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The Mediator Role of Employee Resilience in The Effect of Abusive Supervision on Organizational Silence

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Abstract

The negative effects of abusive supervision on organizations and employees have been studied for many years. This research differs from previous studies as it is the first to examine the role of employee resilience in the impact of abusive supervision on organizational silence. Therefore, the aim of the research is to determine the mediating role of employee resilience in the effect of abusive supervision on organizational silence. The research data was collected through a survey, one of the quantitative research methods. An online survey was administered to participants, which included the Abusive Supervision Scale, the Organizational Silence Scale, and the Employee Resilience Scale. In the study, abusive supervision was considered the independent variable, organizational silence as the dependent variable, and employee resilience as the mediator variable. The sample of the study consisted of 429 employees aged 18 and older, selected through a convenience sampling method. The research data was analyzed using SPSS through factor analysis, reliability analysis, correlation analysis, and mediation analysis. The statistical analyses revealed that employee resilience plays a mediating role in the effect of abusive supervision on organizational silence. Additionally, it was found that employee resilience has a significant mediating role in the effect of abusive supervision on prosocial silence and acquiescent silence. However, no significant mediating role was found for defensive silence. According to the findings, abusive supervision has a significantly negative impact on employee resilience. It was also found that abusive supervision has a negative effect on organizational silence. Employee resilience was found to have a negative effect on organizational silence. In conclusion, the research shows that abusive supervision harms both employee resilience and the organization. Another significant finding is that abusive supervision increases defensive silence, rendering employee resilience ineffective. These results are important for better understanding the effects of abusive supervision on employees and the organization.

Keywords: Abusive Management, Organizational Silence, Acquiescent Silence, Defensive Silence, Prosocial Silence, Employee Resilience

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2024, 13 (5), 1873-1898 | Araştırma Makalesi

İstismarcı Yönetimin Örgütsel Sessizlik Üzerindeki Etkisinde Çalışan Dayanıklılığının Aracı Rolü

İrem Yumaç¹

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Öz

İstismarcı yönetimin örgüt ve çalışanlar üzerindeki olumsuz etkileri uzun yıllardır araştırılmaktadır. Bu araştırma istismarcı yönetimin örgütsel sessizlik üzerindeki etkisinde çalışan dayanıklılığının nasıl bir rolü olduğunu inceleyen ilk çalışma olması nedeniyle önceki çalışmalardan farklıdır. Bu nedenle araştırmanın amacı, istismarcı yönetimin örgütsel sessizlik üzerindeki etkisinde çalışan dayanıklılığının aracılık rolünün tespit edilmesidir. Araştırma verileri nicel araştırma yöntemlerinden biri olan anket aracılığıyla toplanmıştır. Katılımcılara, İstismarcı Yönetim Ölçeği, Örgütsel Sessizlik Ölçeği ve Çalışan Dayanıklılığı Ölçeği'ni içeren bir çevrimiçi anket yöneltilmiştir. Araştırmada bağımsız değişken olarak istismarcı yönetim, bağımlı değişken olarak örgütsel sessizlik ve aracı değişken olarak çalışan dayanıklılığı ele alınmıştır. Çalışmanın örneklemini kolayda örnekleme yöntemi ile seçilen 18 yaş ve üzeri 429 çalışan oluşturmaktadır. Araştırma verileri SPSS programı aracılığıyla faktör analizi, güvenilirlik analizi, korelasyon analizi ve aracılık analizi yapılarak çözümlenmiştir. Yapılan istatistiksel analizler sonucunda istismarcı yönetimin örgütsel sessizlik üzerindeki etkisinde çalışan dayanıklılığının aracılık rolünün bulunduğu tespit edilmiştir. Diğer yandan istismarcı yönetimin; örgüt yararına sessizlik ve kabullenici sessizliğe etkisinde personel dayanıklılığın anlamlı aracılık rolü olduğu tespit edilmiştir. Ancak savunmacı sessizliğin aracılık rolü anlamlı değildir. Bulgulara göre istismarcı yönetimin çalışan dayanıklılığı üzerinde önemli düzeyde olumsuz bir etki sahip olduğu tespit edilmiştir. Ayrıca istismarcı yönetimin örgütsel sessizlik üzerinde de olumsuz bir etkiye sahip olduğu tespit edilmiştir. Çalışan dayanıklılığının örgütsel sessizlik üzerinde olumsuz bir etkisi olduğu tespit edilmiştir. Sonuç olarak araştırma, istismarcı yönetimin hem çalışan dayanıklılığına hem de örgüte zarar verdiğini göstermektedir. Diğer bir önemli sonuç, istismarcı yönetimin savunmacı sessizliği arttırarak personelin dayanıklılığını anlamsız hale getirmesidir. Bu sonuçlar istismarcı yönetimin çalışanlar ve örgüt üzerindeki etkilerini daha iyi anlamak açısından önemlidir.

Anahtar Kelimeler: İstismarcı Yönetim, Örgütsel Sessizlik, Kabullenici Sessizlik, Savunmacı Sessizlik, Örgüt Yararına Sessizlik, Çalışan Dayanıklılığı

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Introduction

Research on harmful and destructive behaviors in organizations has increased in recent years (Mitchell & Ambrose, 2007, p. 1559). Abusive supervision, one of these negative behaviors, means superiors' verbal or non-verbal hostile behavior towards their subordinates without physical contact. In abusive supervision, the attitudes and behaviors of superiors towards their subordinates can be perceived differently by each employee. Employees' reactions may differ in this negative process that emerges due to perceptions (Tepper, 2000, p. 178). Suppose employees think they are being exploited due to the behaviors they are exposed to within the organization. In that case, they may perceive involvement in any issue as a risk and tend to remain passive even in events that concern them (Milliken et al., 2003, p. 1466-1470). Morrison and Milliken (2000, p. 708) define this behavior as organizational silence, as the majority of organizational members hide their concerns and thoughts out of concern that their superiors will not care about them or will receive negative feedback. This action, which people carry out consciously, is one of the consequences of low trust in the organization and can emerge as an obstacle in the development of organizations.

In the literature, abusive supervision is associated with organizational commitment and job satisfaction (Tepper, 2000, p. 178; Zhang & Liao, 2015, p. 971), loneliness at work (Alper Ay, 2015, p. 1116), burnout and family conflicts (Hoobler & Brass, 2006, p. 1125), organizational deviation. Moreover, aggressive behavior in employees (Mitchell & Ambrose, 2007, p. 1559; Tepper et al., 2008, p. 721), organizational silence (Sakal & Yıldız, 2015, p. 389; Kim & Lee, 2015, p. 507) and intention to leave (Köksal & Gürsoy, 2019, p. 347). As a result of these studies, it is revealed that abusive supervision behaviors have negative consequences on employees.

Some employees may resist abusive supervision, an undesirable situation in organizations. Each employee has a different way of coping with these challenging conditions. Kuntz et al. (2016, p. 460) call employee resilience the ability of employees to adapt to this process and successfully overcome difficulties by using their internal and external resources with a unique ability to cope with the negative situations they encounter in organizations. Employees' resilience levels are very important in affecting their job performance and improving their sense of loyalty towards the organizations they work in.

Employees exposed to negative behavior by their superiors may become silent and hide their knowledge and skills from others. In an environment where employees cannot freely share their ideas, knowledge and skills, organizations may lose their human resources, an important source of competitive advantage. When the literature is examined, it is seen that abusive supervision behaviors increase organizational silence. Additionally, studies are showing that abusive supervision behavior negatively affects employee resilience. However, in this study, it is assumed that abusive supervision primarily affects the resilience of employees and that employees whose resilience decreases become silent. There are very few studies in the literature that associate abusive supervision with both organizational silence and employee resilience. In addition, there is no study examining the role of employee resilience in the effect of abusive supervision behaviors on organizational silence. Therefore, the research aims to determine that employee resilience has a mediating role in the effect of abusive supervision behaviors

on organizational silence. They address these deficiencies and make significant contributions to the relevant literature.

In the first part of the research, abusive supervision, organizational silence and employee resilience issues were discussed. The second section examined the relationship between the variables in question. The third chapter includes the research method, findings and interpretations of the research. The results and discussion section were discussed in the last part of the research.

1. Conceptual Framework

This section discusses the relationships between variables and the basis for creating hypotheses.

1.1. Abusive Supervision

Abusive supervision, which is one of the management styles that represent the dark side of leadership, can be used in different ways by some researchers as "aggressive manager", "petty bullying", and "undermining manager" (Alper Ay, 2015, p. 1116). However, Tepper (2007, p. 265) clearly distinguishes abusive supervision from similar concepts because it is the managers who display these behaviors, which do not involve physical/sexual violence and differ in terms of intention.

Abusive supervision is verbal/non-verbal hostile behavior by managers against their employees (Tepper, 2000, p. 178). There is a long-term hierarchical mistreatment in this hostile behavior, which depends significantly on the employees' perceptions. (Mitchell & Ambrose, 2007, p. 1159). The behavior of a superior, who has had a bad day and acts poorly towards a subordinate as a result of their tension, can not be considered abusive supervision if it does not occur regularly or continuously (Sayğan Tunçay & Çıraklar, 2020: 224). Angry and punitive actions such as managers mocking their subordinates, yelling at them, threatening to cut their wages or dismiss them, and hiding important information about the job from them are examples of abusive behavior (Mitchell & Ambrose, 2007, p. 1159). Since each employee's perception levels differ depending on various factors (personality characteristics, demographic characteristics, cultural differences, etc.), their reactions in this process are also different. Therefore, some employees who encounter the same mistreatment in the same work environment may tend to retaliate against their managers out of revenge. In contrast, others may consider this process inspiring (Serdar & Özsoy, 2019, p. 5). Employees who are negatively affected by the abusive supervision approach may feel the need to remain silent in order to avoid further reactions from their superiors and may choose to hide their work-related thoughts, knowledge and skills. These people believe that they may face retaliation if they express their opinions. Therefore, they prefer to remain silent rather than express their opinions about work-related ideas, issues, actions and necessary changes (Morrison & Milliken, 2000, p. 714).

1.2. Organizational Silence

In its current meaning, the concept of organizational silence put forward by Milliken and Morrison (2000, p. 1456-1457) is defined as the failure of employees to clearly express their collective thoughts, suggestions or fears in events that concern themselves and the organizations they are affiliated with. Organizational silence is seen as a danger that prevents the development of organizations. Employees may remain passive to avoid

negative feedback when they perceive getting involved in any issue as a risk. This behavior is one of the consequences of low trust in the organization (Kish-Gephart et al., 2009, p. 166).

Dyne et al. (2003, p. 1360) defined organizational silence as employees deliberately hiding their thoughts, opinions and information about the organization. Dyne (2003, p. 1363) divided organizational silence into three dimensions and evaluated it as acquiescent, defensive, and prosocial. In the first of these dimensions, Acquiescent silence, employees consciously choose to remain silent because they tend to submit to the current conditions, even though they know/idea about the job, subject or situation. In this type of silence, employees' self-efficacy and self-confidence are low. In defensive silence, employees remain silent after evaluating all alternatives to protect themselves from external threats, thinking that keeping their opinions to themselves is the best option. For example, Employees may ignore problems, hide their mistakes, and hesitate to share their new ideas to protect their interests (Dyne et al., 2003, p. 1363-1366; Karacaoğlu & Cingöz, 2009, p. 702). In prosocial silence, the employee chooses to remain silent actively and consciously, considering the interests of both the organization and his colleagues. In this type of silence, employees remain silent not because they are afraid to speak openly, but to protect the interests of the organization and other people. For example, Employees do not complain about work-related issues, discuss their colleagues' inadequacies, or leak any information outside the organization (Dyne et al., 2003, p. 1363; Öztürk & Cevher, 2016, p. 74).

Studies have shown that organizational silence harms the organizational commitment of employees (Önder, 2017, p. 669; Çetin, 2020, p. 7), negatively affects the organizational socialization of employees (Dönmez, 2016, p. 111; Demir, 2021, p. 161), causes burnout in employees (Aktaş & Şimşek, 2015, p. 205; Kahya, 2015, p. 523) and low performance (Tayfun & Çatır, 2013, p. 114).

1.3. Employee Resilience

Organizations may need a durable structure to gain a competitive advantage over their competitors, successfully overcome difficult conditions, and adapt to changing environmental conditions. Kuntz et al. (2016, p. 457) states that a resilient organization is only possible with resilient employees. Employee resilience becomes more important, especially in organizations where stress and distress predominate (Avey et al., 2009, p. 678).

Employee resilience is defined as an ability specific to employees that enables them to successfully overcome this challenging process by using their internal and external resources to combat the negative situations they face in organizations (Kuntz et al., 2016, p. 460).

Coutu (2002, p. 4) defined highly resilient employees as individuals who accept their situation and have the flexibility to adapt to change. Studies show that the bond between individuals with employee resilience and the organization is strengthened (Paul et al., 2016, p. 308 ; Meng et al., 2019, p. 10), and their job satisfaction increases (Rahmawati, 2013, p. 30). It has also been revealed that employee resilience prevents burnout that may occur due to intense stress at work (Dunn et al., 2008, p. 48). In light of these studies, employee resilience is an important element affecting organizational resilience.

2. Relationships Between Concepts and Hypotheses

According to the Resource Conservation Theory, people have four valuable resources: material, conditions, personal characteristics and energy. People struggle against threats from their environment to protect or increase these resources. According to this theory, people experience stress when there is a threat to individuals existing resources, when resources are lost, or when there are not enough resources despite spending existing resources. Stress can lead to burnout in individuals in the future (Hobfoll, 1989, p. 518). In this process, people are forced to spend their limited resources to not lose or enrich their resources. Individuals' level of resilience to stress depends on the abundance of resources they have. People with many resources show more resilience when faced with a stressful situation than those with fewer resources (Türe Orhan, 2022, p. 20).

In a work environment where abusive supervision behaviors exist, the organization and interpersonal relationships are negatively affected (Serdar & Özsoy, 2019, p. 6). Upon reviewing the literature, it is observed that employees exposed to abusive managerial behaviors experience stress regarding whether their diminished resources, in the event of any resource loss, will be compensated by their organizations. Additionally, studies suggest that abusive management leads to chronic stress (Aktürk & Demirbağ, 2022, p. 127- 128; Şengür, 2023, p. 1898). At the same time, it is stated that this negative situation adversely affects employees' job satisfaction (Imran et al., 2020, p. 292), work productivity (Simbolon et al., 2023, p. 1), and job performance (Nisar & Rasheed, 2019, p. 5). Moreover, there are studies that reveal stress as one of the main factors leading to organizational silence (Kılıç et al., 2013, p. 17; Yıldız & Güneş 2017, p. 45; Manti, 2020, p. 60).

2.1. The Relationship Between Abusive Supervision and Organizational Silence

In abusive supervision, managers use their power and authority to arbitrarily display negative behavior toward their employees. These negative behaviors include humiliating employees, hiding job-related information, interfering with their private lives, and threatening to dismiss them (Tepper, 2000, p. 178; Mitchell & Ambrose, 2007, p. 1159).

Abusive supervision behaviors negatively affect employees' motivation and attitudes toward the organization (Deniz & Çimen, 2019, p. 156). Organizational silence displayed by employees as a reaction against management is one of these negative attitudes. Employees who perceive that they are being exploited may, over time, reduce their work-related efforts, engage in counterproductive behavior, hesitate to express their opinions even in events that concern them or may have the intention of leaving the job.

Studies in the literature show that one of the factors that most affect organizational silence is the negative behavior of managers toward their subordinates (Vakola & Bauradas, 2005, p. 441; Megenci, 2015, p.224). In the study conducted by Morrison and Milliken (2000, p. 708), it was determined that the most important factor that creates organizational silence is managers, and employees remain silent to not be punished by their managers. In addition, the study conducted by Premeaux and Bedeion (2003, p. 1537) revealed that employees who trust their managers and are not afraid of their reactions do not exhibit silent behavior. In light of these studies, it is thought that abusive supervision has a positive effect on organizational silence, and the hypothesis created is as follows:

H1: Abusive supervision positively affects organizational silence.

H1a: Abusive supervision positively affects acquiescent silence.

H1b: Abusive supervision positively affects defensive silence.

H1c: Abusive supervision positively affects prosocial silence.

2.2. The Relationship Between Organizational Silence and Employee Resilience

Employee resilience is one of the most important psychological resources to combat distressing and stressful situations at work (Avey et al., 2009, p. 678). Employees may want to remain silent to avoid conflicts or stressful situations they encounter in organizations. Organizational silence, which they often exhibit as a reaction behavior to their managers, negatively affects people who are social beings. In a workplace environment where ideas are ignored, managers are not trusted, speaking out is perceived as a threat, and there is fear of exclusion for various reasons, organizational silence emerges as an element that disrupts organizational integrity (Milliken et al., 2003, p. 1466-1477; Vakola & Bouradas, 2005, p. 441). Research has revealed that individuals with high resilience do not hesitate to try to achieve the organization's goals when faced with distressing and stressful situations (Mallak, 1998, p. 1). It is also stated that resilient employees behave harmoniously in business life, develop positive work attitudes and establish positive relationships with their colleagues (Waite & Richardson, 2004, p. 12).

Studies examining employee resilience have identified that resilience positively impacts organizational commitment (Shin et al., 2012, p. 727; Meng et al., 2019, p. 10), job satisfaction (Rahmawati, 2013, p. 30; Youssef & Luthans 2007, p. 774; Zhang et al., 2020, p. 1), and job performance. Additionally, research has shown that individuals with high resilience establish high-quality relationships with others (Fredrickson et al., 2003, p. 1), and are more willing to engage in dialogue and share informations (Malik & Garg, 2017, p. 624).

In the literature, there are very few studies on organizational silence and employee resilience. However, based on research shows that the job satisfaction of individuals who hesitate to express their opinions about any event or issue at work decreases, and their motivation is negatively affected (Çakıcı, 2008, p. 119; Sarrafoğlu & Günsay, 2020, p. 85), employee resilience affects organizational silence. It is thought to have an effect, and the hypothesis created is as follows:

H2: Employee resilience negatively affects organizational silence.

H2a: Employee resilience negatively affects acquiescent silence.

H2b: Employee resilience negatively affects defensive silence.

H2c: Employee resilience negatively affects prosocial silence.

2.3. The Relationship Between Abusive Supervision and Employee Resilience

Abusive supervision behavior is a factor that affects employees' attitudes toward the organization and, therefore, negatively affects organizational integrity (Whitman et al., 2014, p. 49; Xu et al., 2015, p. 763). Rude behavior of managers towards their subordinates

in the work environment can cause unhappiness in employees and consume their energy (Tortumlu, 2020, p. 706; Aryee et al., 2008, p. 406). According to the resource conservation theory, employees constantly criticized, mocked and humiliated by their superior's experience stress by having to spend the resources they have to cope with these negative situations (Hobfoll & Lilly, 1993). Recent studies have found that abusive supervision causes both physical and psychological problems in employees (Liang et al., 2017, p. 1050; Peltokorpi & Ramaswami 2021, p. 1). Depression and emotional exhaustion (Martinko et al., 2013, p. 130; Abbas et al., 2021, p. 241), stress (Xu et al., 2015, p. 763; Meglich & Easley, 2011, p. 12), bipolar disorder and anxiety disorder (Restubog et al., 2011, p. 713), examples of psychological disorders experienced by employees who are abused by others. The physical disorders experienced by employees during this process are diseases that will cause long-term resource losses for employees, such as loss of appetite and weight, high blood pressure, stomach and intestinal disorders, sleep disorders and joint pain (Aktürk & Demirbağ, 2022, p. 122). A review of the literature reveals that these physical and psychological disturbances negatively impact various functions such as employee performance (Nisar & Rasheed, 2019, p. 5), work productivity (Simbolon et al., 2023, p. 1), and job satisfactions (Zhang & Liao, 2015, p. 971; Imran et al., 2020, p. 292).

Based on the research mentioned above, it is thought that abusive supervision causes the psychological strength of employees to weaken, and as a result, the resilience of employees decreases and the hypothesis created is as follows:

H₃: Abusive supervision negatively affects employee resilience.

2.4. The Relationship Between Abusive Supervision, Organizational Silence, and Employee Resilience

Abusive supervision negatively affects employees' impressions of their managers and trust in the organization. According to the Conservation of Resources Theory (Hobfoll, 1989), employees who perceive that they are abused verbally or non-verbally by their managers make physical and psychological efforts to cope with this stressful process. Studies have found that work stress increases in employees exposed to abusive supervision behavior (Martinko et al., 2013, p. 130; Şengür, 2023, p. 1898). When the literature was examined, it was seen that stress caused a collective organizational silence among employees (Kılıç et al., 2013, p. 17; Yıldız & Güneş 2017, p. 45; Mantı, 2020, p. 60).

Since abusive supervision is a form of behavior that occurs depending on the perceptions of employees, the reaction of each employee in this process may differ. While individuals with high employee resilience can cope with abusive supervision, which is a chronic source of stress, individuals with low resilience may lose their bond with the organization over time and either exhibit retaliatory behavior or have the intention of leaving the job. A review of the relevant literature shows that abusive supervision has a positive effect on organizational silence (Sakal & Yıldız, 2015, p. 389; Kim & Lee, 2015, p. 507; Vakola & Bauradas, 2005, p. 441). However, the stress and pressure environment creates by abusive supervision is noted to negatively affect employees' psychological well-being (Wu & Hu, 2009, p. 146; Mullen et al., 2018, p. 951).

Based on relevant research, it is thought that abusive supervision reduces employee resilience, and employees with decreased resilience tend to remain silent. In light of this information, employee resilience is expected to play a mediating role between abusive supervision and organizational silence, and the hypothesis created is as follows:

H4: Employee resilience has a mediating role in the effect of abusive supervision behaviors on organizational silence.

H4a: Employee resilience has a mediating role in the effect of abusive supervision behaviors on acquiescent silence.

H4b: Employee resilience has a mediating role in the effect of abusive supervision behaviors on defensive silence.

H4c: Employee resilience has a mediating role in the effect of abusive supervision behaviors on prosocial silence.

3. Research Method

In this section of the research, information is given about the purpose and importance of the research, data collection tools, the sample and sampling method of the research, the research model and the research analysis.

3.1. Purpose of the Research

The sharing of information within the organization by all employees is seen as a crucial factor that enhances organizational participations and strengthens communication. Additionally, the knowledge, ideas and experiences that employees possess can provide organizations with a competitive advantage (Demirel & Seçkin, 2008, p. 199). However, employees faced with undesirable situations in the organizational environment deliberately hide their knowledge, ideas and experiences from their friends or superiors (Dyne et al., 2003, p. 1360). Although this situation occurs collectively and is undesirable in organizations, it is an attitude that is difficult to intervene in (Morrison & Milliken, 2000, p. 706-707). On the other hand, the reactions of employees exposed to abusive supervision may differ depending on their level of resilience.

Based on this information, the research aimed to determine the mediating role of employee resilience in the effect of abusive supervision on organizational silence. When the literature was examined, no study was found that addressed the relationship between abusive supervision, employee resilience and organizational silence. In this context, the research aims to examine the effect of abusive supervision on organizational silence and determine whether employee resilience plays a mediating role in this effect.

3.2. Research Sample and Sampling Technique

A quantitative research method was used to determine whether employee resilience is mediating the effect of abusive supervision behaviors on organizational silence. For research data collection, ethics committee permission numbered 96953653-314 was received from Beykent University Publication Ethics Board for Social and Human Sciences on 26.01.2023. The research sample, created according to the convenience sampling technique, consists of people aged 18 and over working in Turkey education, finance, health, law, food and beverage and office services sectors. Participation was voluntary, and 492 people were reached with the survey form prepared online. However, when incorrect and incompletely filled surveys were excluded from the research, 421 surveys were considered for use in the study. The data collection process started in January 2023 and was completed in March 2023.

Table 1. Demographic and Socioeconomic Characteristics of the Study

Characteristics	Categories	Frequency (%)
Age	18-24 years	49.9%
	25-29 years	26.8%
	30-34 years	5.9%
	35-39 years	6.9%
	40 years and above	10.5%
Gender	Female	79.3%
	Male	20.7%
Marital Status	Single	75.3%
	Married	24.7%
Education Level	Primary School	4%
	Secondary School	2.6%
	High School	16.4%
	Associate Degree	6.7%
	Bachelor's Degree	63.2%
	Master's Degree	6.4%
	Doctoral Degree	0.7%
Tenure at Current Workplace	1-3 years	67,5%
	4-6 years	19.7%
	7 years or more	12.8%
Job Sector	Blue-collar	31.4%
	Manager	8.1%
	Education	11.2%
	Law	3.6%
	Health	8.1%
	Finance	3.3%
	Food and Beverage	7.6%
	Office Services	11%
	Other Sectors	15.7%

The majority of participants in the study are women (79.3%) and are aged between 18-24 years (49.9%). The highest educational level among participants is undergraduate degrees (63.2%), and most participants are single (75.3%). A significant portion of participants has been working at the same workplace for 1-3 years (67,5%), with blue-collar workers (31.4%) representing the largest sectoral group.

3.3. Data Collection Tools of the Research

A quantitative research method was used to determine the mediating role of employee resilience in the effect of abusive supervision behaviors on organizational silence. In the first part of the survey form, eight questions contain demographic information to get to know the volunteers (age, gender, education level, marital status, working time in the enterprise, total working time and current position). In addition, there are 52 questions: 15 questions representing the abusive supervision scale, 20 questions representing the organizational silence scale, and nine questions representing the employee resilience scale.

Abusive Supervision Scale: Developed by Tepper (2000) and containing 15 statements representing a single dimension, this scale was developed to measure the abusive supervision behaviors of managers. For the Turkish version of the scale, see Ülbeği et al. (2014) study was used. The validity coefficient of the Turkish adaptation of scale is 0,97, and the reliability is also 0,97. The scale includes "My manager makes fun of me," "My manager humiliates me in front of others," and "My manager is rude to me." There are expressions such as. They were asked to choose the one that best suits them on a 5-point Likert-type scale: "I strongly disagree", "I disagree", "I am undecided", "I agree", and "I strongly agree".

Organizational Silence Scale: The Turkish adaptation of the scale developed by Knoll and Dick (2012) and consisting of 20 statements was carried out by Çavuşoğlu and Köse (2019). The scale originally included four dimensions, but the factor analysis in the Turkish adaptation revealed the presence of three factors with eigenvalues greater than 1. In this study, these dimensions were addressed as Acquiescent Silence, Defensive Silence and Prosocial Silence (Dyne et al., 2003). The validity coefficient of the Turkish adaptation of scale is 0.93, and the reliability is also 0,91. The scale includes "I stay quiet at work to avoid conflicts." "I stay quiet at work because I fear negative consequences." There are expressions such as. They were asked to choose the one that best suits them on a 5-point Likert-type scale: "I strongly disagree", "I disagree", "I am undecided", "I agree", and "I strongly agree".

Employee Resilience Scale: This scale was developed by Näswall et al. (2019), and its Turkish version was created by Yasrebdoost (2022). The scale consists of 9 statements. The validity coefficient of the Turkish adaptation of scale is 0.83, and the reliability is also 0,89. "I cooperate effectively with others to overcome unexpected challenges at work." "I successfully overcome long-term excessive workload." There are expressions such as. They were asked to choose the most appropriate one for themselves on a 5-point Likert scale: "I never do it", "I rarely do it", "I sometimes do it", "I often do it", and "I always do it".

3.4. Model of the Research

Figure 1 presents the research's conceptual model, which consists of the variables abusive supervision (x), employee resilience (m), and organizational silence (y).

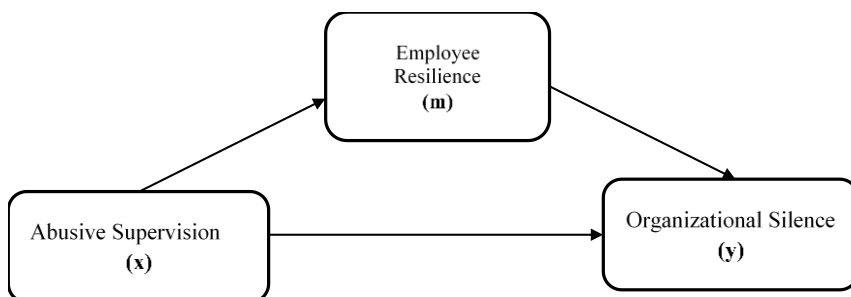


Figure 1: Conceptual Model of the Research

3.5. Analysis of Data

SPSS 25 package program and SPSS Process 2,16,3 macro were used to analyze the data collected within the scope of the research. First, factor analysis was performed to determine the suitability of the data and measurement tools. Hair et al. (2014), frequently used in the literature, were taken as a basis for applying factor analysis. According to these limit values, Kaiser-Meyer Olkin (KMO) sample adequacy measurement is 0.7 and above, Bartlett's Sphericity test is at $p < 0.05$ level, and the total variance explained is 60% and above. In addition, a factor should not provide more than half of the explanatory power and factor loadings should be 0.4 or above (Hair et al., 2014).

Additionally, Cronbach's Alpha coefficient was examined to test the reliability of the measurement tools. Cronbach's Alpha coefficient, 0.70 and above, is considered sufficient for the reliability of the measurement tool (Hair et al., 2014).

If the factor and reliability analysis findings yield appropriate results, the normal distribution of the data is tested as another step. Parametric tests can be applied depending on whether the data has a normal distribution. Shapiro-Wilk and Kolmogorov-Smirnov tests are applied to test normal distribution. The fact that the tests in question are at the $p < 0.05$ level shows that normal distribution is not achieved (Yıldırım & Gökpinar, 2012). In cases where normal distribution is not achieved, skewness and kurtosis values, which are two components of normal distribution, are examined. The skewness and kurtosis values are between -2/2 (George & Mallery, 2001; Leech et al., 2005; Uysal & Kılıç, 2022) is considered sufficient to assume a normal distribution.

When the data is normally distributed, or normal distribution is assumed, Pearson correlation analysis and mediation analyses can be performed. Some limit values are taken as the basis for evaluating the coefficients obtained due to the correlation analysis. According to the limit values in question, "0 = no relationship, 0.01-0.19 = very low relationship, 0.2-0.39 = low relationship, 0.4-0.59 = moderate relationship, 0.6- It is interpreted as 0.79 = high relationship, 0.8-0.99 = very high relationship, 1 = complete relationship (Karahan, 2017; Kocaay, 2022).

After identifying the relationships between variables, the next step is to test the research hypotheses. The Process macro and procedure developed by Hayes (2018) were used to test the research hypotheses. This procedure, frequently used in the literature in recent years, is based on the resampling technique. It is argued that the resampling technique provides more reliable results than traditional methods. A resampling number of 5000 is used to ensure the reliability of the results. In analyses performed with resampling, the confidence interval (CI=confidence interval) value is used instead of the significance value (p). Confidence interval values are evaluated between the lower limit (LLCI) and upper limit (ULCI). The fact that the confidence interval does not contain a zero (0) value shows that the results are reliable and that the hypotheses are supported (Preacher & Hayes, 2004; Gürbüz, 2021).

A simple mediation model was created in accordance with the research model (Figure 1). In the simple mediation model, "x = dependent variable," "m = mediator variable," and "y = dependent variable" (Figure 2).

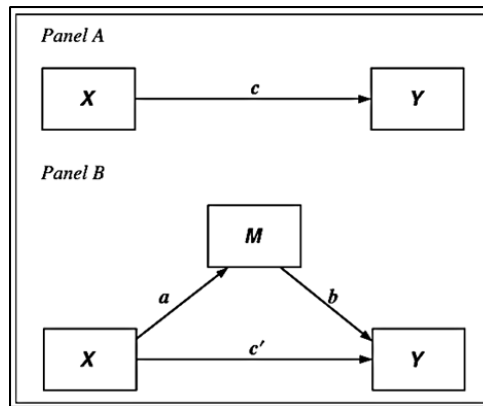


Figure 2. Simple Mediation Model

In Figure 2;

a path; the effect of the independent variable (x) on the mediator variable (m),

b path; the effect of the mediator variable (m) on the dependent variable

c path; the effect of the independent variable (x) on the dependent variable (y) (total effect)

c' path; It represents the effect (direct effect) of the independent variable (x) on the dependent variable (y).

The c' path in the model is obtained by including the x and m variables simultaneously. In addition, the product of paths A and B is called the indirect effect (Preacher & Hayes, 2004; Gürbüz, 2021).

4. Findings

This part of the research includes findings regarding factor and reliability analysis, descriptive statistics, correlation analysis and mediation analysis.

Table 2. Factor Analysis and Reliability Analysis Findings

		Abusive Supervision	Employee Resilience	Organizational Silence
KMO		,954	,865	,951
Bartlett's Test of Sphericity	Chi square	5027,570	1318,821	4781,392
	Df	105	28	153
	Sig.	,000	,000	,000
Total Variance		61,163	51,077	(Acquiescent Silence)
				32,283
				(Defensive Silence)
				16,671
			(Prosocial Silence)	
			16,393	
			Total: 65,347	
Cronbach's Alpha		,953	,859	,943
Item		15	8	18

The KMO value of the abusive supervision scale is 0.954, and Bartlett's test of Sphericity is significant at the $p < 0.05$ level. In addition, the total explained variance of the scale was 61.16%. While the scale's reliability coefficient (Cronbach Alpha) is 0.953, the number of items in the scale is 15. As a result of factor and reliability analyses, no item from the abusive supervision scale was excluded from the scope of the research. In addition, as in the original scale, it is seen that the abusive supervision scale used in this research is collected in a single factor.

The KMO value of the employee resilience scale is 0.865, and Bartlett's test of Sphericity is significant at the $p < 0.05$ level. Additionally, the total explained variance of the scale was 51.077%. While the scale's reliability coefficient (Cronbach Alpha) is .859, the number of items in the scale is 8. However, while analyzing the scale, Item 3 was not included in the research because it loaded on more than one factor. In addition, as in the original scale, it is seen that the employee resilience scale used in this research is collected in a single factor.

The KMO value of the organizational silence scale is 0.951, and Bartlett's Sphericity test is significant at the $p < 0.05$ level. The total explained variance of the acquiescent silence dimension was 32.283%, the defensive silence dimension was 16.671%, and prosocial silence dimension was 16.393%. The total explained variance of the organizational silence scale was 65.34%. While the scale's reliability coefficient (Cronbach Alpha) is 0.943, the number of items in the scale is 18. However, while analyzing the scale, items 14 and 19 were not included in the research because they loaded on more than one factor. In addition, it is seen that the organizational silence scale used in this research is collected in three dimensions, as in the Turkish version.

Table 3. Correlation Analysis and Descriptive Statistics

	\bar{x}	σ	Abusive Supervision	Acquiescent Silence	Defensive Silence	Prosocial Silence	Employee Resilience	Organizational Silence
Abusive Supervision	2,2363	1,03761						
Acquiescent Silence	2,8936	1,16510	,544**					
Defensive Silence	2,7969	1,14449	,416**	,730**				
Prosocial Silence	2,4270	1,10741	,474**	,642**	,539**			
Employee Resilience	4,0048	,74770	-,295**	-,358**	-,138**	-,344**		
Organizational Silence	2,7058	,99240	,549**	,911**	,870**	,830**	-,321**	

** Correlation (r) is significant at the 0.01 level (2-tailed).

N: 421

Correlation analysis was performed to determine the correlations between variables. Correlation analysis results are included in Table 2. According to the findings, it was determined that there was a moderate, positive and significant relationship between organizational silence and abusive supervision at $p < 0.05$. It has been determined that there is a moderate, positive and significant relationship at $p < 0.05$ between acquiescent silence, one of the dimensions of organizational silence, and abusive supervision.

Defensive silence and abusive supervision, another dimension of organizational silence, were found to have a moderate, positive and significant relationship at $p < 0.05$. It has been determined that there is a moderate, positive and significant relationship at $p < 0.05$ between prosocial silence, which is the last dimension of organizational silence, and abusive supervision. It was determined that there was a low, negative and significant relationship between employee resilience and abusive supervision at $p < 0.05$. It has been determined that there is a low, negative and significant relationship between organizational silence and employee resilience at $p < 0.05$. It was determined that there was a low, negative and significant relationship between employee resilience and acquiescent silence at $p < 0.05$. It was determined that there was a very low, negative and significant relationship between employee resilience and defensiveness at $p < 0.05$. It has been determined that there is a low, negative and significant relationship at $p < 0.05$ between employee resilience and prosocial silence.

Descriptive statistics of the participants' views on organizational silence, resilience and abusive supervision are included in Table 2. According to the findings, the participants' perceptions of abusive supervision are at a very low level (2.23), their perceptions of acquiescent silence are at a low level (2.89), their defensive perceptions are at a low level (2.79), their perception of prosocial silence is low (2.42), Their perception of organizational silence is low (2.70). Employee resilience is high (4.00).

Table 4. The Mediating Role of Employee Resilience in the Effect of Abusive Supervision on Organizational Silence

Variables	R2	P	B	P	LLCI	ULCI
Abusive Supervision(x)	0,0872	,0000	-0,2128	,0000	-0,2789	-0,1467
Employee Resilience (m)			4,4807	,0000	4,3177	4,6436
Abusive Supervision(x)	,3294	,0000	,4761	,0000	,3973	,5549
Employee Resilience (m)			-0,2312	,0000	-,3406	-,1218
Organizational Silence(y)			2,5670	,0000	2,0430	3,0911
Abusive Supervision(x)	,3017	,0000	,5253	,0000	,4486	,6021
Organizational Silence(y)			1,5311	,0000	1,3419	1,7203
Abusive Supervision → Employee Resilience → Organizational Silence			Effect		BootLLCI	BootULCI
			,0492		,0167	,0224

According to the mediation analysis findings, the level of explanation of abusive supervision employee resilience is 8.7%. It was determined that abusive supervision behaviors negatively affected employee resilience at a low level ($B = -0.2128$). The effect of abusive supervision on employee resilience is significant ($LLCI = -0.2789$, $ULCI = -0.1467$).

The extent to which abusive supervision and employee resilience explain organizational silence is 32%. The effect of abusive supervision behaviors on employees' organizational silence ($B = 0.4761$) was positive. The effect obtained is significant ($LLCI = 0.3973$, $ULCI = 0.5549$). The effect of employee resilience on organizational silence is also tested in the same model. According to the findings, the effect of employee resilience on organizational silence ($B = -0.2312$) is negative. The effect of employee resilience on organizational silence ($LLCI = -0.3406$, $ULCI = -0.1218$) is significant.

The extent to which abusive supervision behavior directly explains employees' organizational silence is 30%. The effect in question ($B = 0.5253$) is positive. The level at which abusive supervision explains organizational silence is significant ($LLCI = 0.4486$, $ULCI = 0.6021$).

The effect coefficient of the model, which tests the mediating role of employee resilience in the effect of abusive supervision behaviors on organizational silence, was determined as 0.0492. The resulting coefficient is positive. It can be seen that the confidence interval of the mediation role ($BootLLCI = 0,0167$, $BootULCI = 0,0224$) does not contain a value of 0. When the findings are evaluated in general, employees' exposure to abusive supervision behavior reduces their employee resilience, albeit at a low level. Abusive supervision behaviors significantly increase employees' organizational silence. The organizational silence of employees with high employee resilience decreases significantly. Finally, while abusive supervision behaviors increase organizational silence, employee resilience plays a mediating role in this relationship. In summary, abusive supervision reduces employees' resilience and leads to organizational silence in employees.

Table 5. The Mediating Role of Employee Resilience in the Effect of Abusive Supervision on Acquiescent Silence

Variables	R2	P	B	P	LLCI	ULCI	
Abusive Supervision(x)			,5391	,000	,4472	,6310	
Employee Resilience (m)	,3387	,000	-0,3372	,000	-0,4647	-0,2097	
Acquiescent Silence (y)			3,0384	,000	2,4247	3,6494	
Abusive Supervision(x)			,6109	,000	,5204	,7014	
Acquiescent Silence (y)	,2960	,000	1,3045	,000	1,3045	1,7505	
Abusive Supervision → Employee Resilience → Acquiescent Silence					Effect ,0718	BootLLCI ,0364	BootULCI ,1222

According to the mediation analysis findings in Table 5, the explanatory power of abusive supervision and employee resilience for acquiescent silence is 33%. The effect of abusive supervision on employees' acquiescent silence ($B = 0.5391$) was found to be positive. The effect is significant ($LLCI = 0.4472$, $ULCI = 0.6310$). In the same model, the effect of employee resilience on acquiescent silence is also tested. According to the findings, the effect of employee resilience on acquiescent silence ($B = -0.3372$) is negative. The effect of employee resilience on acquiescent silence is significant ($LLCI = -0.4647$, $ULCI = -0.2097$).

The explanatory power of abusive supervision on employees' acquiescent silence directly is 29%. This effect ($B = 0.6109$) is positive. The explanatory power of abusive supervision on acquiescent silence is significant ($LLCI = 0.5204$, $ULCI = 0.7014$).

The effect size of the model testing the mediating role of employee resilience in the impact of abusive supervision on acquiescent silence was determined as 0.0718. The coefficient is positive. The confidence interval for the mediation effect ($BootLLCI = 0.0364$, $BootULCI = 0.1222$) is also significant. When the findings are evaluated as a whole, abusive supervision reduces employees' resilience while increasing their acquiescent silence. Additionally, it has been determined that employee resilience plays a mediating role in the effect of abusive supervision on acquiescent silence.

Table 6. The Mediating Role of Employee Resilience in the Effect of Abusive Supervision on Defensive Silence

Variables	R2	P	B	P	LLCI	ULCI
Abusive Supervision(x)			,4538	,000	,3528	,5547
Employee Resilience (m)	,1735	,000	-0,0250	,726	-0,1650	,1151
Defensive Silence (y)			1,8822	,000	1,2112	2,5532
Abusive Supervision(x)			,4591	,000	,3628	,5554
Defensive Silence (y)	,1732	,000	1,7703	,000	1,5329	2,0077
Abusive Supervision → Employee Resilience → Defensive Silence				Effect	BootLLCI	BootULCI
				,0053	-0,0218	,0383

The explanatory power of abusive supervision and employee resilience for defensive silence is 17%. The effect of abusive supervision on employees' defensive silence (B = 0.4538) was found to be positive. The effect is significant (LLCI = 0.3528, ULCI = 0.5547). In the same model, the effect of employee resilience on defensive silence is also tested. According to the findings, the effect of employee resilience on defensive silence (B = -0.0250) is not significant (LLCI = -0.1650, ULCI = 0.1151).

The explanatory power of abusive supervision on employees' defensive silence directly is 17%. This effect (B = 0.4591) is positive. The explanatory power of abusive supervision on defensive silence is significant (LLCI = 0.3628, ULCI = 0.5554).

The effect size of the model testing the mediating role of employee resilience in the impact of abusive supervision on defensive silence was determined as 0.0053. The coefficient is positive. However, the confidence interval for the mediation effect is not significant (BootLLCI = -0.0218, BootULCI = 0.0383). According to the findings, abusive supervision increases employees' defensive silence, but employee resilience does not play a mediating role in this process.

Table 6. The Mediating Role of Employee Resilience in the Effect of Abusive Supervision on Prosocial Silence

Variables	R2	P	B	P	LLCI	ULCI
Abusive Supervision(x)			,4354	,000	2,1706	3,3905
Employee Resilience (m)	,2705	,000	-0,3314	,000	-0,4587	-0,2041
Prosocial Silence (y)			2,7805	,000	,3437	,5272
Abusive Supervision(x)			,5060	,000	,4157	,5962
Prosocial Silence (y)	,2248	,000	1,2955	,000	1,0730	1,5179
Abusive Supervision → Employee Resilience → Prosocial Silence				Effect	BootLLCI	BootULCI
				,0705	,0364	,1197

The explanatory power of abusive supervision and employee resilience for prosocial silence is 27%. The effect of abusive supervision on employees' prosocial silence (B = 0.4354) was found to be positive. The effect is significant (LLCI = 2.1706, ULCI = 3.3905). In the same model, the effect of employee resilience on prosocial silence is also tested. According to the findings, the effect of employee resilience on prosocial silence (B = -0.3314) is negative. The effect of employee resilience on prosocial silence is significant (LLCI = -0.4587, ULCI = -0.2041).

The explanatory power of abusive supervision on employees' prosocial silence directly is 22%. This effect ($B = 0.5060$) is positive. The explanatory power of abusive supervision on prosocial silence is significant ($LLCI = 0.4157$, $ULCI = 0.5962$).

The effect size of the model testing the mediating role of employee resilience in the impact of abusive supervision on prosocial silence was determined as 0.0705. The coefficient is positive. The confidence interval for the mediation effect is significant ($BootLLCI = 0.0364$, $BootULCI = 0.1197$). According to the findings, abusive supervision increases employees' prosocial silence. This means that employees prefer not to speak up for the benefit of the organization. However, employees with higher resilience tend to show less silence. Therefore, employee resilience plays a mediating role in the effect of abusive supervision on prosocial silence.

Table 7. Hypotheses Acceptance/Rejection Status

H1: Abusive supervision positively affects organizational silence.	Accepted
H1a: Abusive supervision positively affects acquiescent silence.	Accepted
H1b: Abusive supervision positively affects defensive silence.	Accepted
H1c: Abusive supervision positively affects prosocial silence.	Accepted
H2: Employee resilience negatively affects organizational silence.	Accepted
H2a: Employee resilience negatively affects acquiescent silence.	Accepted
H2b: Employee resilience negatively affects defensive silence.	Rejected
H2c: Employee resilience negatively affects prosocial silence.	Accepted
H3: Abusive supervision negatively affects employee resilience.	Accepted
H4: Employee resilience has a mediating role in the effect of abusive supervision behaviors on organizational silence.	Accepted
H4a: Employee resilience has a mediating role in the effect of abusive supervision behaviors on acquiescent silence.	Accepted
H4b: Employee resilience has a mediating role in the effect of abusive supervision behaviors on defensive silence.	Rejected
H4c: Employee resilience has a mediating role in the effect of abusive supervision behaviors on prosocial silence.	Accepted

Results and Discussion

This research reached some important findings, which examined the role of employee resilience in the silence levels of employees against the abusive behavior of managers in organizations. According to the findings, employees' resilience is negatively affected by abusive supervision. Another finding is that employee resilience is a factor that reduces organizational silence. Additionally, abusive supervision practices increase employees' silence. Finally, the mediating role of employee resilience in the effect of abusive supervision on organizational silence was determined.

The findings of this study provide significant insights into the impact of abusive supervision on employee silence. First, it was determined that employee resilience plays a mediating role in the effect of abusive supervision on Prosocial Silence and Acquiescent Silence. This finding suggests that when employees are exposed to an abusive supervisor, their resilience tends to lead them toward more positive or compliant forms of silence. Particularly, Prosocial Silence refers to a type of silence where employees withhold information to avoid harming the organization, and resilient employees are shown to still consider organizational interests in such situations. Similarly, resilience reinforces this tendency in cases of Acquiescent Silence, where employees exhibit submissive silence.

However, it was found that resilience does not mediate the effect of abusive supervision on Defensive Silence. Defensive silence is where employees withhold information for self-protection, typically stemming from fear or insecurity. This result indicates that resilience levels do not significantly impact defensive silence. This suggests that even resilient employees do not change their defensive silence behavior when they feel threatened.

The findings obtained are compatible with the results of previous studies in the literature and the assumptions of resource conservation theory. According to the resource protection theory, employees tend to protect their resources when they perceive a threat to their resources. This protective tendency can be resistance or retreat (Hobfoll, 1989). This research examines how employees become silent to protect their resources when threatened. According to research findings, employees become silent in the face of developments because the abusive behavior of managers will reduce the resilience level of employees. Employees protect their resources through organizational silence. The results of previous research also provide findings that negative manager/leader behaviors cause employees to become silent (Morrison & Milliken, 2000, p. 714; Wang & Jiang, 2015, p. 2; Sakal & Yıldız, 2015, p. 389). Since abusive supervision increases threats to employees' resources, it is observed that employees become silent to defend their resources (Kiewitz et al., 2016, p. 4). On the other hand, there are also study findings that employees' silence increases because abusive supervision reduces the psychological health of employees (Park et al., 2018, p. 775). According to the results of another study, abusive supervision negatively affects the emotions of employees, and therefore, the silence of employees increases.

Employee resilience is important in maintaining well-being in adverse management and organizational environments. When employee resilience is high, employees may be less affected by negative organizational factors. Therefore, it is important to examine employee resilience to ensure the continuity of employee well-being in adverse working environments. This research is different from previous studies as it is the first to examine the role of resilience in the organizational silence of employees under abusive supervision.

This finding indicates that by enhancing their personal resilience, employees can strengthen their tendencies to avoid harming the organization and exhibit more compliant behaviors. Accordingly, organizations can offer programs and training that foster employee resilience to minimize the negative impacts of abusive supervision in the workplace.

On the other hand, the lack of an effect of resilience on defensive silence suggests that these types of silence need to be managed not only through individual resilience but also through broader organizational strategies that promote trust. Specifically, silence arising from fear and insecurity points to the need for managers to adopt a trust-building leadership style and create an open, trust-based communication environment with their employees.

In conclusion, this study highlights the importance of programs aimed at enhancing employee resilience and demonstrates the critical role of organizational trust in reducing negative forms of silence, such as defensive silence, in the workplace.

While this research contributes to the literature, it also has some limitations. The first of these restrictions is about the sample. Within the scope of the research, data was collected

from employees in different sectors. Sectoral characteristics, difficulty of substitution of employees, high education of employees, and existence of protective laws may affect the level of silence of employees in the face of abusive supervision. Within the scope of this research, sectoral distinction, educational characteristics of the employees or their being in a specific business line were ignored.

Additionally, research findings benefit from abusive supervision and employee resilience when explaining how employees become silent. The research is limited to the concepts in question. Finally, the research does not discriminate regarding employees' positions (manager-employee). People in management positions may react differently to abusive behavior than people working at lower levels. In the research, no discrimination was made regarding the management roles of the employees in the sample.

Some suggestions can be offered, taking into account the limitations of the research and the findings of the research. The first of these is to examine in detail the sectoral and job characteristics of studies examining the role of employee resilience in the effect of abusive supervision on silence. When employees' resilience decreases, their tendency to silence will increase. However, in areas such as informatics and software, where qualified personnel are scarce, and employees have bargaining power, how is employees' resilience in the face of abusive supervision affected, and which reactions of raising voice/silence can the employees be examined? Finally, whether employees have management duties may change their behavior towards abusive supervision. For this reason, future research on a similar subject can be examined regarding management duty.

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Complaints	itobiad@itobiad.com
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Author Contributions	Design of Study: 1. Author (%50), 2. Author (%50). Data Acquisition: 1. Author (%50), 2. Author (%50). Data Analysis: 1. Author (%50), 2. Author (%50). Writing up: 1. Author (%50), 2. Author (%50). Submission and Revision: 1. Author (%50), 2. Author (%50).
Değerlendirme	İki Dış Hakem / Çift Taraflı Körleme
Etik Beyan	Karar, İstanbul Beykent Üniversitesi Rektörlüğü, Sosyal ve Beşeri Bilimler Etik Kurulu tarafından, Yayın Etik Kurulu Başkanlığının 26.01.2023 tarihli ve 96953653-314 sayılı kararı ile alınmıştır.
Benzerlik Taraması	Yapıldı – Ithenticate
Etik Bildirim	itobiad@itobiad.com
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