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Organizational Silence's Mediation Impact on The Effect of Organizational Justice's on Intention to Quit

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ABSTRACT

Purpose – This study examines the effect of organizational justice and its dimensions on intention to quit, the effect of organizational silence on intention to quit, the relationship between organizational justice and its dimensions and organizational silence. In particular, this study examines the mediating role of organizational silence in the effect of employees' organizational justice perceptions on their intention to quit. Based on the social exchange theory, this research argues that when employees' perceptions of organizational justice are low, their intention to leave will be stronger and organizational silence will mediate this.

Design/methodology/approach – The population of the research consists of public and private sector employees working full-time in the education sector in Ankara. The survey used in the research was carried out on 379 people. Employees with at least one year or more of experience in the institution they work for were included in the study, since the employees were asked to have sufficient knowledge about their perceptions of justice and their jobs. In the study conducted according to the correlational research method, the data were obtained by simple random sampling. In data analysis, frequency and percentage analysis of demographic variables and Pearson correlation analysis method were used for the relationship between scale dimensions. For the mediation effect, hierarchical regression analysis method was used.

Findings – There is a negative and moderately significant relationship was achieved between all sub-dimensions of organizational justice and intention to quit. There is a positive, weak and statistically significant relationship was obtained between organizational silence and intention to quit. There is a negative and weak relationship was obtained between organizational silence and organizational justice sub-dimensions (except procedural justice). As the organizational silence scores of the individuals increase, the scores of the organizational justice sub-dimensions decrease and vice versa. It is seen that organizational silence has a mediating effect on the effect of procedural justice perceived by employees on their intention to quit.

Discussion – Research results show that organizational justice perceived by employees has a significant effect on the intention to quit. It can be said that as employees' perceptions of justice increase, their level of intention to quit will decrease. It has been empirically proven that organizational justice should be taken seriously by management and that employees' perceptions towards existence of organizational justice should be increased in the name of organizational sustainability.

1. INTRODUCTION

In today's business world, where the effects of globalization are dominant, it is important for businesses to retain qualified workforce in the organization for competitive advantage. And consequently, organizational justice perceptions of employees are at the focal point of many studies conducted to date. There are many studies indicating that organizational justice, which is increasingly important, is an important variable in explaining the behavior of employees in the organization (Zahednezhad et al., 2021; Greenberg, 1990).

Organizational justice is also very significant to the employees. Indeed, when employees feel that they are being treated fairly, they are less stressed and exhibit more positive behaviors (Cropanzano et al., 2016). If employees believe that these gains in return for their labor are distributed fairly, their perception of organizational justice will increase, and if they do not believe, their perception will diminish. In the meantime, employees who are treated unfairly will show a stronger intention to quit. It is also known that any injustice related to justice and award distribution decisions in an organization will increase the employees' intention to quit (Sarrafoglu and Gunsay, 2020). From this point of view, current studies set forth that perceived organizational injustice affects the intention to quit (DeConinck and Stilwell, 2004; De Gieter et al., 2012; Kose

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& Aydogan, 2021; Zahednezhad et al., 2021., Karavardar, 2015; Baltaci et al. 2014; McCarthy et al., 2007). The low level of justice perception causes silence behavior on the employees, indirectly affects their performance, commitment to the organization, motivation and many other similar organizational characteristics. Organizational silence, being a voluntary behavior; subverts the perception of justice. Many studies have concluded that the relationship between organizational justice and organizational silence is meaningful and positive (Efe, 2018; Gegeoglu, 2018; Halbaw, 2018). Later studies show that organizational silence also has a significant and positive effect on the intention to quit (Elci et al., 2014; Sarrafoglu and Gunsay, 2020). Accordingly, increasing employee perceptions of organizational silence also increases their intention to quit. Based on research conducted so far, a research model has been developed based on the view that organizational silence will have a significant mediating effect on the impact of organizational justice on the intention to quit (Song et al., 2020).

The aim of the study carried out in the education sector where human relations are intense is to examine (a) the effect of organizational justice and its dimensions on intention to quit, (b) the effect of organizational silence on intention to quit, (c) whether there is a relationship between organizational justice and its dimensions and organizational silence, and (d) whether organizational silence has a mediating role in the effect of organizational justice and its dimensions on intention to quit. In the study based on the theory of social exchange theory (Blau, 1964), it is emphasized that organizational justice is an issue to be taken seriously by managements that wish to achieve organizational sustainability and sustainable competitive advantage.

2. LITERATURE REVIEW

2.1. Organizational Justice

Introducing the concept of organizational justice, Greenberg (1987) pointed out that employees evaluate organizational events, practices and rules in terms of the principle of justice. Organizational justice perception is a concept influenced by decisions of employees about whether they are treated fairly in the workplace, the distribution of organizational resources, awareness of decisions about organizational practices, and interpersonal relationships (Greenberg, 1990; Moorman, 1991). Businesses are to treat their employees fairly with the determined practices and methods, as required by organizational justice. According to social and organizational scientists, the fairness of a behavior is related to the fact that a person finds that behavior fair (Folger and Cropanzano, 1998). The basis of studies on organizational justice is based on "Equity Theory" by Adams (1965). In the theory expressing employees' perception of equality and inequality towards the business, employees' confidence in the organization depends on whether they are fairly appreciated and rewarded.

In general, researchers have approached organizational justice under three main titles: distributive justice, procedural justice and interactional justice. These three dimensions of organizational justice are highly interrelated, and studies have found that each dimension of organizational justice is independently related to employees' job-related attitudes (Colquitt, 2001).

Distributive justice refers to employees' perceptions of how fairly the gains and rewards achieved are distributed regardless of their decision-making processes (Konovsky, 2000). Hence, employees behave more positively towards their jobs and managers when they think they are being treated fairly (Moorman, 1991). Procedural justice is based on personal perceptions of how distribution decisions are made and whether the operations are fair (Konovsky, 2000; Eren, 2010: 552). In this case, the nature of interpersonal relations, information and explanations about the process should also be taken into consideration when making a decision. Basing on the interpersonal relations of employees and emphasizing the quality of relations among individuals, *interactional justice* has been evaluated in one dimension in previous studies, and as a result of the studies of researchers, it has begun to be analyzed in two different dimensions: interpersonal justice and informational justice. In *interpersonal justice*, it is essential to treat the employee with dignity, kindness and respect (Cropanzano et al., 2005; Eren, 2010: 553). On the other hand, *informational justice* is about how much information and disclosure is given to employees about the processes. So far, many studies have been conducted on organizational justice. A study conducted on academics emphasizes that the perception towards the existence of justice supports happiness, while the perception of injustice incites unhappiness (Keser, 2018). In another study conducted on nurses, the job satisfaction of nurses is most often explained by interactional and distributive justice (Zahednezhad et al., 2021). Another study emphasizes that procedural justice is

positively related to job satisfaction, organizational commitment, organizational trust, and individual and organization oriented organizational citizenship behavior while it emphasizes interpersonal justice is associated with job satisfaction, individual oriented organizational citizenship behavior, and organizational commitment; and informational justice is related to organizational trust, job satisfaction, organizational commitment, individual and organization oriented organizational citizenship behavior (Colquitt et al., 2001).

2.2. Intention to Quit

Intention to quit includes thoughts of intending to seek alternative employment and quitting. Employees who intend to quit are consciously willing to leave their organization (Tett and Meyer, 1993; Cho et al., 2009). Employees who intend to leave their jobs, which is a destructive act, consider quitting their organization when they are dissatisfied with their jobs and explore alternative job opportunities. After examining and evaluating the strengths and weaknesses of his/her organization, (s)he may accept a job offer that appeals to him/her and intend to leave the organization soon (Griffeth et al., 2000).

Various models related to the intention to quit have been developed and empirical studies have been carried out on this subject. The *process model* developed for the intention to quit focuses on explaining the stages through which employees come to the decision to quit, while the *content models* focus on why employees decide to quit (Maertz and Campion, 2004).

There can be many problems that cause employees to leave their jobs due to the way organizational justice is distributed and communicated to employees (DeConinck and Stilwell, 2001). In the decision to quit, the way employees perceive justice in their businesses and their reactions to this justice are also effective. Indeed, the intention to quit is a result of organizational injustice and unfair treatment perceived by the employees.

There is a negative relationship between organizational justice dimensions and intention to quit (De Gieter et al., 2012; Karavardar, 2015; Kose and Aydogan, 2021). In other words, when employees' perception of organizational justice increases, the level of their intention to quit decreases. Accordingly, it is possible to say that as the distributive, procedural and interactional justice perceptions by the employees increase, the level of their intention to quit will also decrease. This is about whether feelings of justice in a relationship of social change can be maintained in accordance with the norm of reciprocity. While the employee who finds the justice (s)he deserves can stay in the job as a result of his/her performance, the employee who does not find this reciprocity will decide to quit the job.

A study on teachers determines that distributive and interactional justice are the most negative predictors of organizational justice's effect on intention to quit (Basar and Sigri, 2015). In another study conducted on nurses, similar results are found, indicating that procedural justice is not as effective as distributive and interactional justice in predicting the intention to quit and job satisfaction (Zahednezhad et al., 2021). In another study on nurses, when distributional justice is high, the economic rewards that employees receive are the organizational factors which can turn into a way of staying in the organization or quitting the job (McCarthy et al., 2007).

Similar results have been found in studies conducted in the tourism sector. While organizational justice negatively affects organizational cynicism and intention to quit (Guzel and Ayazlar; 2014), it has been stated that when employees' attitudes towards leadership perceptions are positive, their organizational justice perceptions are high and their intention to quit decreases (Baltaci et al., 2014). In this context, H1 hypothesis has been developed as follows, based on the view that the intention to quit is one of the consequences most affected by employees' perceptions of justice:

H1: (a) Distributive justice, (b) procedural justice, (c) interpersonal justice, and (d) informational justice that employees perceive negatively affect their intention to quit.

2.3. Organizational Silence

Organizational silence was first introduced by Morrison and Milliken (2000) and defined as a phenomenon at the organizational level as "the deliberate failure of employees to express their ideas, opinions, and concerns about issues and problems related to the organization". The managements where negative criticism is not accepted pave the way for this preferred behavior in organizations where negative ideas and thoughts cannot be expressed (Huang et al., 2005).

Not every behavior of silence makes organizational sense. In order for this behavior to be defined as organizational silence, it must be a collective phenomenon (Dyne et al., 2003). In organizational silence - a collective and dynamic behavior - the movement that begins at the individual level reaches the organizational level. At this point, employees consciously choose a way to withhold their ideas for improving their jobs and institutions (Huang et al., 2005). This behavior comes from the fact that organizational silence evokes feelings of resentment and worthlessness in the individual (Cakici, 2007).

Considered in terms of Social Exchange Theory (Blau, 1964), organizational silence is an important organizational behavior issue that occurs when a fair social exchange relationship cannot be established. The theory called "Spiral of Silence", basing on employees' keeping silent, tries to explain that people tend to hesitate to express their opinions when they feel they are in the minority (Noelle-Neumann, 1974). Organizational silence, a form of behavior that is difficult to understand, is an important obstacle to the activities of organizations for problem solving, growth and development.

Employees' silent behavior results in many negative consequences, such as stress, cynicism, dissatisfaction, and miscommunication (Vakola and Bouradas, 2005). Employees who are reluctant to share information and provide feedback can negatively affect their level of trust, morale, motivation, and commitment to the organization. A limited number of studies are available in the literature on the relationship between organizational silence and intention to quit. While a study has been found that there is a positive and significant relationship between organizational silence and intention to quit (Elci et al., 2014), in another study, a significant relationship is found between the reconciliatory and defensive sub-dimensions of organizational silence and job satisfaction and intention to quit and no significant relationship is found between the compliance dimension and job satisfaction and intention to quit (Sarrafoglu and Gunsay, 2020). Based on a limited number of studies conducted, H2 hypothesis has been developed based on the view that there will be a significant relationship between organizational silence and intention to quit:

H2: There is a significant relationship between organizational silence and intention to quit.

2.4. The Mediating Role of Organizational Silence in the Effect of Organizational Justice on Intention to Quit

Responsibility for the ethical and justice policies to be applied in organizations falls on the management. Organizational justice perception has a number of effects on employee attitudes and behaviors. Evaluating management's performance, the employee questions justice in the organization in many ways when making a decision.

If employees are able to learn about procedures and participate in decision-making processes, as a result of their perception of procedural justice, they consider their organization to be fair. For these reasons, there is an increase in the level of commitment and loyalty of employees to the organization and their willingness to contribute to organizational goals (Cropanzano et al., 2007). When managers address their employees in a rude and disrespectful way with inappropriate statements, interpersonal injustice behaviors occur. The reaction to inequality can also be manifested in different ways. Most of the studies indicate that employees' feelings of inequality are linked to dissatisfaction with outcomes such as payments and promotions (DeConnick, 2010).

The phenomenon of organizational justice brings employees closer to the business, while injustice distances employees from their businesses and each other. It is also known that any injustice related to justice and award distribution decisions in an organization will increase the employees' intention to quit (Sarrafoglu and Gunsay, 2020). Employees who cannot be involved in decision-making processes also exhibit organizational silence in response to these management behaviors. These employees do not share their thoughts and interests about business-related issues or problems in the organization in which they work. From this point of view, a study conducted on teachers has found that there is a low, negative and significant relationship between perceptions of distributive, procedural and interactional justice and organizational silence levels (Halbaw, 2018). However, in another study, there has been a significant and negative relationship between distributive justice, procedural justice and interactional justice and acquiescent silence, acquiescent soundness, defensive silence and defensive soundness; however, there is a significant and positive relationship between distributive justice, procedural justice and interactional justice, and prosocial silence and prosocial soundness (Efe, 2018). There are also studies in which there is no relationship between distributive justice - one of the sub-dimensions

of organizational justice - and organizational silence, but there is a significant and opposite relationship between interactional justice and procedural justice and organizational silence (Gegeoglu, 2018). H3 hypotheses have been established in the light of research results:

H3: There is a relationship between (a) distributive justice, (b) procedural justice, (c) interpersonal justice, and (d) informational justice that employees perceive and organizational silence.

A single study has been found to examine the mediating effect of organizational silence on the effect of organizational justice on intention to quit (Song et al., 2020). In this study conducted on nurses, it was observed that the nurses who perceived that the procedural justice of the organization was low, despaired and resigned as a result of the decrease in motivation, which led to the intention to quit. From this point of view, H4 hypothesis have been developed as follows:

H4: Organizational silence has a mediating role for the effect of (a) distributive justice, (b) procedural justice, (c) interpersonal justice, and (d) informational justice on the intention to quit.

3. DATA AND METHODOLOGY

3.1. Research Model, Population and Sample

The research population consists of public and private sector employees working full-time in the education sector in Ankara. The survey used in the research is conducted on 379 people. Employees with at least one year or more experience in the institution they work for are included in the study, since it is necessary that the employees have sufficient knowledge of their perceptions of justice and their jobs. In the study conducted according to the correlational research method, the data are obtained by simple random sampling.

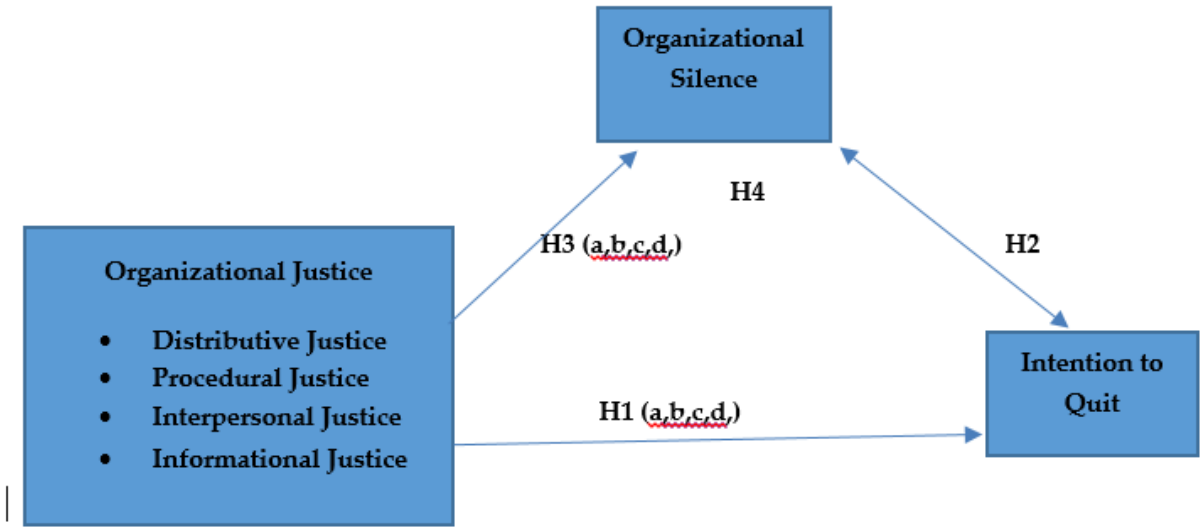


Figure 1. Research Model

3.2. Data Collection Method and Scales Used

Questionnaire technique is used as data collection method in the research. The questionnaires are collected in electronic environment. Research data are transferred to electronic media via google forms, sampling is applied through various digital platforms such as social media and e-mail. Participation in the research is on a voluntary basis.

Organizational justice scale. In the research, 5-point Likert-type (1: Strongly Disagree - 5: Strongly Agree) Organizational Justice Perception Scale, developed by Colquitt (2001: 389) and adapted into Turkish by Bagci (2013) is used to measure organizational justice perceptions of employees. There are a total of 20 statements on the scale of four dimensions (7 in the procedural justice dimension, 4 in the distributive justice dimension, 4 in the interpersonal justice dimension, and 5 in the informational justice dimension). For the reliability of the scale in the study, the Cronbach alpha reliability coefficient is calculated as 0.966. Examining the reliability

coefficients for the sub-dimensions of the organizational justice scale, it is obtained as 0.951 for the procedural justice dimension, 0.753 for the distributive justice dimension, 0.851 for the interpersonal justice dimension, and 0.946 for the informational justice dimension, and is also reliable for the sub-dimensions

Organizational silence scale. to measure the organizational silence levels of employees, 7-point Likert-type Organizational Silence Perception Scale with 15 items, developed by Van Dyne et al. (2003: 1386) and adapted into Turkish language by Yildirim and Oruc (2019). The reliability coefficient in the study for the organizational silence scale is 0.822.

Intention to quit scale. It is designed to measure employees' perceptions of their psychological state related to quality of work life issues at the workplace. A subscale of the Michigan Organizational Evaluation Questionnaire developed by Camman et al., (1979) was used to measure turnover intentions. It is adapted into Turkish language by Okten (2008: 55). The reliability coefficient in the study for the intention to quit scale is 0.872.

4. FINDINGS AND DISCUSSIONS

4.1. Reliability Analysis Findings

Data analysis is carried out via SPSS 22 program. Extreme value and missing value are controlled before the data analysis. In addition, each scales is checked separately, and participants giving the same answers to each scale are excluded from the analysis. In data analysis, frequency and percentage analysis of demographic variables and Pearson correlation analysis method are used for the relationship between scale dimensions. For the mediation effect, hierarchical regression analysis method is used. All statistical analyses are tested at 0.05 significance level.

This study is conducted on 414 people and 35 people are excluded because they gave the same answer to all scale items in the preliminary analysis, and the answers given by 379 individuals are analyzed. Reliability analysis for all scales is performed with the Cronbach Alpha coefficient. Reliability is 0.966 for the organizational justice scale, 0.872 for the intention to quit scale, and 0.822 for the organizational silence scale, and it has high reliability because it is above 0.80. In addition, values similar to the reliability coefficients of the final scales are obtained.

4.2. Frequency and Percentage Findings

Table 1. Frequency and Percentage Distribution regarding Demographic Variables

Variables	**Group**	**Frequency**	**Percentage**
Gender	**Female**	190	50.1
	Male	189	49.9
Marital Status	**Married**	284	74.9
	Single	95	25.1
Educational Level	**High School**	17	4.5
	Associate Degree	60	15.8
	Bachelor's Degree	171	45.1
	Master's Degree	131	34.6
Age	**Aged 18-25**	34	9
	Aged 26-33	51	13.5

	Aged 34-41	101	26.6
	Aged 42-49	107	28.2
	50 or more	86	22.7
Work Experience	**1-5 Years**	52	13.7
	6-10 Years	26	6.9
	11-15 Years	73	19.3
	16-20 Years	88	23.2
	21 or more	140	36.9
Position	**Employees**	294	77.6
	Manager	85	22.4
Total		**379**	**100**

50.1% of the research participants are female, 49.9% are male, 74.9% are married and 25.1% are single. According to their educational status, 45.1% of the participants have bachelor's degree, 34.6% master's degree and 20.3% are associate and high school graduates. When the distributions by age are examined, 28.2% of the participants are in the range of 42-49, 26.6% in 34-41, 22.7% are 50 and over, and 22.5% in 18-33. 36.9% of participants have 21 years of work experience and over, 23.2% have 16-20 years, 19.3% have 11-15 years, 13.7% have 1-5 years and 6.9% have 6-10 years of work experience. And last, according to the positions they work, 77.6% of the participants are employees and 22.4% are managers.

4.3. Findings related to Correlation Analysis

Correlation analysis is examined whether there is a relationship between scale dimensions (Table 2). The mean and standard deviation values for each dimension are also included.

Table 2. Relationship Table between Scale Dimensions

	Med.	**Ss**	**1**	**2**	**3**	**4**	**5**	**6**
1.Procedural Justice	3.18	0.98	1					
2. Distributive Justice	3.16	0.88	.820**	1				
3. Interpersonal Justice	3.23	1.00	.677**	.797**	1			
4. Informational Justice	3.31	0.99	.755**	.815**	.905**	1		
5. Intention to Quit	2.08	1.14	-.558**	-.513**	-.588**	-.629**	1	
6. Organizational Silence	4,01	0,92	0,049	-,134**	-,154**	-,133**	,154**	1

**** Significant at the 0.01 level; * Significant at the 0.05 level**

A statistically significant relationship is found between the independent variable (organizational justice sub-dimensions) and the dependent variable (intention to quit) ($p<.01$). A negative and moderately significant relationship is found between all organizational justice sub-dimensions and intention to quit. In other words,

while the scores of the employees regarding the organizational justice sub-dimensions increase, their intention to quit scores decrease and vice versa. Accordingly, H1 (a,b,c,d) is accepted.

There is a positive, weak and statistically significant relationship was found between organizational silence and intention to quit ($p<.05$). In other words, as the organizational silence scores of the employees increase, their turnover scores also increase and vice versa. According to these results, the H2 hypothesis was accepted. There is no statistically significant relationship between the procedural justice dimension and organizational silence. A negative and weak relationship was obtained between organizational silence and organizational justice sub-dimensions (except procedural justice). As the organizational silence scores of the individuals increase, the scores of the organizational justice sub-dimensions decrease and vice versa. H3 (b,c,d) as "There is a relationship between (a) distributive justice, (b) procedural justice, (c) interpersonal justice, and (d) informational justice that employees perceive and organizational silence." is accepted while H3 (a) is rejected.

4.4. Findings of Hierarchical Regression Analysis

Hierarchical regression analysis is used to examine whether organizational silence statuses have a mediating effect on the effect of organizational justice levels on the intention to quit. It is examined whether there is a mediation using the three-stage regression model proposed by Baron and Kenny (1986). First of all, there should be a significant relationship between the dependent variable (intention to quit) and the independent variable (organizational justice sub-dimensions), and the effect of organizational silence, which is the mediating variable in this model, would be free. In other words, this is a regression model that displays the effect of organizational justice sub-dimensions on the intention to quit. And the second is the model in which there is a significant relationship between the independent variables (organizational justice) and the mediating variable (organizational silence). If there is no significant relationship, it should not be tested in the mediation model. The last one is the model in which the mediating variable is added to the model. If the regression coefficient between the independent (organizational justice sub-dimensions) and the dependent variable (intention to quit) obtained in the first model does not change when organizational silence, which is the mediating variable, is added to the model, there is no mediating effect. If the regression coefficient between the dependent and independent variables in the first model without the mediator is not statistically significant when the mediator is added to the model, then there is a full mediating effect and if there is a decrease compared to the first regression coefficient, there is partial mediation (Simsek, 2007; Baron and Kenny, 1986).

Table 3. Hierarchical Regression Finding

Model		B	S.H.	β	t	p	Model Statistics
Model 1	**Constant**	4.547	0.171		26.586	**<.001**	F=68.819 ; p<.001 R=0.651 R^2=0.423
	Procedural Justice	-0.346	0.084	-0.297	-4.11	**<.001**	
	Interpersonal Justice	-0.213	0.11	-0.188	-1.938	0.053	
	Distributive Justice	0.276	0.11	0.212	2.515	**0.012**	
	Informational Justice	-0.468	0.12	-0.407	-3.897	**<.001**	
Model 2	**Constant**	4,392	0,172		25,597	<.001	F=11.448; p<.001; R=0,330 R^2=0,109
	Procedural Justice	0,503	0,084	0,535	5,957	<.001	
	Interpersonal Justice	-0,415	0,11	-0,396	-3,78	<.001	
	Distributive Justice	-0,231	0,11	-0,034	-1,279	0,038	
	Informational Justice	-0,172	0,12	-0,185	-1,426	0,155	

Model 3	**Constant**	3,849	0,28		13,724	<.001	F=58.123; p<<.001; R=0,662 R^2=0,438
	Procedural Justice	-0,426	0,087	-0,366	-4,892	<.001	
	Interpersonal Justice	0,342	0,11	0,263	3,096	<.001	
	Distributive Justice	-0,208	0,109	-0,183	-1,915	0,056	
	Informational Justice	-0,440	0,119	-0,383	-3,702	<.001	
	Organizational Silence	0,159	0,051	0,128	3,119	0,002	

Model 1 is the first model developed by releasing the mediating variable. The established regression model is statistically significant (F=68.819, p<.001). Organizational justice sub-dimensions explain 42.3% of the variability in intention to quit. Accordingly, the effects of procedural justice (B=-0.346, p<.05), distributive justice (B=0.276, p<.05) and informational justice (B=0.468, p<.05) on the intention to quit are statistically significant. In this regression model, the effect of interpersonal justice on intention to quit is not significant (B=-0.468, p<.05). The effect of procedural justice and informational justice on intention to quit is negative, while the effect of distributive justice on intention to quit is positive. The larger the β coefficient, the greater the effect, in other words, there is an order of importance. Accordingly, the most influential one is informational justice, followed by procedural and distributive justice, respectively.

Model 2 is the regression model established with the mediating variable (organizational silence) from the independent variables (organizational justice sub-dimensions). The established regression model was statistically significant (F=11.448, p<.001). Organizational justice sub-dimensions explain 10.9% of the variability in organizational silence. The effect of procedural justice (B=0.503, p<.05), interpersonal justice (B=-0.415, p<.05) and distributive justice (B=-0.231, p<.05) variables on organizational silence variable are statistically significant. In this regression model, the effect of informational justice dimension on organizational silence is not significant (B=0.172, p>.05).

Model 3 is the regression model established with the inclusion of mediating variable. The regression model established with the inclusion of mediating model is statistically significant (F=58.123, p<.001). When the mediator model was added, the established regression model was statistically significant When the intermediary variable is added, 43.8% of the variability in turnover intention is explained. The difference between the variance explained between the two models is 0.015 and it is statistically significant (p=0.002, p<.05). There is no mediating effect for interpersonal justice and informational justice variables. The assumptions in the three-stage model stated by Baron and Kenny (1986) are not provided for these variables. The interpersonal justice variable does not predict turnover intention in model 1, and the informational justice dimension does not predict the organizational silence model, which is the mediating variable in the second model. First of all, the full mediating effect is checked. In Model 3, the effect of distributive justice dimension on intention to quit is not statistically significant (p>.05). However, the effect of distributive justice is statistically significant in model 1, which is established without the mediating variable. When the organizational silence mediator variable is added to the model, full mediation is in question since the distributive justice dimension loses its statistical significance. Partial mediation is also examined for the interpersonal justice dimension. The regression coefficient obtained for the interpersonal justice dimension in Model 1 increased rather than weakened when the mediating variable is added to the model, so there is no partial mediation effect. It is also analyzed with the partial mediation Sobel test. For the interpersonal justice dimension, there is no partial mediation according to the Sobel test (Z=1.417, p=0.156). According to these results, "Organizational silence has a mediating effect on the effect of employees' perceived (a) distributive justice, (b) procedural justice, (c) interpersonal justice and (d) informational justice on turnover intention." while H4 (b) hypothesis is accepted, the (a, c, d,) hypothesis is rejected.

5. CONCLUSION AND IMPLICATIONS

The main objective of this research is to examine whether organizational silence has a mediating role in the effect of organizational justice and dimensions perceived by the employees in the education sector, where

human relations are intense, on the intention to quit. In this study, the effect of organizational justice and its dimensions on intention to quit and the effect of organizational silence on intention to quit are also examined. The research model is tried to be explained with a model developed within the scope of the determined sample. One of the most important results of this research is that a statistically significant relationship is obtained between organizational justice sub-dimensions and intention to quit. In other words, a negative and moderately significant relationship is found between all organizational justice sub-dimensions and intention to quit. According to this result, H1 (a,b,c,d,) hypothesis is supported. With this result, it can be said that as employees' perceptions of justice increase, their level of intention to quit will decrease. This research result is in line with the conclusions of research by Kose and Aydogan, (2021); Sarrafoglu and Gunsay, (2020); Karavardar, (2015); Basar and Sigri, (2015); Guzel and Ayazlar, (2014); Baltaci et al., (2014); De Gieter et al., (2012); McCarthy et al., (2007) and DeConinck and Stilwell, (2001). Another research result is that there is a significant relationship between organizational silence and intention to quit. In this case, H2 hypothesis is accepted. While this result consistent with the research by Elci et al., (2014); it is partially consistent with Sarrafoglu and Gunsay (2020). H3 (b,c,d) as "There is a relationship between (a) distributive justice, (b) procedural justice, (c) interpersonal justice, and (d) informational justice that employees perceive and organizational silence" is accepted while H3 (a) is rejected. According to the findings; The results in terms of the lack of a relationship between distributive justice and organizational silence, one of the sub-dimensions of organizational justice, were not found. This research findings are in line with the research by Gegeoglu (2018); while they are partially consistent with the research by Whiteside and Barclay, (2013); Halbaw, (2018). H4 (b) hypothesis is accepted while (a, c, d,) hypothesis is rejected as a result of the analysis performed to determine the mediating role of organizational silence for the effect of (a) distributive justice, (b) procedural justice, (c) interpersonal justice, and (d) informational justice on the intention to quit. The results are in agreement with Song et al., (2020), which is the only study on this subject to the best of our knowledge.

This study hereby contributes to the literature and practitioners of the area, yet, it contains various limitations. First of all, the questionnaire method used in collection of the research data and the objectivity of the answers given by the participants constitute the first limitation of the research. The fact that the research only constitutes the sample of the employees working in the educational institutions operating in Ankara prevents the generalization of the research results. In this sense, studies with different sectors and sample groups will help the confirmation of research results.

The research results are consistent with the prediction of the social exchange theory (Blau, 1964), which forms the view that employees' behaviors are shaped according to their perceptions and attitudes. According to the theory, employees' perceptions of organizational justice will lead them to stay or leave their organization; because behaviors emerge as a result of this exchange relationship, in accordance with the principle of reciprocity. There are both economic and non-economic reciprocities here in question. This result brings a unique contribution to the literature. In future studies, it is necessary to clarify what the expectations of organizational justice of employees might be.

It is seen that the intention to quit decreases in organizations where employees with a high perception of organizational justice have positive perceptions of leadership attitudes (Baltaci et al., 2014). From this point of view, the perception of organizational justice is vital for all organizations aiming for sustainable competitive advantage. Employee transfer can also pose a threat to organizational sustainability, except for the need to find new qualified employees. Hence, it is also the responsibility of managers to prevent the transfer of employees and implement effective human resources policies.

It is necessary to develop sustainable, people-oriented management policies that reduce and prevent the effects of organizational injustice and silence. It shows that organizational silence needs to be managed to minimize the negative effects on employees and organizations. Here, the role of managers is to ensure that employees perceive their organization in a fair manner. Again, providing an environment where employees can feel freer and have a say in decision results will both increase job satisfaction and decrease their intention to quit. Because the perception towards the existence of organizational justice supports happiness, while the perception of injustice incites unhappiness (Keser, 2018). It is thought that managing justice in the workplace can prevent employee silence (Whiteside and Barclay, 2013). This suggests that organizations can avoid employee silence by managing justice in the workplace.

Managers should create a workplace where they encourage their employees to express their ideas, suggestions and opinions and feel safe. Employees who cannot express their views in an organizational environment where they feel their views are not important will probably prefer to remain silent (Vakola and Bouradas, 2005). For this reason, there should be no discrimination among employees and the perception of organizational justice should not be damaged. The fact that the managers behave respectfully towards the preferences and needs of their employees and that they provide a supportive organizational climate are among the reasons that contribute to the adaptation of the employees to the organization.

Managerial decisions for organizational justice should be made at the planning stage, which is the first management function where organizational goals and objectives are determined. The existence of a structure, management approach and culture that will contribute to the achievement of the individual goals and objectives of the employees will contribute to the formation of a parallelism between the employee and the organizational goals over time. Taking the opinions of the employees and adopting a participatory management approach will facilitate this harmony.

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