

## CHAPTER 7

### THE MEDIATING ROLE OF POWER DISTANCE IN THE INFLUENCE OF ORGANIZATIONAL CULTURE TYPES ON ORGANIZATIONAL SILENCE

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#### **Introduction**

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Considering the fact that organizational culture consists of the unity of values, beliefs and fundamental assumptions that are shared by organizational members (Prajogo & McDermott, 2011, p. 712; Gibson & et al., 1997, p.5; Eren, 2001, p.136) and these shared beliefs and expectations affect communication and other vocal expressions, behaviors and emotions (Hellrigel & et al., 1986, p. 532; McDermott & Stock, 1999:52; Reigle, 2003, p. 24), organizational silence can be a collective behaviour of the employees (Huang & et al., 2005). It can be seen that the people who live in the countries where power distance is high avoid to conflict with their superiors and tend to accept the hierarchical differences (Huang & et al., 20005, p.460), the employees in the countries where power distance is lower state their opinions more comfortably (Saribay & Kayalı, 2016,p. 533). If it is considered that Turkey is a country in which power distance is high and includes collectivist structure (Sargut, 1994), silence behaviors within organizations are possible. It can be said that the formation process of organizational culture emerges similar to the formation process of originary social culture (Doğan, 2007, p.113) Considering the fact that the culture, tradition and social norms of the country of the organization have great impact on the organizational culture (Hellrigel & et al., 1986, p. 346) it is necessary for organizations to accommodate the changes occurred around them within long term, to have a sustainable market position by protecting their competitive advantages and in this context to develop organizational process enabling the emergence of innovations, to design an organizational structure and culture appropriate to this (Özkan & Turunç, 2015, p.339), 4 culture types of Cameron & Quinn (Hierarchy, Market, Clan, Adhocracy), and organizational silence as three dimensions classified as acquiescent silence, defensive silence and prosocial silence of Van Dyne & et al. (2003) are examined within this study in which mediating effect of power distance in the relation between organization culture types and silence is analyzed.

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without any concern (Imran & Nouman, 2017) Within this context, organizations must constitute an environment in which hierarchical levels are decreased and partially equalized and innovative culture is based on and employees can express their opinions.

The research was made in a certain area and in a certain sector by considering the time and cost limits. This research can be checked by including different sectors into the research and moreover by taking other organizational cultural types and cultural dimensions which affect the organizational silence into account in a much boarder area.

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