

EXAMINING THE IMPACT OF ORGANIZATIONAL JUSTICE PERCEPTION ON ORGANIZATIONAL SILENCE

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Abstract

Understanding organizational silence, a pervasive, however usually neglected organizational phenomenon may turn up as a substantial challenge for researchers. While common sense may dictate us to recognize it as a sign of intimidating and tense organizational relations and/or climate, most executives expectedly and probably fallaciously would tend to accept organizational silence as an endorsement of their policies by employees. However, the case may be exactly different and needs to be examined. Logically, employees' perception in terms of organizational justice is to play a critical role to substantiate the real meaning of employee silence in an organization, for employees' perceptions of justice would be an indicator of whether they endorse the organizational policies and conducts. Organizational justice is associated with the total of values provided to the employees in return for their contribution to the organization. In the literature, organizational justice is usually studied in terms of distributive, procedural and interactional dimensions. In a distributive sense, the organizational justice perception arises when the employees compare what they have and the others have at the end. Accordingly, the key objective of this paper is to make an exposition of whether a positive perception of justice can be linked to organizational silence or organizational voice and whether a low level of organizational justice perception can be linked to silence or voice. Organizational silence shall be quantified in terms of employees' sensitiveness or indifference toward organizational conducts. The study encompasses three dimensions of organizational silence: (lack of) defensive voice, (lack of) pro-social voice and defensive silence. Pro-social silence is excluded for it may lead to irrelevant conclusions. In this context, a questionnaire meant to gauge the employees' both silence (or voice) levels and organizational justice perceptions was conducted on 265 employees from four different organizations.

Key Words: Organizational justice, organizational silence, defensive silence, defensive voice, pro-social voice.

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