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THE IMPACT OF FEAR OF NEGATIVE EVALUATION OF EMPLOYEES ON ORGANIZATIONAL SILENCE

Abstract:

Fear of negative evaluation, individual performance, capabilities and behavior of others in mind the negative reviews about the possession, distress due to them, and to live in anxiety and fear of such environments is defined as the avoidance. The silence of the employees organizational conscious, active and for one purpose can be specified as a form of behavior carried out. The study was applied to 80 employees in the textile sector in Konya. Positive and significant correlation was found between the variables. SPSS statistical analysis of data within the scope of the study program; correlation, regression, independent samples t-test and were analyzed by One Way ANOVA.

Keywords:

Fear of negative evaluation, organizational silence, textile sector

JEL Classification: M19, L21, D23

1 Introduction

Fear of Negative Evaluation

The fear of negative evaluation was first described by Watson and Friend (1969) as being worrying about the evaluations of the others, and the negative evaluations were defined as distress (Horwitz & Cope, 1991:31). Fear of negative evaluation, the individual's performance, talents and consider others' negative evaluations of their behavior the existence of distress, anxiety and fear from these, and from such environments avoidance (Leary, 1983). The fear of negative evaluation may be regarded as a desire for a social activity to take place in a way that it does not want, does not desire, and can not accept (Çetin et al., 2014: 136).

Organizational Silence

Morrison and Milliken "(2000) popularized the 'organizational silence' term, about the problems faced by the organization doing very little or very little speech at the collective level is expressed as cases. Organizational silence is the act of an employee withholding his ideas, knowledge and opinions on improving the work environment and the organization on purpose (Bedük, 2012: 184). Organizational silence is generally examined in three dimensions. These dimensions; accepted silence, silence for protection and silence for the benefit of the organization. Accepted silence Depending on the delivery, the purpose of protection is to protect itself from external threats, based on fear, for the benefit of the organization, also known as silence for protection the silence is expressed as the frustration of ideas, knowledge and opinions about the work by considering the interests of the organization or other people (Van Dyne et al., 2003: 1366). Pinder and Harlos (2001), they say that organizational silence is often ignored. By their definition, any communication that: (1) does not reflect a desire to alter circumstances, or that (2) is not directed to persons perceived as capable of ameliorating those circumstances does not comprise an attempt to break silence (Pinder ve Harlos, 2001: 334).

2 The Method

Instruments

Fear of Negative Evaluation Scale

Leary (1983) developed a 30-item, and then reduced to 12 articles "Fear of Negative Evaluation Scale" Erkan and colleagues of Turkish culture (2003) was adapted. Bilge and Kelecioğlu (2008) also assessed the psychometric properties of the scale and achieved similar reliable results with studies abroad. 8 of the items on the 5 scale Likert type developed scale are flat and 4 are subjected to inverse scoring. In the Turkish version 1 item has been left out of scale with the reason that it does not fit into Turkish culture. The scale of fear of negative evaluation is used with 11 items in Turkish culture.

Organizational Silence Scale

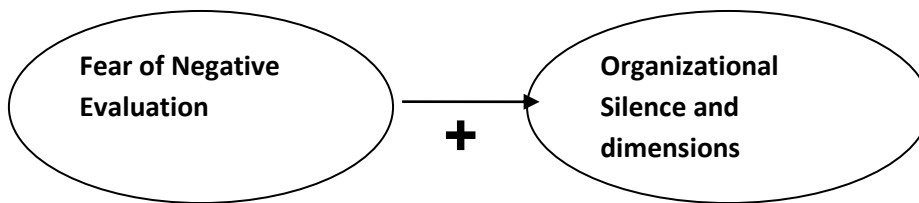
The researchers' behavior towards organizational silence scale developed by Dyne, Ang and Botero (2003) An Organizational Silence Scale adapted to Turkish by Yanık (2012) was used by

taking advantage of the scale developed by Dyne, Ang and Botero (2003). Scale; It is made up of 15 elements in 3 dimensions, being docile, defensive and pro-social.

Study participants

The study was applied to 80 employees in the textile sector in Konya. Questionnaires were directed to the employees by questionnaire method. After the employees answered the questions, the data were collected and analyzed in the SPSS statistical analysis program.

Model Of Research



3 Results and Evaluation

With the fear of negative evaluation of the argument dependent variable, organizational silence and sub-dimensions when the findings are examined; Fear of negative evaluation and organizational silence ($p < 0, 01$) between the two groups. Fear of negative evaluation is more likely to be related to organizational silence dimensions It is seen that there is a positive and significant relationship between the dimension of "accepting silence", "protection oriented silence" and "silence for protection". ($p < 0, 01$).

Table 1. Correlation Analysis

| Variables | Mean. | SD. | 1 | 2 | 3 | 4 | 5 |
|-------------------------------|-------|------|-------|-------|-------|-------|---|
| 1 Fear of Negative Evaluation | 3,20 | ,843 | 1 | | | | |
| 2 Organizational Silence | 3.12 | ,682 | ,620* | 1 | | | |
| 3 Accepting Silence | 3,15 | ,785 | ,766* | ,723* | 1 | | |
| 4 Protection Oriented Silence | 3,02 | ,653 | ,677* | ,689* | ,587* | 1 | |
| 5 Silence for Protection: | 3,12 | ,643 | ,542* | ,443* | ,654* | ,531* | 1 |

* $p < 0.01$ significance level

When simple regression analysis is performed, fear of negative evaluation appears to explain organizational silence at a meaningful level [$R = .40$ $R^2 = .18$, $F = 35.53$, $p < .01$]. Significance of

the regression coefficient. When the results of the t-test are examined, the fear of negative evaluation (β : .36) were found to explain organizational silence at a meaningful level. Same way fear of negative evaluation affects organizational silence positively and at a meaningful level.

According to these results, the fear of negative evaluation accounts for about 18% of the total variance of organizational silence. When the findings of the research are evaluated; Fear of negative evaluation organizational silence and dimensions are strong, meaningful and positive relationship.

Table 2. Regression Analysis

Independent Variable: Fear of Negative Evaluation

| The dependent variable | R | R ² | R ² (Adj) | Std. Er. | F | p |
|------------------------|------|----------------|----------------------|----------|-------|------|
| Organizational Silence | .399 | .179 | .149 | 3.868 | 35,53 | ,000 |

* $p < 0.01$ significance level

According to the one-way analysis of variance (ANOVA) test, as the age of employees increases, the fear of negative evaluation decreases statistically significantly ($p < .05$). Another interesting result of the study is that female employees' fear of negative evaluation and organizational silence are statistically significantly higher than male workers according to t test ($p < .05$).

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