

# Leaving in Mascot of Silence: Organizational Determinants of Employee Turnover Intentions in Mediating and Moderating Roles of Quiescent Silence and Coworker Support in a Russian Context

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## Abstract

**Purpose:** Drawing on social exchange theory (SET), this study explores the mediating role of quiescent silence as a link between organizational stressors and turnover intentions among Russian frontline employees (FLEs). Furthermore, we aim to investigate whether coworker support moderates the relationship between quiescent silence and turnover intentions.

**Research Methods:** The study is a cross-sectional survey administered among a sample of 235 FLEs employed in Russian healthcare organizations. We analyzed the data with SmartPLS version 3.0.

**Findings:** The results reveal that ethical conflict and abusive supervision are significantly related to quiescent silence. Quiescent silence mediates the relationship between abusive supervision, ethical conflict, and employee turnover intentions.

**Managerial Implications:** There is a need to provide employees with opportunities to voice their opinions. However, what is crucial is the assurance of employee privacy while motivating them to voice opinions. Managers should be more proactive in diagnosing silence.

**Originality:** This is the first study to explore the mediating role of quiescent silence on the relationship between organizational stressors and employee turnover intentions in a unique Russian healthcare context. The moderating role of coworker support to buffer the relationship between quiescent silence and turnover intentions is unique to this study.

**Keywords:** turnover intentions, abusive supervision, quiescent silence, ethical conflict, perceived injustice, Russia.

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