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THE MEDIATING EFFECT OF JOB SATISFACTION ON RELATIONSHIP BETWEEN ORGANIZATIONAL ALIENATION AND ORGANIZATIONAL SILENCE: SAMPLE OF PUBLIC EMPLOYEES IN NEVŞEHİR

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EXTENSIVE SUMMARY

In this study, the mediating role of job satisfaction is examined on relation between organizational alienation and organizational silence. In literature, alienation and organizational issues has been studied in together. Research questions are what's the mediating role of job satisfaction on relations? And how does job satisfaction effect relations? Managers and practitioners provide empirical information on how to determine how an employee's sense of alienation is related to organizational silence and what organizational and psychological environment organizations need to establish to achieve strategic goals and objectives. The relationship between the obtained data and the independent, dependent and mediating variables were investigated with the research model.

In the research, independent variable is organizational alienation, mediator variable is job satisfaction, and dependent variables are acquiescent silence, defensive silence, and prosocial silence. Findings were examined on the demographic characteristics of the participants. According to this study, 74.5% of participants were male; 35.9% is in age range 46 and above; 86.2% is married; 34.5% have more than 21 years of experience and 64.8% are civil servants.

Several regression analyzes have been carried out within the framework of Baron and Kenny's four-step approach to determining the mediating role of job satisfaction in the relationship between organizational alienation and sub-dimensions of organizational silence.

In the analysis results, when employees are alien to their organizations, the silences of their work are increasing. However, when the role of job satisfaction is examined in relation to organizational alienation and organizational silence, it is seen that job satisfaction plays a role as a mediator. Based on this result, it can be seen that employees with high job satisfaction do not alienate to their organization and do not enter into the tendency of silence.

According to the results of analysis, organizational alienation has a meaningful effect on acquiescent silence, and defensive silence. It seems that there is no meaningful effect on prosocial silence. Therefore, prosocial silence is

not included in the analysis. When alienation takes place in the organization, employees do not want to say anything about their organization and their work, and they are becoming increasingly silent.

Organizational alienation seems to have a negative effect on job satisfaction. Because the job satisfaction of someone who is alienated in the organization will naturally be less. As it expected, it has been found that job satisfaction has a negative effect on acquiescent silence and defensive silence. Employees with high job satisfaction level will openly declare their ideas about their work and will not be inclined to remain silent.

According to the effects of both organizational alienation and job satisfaction on acquiescent silence and defensive silence, organizational alienation has a significant impact on the acquiescent and defensive silence. However, when job satisfaction is added to the research model as a mediator variable, it seems that the effect of organizational alienation on the acquiescence silence and defensive silence is disappeared. Based on these results, satisfied employees are avoiding the tendency of acquiescent silence which is a passive silence and defensive silence which is a proactive and conscious silence. Therefore, with the motivation tools the managers will use, they will ensure that their employees will be satisfied with their work.

The job satisfaction will be increase by establishing a good communication environment within the organization, implementation of open-door policy, ensuring the participation of employees in decisions, taking employees' ideas about their work, fair formation of a prize and promotion system. On the other hand, employees who have a negative influence on the organization will reduce their perceptions of organizational alienation and organizational silence.