

Moderating Role of Job Satisfaction on the Relation between Leadership Styles and Organizational Silence¹

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Abstract

The purpose of this study is to determine the effect of transformational and conditional-rewarding leadership on the organizational silence perceptions of workers and the moderating role of satisfaction in this relation. Validity of the scales was proved with Confirmatory Factor Analysis (CFA) performed with Structural Equation Modelling (SEM). Relations between the variables mentioned were tested with hierarchic regression analyses and their moderating effects were researched according to data obtained. In the study, private hospitals active in the health sector in Isparta province were taken into consideration. Data was obtained from questionnaires filled out by 396 hospital employees and relations between the variables were analyzed based on the collected data. At the end of the study, it was determined that transformational and conditional-rewarding leadership has a diminishing role on the organizational silence perceptions of workers and that job satisfaction plays a moderating role in the relation between transformational and conditional-rewarding leadership and pro-social silence which one of the organizational silence dimensions.

Keywords: Transformational leadership, conditional-rewarding leadership, organizational silence, job satisfaction.

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