensions, optimism, resilience, hope, and self-efficacy to justify the model. The model was assessed using 24 items scale developed by Luthans, Avolio, et al. (2007). The scale was translated into Turkish by Çetin and Basım (2012) and the item numbers represent to optimism are 1*, 9, 11*, 14, 18, and 19; resilience 5, 7, 8*, 10, 13, and 22; Hope 2, 6, 12, 17, 20, and 24; and lastly self-efficacy 3, 4, 15, 16, 21, and 23. (* Marked items are scored in reverse). In the scale, six-level Likert-type was used and participants responded to the psychological capital expressions through a six-scale ranging from "I definitely agree" to "I definitely do not agree". The subdimensions of psychological capital have respectively got the coefficient alpha values for optimism, .67, hope .81, resilience .68 and self-efficacy .85.

5.2.2. Organizational Silence Scale

The organizational silence was firstly measured by Çakıcı (2007) constitutively determine the silence behavior in which topics, reasons and perceived outcomes in the workplace. During the development process of the scale, Çakıcı took advantage of

academicians as of adjudicators to maintain the content validity. According to the adjudicator's suggestions and complaints, Çakıcı put the final form of the scale. From that time, most of the researchers used this scale in their researches. There are totally 84 expressions in the scale whereas 28 items of concerning the reasons for silence. In this study, 28 items the reasons why the employees remain silent was conducted and the coefficient alpha is .95 of the scale. There is no need to exclude any items from the scale due to the alpha values of each item had not effect to decrease the reliability. In the organizational silence questionnaire item number from 1 to 12 represent the administrative and organizational reasons, from 13 to 17 represent fears related to work, from 18 to 21 represent the lack of experience, from 22 to 25 represent fear of isolation and lastly from 26 to 28 represent fear of damaging relationships. Coefficient alphas of the reasons of organizational silence are respectively, .93, .86, .72, .81 and .78

5.3. Data Collection

The convenience sampling method was used to collect data. This research has taken in one of the major Telecommunications company in Turkey. Questionnaires were given to human resources department and after getting permissions, distributed and collected within two weeks. It was emphasized that respondents' confidentiality was strictly kept by the researcher. Employees were encouraged to complete the questionnaire during their break voluntarily and return it directly to the researcher. The total sample size is 175 participants.

5.4. Data Analysis

In order to understand the internal consistency of the measures, reliability analysis was performed and coefficient alphas were taken consideration. For the construct validity of the measures, factor analysis was performed with principal components model and oblimin rotation. Our preference to use oblimin rotation is for the theoretical verification of the significant relations within factors in the construct found out in previous studies. The relations among the variables are examined by correlation analysis where the study's hypothesis was tested by simple regression analysis.

6. FINDINGS

Findings of this research were given in two sections. Internal consistency of the measures and factor analysis were included in section one. Descriptive analysis and intercorrelations among the variables and regression analysis were given in the second section.

6.1. Factor Analysis and Reliability of Measures

6.1.1. Psychological Capital

Exploratory factor analysis was conducted with the principal components method and oblimin rotation in order to determine the subsets of psychological capital. Items with loadings greater than or equal to .50 on the target construct were retained as long as the item didn't produce a cross – loading.

Results of these analyzes indicate that items (2, 6, 12, 17, 20, 24) represent subdimension of hope diffused under other factors. For that reason, these items were removed from cross loaded with different factors. Similar results were emerged by other studies on Turkish samples, indicating hope, were not perceived as a subdimension of psychological capital (Turgut & Agun, 2016). Also, reverse items (1, 8, 11) were loaded on one factor and excluded. The result of these analyzes with final loadings, in each construct, are presented in Table 1.

Table 1 Exploratory Factor Analysis Item Loadings (N: 175)

| Factors | F1 | F2 |
|--|-----------|-----------|
| Resilience & Self-Efficacy (F1) (Coefficient Alphas: .86) | | |
| R&SE4) Çalışma alanımda, hedefler/amaçlar belirlemede kendime güvenirim. | .668 | |
| R&SE5) Daha önceleri zorluklar yaşadığım için, işimdeki zor zamanların üstesinden gelebilirim. | .720 | |
| R&SE13) İşimde birçok şeyleri halledebileceğimi hissediyorum. | .687 | |
| R&SE15) Yönetimin katıldığı toplantılarda kendi çalışma alanımı açıklarken kendime güvenirim. | .766 | |
| R&SE16) Uzun dönemli bir probleme çözüm bulmaya çalışırken kendime güvenirim. | .775 | |
| R&SE21) Organizasyonun stratejisi konusundaki tartışmalara katkıda bulunmada kendime güvenirim. | .556 | |
| R&SE22) İşimdeki zorlukları genellikle bir şekilde hallederim. | .714 | |
| R&SE23) Organizasyon dışındaki kişilerle (tedarikçiler, tüketiciler vb.) problemleri tartışmak için temas kurarken kendime güvenirim. | .666 | |
| Optimism (F2) (Coefficient Alphas: .45) | | |
| OPT14) İşimle ilgili şeylerin daima iyi tarafını görürüm. | | .465 |
| OPT18) İşimle ilgili gelecekte başıma ne geleceği konusunda iyimserimdir. | | .588 |
| OPT19) İşime “her şeyde bir hayır vardır” şeklinde yaklaşıyorum. | | .559 |

6.1.2. Organizational Silence

Exploratory factor analysis was conducted with the principal components method and oblimin rotation in order to determine the subsets of organizational silence. Items with loadings greater than or equal to .50 on the target construct were retained as long as the item didn't produce a cross – loading.

After conducting EFA, four items (10,17,24 and 28) with loadings less than .50 were removed and conducting the final EFA, four-factor solutions were estimated where all items loaded on their respective factor. Only “Fear of Isolation” and “Fear of Damaging Relationships” dimensions merged under one factor. The result of these analyzes with final loadings, in each construct, are presented in Table 2.

Table 2: Exploratory Factor Analysis Item Loadings (N: 175)

| Factors | F1 | F2 | F3 | F4 |
|--|------|------|------|------|
| Administrative and Organizational Reasons (F1) (Coefficient Alphas: .91) | | | | |
| A&Or1)Yöneticime güvenmediğim için sorunlarımı söylemiyorum. | .738 | | | |
| A&Or2)Yöneticilerin "sözde " ilgileniyor görünmesi nedeniyle açıkça konuşmuyorum. | .743 | | | |
| A&Or3)Yöneticim verdiği sözü tutmadığı için konuşmamın gereksiz olduğunu düşünüyorum. | .734 | | | |
| A&Or6)Yöneticimin "en iyi ben bilirim tavrı " konuşmamı anlamsız kılıyor. | .683 | | | |
| A&Or7)Açıkça konuşmamı sağlayacak biçimsel bir mekanizma yok. Fikirlerime yöneticilerimin kulak vermeyeceğini düşünüyorum. | .727 | | | |
| A&Or8)İşin / mesleğin gerektirdiği doğrular ve ilkeler konusunda yöneticilerle uyumsuzluk olduğunu düşünüyorum. | .558 | | | |
| A&Or9)Açıkça konuşmam bir fayda sağlamayacak | .763 | | | |
| A&Or11)Yöneticimle ilişkilerin mesafeli olduğunu düşünüyorum. | .642 | | | |
| Fear of Isolation and Damaging Relationships (F2) (Coefficient Alphas: .92) | | | | |
| FoI&DR14)Sorun veya problem bildirdiğimde görev yerim veya pozisyonum değişebilir. | | .562 | | |
| FoI&DR15)Sorun bildiren kişiler hoş karşılanmazlar. | | .577 | | |
| FoI&DR21)Bulduğum pozisyon alt kademe olduğundan fikir bildirmem önemsenmez. | | .503 | | |
| FoI&DR22)Problem bildirdiğimde sorun yaratan/ şikâyetçi biri olarak değerlendirilirim. | | .575 | | |
| FoI&DR23)Sorun bildirmek bana duyulan güven ve saygı azaltabilir. | | .751 | | |
| FoI&DR25)Sorun bildirdiğimde ortalığı karıştıran, arabozucu biri olarak değerlendirilirim. | | .804 | | |
| FoI&DR26)Problemleri anlattığımda ilişkilerim zarar görür. | | .835 | | |
| FoI&DR27)Açıkça konuştuğumda insanlar beni desteklemeyebilir. | | .650 | | |
| Fears Related to Work (F3) (Coefficient Alphas: .89) | | | | |
| FRW4)İş yerimde açıkça konuşmayı desteklemeyen bir kültür var. | | | .700 | |
| FRW5)Yöneticilerim açıkça konuşmayı desteklemezler. | | | .637 | |
| FRW12)Açıkça konuşan kişiler haksızlığa veya kötü muameleye maruz kalıyorlar. | | | .703 | |
| FRW13)Açıkça konuşmak işimi kaybetmeme neden olabilir. | | | .689 | |
| FRW16)Açıkça konuşunca yöneticim veya meslektaşlarım bana karşı kötü bir tavır içinde olabilirler. | | | .567 | |
| Lack of Eexperience (F4) (Coefficient Alphas: .66) | | | | |
| LoE18)Problem bildirme ya da öneri de bulunmak için yeterince tecrübem yok. | | | | .773 |
| LoE19)İşyeri ve işimle ilgili konu ve sorunlar beni değil yönetimi ilgilendirir. | | | | .630 |
| LoE20)Dile getirdiğim konu bilgisizliğim ve deneyimsizliğimi ortaya çıkarabilir. | | | | .812 |

6.2. Descriptive Analysis and Hypothesis Testing

Variable means, standard deviations, Skewness and Kurtosis are reported in Table 3. Skewness and Kurtosis values of the variables were divided by their standard deviations to understand the distribution of the data. The results are below 5.5 that shows the tendency towards a normal distribution.

Table 3: Descriptive Statistics

| Variables | N | Mean | S.D. | Skewness | Kurtosis |
|--|----------|-------------|-------------|-----------------|-----------------|
| Age | 173 | 35.17 | 6.52 | 1.20 | 1.48 |
| Tenure | 173 | 9.26 | 6.25 | 1.33 | 1.24 |
| Overall Tenure | 175 | 12.53 | 6.78 | 1.02 | .67 |
| Title | 174 | 2.36 | 1.18 | .20 | -.93 |
| Education | 175 | 3.91 | .74 | -.27 | -.23 |
| Income Status | 173 | 1.72 | .86 | 1.28 | 1.44 |
| Psychological Capital | 174 | 4.69 | .56 | -.45 | .30 |
| • Resilience & Self-Efficacy | 174 | 4.91 | .63 | -.61 | .29 |
| • Optimism | 175 | 4.11 | .81 | -.19 | .34 |
| Organizational Silence | 175 | 2.61 | .91 | .37 | -.50 |
| • Administrative and Organizational Reasons | 175 | 2.71 | 1.10 | .41 | -.77 |
| • Fear of Isolation and Damaging Relationships | 173 | 2.52 | 1.06 | .58 | -.28 |
| • Fears Related to Work | 175 | 2.94 | 1.20 | .26 | -.96 |
| • Lack of Experience | 173 | 1.85 | .76 | .95 | 1.05 |

Intercorrelations of variables are given in Table 4. Correlation analysis indicates a weak correlation between “Organizational Silence” and “Psychological Capital” ($r=-.151$; $p<.05$). “Resilience & Self-efficacy” is negatively correlated with “Lack of Experience” ($r=-.392$; $p<.05$). “Psychological Capital” is negatively correlated with “Lack of Experience” ($r=-.343$; $p<.05$). There is also a weak negative correlation between “Organizational Silence” and “Optimism” ($r=-.160$; $p<.05$).

In order to understand the main effects of psychological capital on employees' organizational silence, we conducted a simple regression analysis shown in

Psychological capital influences organizational silence apart from control variables such as tenure, age, and gender. In our difference tests analysis, no difference has observed for these variables.

Table 5. Splitting the output according to subdimensions of organizational silence. Psychological capital had a negative effect on organizational silence ($R^2=.023$; $p<.05$). One of the most significant findings of this study is the effect of psychological capital on organizational silence related with employee's lack of experience ($R^2=.115$; $p<.05$). It indicates that employees who have higher competencies remain less silent. One more similar result was the effect of psychological capital on organizational silence related with administrative and organizational reasons ($R^2=.024$; $p<.05$).

Table 4: Intercorrelations of Variables

| Variables | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|--|---------|--------|--------|---------|--------|--------|--------|
| 1 Psychological Capital | | | | | | | |
| 2 Organizational Silence | -.151* | | | | | | |
| 3 Optimism | .624** | -.160* | | | | | |
| 4 Resilience & Self-Efficacy | .926** | -.111 | .284** | | | | |
| 5 Administrative and Organizational Reasons | -.156* | .896** | -.151* | -.121 | | | |
| 6 Fear of Isolation and Damaging Relationships | -.125 | .915** | -.119 | -.097 | .695** | | |
| 7 Fears Related to Work | -.038 | .885** | -.164* | .030 | .731** | .795** | |
| 8 Lack of Experience | -.343** | .482** | -.066 | -.392** | .319** | .461** | .322** |

**p < .01, *p < .05

Psychological capital influences organizational silence apart from control variables such as tenure, age, and gender. In our difference tests analysis, no difference has observed for these variables.

Table 5: Findings of Simple Regression Analysis for the effect of Psychological Capital on Organizational Silence

| Variable | β | R ² | F | p |
|---|---------|----------------|--------|--------|
| Organizational Silence | -.151 | .023 | 4.026 | .047* |
| Administrative and Organizational Reasons | -.156 | .024 | 4.302 | .040* |
| Lack of Experience | -.343 | .115 | 22.487 | .000** |

β : Standardized beta values, **p < .01, *p < .05

As the hypothesis of this study, the relationship between psychological capital and organizational silence of Turkish telecommunications sector employees was investigated in order to make contribution to the literature. Any study had been found to exist before about psychological capital and organizational silence in telecommunication context. This hypothesis was supported which states that psychological capital as an overall variable has a weak and negative effect to organizational silence of employees.

7. DISCUSSION

In this section, mainly the findings will be discussed with respect to relevant literature. Additionally, deficiencies and limitations of the study will be mentioned, and suggestions will be offered in this direction.

Positive oriented psychology movement focuses on how to grow healthy minds instead of focusing on diseases and dysfunction of the human mind. Psychological capital that is the third generation of human and social capital, is a new concept that has been introduced in positive organizational behavior. Many experts in organization and management believe that psychological capital can be considered as a source of sustainable competitive advantage for enterprises in today's challenging environment. For this reason, we are curious about the effect of psychological capital on a negative phenomenon such as organizational silence. This study was conducted to learn the severity of this effect according to the sub-dimensions.

As a result of statistical analyzes, there is a negative effect of psychological capital on organizational silence. But this effect is not as strong as expected before. Psychological capital mostly affects the reason of organizational silence based upon lack of experience. This means an individual who has a high level of psychological capital, the silence behavior based on lack of experience is slightly decreasing than other organizational silence reasons for him or her. Namely, an individual who has a higher level of totally psychological capital and separately its subdimension, resilience, and self-efficacy, perform the lower level of silence behavior depend on lack of experience. This result indicates that an individual's psychological capital is as important as skills and abilities. In particular, it has shown that employees do not remain silent, in order to contribute to their teamwork.

Yu and Liu (2016) showed that both psychological capital and organizational support had a worthy negative effect on employees' silence behavior and positive effect on their innovation behavior. As is known, silence behavior is an obstacle for organizational development (Morrison & Milliken, 2000). There is an opportunity to decrease the negative effect of silence to lead the employees with supervisor support.

Hoveyda and Seyedpoor (2015) has revealed that there is a significant relationship between psychological capital and organizational silence and between components of psychological capital, optimism the strongest relationships with organizational silence.

The greatest contribution of this study to the literature is to explore the relationship between the psychological capital, which is a sign of positive organizational behavior, and organizational silence, which is a difficult concept to recognize, and this study has not been done before. One of the most important findings of our study is when the psychological capital increase, the silence of employees' is on the decrease. It gives us clues that employees are not silent in the face of problems arising from administrative and organizational reasons.

Another important finding of the study is that the dimension of hope of the psychological capital does not occur as an independent subdimension in studies conducted in Turkey (Turgut & Agun, 2016). In the factor analysis, the expressions of hope, originally included in the scale, were distributed with low explanatory percentages under different dimensions. In subsequent studies, it is beneficial for researchers to study this finding in detail.

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9. APPENDICES

Appendix 1: Questionnaire Cover Letter

Sayın Katılımcı,

Bu anket formu, Marmara Üniversitesi İngilizce İşletme Anabilim Dalı, Organizational Behavior (Örgütsel Davranış) Bilim Dalı Yüksek Lisans programında gerçekleştirilmekte olan bir bilimsel araştırmaya veri tabanı sağlamak üzere hazırlanmıştır.

Anket, işletme içerisinde çalışanların çeşitli tutum ve davranışlarını açıklamayı amaçlamaktadır.

- Bu bir test değildir. Ankette yer alan soruların doğru ya da yanlış cevabı yoktur.
- Her bir sorunun cevaplanması anketin doğru analiz edilebilmesi için büyük önem taşımaktadır. Bu yüzden lütfen hiçbir soruyu yanıtsız bırakmayınız.
- Anket formuna isim-soyadı yazılması gerekmemektedir.
- Vereceğiniz cevaplar sadece bilimsel bir araştırmada kullanılacak olup elde edilen bilgiler kesinlikle başka bir amaç için kullanılmayacak ve saklı tutulacaktır.
- Anket 3 bölümden oluşmaktadır ve cevaplamak yaklaşık 5-10 dakikanızı alacaktır.

Değerli katkı ve yardımlarınız için şimdiden teşekkür ederiz.

Tez Danışmanı

Yrd. Doç. Dr. Kutlu Çalışkan

Yüksek Lisans Öğrencisi

Gökhan Dağtekin

Appendix 2: Organizational Silence Scale

| BÖLÜM 1. Aşağıda, çalışanların sessiz kalma nedenleriyle ilgili ifadeler bulunmaktadır. İş yerinizde sessiz kalma nedenlerinizi dikkate alarak soruları yanıtlayınız. Aşağıda, Her zaman (6)'dan Hiçbir zaman (1)'a uzanan cevap seçenekleri verilmiştir. Verilen ifadeleri okuduktan sonra, her birinin ne oranda gerçekleştiğini belirtmek için sizce uygun olan cevap seçeneğinin numarasını, ifadenin sol tarafındaki boşluğa yazınız. | | | | | |
|---|----------------------|-------------------|--------------|----------------|---|
| (6) Her zaman | (5) Çoğu Zaman | (4) Genellikle | (3) Bazen | (2) Nadiren | (1) Hiçbir zaman |
| | | | | | |
| | | | | | 1. Yöneticime güvenmediğim için sorunlarımı söylemiyorum. |
| | | | | | 2. Yöneticilerin "sözde " ilgileniyor görünmesi nedeniyle açıkça konuşmuyorum. |
| | | | | | 3. Yöneticim verdiği sözü tutmadığı için konuşmamın gereksiz olduğunu düşünüyorum. |
| | | | | | 4. İş yerimde açıkça konuşmayı desteklemeyen bir kültür var. |
| | | | | | 5. Yöneticilerim açıkça konuşmayı desteklemezler. |
| | | | | | 6. Yöneticimin "en iyi ben bilirim tavrı " konuşmamı anlamsız kılıyor. |
| | | | | | 7. Açıkça konuşmamı sağlayacak biçimsel bir mekanizma yok. Fikirlerime yöneticilerimin kulak vermeyeceğini düşünüyorum. |
| | | | | | 8. İşin / mesleğin gerektirdiği doğrular ve ilkeler konusunda yöneticilerle uyumsuzluk olduğunu düşünüyorum. |
| | | | | | 9. Açıkça konuşmam bir fayda sağlamayacak. |
| | | | | | 10. Hiyerarşik yapının katı olması fikirlerimi söylememi engelliyor. |
| | | | | | 11. Yöneticimle ilişkilerin mesafeli olduğunu düşünüyorum. |
| | | | | | 12. Açıkça konuşan kişiler haksızlığa veya kötü muameleye maruz kalıyorlar. |
| | | | | | 13. Açıkça konuşmak işimi kaybetmeme neden olabilir. |
| | | | | | 14. Sorun veya problem bildirdiğimde görev yerim veya pozisyonum değişebilir. |
| | | | | | 15. Sorun bildiren kişiler hoş karşılanmazlar. |
| | | | | | 16. Açıkça konuşunca yöneticim veya meslektaşlarım bana karşı kötü bir tavır içinde olabilirler. |
| | | | | | 17. Yeni fikir ve öneriler iş yükümü arttırabilir. |
| | | | | | 18. Problem bildirme ya da öneri de bulunmak için yeterince tecrübem yok. |
| | | | | | 19. İşyeri ve işimle ilgili konu ve sorunlar beni değil yönetimi ilgilendirir. |
| | | | | | 20. Dile getirdiğim konu bilgisizliğim ve deneyimsizliğimi ortaya çıkarabilir. |
| | | | | | 21. Bulduğum pozisyon alt kademe olduğundan fikir bildirmem önemsenmez. |
| | | | | | 22. Problem bildirdiğimde sorun yaratan/ şikâyetçi biri olarak değerlendirilirim. |
| | | | | | 23. Sorun bildirmek bana duyulan güven ve saygı azaltabilir. |
| | | | | | 24. Yöneticim negatif geri bildirimde olumsuz tepki verir. |
| | | | | | Sorun bildirdiğimde ortalığı karıştıran, arabozucu biri olarak değerlendirilirim. |
| | | | | | 26. Problemleri anlattığımda ilişkilerim zarar görür. |
| | | | | | 27. Açıkça konuştuğumda insanlar beni desteklemeyebilir. |
| | | | | | 28. Sorun veya problemlerden bahsettiğimde yöneticilerimin hoşuna gitmez. |

Appendix 3: Psychological Capital Scale

| BÖLÜM 2. | | | | | |
|---|--------------------|------------------------------|-------------------------------|---------------------|---|
| Aşağıda, çalışanların iş yerinde kişiye özgü olabilecek; umut, iyimserlik, öz-yeterlilik ve dayanıklılık gibi psikolojik kapasitelerini ölçen ifadeler bulunmaktadır. | | | | | |
| Aşağıda, Kesinlikle Katılıyorum (6)'dan Kesinlikle Katılmıyorum (1)'a uzanan cevap seçenekleri verilmiştir. | | | | | |
| Verilen ifadeleri okuduktan sonra, her birine katılma oranınızı belirtmek için o seçeneğin numarasını, ifadenin sol tarafındaki boşluğa yazınız. | | | | | |
| (6) Kesinlikle Katılıyorum | (5) Katılıyorum | (4) Kısmen Katılıyorum | (3) Kısmen Katılmıyorum | (2) Katılmıyorum | (1) Kesinlikle Katılmıyorum |
| | | | | | |
| | | | | | 1. Bu iş yerinde, işler asla benim istediğim şekilde yürümez. |
| | | | | | 2. Bu aralar kendim için belirlediğim iş amaçlarımı yerine getiriyorum. |
| | | | | | 3. Bir grup iş arkadaşıma bir bilgi sunarken kendime güvenirim. |
| | | | | | 4. Çalışma alanımda, hedefler/amaçlar belirlemede kendime güvenirim. |
| | | | | | 5. Daha önceleri zorluklar yaşadığım için, işimdeki zor zamanların üstesinden gelebilirim. |
| | | | | | 6. Herhangi bir problemin çözümü için birçok yol vardır. |
| | | | | | 7. Genellikle, işimdeki stresli şeyleri sakin bir şekilde hallederim. |
| | | | | | 8. İşimde bir terslikle karşılaştığımda, onu atlama konusunda sıkıntı yaşıyorum. |
| | | | | | 9. İşimde benim için belirsizlikler olduğunda, her zaman en iyisini isterim. |
| | | | | | 10. Eğer zorunda kalırsam, işimde kendi başıma yeterim. |
| | | | | | 11. Eğer işimde bir şeyler benim için yanlış gidecekse, o şekilde gider. |
| | | | | | 12. Eğer çalışırken kendimi bir tıkanıklık içinde bulursam, bundan kurtulmak için birçok yol düşünebilirim. |
| | | | | | 13. İşimde birçok şeyleri halledebileceğimi hissediyorum. |
| | | | | | 14. İşimle ilgili şeylerin daima iyi tarafını görürüm. |
| | | | | | 15. Yönetimin katıldığı toplantılarda kendi çalışma alanımı açıklarken kendime güvenirim. |
| | | | | | 16. Uzun dönemli bir probleme çözüm bulmaya çalışırken kendime güvenirim. |
| | | | | | 17. Şu anda, işimde kendimi çok başarılı olarak görüyorum. |
| | | | | | 18. İşimle ilgili gelecekte başıma ne geleceği konusunda iyimserimdir. |
| | | | | | 19. İşime “her şeyde bir hayır vardır” şeklinde yaklaşıyorum. |
| | | | | | 20. Şu anda iş amaçlarımı sıkı bir şekilde takip ediyorum. |
| | | | | | 21. Organizasyonun stratejisi konusundaki tartışmalara katkıda bulunmada kendime güvenirim. |
| | | | | | 22. İşimdeki zorlukları genellikle bir şekilde hallederim. |
| | | | | | 23. Organizasyon dışındaki kişilerle (tedarikçiler, tüketiciler vb.) problemleri tartışmak için temas kurarken kendime güvenirim. |
| | | | | | 24. Mevcut iş amaçlarıma ulaşmak için birçok yol düşünebilirim. |

Appendix 4: Questionnaire of Demographic Variables

| BÖLÜM 3. DEMOGRAFİK ÖZELLİKLER | | |
|---------------------------------------|------------------|--|
| Yaş | | |
| Cinsiyet (K, E) | | |
| Bu iş yerindeki tecrübe (Yıl) | | |
| Toplam iş tecrübesi (Yıl) | | |
| Unvan | | |
| | Teknik Personel | |
| | Mühendis | |
| | Uzman | |
| | Yönetici | |
| | Müdür | |
| | Direktör vb. | |
| Mezuniyet | | |
| | İlköğretim | |
| | Lise | |
| | Önlisans | |
| | Üniversite | |
| | Master/Doktora | |
| Gelir Durumu | | |
| | 1001 - 3000TL | |
| | 3001 - 5000TL | |
| | 5001 - 7000TL | |
| | 7001 - 10000TL | |
| | 10000TL ve üzeri | |