Examining the mediating role of organizational loneliness in the effect of organizational silence on the intention to quit

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Abstract. The main purpose of organizational behavior approaches is to increase organizational efficiency by improving employees' morale and motivation. Many factors support and inhibit the productivity and motivation of employees in organizations. In the literature, these are referred to as pro-organizational approaches and counterproductive work behavior. The study aims to examine the relationship between organizational silence, intention to quit, and organizational loneliness. Organizational silence is the conscious denial of the employee's mental contribution to their company's activity due to organizational and managerial reasons. Organizational loneliness refers to a negative emotional state experienced by employees in the workplace due to incompatible normative factors (culture, belief, and values). Methodologically, the study relies on the counterproductive work behavior theory, which states that employees act against the interests of an organization and experience lack of motivation and productivity. The research data were collected from employees working for public and private banks in Konya and Ankara, Turkey. To analyse the data, descriptive statistics and correlation analysis were performed using SPSS22.0 and AMOS software. The study shows that organizational loneliness has a mediating role in the relationship between organizational silence and intention to quit. It has also been determined that the unfavorable working conditions, which cause employees' perception of organizational silence, strengthen the employees' intention to quit their job and their perception of organizational loneliness. The study's theoretical and practical results show that taking measures to increase employees' morale and motivation in organizations will enhance their work performance.

Keywords: organizational silence; intention to quit; organizational loneliness; organizational psychology; organizational behavior.

Роль организационного одиночества как посредника между организационным молчанием и решением сотрудников об увольнении

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Аннотация. Основой концепции организационного поведения является стремление к улучшению показателей деятельности компании за счет повышения морального духа и мотивации сотрудников. Статья посвящена изучению взаимосвязи между организационным молчанием, организационным одиночеством и решением работников об увольнении. При этом под организационным молчанием понимается осознанное сокрытие сотрудниками своих соображений относительно деятельности компании по организационным и управленческим причинам. Организационное одиночество – негативное эмоциональное состояние сотрудников, возникающее в силу индивидуальных, культурных и ценностных различий и ведущее к социальной изоляции в рабочей среде. Методологическая платформа исследования представлена теорией контрпродуктивного рабочего поведения, согласно которой сотрудник, испытывающий недостаток мотивации, совершает действия, противоречащие интересам организации, и демонстрирует низкую продуктивность. Информационной базой работы послужили данные опросов сотрудников государственных и частных банков в городах Конья и Анкара (Турция). Для анализа данных применялись методы описательной статистики и корреляционного анализа с использованием статистических пакетов SPSS22.0 и AMOS. Результаты исследования показывают, что организационное одиночество играет посредническую роль между организационным молчанием и намерением уволиться. Установлено, что замалчивание неблагоприятных условий труда приводит к ощущению организационного одиночества и нежеланию продолжать работу в данной организации. Руководителям рекомендуется принимать меры по стимулированию морального духа и мотивации сотрудников, что в итоге позволит повысить показатели производительности труда.

Ключевые слова: организационное молчание; решение об увольнении; организационное одиночество; организационная психология; организационное поведение.

INTRODUCTION

As Aristotle stated, the human is a social being by nature and needs other people to survive. Being with other people is an important issue to gain social identity and self-esteem [Hawkley, Browne, Cacioppo, 2005; Panteli, Fineman, 2005; Panahi et al., 2012; Henriksen, Dayton, 2006]. However, loneliness and silence are inevitable when a person cannot establish relationships with people around them or does not feel belonging to the organization. Employees' organizational silence may be due to a number of reasons, such as speaking out of purpose, not working, protecting themselves or others, etc. These negative behaviors may cause an unfavorable organizational climate perception for the individual and organizational silence [Berman, West, Richter, 2002; Vakola, Boudaras, 2005]. Regardless of the reason, since negative behavior such as organizational silence is not sustainable, this conduct may have various effects such as job dissatisfaction, organizational conflict, or strengthening the intention to quit [Milliken, Morrison, 2003; Maria, 2006]. Moreover, one can assume that some variables related to organizational psychology such as organizational friendship, subjective well-being, or organizational loneliness may have a mediating effect on the relationship between organizational silence and intention to quit. The current study attempts to determine whether organizational loneliness has an intermediary role in the effect of organizational silence on the intention to quit.

Due to the conditions that cause organizational silence, especially the firm intention of creative employees to quit, it may increase the workforce's turnover rate. The intention to quit is that an employee contemplates leaving the current workplace and preparing themselves for that. This psychological situation can result in numerous negativities in terms of employee performance and organizational productivity. The intention to quit may cause an employee to be unable to establish an emotional bond with their organization and lose interest in the job. In the period when the intention to quit is strengthened, the employee can join the organization only to exploit their physical strength but may be reluctant to use their intellectual capital in favor of the organization [Lyness, Judiesch, 2001; Harris, Kacmar, Witt, 2005; Hedrih, Husremović, 2021]. Employee's unwillingness to work means inefficiency in terms of organization and weak competitiveness. Employees are convinced that the organization is no longer a workplace for them due to the reasons behind organizational silence causing the desire to leave the job. It has been determined in the studies that the intention to quit is the emotional state that has the most significant influence on leaving [Bibby, 2008; Bellou, 2008]. Employees giving up their jobs due to conditions causing organizational si-

lence are an essential factor that weakens the organization's competitiveness. In addition, staff selection and recruitment, work-related training, orientation, the survivors syndrome, and organizational loneliness left by those who quit the organization are an essential problem of other employees' organizational behavior.

Organizational loneliness is an emotional state arising from the perception that people do not have anyone close to them, understanding and listening to them in an organizational environment. Situations such as loneliness that people experience in different ways, lack of organizational friendship, unfavorable organizational climate, and personality structures' incompatibility can cause organizational loneliness. Another reason for organizational loneliness is the perception that one's own culture is not adopted in the work environment in which he/she works. Organizational loneliness can result from complex and multifaceted relationships [Cacioppo, Hawkley, 2009; Lam, Lau, 2012]. Organizational loneliness can cause negative emotional states including overall loneliness, uselessness, and lack of purpose. When this situation is combined with an unfavorable mood such as organizational silence and intention to quit, it may cause the person to work at a low performance and productivity level [Ertosun, Erdil, 2012]. People highly perceptive of organizational loneliness can be expected to act behaviorally, cognitively, or emotionally and show the intention to quit instead of developing attitudes and behaviors in favor of the organization. For this reason, it is necessary not to regard the emotions dominating employees (organizational loneliness, intention to quit the job, and organizational silence) as their own problem, and to act with the awareness that organizational management is not only the management of physical and financial resources of the organization but also the psychology of the organization.

Although there are various studies on organizational silence, intention to quit the job and organizational loneliness, no research has been found that examines these three variables together [Doğan, Çetin, Sungur, 2009; Izgar, 2009; Mercan et al., 2012; Yüksel, Özcan, Kahraman, 2013; Argon, Nartgun, Göksoy, 2013; Tabancalı, Korumaz, 2015]. The investigation of whether organizational loneliness can function as a mediator variable in the relationship between organizational silence and intention to quit makes the study unique. For this purpose, we investigated the mediating role of organizational loneliness in the relationship between organizational silence and intention to quit. The organizational silence variable of the study is based on Noelle's spiral of silence theory [Noelle-Neumann, 1974], intention to quit is founded

on the organizational equilibrium theory developed by March and Simon [1958], and organizational loneliness is based on the interaction theory developed by Weiss [1973].

THEORETICAL FRAMEWORK
Organizational Silence

The term "silence" in the concept of organizational silence is used as an attitude towards the organization, unlike the notions "being silent" and "not making noise". Organizational silence is the conscious denial of the employee's mental contribution to organizational issues due to organizational and managerial reasons [Nakane, 2006; Kish-Gephart et al., 2009]. The emphasis on consciousness here does not mean an ordinary silence in organizations but consciously choosing whether to contribute to the organization. Organizational silence is that employees keep themselves from doing something with their physical or mental labor and refrain from showing attitudes and behaviors in favor of the organization. Organizational silence includes both acting and verbal expressions [Morrison, Milliken, 2000; Blackman, Smith, 2009; Bordbar et al., 2019]. The unresponsiveness of someone without a contribution is not organizational silence. In order to talk about organizational silence, a person must have a job to do and a word to say; that is, they must keep themselves from it when they are able to contribute. Therefore, it is a deliberate act of silence. In accepting silence, which is a type of silence, employees are deliberately unresponsive and do not make any efforts in favor of the organization, while they can eliminate organizational problems.

There can be numerous reasons for organizational silence. The state of silence may be caused by psychological reasons such as the lack of a psychological contract between the person and their organization, organizational commitment, and organizational citizenship. Also, employees' lack of trust in their managers is an essential reason for silence. In antidemocratic environments, where speech is seen as risky and interpreted against the speaker, he/she may prefer silence for protection [Huang, Van de Vliert, Van der Vegt, 2005; Henriksen, Dayton, 2006; Tangirala, Ramanujam, 2008; Perlow, Repenning, 2009; Donaghey et al., 2011; Çimen, Karadağ, 2019; Doo, Kim, 2020]. Employees may avoid expressing their opinions openly due to the fear of organizational exclusion and the inability to be promoted. Another reason for the silence is the concern that relationships with managers in the organization will deteriorate. Employees may prefer to remain silent with the concern that raising their problems in the organization will not work and this will negatively affect their relationships with superiors and colleagues. However, organizational silence is not sustainable. People who have a word to say and able to contribute are generally qualified. The reasons that push people to organizational silence may weaken their organizational commitment and feelings of organizational citizenship and strengthen their intention to quit.

Intention to Quit

Employee turnover, which usually results from the intention to quit, is among the critical industry and organizational psychology topics. The intention to quit refers to the person's conscious decision or intention to leave the organization for financial or psychological reasons [Barlett, 1999; Nohe, Sonntag, 2014; Jung, Nankung, Yoon, 2010]. People who do not see a relationship between the organization and their future demonstrate a stronger intention to quit; these people want to work in a business environment where they can maintain a mutual interest between their future and the future of the organization. What is meant by "intention to quit the job" here is not to leave the job but to leave the workplace. The intention to quit the job generally expresses the desire of employees to leave the organization shortly and the desire not to establish a union between themselves and their organization in the long term [Long et al., 2012; Hughes, Avey, Nixon, 2010; Oğuz, Kalkan, 2014]. Quitting is the behavior that the employee puts forward first as an intention and then as an action. Quitting is due to the individual's search for a better work-life balance. This search has many negative consequences for the organization including a number of organizational psychology problems: loss of talented workforce, training costs, the sorrow of continuing employees due to the departure of their colleagues (survivors syndrome), anxiety resulting from not knowing newcomers, and increased perception of organizational loneliness [Hwang et al., 2014; Bibby, 2008; Avey, Luthans, Jensen, 2009; Luthans et al., 2008; Üstün, Doğan, 2014; Cho, Johanson, Guchait, 2009]. People who have a strong intention to quit the organization tend to possess high qualifications. Their leaving means a loss for the company to the extent of their nature. Research studies determined that employee turnover has a 15–30 % share in organizations' total costs [Jung, George, 2012; Wong, Laschinger, 2015].

The reasons for the intention to quit are widely debated in relevant studies. Among the primary factors negatively affecting employees' desire to continue working for a particular organization are job characteristics, organizational stress, unfavorable organizational climate, organizational conflict, work-family conflict, and organizational injustice. A number of researchers highlight that job insecurity, role ambiguity, job dissatisfaction, and mobbing are the factors strengthening the intention to quit [Ucho, Onyishi, 2012; Chang, Wang, Huang, 2013; Paré, Tremblay, 2000; Kim, 2014;

Üstün, Doğan, 2014]. When analyzing these aspects, leaving the job is generally determined by personal factors (age, gender, the working year, education, marital status) and work-related factors (wage, job stress, job characteristics, the average level of the task, taking the initiative, promotion opportunities, alienation from work and organization) [Joo, Park, 2010; Ünsar, Karahan, 2011; Gim, Desa, Ramayah, 2015]. The intention to quit may cover all of the aspects stated above or only some of them. The priority and weight of the factors expressed here may vary; however, whatever the reason(s) for the intention to quit, it has negative consequences for the organization.

Organizational Loneliness

Loneliness in the chaos of daily life is a mood that people generally complain about. Loneliness is one of the employees' main problems in individual life and organizational structures. People often experience organizational loneliness due to the incompatibility of normative factors such as culture, belief, and value in their workplace. Organizational loneliness, as a type of social loneliness, is the feeling that the employee is left alone and thinks that he/she is isolated [Wright, 2005; Demirbaş, Haşit, 2016; Yüksel, Özcan, Kahraman, 2013; Çetin, Çakır, 2018; Anand, 2020]. Organizational loneliness results in the inability to establish healthy human relationships between the organization's employees and the person being deprived of the social environment. Loneliness in the workplace can be caused by the individual's shyness, avoidance of social relationships, insecurity, low self-efficacy, individual factors, and incompatibility between the individual, the organization, and the employees. Organizational loneliness may result from organizational factors such as inability to control the work, insufficient organizational communication, unfavorable organizational climate, organizational support, management support, organizational friendship, and personal factors such as anxious personality structure, introversion, narcissism. Organizational loneliness also manifests itself as "social loneliness" and "emotional loneliness" [Wright, 2005; Ay, 2015]. Here, social loneliness arises from the inability to establish social relationships due to the lack of social skills and people's inability to express themselves as social workers. On the other hand, emotional loneliness is a form of loneliness experienced when a person hesitates to open their feelings and thoughts to someone else or communicate with someone else.

People who cannot find a place in informal groupings in organizations inevitably experience social loneliness [Berman, West, Richter, 2002; Pekel et al., 2020]. In this case, the anxiety of not being accepted by others and marginalizing may push the individual to emotional loneliness. Social or relational loneliness is defined as an individual's inability to have a sense of belonging to a group and a sense of alienation in society. Emotional loneliness is the form of loneliness experienced by people deprived of unique relationships and unable to adapt to others [Wright, Burt, Strongman, 2006; Tabancalı, Korumaz, 2015; Mercan, 2015; Cheong, 2020]. However, emotional loneliness is social loneliness, and social loneliness is emotional states that feed emotional loneliness. Organizational loneliness is solitude that includes both these forms [Lam, Lau, 2012; Erdirençelebi, Ertürk, Çini, 2020; Gabriel, Lanaj, Jennings, 2020]. The intensity of loneliness that employees feel may turn them to organizational silence, and their sense of organizational commitment and organizational citizenship weakens. These negative emotions negatively affect job performance and productivity and strengthen the employee's intention to quit.

METHODOLOGY

Purpose and Scope of Research. There are some negative emotional situations experienced in organizations. Among them are organizational silence, organizational cynicism, mobbing, organizational exclusion, organizational loneliness, and intention to quit. The main purpose of this research is to determine whether organizational loneliness functions as a mediator variable in the effect of organizational silence on the intention to quit.

Participants and Sampling. Research data were collected from employees of public and private banks operating in Konya and Ankara, Turkey. The sample determined according to the random sampling method consists of 400 bank staff members. The research data were collected by survey method between July 18, 2020 and August 24, 2020.

Data Collection Tools. The Organizational Loneliness Scale was used to collect data (Appendix). The reliability alpha coefficient of the original scale was determined as $\alpha = 0.80$. In this study, the reliability coefficient of the scale was determined as $\alpha = 0.87$. The second scale of the study is the Intention to Leave Work Scale developed by Thatcher et al. [2002]. The researchers used Internal Composite Reliability (ICR) and Average Variance Extracted (AVE) values to determine this scale's reliability. The ICR results of the scale expressions were determined as 0.60, and the AVE results as 0.50. These values show that the scale is reliable. In our study, the Cronbach Alpha coefficient for scale expressions was analyzed, and the ICR and AVE values and the alpha coefficient were determined as $\alpha = 0.81$. The Organizational Silence Scale was developed by Dyne, Ang and Botero [2003]. As a result of the scale's reliability analysis adapted by Taşkıran [2011], the Cronbach's Alpha value was found to be $\alpha = 0.81$. In this study, the alpha value of the organizational silence scale was determined as $\alpha = 0.92$.

Measurement Model and Hypotheses. In the research, the following models and hypotheses have been developed with the assumption that organizational silence will cause the intention to quit and that among the variables in question organizational loneliness will function as a medium. In the model, organizational silence was regarded as the independent variable, intention to quit the job was considered the dependent variable, and organizational loneliness was the mediator variable.
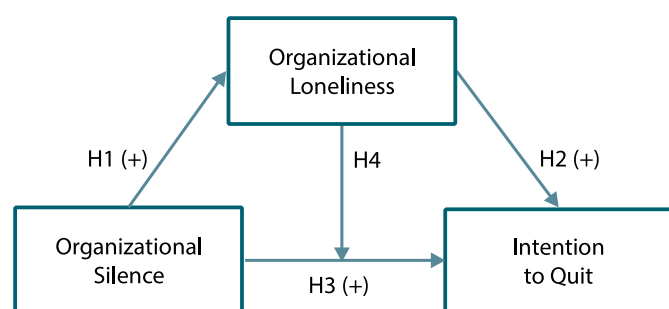

Fig. 1. Graphic representation of the research model
Рис. 1. Графическое представление модели исследования

In line with the research model, the following hypotheses have been developed:

H1: Organizational silence has a significant positive effect on organizational loneliness.

H2: Organizational loneliness has a significant positive effect on the intention to quit.

H3: Organizational silence has a significant positive effect on the intention to quit.

H4: Organizational loneliness has a mediating role in the effect of organizational silence on the intention to quit.

Validity and Reliability of Research. Cronbach Alpha analysis was applied to test the research scales' reliability. The research scales' alpha coefficients and the organizational loneliness scale were determined as $\alpha = 0.872$, the organizational silence scale as $\alpha = 0.927$, and the intention to quit scale as $\alpha = 0.817$. These results indicate that the scales are reliable.

Confirmatory factor analysis (CFA) was applied to the scales to determine whether the measurement levels of organizational loneliness, intention to quit, and organizational silence scales fit the research model, question statements and whether scale factors show a homogeneous distribution. According to the CFA result, the fit indices X2/SD, GFI, NFI, CFI, TLI, RMSEA values, good fit indices, and validity values are shown in Table 1. As a result of CFA, the measurement model is seen in Table 2, path diagrams between variables, and regression coefficients were obtained.

According to the 3-factor model specified in Table 2, the $\chi 2$ value is seen to be significant ($p < 0.01$).

Table 1 – Model-data fit values
Таблица 1 – Индексы соответствия модели собранным данным

Data-Model Fit Indices	Acceptable Indices	Single Factor Model Indices
Chi-Square ($\chi 2$) = 1744,20		Chi-Square ($\chi 2$) = 6007,01
DF = 619, $p < 0.01$		DF = 560
GFI = 0,914	GFI > 0.90	GFI = 0.504
NFI = 0.903	NFI > 0.90	NFI = 0.667
CFI = 0.930	CFI > 0.90	CFI = 0.688
TLI = 0.919	TLI > 0.90	TLI = 0.668
RMSEA = 0.077	RMSEA < 0.08	RMSEA = 0.156
$\chi 2$ / DF = 2.817	$\chi 2$ / DF < 5	$\chi 2$ / DF = 10.727

Source: [Bentler, Bonett, 1980; Marsh, Hocevar, 1985; Tanaka, Huba, 1985; McDonald, Marsh, 1990; Browne, Cudeck, 1993].

Table 2 – Average, standard deviation, reliability and correlation values of the variables
Таблица 2 – Значение абсолютного и стандартного отклонения
и показателей надежности и корреляции для изучаемых переменных

Variables	Mean	SD	CR	AVE	1	2	3
1. Organizational Loneliness	3.89	.913	.977	.739	–		
2. İntention to Quit	4.10	.949	.970	.668	.717**	–	
3. Organizational Silence	3.81	1.057	.921	.747	.728**	.770**	–

Note: SD denotes standard deviation; ** Significant at 0.01 level (bi-directional).

Moreover, since the χ2/DF value (2,817) is below 5, the model meets the fit criteria in terms of validity. In addition, the data are consistent in terms of GFI = 0.914, CFI = 0.930, NFI = 0.903, TLI = 0.919 and RMSEA = 0.077 (Table 1). The comparative compatibility table between the single-factor model and the multi-factor model is given in Table 3. As a result of CFA, Chi-Square Difference Test was applied to determine whether there is a significant difference between the three-factor model (organizational loneliness, intention to quit, and organizational silence) and the single-factor model, and the difference between χ2 values were found to be significant (Table 1). Based on this result, there was no common method deviation in the data [MacKenzie, Podsakoff, 2012] the 3-factor model data are seen to be compatible.

The study was continued with a 3-factor (related) model. Since the factor loadings of all the expressions considered within the analysis scope were higher than 0.5, no questions were removed in the analysis. In the research, divergence and convergence differential validity analyses were applied to determine the variables' values by measuring the scale expressions. In this framework, a researched model's validity-oriented structure should show a low correlation relationship with other variables. It should provide the convergent validity, which correlates with discriminant validity [Churchill Jr., 1979; Erdem, Karadal, 2020]. The divergence and discriminative convergence validities of the research data tools measure the model (Table 2).

In Table 2, the convergence validities for the data obtained in the research scales are indicated according to the AVE (Average Variance Explained) values. According to Erdem [2020], for a research model to provide convergent validity and count the dimensions that measure the research model as part of the structure, scales should have a certain correlation level. The fact that the AVE values of the research model are higher than 0.5 indicates that the relevant items are valid in the implicit variable. Table 3 shows that convergence validity is provided with AVE values higher than 0.5 [Fornell, Larcker, 1981; Hu, Bentler, 1999]. The fact that the correlation value between scales is lower than 0.80 to determine the differential validity shows that the discriminative divergence validity is provided [Kline, 2014]. In this context, distinctive divergence validity has been provided since the correlation values are lower than 0.80, and it is seen that there is a significant relationship. However, according to Hair et al. [2006], standardized factor loadings should be higher than 0.5 to be compatible with the research model. In this context, the standardized factor loadings of the research scale expressions vary between 0.69 and 0.93. The standardized factor loadings of the research exceed 0.5. The parametric test t values

of these factor values between 15.20 and 33.69 show that the research model is compatible. Also, as shown in Table 2, a positive and significant relationship between organizational loneliness and the intention to quit was observed ($r = .717$, $p < .001$). Similarly, there is a positive relationship between organizational loneliness and organizational silence (r = .728, p < .001). Finally, according to the research findings, it was observed that there was a positive relationship between the intention to quit and organizational silence ($r = .770$, $p < .001$).

RESULTS

Demographic Information. The participants' demographic information such as gender, education level, age, and seniority are explained in Table 3.

Table 3 – Demographic characteristics of the respondents
Таблица 3 – Социально-демографические характеристики респондентов

Indicator	F (Frequency)	Percent (%)
Gender		
Female	136	34.0
Male	264	66.0
Age		
18–25	72	18.0
26–35	85	21.3
36–45	108	27.0
46–55	82	20.5
56+	53	13.2
Marital Status		
Single	187	46.7
Married	213	53.3
Education Level		
License	283	70.7
Master	89	22.3
Doctorate	28	7.0

In Table 3, 34 % of the respondents are women, and 66 % are men. According to their marital status, 46.7 % of the participants are single, and 53.3 % are married. In the age range, most of the respondents (27 %) are aged between 36–45. Participants over 56 years constitute the smallest group (13.2 %). When the distribution by educational level is examined, 70.7 % of the participants are undergraduate, 22.3 % are master's, and 7 % are doctoral graduates.

Testing Research Hypotheses. Table 4 shows the effects of organizational loneliness, intention to quit, and organizational silence.

As shown in Table 4, organizational silence has a significant positive effect on organizational loneliness (β = 0.728, t = 21.227, $p < 0.01$). Accordingly, the H1 hypothesis is supported. Organizational loneliness has a positive and significant effect on the intention to

Table 4 – Direct effect of variables
Таблица 4 – Результаты тестирования прямого взаимодействия переменных

Variable	ß	t	SD	p
H1: Organizational Silence - Organizational Loneliness	.728	21.227	.040	***
H2: Organizational Loneliness - Intention to Quit	.545	14.419	.039	***
H3: Organizational Silence - Intention to Quit	.374	9.891	.034	***

Note: SD denotes standard deviation; *** Significant at the 0.01 level (two-tailed).

quit (β = .545, t = 14.419, p < 0.01). Hence, the H2 hypothesis is supported. Organizational silence has a significant positive effect on the intention to quit (β = .374, t = 9.891, p < 0.01). The H3 hypothesis is supported. According to the obtained results, organizational silence positively affects the perception of organizational loneliness and intention to quit.

In the H4 hypothesis, the mediating effect of organizational silence in the relationship between organizational silence and intention to quit is examined. According to MacKinnon, Fairchild and Fritz [2007, p. 594], the mediator variable is the analysis method used to determine the cause and effect relationship between two variables. In order to examine the mediation effect in research, the argument should affect the mediator variable. The independent variable should affect the dependent variable. Aniother condition is that the mediator variable should affect the dependent variable [Baron, Kenny, 1986]. Within the sope of the study, Structural Equation Model was applied to the research variables to determine the mediating effect for the variables. In this context, intermediary effect values are specified in Table 5.

The indirect effect of organizational silence on the effect of organizational loneliness on the intention to quit was significant, the confidence interval was found to be lower limit = 0.30 and upper limit = 0.48 p = 0.001, and the explained variance rate was 53 % (Table 5, Figure 2). Under these conditions, we can claim that organizational silence plays a partial mediating role

in the effect of organizational loneliness on the intention to quit. Accordingly, the H4 hypothesis was confirmed (p < 0.001).
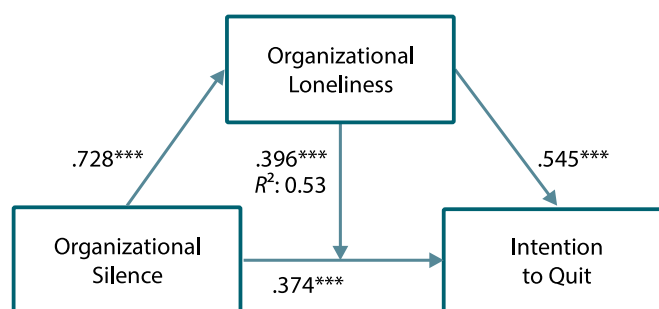

Fig. 2. Analyzed research model
Рис. 2. Результаты анализа модели исследования

CONCLUSION

This study examines the mediating role of organizational silence and organizational loneliness in the intention to leave the job. It is concluded that unfavorable working conditions which cause organizational silence among employees boost their intention to quit. It is also found that unfavorable organizational psychology strengthens the employees' organizational loneliness; thus, the perception of loneliness acts as a mediator in the interaction between organizational silence and intention to quit. According to the research findings, the conditions causing organizational silence enhance the intention of the employees to leave the job. In contrast, organizational loneliness strengthens the intention to quit because the negative organizational psychological conditions are not sustainable. The research results show that organizational silence, organizational loneliness, organizational support, organizational trust, job satisfaction, and psychological perceptions about other organizational psychology are effective in people's attitudes and behaviors. While positive psychological perceptions strengthen people's feelings of organizational commitment and citizenship, negative psychological perceptions may strengthen people's intention to quit and cause negative situations such as increased staff turnover rate. As stated by Jung and George [2012] and Wong and Laschinger [2015],

Table 5 – Intermediary effect of variables
Таблица 5 – Результаты тестирования опосредованного взаимодействия переменных

Variable	Total Impact	Direct Impact	Instrument Effect	Lower Limit	Upper Limit	p	Result
Organizational Silence - Organizational Loneliness	0.728	0.728	–	–	–	–	Mediating effect (partial) R^2: 53 %
Organizational Silence - Intention to Quit	0.770	0.374	0.396	0.309	0.481	***	
Organizational Loneliness - Intention to Quit	0.545	0.545	–	–	–	–	

Note: ***Significant at 0.001 level (bi-directional).

employee turnover has a 15–30 % share in organizations' total costs, and negative moods result in negative consequences not only for employees but also for organizations.

In recent years, with a better understanding of the importance of human resources in increasing organizational efficiency, extensive research has been carried out on organizational democracy, governance, improvement of business relations, and organizational psychology. These studies reveal that increasing job satisfaction of employees contributes significantly to the increase in organizational productivity. In the present research, three anti-productivity variables–organizational loneliness, organizational silence, and intention to leave the job–were examined together. It has been determined that negative organizational perceptions are processes that feed each other, and one negative perception deepens another negative perception [Henrinksen, Dayton 2006; Tangirala, Ramanujam, 2008; Avey, Luthans, Jensen 2009; Üstün, Doğan, 2014; Cho, Johanson, Guchait, 2009]. The study has proved that it is important to create an organizational climate conducive to speech, especially to benefit from the employees' intellectual capital. This determination is of practical importance for organizational managers as well as organizational behavior approaches. These findings are considered to be remarkable in terms of providing resources for the knowledge and management skills of researchers and managers interested in organizational behavior.

Here, the results of the variables studied are the emotional states experienced by employees. There may be many reasons for problems related to organizational psychology. As indicated in various studies, organizational factors such as violation of the psychological contract between the person and the organization, the weakening of organizational commitment and organizational citizenship, employees' distrust of their managers, the unfavorable organizational culture and climate, job stress, the routine of the task, inability to take the initiative, and alienation from the job and the organization strengthen the intention to quit [Tangirala, Ramanujam, 2008; Joo, Park, 2010; Donaghey et al., 2011; Ünsar, Karahan, 2011; Gim, Desa, Ramayah, 2015]. According to the research findings, both organizational silence and organizational loneliness have a significant and positive effect on employees' intention to quit.

Emotional states such as organizational loneliness and organizational silence cause high costs for the organization. As employees' perception of organizational loneliness increases, their intention to quit the job rises in parallel. The positive and significant relationship between organizational loneliness and organizational silence indicates that they are are emotional states that enhance the intention to quit the job.

According to the research results, the perception of organizational silence positively affects the intention to quit and the perception of organizational loneliness. The perception of organizational loneliness, which is the mediator variable, also functions as a mediator by positively affecting the intention to quit. These results also show that statistical hypotheses are accepted, and the hypothetical model of the research is valid [Huang, Van de Vliert, Van der Vegt, 2005; Perlow, Repenning, 2009; Hwang et al., 2014; Bibby, 2008]. The findings demonstrate that negative emotional states in organizations occur due to many reasons and that each negative emotional state affects the other in a chain. These results are of practical importance. In this context, it can be hypothetically argued that positive emotional states will support pro-organizational approaches such as organizational commitment, organizational identification, organizational loyalty, and organizational citizenship behaviors.

In the research literature, organizational loneliness, organizational silence, and intention to quit are negative emotional states. Against this background, in the first hypothesis, a positive effect of organizational silence on organizational loneliness was determined ($p < 0.01$). This situation coincides with Guo's [2020] findings which discovered that employees experiencing organizational loneliness tended to increase their silence. These results agree with the significant and positive relationship between organizational silence and organizational loneliness in Kayaalp's [2019] study on teachers. In the second hypothesis, organizational loneliness has a positive effect on the intention to quit ($p < 0.01$). Chen et al. [2016] determine that workplace loneliness positively affects followers' intention to quit in leader-member interaction. These results are supported by Ghadi [2017]. The third hypothesis determined that organizational silence positively affected the intention to quit ($p < 0.01$). Vakola and Bouradas [2005] found that organizational silence increases the employee turnover rate in the organization. Kwon [2017] claims that organizational silence positively affects the intention to quit. These findings are consistent with the results of the given study. Many factors that cause counterproductive work behavior in organizations reduce employee motivation and strengthen people's intention to quit. Organizational silence, organizational loneliness, and intention to quit are counterproductive work behaviors, and investigating these variables with some other mediator and regulatory variables and different samples can significantly contribute to scientific processes.

This research is limited to examining whether the perception of organizational loneliness acts as a mediator in the effect of organizational silence on the intention to quit. The research is a quantitative study limited to public bank employees in Konya and Ankara,

Turkey. The research can be repeated in different samples with other variables such as survivor syndrome, organizational trust, organizational support, and organizational cynicism. The research can be looked at whether organizational loneliness functions as a regulatory variable in the relationship established. The subject can be studied more deeply with qualitative and mixed research. An in-depth understanding of the research subject and re-examination of the results obtained with meta-analyses can substantially contribute to more precise results. ∎

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Appendix. Organizational Loneliness Scale

1. Source: Wright S.L., Burt C.D.B., Strongman K.T. (2006). Loneliness in the workplace: Construct definition and scale development. New Zealand Journal of Psychology, vol. 35, no. 2, pp. 59–68.

Items Relating to Emotional Deprivation

1. I often feel abandoned by my co-workers when I am under pressure at work.
2. I often feel alienated from my co-workers.
3. I feel myself withdrawing from the people I work with.
4. I often feel emotionally distant from the people I work with.
5. I feel satisfied with the relationships I have at work.
6. There is a sense of camaraderie in my workplace.
7. I often feel isolated when I am with my co-workers.
8. I often feel disconnected from others at work.
9. I experience a general sense of emptiness when I am at work.

Items Relating to Social Companionship

10. I have social companionship/fellowship at work.
11. I feel included in the social aspects of work.
12. There is someone at work I can talk to about my day to day work problems if I need to.
13. There is no one at work I can share personal thoughts with if I want to.
14. I have someone at work I can spend time with on my breaks if I want to.
15. I feel part of a group of friends at work.
16. There are people at work who take the trouble to listen to me.

2. Source: Hom P.W., Griffeth R.W., Sellaro C.L. (1984). The validity of Mobley's (1977) model of employee turnover. Organizational Behavior and Human Performance, vol. 34, no. 2, pp. 141–174. https://doi.org/10.1016/0030-5073(84)90001-1. The Turkish adaptation of the scale was made by Yücel İ., Demirel Y. (2013). Mevcut İş Alternatiflerinin İş Tatmini Ve İşten Ayrılma İlişkisi Üzerine Etkisi:"Başka Bir Yol Daha Olmalı!". Atatürk Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi, vol. 27, no. 2, pp. 159–177.

1. I seriously think that I will leave this organization within the next 12 months.
2. I intend to leave this organization shortly.
3. I intend to stay in this organization for the foreseeable future.
4. I will not look for alternative business opportunities outside of this organization within the next year.

3. Dyne L.V., Ang S., Botero I.C. (2003). Conceptualizing employee silence and employee voice as multidimensional constructs. Journal of Management Studies, vol. 40, no. 6, pp. 1359–1392.

Acquiescent Silence

1. This employee is unwilling to speak up with suggestions for change because he/she is disengaged.
2. This employee passively withholds ideas based on resignation.
3. This employee passively keeps ideas about solutions to problems to him/her self.
4. This employee keeps any ideas for improvement to him/her self because he/she has low self-efficacy to make a difference.
5. This employee withholds ideas about how to improve the work around here, based on being disengaged.

Defensive Silence

6. This employee does not speak up and suggests ideas for change based on fear.
7. This employee withholds relevant information due to fear.

8. This employee omits pertinent facts in order to protect him/herself.

9. This employee avoids expressing ideas for improvements due to self-protection.

10. This employee withholds his/her solutions to problems because he/she is motivated by fear.

11. This employee withholds confidential information based on cooperation.

12. This employee protects proprietary information in order to benefit the organization.

13. This employee withstands pressure from others to tell organizational secrets.

14. This employee refuses to divulge information that might harm the organization.

15. This employee protects confidential organizational information appropriately, based on concern for the organization.

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