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THE RELATIONSHIP BETWEEN GLASS CEILING SYNDROME AND ORGANIZATIONAL SILENCE OF FEMALE EMPLOYEES IN THE AVIATION SECTOR

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Abstract

Glass ceiling can be expressed as invisible career barriers that women employees face in business life. Today, obstacles faced by women in almost every sector in business life in positive achievements such as promotions and awards threaten the position and place of women in their career. In this study, the perception of glass ceiling and organizational silence of female employees were examined. Female employees in the civil aviation sector at Van Ferit Melen and Erzurum Airport were included in this study. The questionnaire and scale data were analyzed with the SPSS (ver.20) software program. According to the results of this study; there was no difference between educational status and glass ceiling syndrome of women working in the civil aviation sector, but a difference was found in terms of organizational silence. No difference was found between income level and glass ceiling and organizational silence. On the contrary, a statistical difference was found between professional seniority and glass ceiling and silence. It can be stated that the organizational silence mood of women who are faced with glass ceiling syndrome is also high.

Keywords: *Glass Ceiling Syndrome, Organizational Silence, Civil Aviation.*

HAVACILIK SEKTÖRÜNDE KADIN ÇALIŞANLARIN CAM TAVAN SENDROMU VE ÖRGÜTSEL SESSİZLİK İLİŞKİSİ

Öz

Cam tavan, kadın çalışanların iş hayatında karşılaştıkları görünmez kariyer engelleri olarak ifade edilebilir. Günümüzde kadınların hemen hemen her sektörde iş hayatında terfi, ödül gibi olumlu başarılarında karşılaştığı engeller, kadınların kariyerlerindeki konumunu ve yerini tehdit etmektedir. Bu çalışmada, kadın çalışanların cam tavan ve örgütsel sessizlik algısı incelenmiştir. Çalışmaya Van Ferit Melen ve Erzurum Havalimanında sivil havacılık sektöründe çalışan kadın çalışanlar dahil edilmiştir. Anket ve ölçek verileri SPSS (ver.20) programı ile analiz edilmiştir. Bu çalışmanın sonuçlarına göre; sivil havacılık sektöründe çalışan kadınların eğitim durumları ile cam tavan sendromu arasında fark bulunmazken, örgütsel sessizlik açısından farklılık bulunmuştur. Gelir düzeyi ile cam tavan ve örgütsel sessizlik arasında fark tespit edilmemiştir. Mesleki kıdem ile cam tavan ve sessizlik arasında istatistiksel farklılık dikkati çekmektedir. Cam tavan sendromu ile karşı karşıya kalan kadınların örgütsel sessizlik duygusunun da yüksek olduğu ifade edilmektedir.

Anahtar kelimeler: *Cam Tavan Sendromu, Örgütsel Sessizlik, Sivil Havacılık.*

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1. Introduction

With the integration of women into business life, businesses started to benefit from human resources more effectively. Glass ceiling syndrome is one of the most important pandemics that women encounter in business life and have difficulty coping with. The glass ceiling is the product of a mentality that is contrary to the opportunities and opportunities offered by our age.

The motherhood role that is dominant in traditional societies and given to women has begun to change with the evolution of the social structure after the industrial revolution. Although in recent years there has been more talk of female employees, who have become stronger due to financial power, it is a fact that this situation is not at the desired level. At this point, the softened state of gender discrimination today can be expressed as the “glass ceiling syndrome” of women surrounded by invisible barriers.

2. Glass Ceiling Syndrome

Invisible obstacles preventing women from reaching top management and leadership positions are referred to as “glass ceilings”. This metaphor has been voiced in society for nearly eighty years.

Studies on glass ceiling syndrome show that this is due to women’s individual preferences, organizational perception and social approaches (Chisholm-Burns et al., 2018, Cohen et al., 2020, Faniko et al., 2017, Hausknost, 2020, Lewellyn & Muller-Kahle, 2020, Mun & Jung, 2018). These all studies refer to women are placed in the second plan for various reasons. For example, Cotter et al. (2001) stated in their study that men employees are preferred over women in terms of delegation of authority in meetings or projects that will bring high income. Another study (Eagly, 2007) states that women face difficulties that other men do not in sectors dominated by men. The most crucial statement among the studies investigating the glass ceiling syndrome is the persistent employees who engage managers with the assumption that the biggest obstacle to the professional promotion of women is that they do not have the necessary qualifications in society (Eagly & Karau, 2002, Koenig et al., 2011).

Generally, men dominated senior management positions in the historical process. While men mostly worked in jobs such as managers and heavy workers, the late integration of women into business life and their employment in assistantship, teaching, care and service sectors are an example of this process (Walby, 1990). In fact, according to the study of Hakim (1992), it is stated that men earn higher wages than women in some sectors, even if they do the same job. For this reason, the issues that have been expressed in male-dominated business life for centuries are usually masculine terms (Gaucher et al., 2011). When approached in this context, in traditional management models, women are less likely to be senior managers or to be given management power of attorney than men (Lyness & Heilman, 2006).

3. Organizational Silence

Human is the most valuable resource for organizations. In order to benefit from human resources at the maximum level, all kinds of obstacles that affect entrepreneurship must be overcome. One of these obstacles is organizational silence.

Organizational Silence is defined as “deliberate avoidance of expressing ideas, information and opinions about work” (Van Dyne et al. 2003). Organizational silence can be expressed as the deliberate concealment of their experiences, knowledge and ideas by individuals who see the flaws in operational processes, regardless of the level of the organization. When the silence that develops individually first spreads to the organization collectively, the situation of not preventing the erratic works throughout the organization develops. At this point, organizational silence started to spread to all capillaries like a poisonous tumor (Morrison & Milliken, 2000). For this reason, organizational silence is one of the most serious obstacles to possible development in the organization. In addition, it is like an avalanche that will deprive organizations of their goals and even drag organizations to destruction because “wrong is not called wrong and not intervened”.

Organizational silence has an important place for organizations that have found a field of work in the last two decades and to sustain their lives. In the studies conducted, it was understood that the employees did not express their thoughts, suggestions and ideas even in their work and project activities of the organization (Vakola & Bouradas, 2005, Maria, 2006, Milliken et al., 2003). The most important feature of silence is that when employees are collectively influenced by each other (by creating an organizational synergy), this situation becomes a climate of silence within the organization (Alparslan & Kayalar, 2012). Even though "silence" is seen as a passive behavior when considered rationally (Nakane, 2006), silence within the organization actually refers to a purposeful and often organized movement that includes caste (Scott, 1993, Pinder & Harlos, 2001).

In the organization, this situation begins to become a climate in the organization after the employees who have devoted themselves to silence for many reasons. Employees who perceive themselves or their ideas as worthless are drawn into their inner world, even if it is true. There is an increase in the number of people who know the truth in the organization but who do not speak them (Vakola & Bourdas, 2005). This silence will start to evolve towards absolute silence by normalizing in the organization over time.

Some theories should be used to explain organizational silence. In the light of these theories, the concept of silence can be better understood.

The expectation theory developed by Vroom states that an individual's behavior will emerge as a result of the interaction with the individual's personal characteristics and environmental factors.

Valence (degree of desire) is the severity of a person's willingness to reach the goal. In other words, the effort that the person is ready to spend in achieving the goal, the price he is ready to give can be expressed as the importance given to him. Expectation, on the other hand, is the severity of the belief that the particular behavior of the individual will lead him or her to the target result. Accordingly, in order to motivate a person to act, it can be calculated by multiplying the expectation that this behavior will reach the goal of the person and the degree of importance given to that goal (McMenemy & Lee, 2007).

In expectation theory, the direction of the behavior is determined by the expectation and the attraction in the result. There is a stage through succession between effort, performance, reward and personal goals (Parijat & Bagga, 2014). On the other hand, in the context of organizational silence, the individual may become silent if the employee predicts that the speeches or behaviors to be made will not have positive results or that the result will be opposite to the expectation (Çakıcı, 2007).

Cost-Benefit analysis theory is a common and effective method used by businesses and large individuals to measure or predict the results of a behavior, project, or study.

In cost-benefit analysis, businesses generally consider the total sum of the financial gain to be obtained against the work to be done. On the other hand, they also consider intangible gains (reputation, etc.) as opportunities. The formula in utility analysis is quite simple. The Cost of benefit section gives us the cost of benefits (Hussen, 2004).

In the context of organizational silence, the individual establishes a balance between his discourse and actions and the situation that will result from it. Even if it is true, it is expected that the individual who feels that he may be harmed by his discourse will prefer to be silent.

The spiral of silence communication theory was developed by Elizabeth Noella-Neumann as a mass communication theory. Accordingly, if the person's actions or statements are not expected to be accepted by the community he / she is in, he / she gives up his / her behavior due to exclusion or social punishment. However, as soon as he feels that his ideas are becoming widespread in society, he starts to defend his ideas louder (Noelle-Neumann, 1974).

a) The constancy spiral theory has four different sub-factors (Moreno-Riano, 2002, Moy et al. 2001, Willnat et al. 2002),

b) Individuals who do not compromise their opinions by going out of the spiral and who are generally excluded / in the minority are the first factor, even if they know that their own opinions and behaviors will not be accepted among the common-sense community rules.

c) The third factor is the individuals who cannot express their opinions openly or who are indecisive between the community that abides by the general-valid rules and the individuals who have contrary opinions.

d) The theory does not advocate dualism (two extremes such as opinion-contradictory idea) within itself. It focuses on the direction of the trends in the climate between social opinion and contradictory ideas and whether they show changes. This is the fourth factor.

The starting point of the spiral of silence is the fear of “social exclusion” (Noelle-Neumann, 1974). Accordingly, the individual within the organization; the spiral process is completed with the fear of exclusion from the organization, the threat of the employees to exclude and eventually the silence within the organization.

According to the *self-adaptation theory*, individuals adapt their behaviors according to the values of the existing community (Greenberg & Baron, 2003). Individuals with high self-adaptation ability and level are those who use social clues by giving good impressions and do not lose their positions even if they have different opinions. Individuals with a low level of self-adaptation tend to reflect their judgments by not being able to control their attitudes, thoughts and behaviors (Premeaux & Bedeian, 2003).

In this context, while individuals who choose silence within the organization actually worry about their own future, they endanger the whole organization. The community has adapted itself to a false success because individuals close to the administration reflect the status quo, resisting change, cumbersome, obsolete or dysfunctional order to the managers as if it works very well. Instead of talking about the future, these adapted managers boast of their past achievements. However, employees who chose silence are also unaware that they are traveling altogether on a bus that is about to be overthrown to the stockade with the managers who have adapted themselves.

When some situations leading to organizational silence are examined, it is better understood why people exhibit this behavior.

Organizational management styles, management cultures, and managers’ attitudes and behaviors clearly affect organizational silence. In some organizations, employees are prohibited from speaking on administrative and political issues (Morrison & Milliken, 2000). These prohibitions can also be offered to employees with painful prescriptions such as discipline or dismissal penalties. Employees who do not want to be faced with a negative reaction are afraid to express their opinions even if it is true because they do not trust their managers. Because they think that their speech will not bring any benefit.

Speaking is seen as risky explains the situation of not speaking within the organization for personal benefits. Because, in the event of debate within the organization or criticism, even indirectly, employees prefer silence due to facts such as the fear of isolation in the workplace, not being promoted and not being liked (Bildik, 2009).

Unwillingness of employees to share information within the workplace may be due to the fear of exclusion. It is stated that the employee who identifies and expresses the mistake in the ongoing process is often afraid of causing problems, breaking routines or being called gossip. Personnel who are afraid of exclusion cannot express their opinions frankly (Kahveci, 2010). Those who express their opinions without being afraid of being ostracized may remain silent for fear that their relations will deteriorate after a while.

Employees who want to express the disruptions they see in the workplace may believe that even if they express these problems, they will not be taken into consideration and no solutions will be produced (Morrison & Milliken, 2000). On the contrary, they believe that their colleagues or managers will not act in good faith towards them just because they speak, they will be pushed out of the promotion and reward system. (Kahveci, 2010).

Glass Ceiling Syndrome and Organizational Silence in Aviation Sector

It cannot be said that women are overrepresented in the aviation industry. Within the European Union, 40% of those working in passenger transportation and 23% of cargo transportation are women. 26% of those working in airport operations are women. In the USA, 42.9% of those working in air transportation in 2018 are women. Of the 130,000 pilots flying around the world in 2010, 3% were women. Of these 4,000 female pilots, only 450 were in captain status. (McCarthy et al., 2015). Even though the rate of female employees in passenger transportation like cabin crew has reached 40%, women are still not sufficiently represented in the aviation industry.

When the international literature is examined, it is understood that very little scientific research has been done on the glass ceiling faced by women in the aviation industry. Puckett and Hynes (2011), who investigated the perceptions of female pilots about glass ceiling syndrome using face-to-face interview method, defined the process of becoming a female pilot as “difficult” by 75% of the participants. They stated that they encountered the resistance of men in order to take part in this sector at the beginning of their careers and they became unwanted people in the profession. They stated that they felt obliged to prove themselves to be able to do this job, unlike men. On the other hand, they stated that they faced situations such as mockery, harassment, alienation, malicious comments from colleagues and passengers. They feel that the aviation industry’s attitudes and behaviors towards women leaders are often encouraging, because they have both worked in this area for years and that it is in the industry’s interest. Mentor is one of the subdimensions of glass ceiling syndrome. In this study, the female pilots always gave the names of the same people in terms of the mentor. In this context, mentoring is about personal attention, helpfulness and conscientiousness. They listed their thoughts on how to break the glass ceiling as: adequate communication skills, honesty, affection, competence and patience.

A survey was conducted with 289 employees working in Korean airlines (Choi & Yoon, 2014). In this study, the relationship between perception of glass ceiling syndrome and organizational justice and job satisfaction was investigated. According to the results of the study, female airline employees expressed that they faced the high level of glass ceiling obstacle and felt this in their in-house promotion and justice practices. Moreover, it is very important for female employees to state that their commitment to the organization decreases and job satisfaction decreases when they are not treated fairly.

In a study conducted on gender discrimination in the aviation industry in Australia, 1114 pilots were interviewed. According to the results of the research, it was stated that it is possible for female pilots who have worked in the sector for more than twenty years to reach professional positions, but female pilots cannot be in important positions due to the masculine perception (Mitchell vd., 2006).

Organizational silence is one of the most dangerous cases the aviation industry can face. Studies show that the silence in the aviation industry invites disasters (Bienefeld & Grote, 2012). Seeing the negativities experienced but staying silent for various reasons can lead to accidents. On the other hand, Cho and Koh (2010) emphasized in their research on airline workers that organizational silence positively affects organizational commitment.

The human factor that causes aviation accidents has been investigated. Despite years of CRM (Crew Resource Management) training, it has been understood that 1,751 flight crews prefer silence. When the reason for this silence was investigated, fear of harming relationships, being exposed to operational pressures or being punished emerged as important factors (Bienefeld & Grote, 2012).

In another study (Ünder and Gere, 2021), organizational silence was defined as the avoidance of voluntary reporting in the aviation industry. After a survey with 483 employees, it was understood that people voluntarily remain silent due to their personal interests.

Methodology

According to the number of employees in 2019, a total of 1052 people, 473 at Van Ferit Melen Airport and 579 at Erzurum Airport, constitute the total sample of the study. 462 female employees working at both airports were reached via shift supervisors on a voluntary basis. A total of 318 female employees participated in the study voluntarily.

The Scale of Glass Ceiling

Glass ceiling can be expressed as the confrontation of women with the obstacles we see in business life. When women encounter this invisible barrier, their professional satisfaction and satisfaction may hurt their achievement of their goals. According to Karaca (2007), developing the scale of glass ceiling scale, there are seven different sub-dimensions that women face with glass ceiling syndrome.

Undertaking Multiple Roles: Women, by nature, assume the roles of both a mother and a working woman compared to men. In this respect, while a mother raises an individual for society regardless of gender, on the other hand, life is struggling within her own profession. In addition, women who face the values attributed to them by the society may also be asked to be a good housewife according to the traditions of the society. The struggle for survival of women who undertake or undertake multiple roles occurs in different tracks.

Women's personal perceptions: In connection with assuming multiple roles, it is the fact that women partly give up in their careers because of their own will or obligation, due to the many tasks they assume in their social lives.

Organizational culture and policies: In businesses with male-dominated organizational culture or in dense patriarchal societies, women are prevented from being equally evaluated with men in business life. Organizational policy, on the other hand, is that managers or management make distinct discrimination between male and female employees altogether.

Avoiding informal networks: Communication can be expressed as special connections that are established and used to achieve a goal or purpose. As a result of the networks established in organizations, employees can learn what makes managers happy, which projects and works attract attention, and even how to come to vacant positions. Informal communication networks are invisible ties within the organization where the flow of information, news or experience is provided (Palmer & Hyman, 1993).

Mentor deficiency: Mentor can be expressed as a smart and entrepreneurial teaching or consulting model.

Occupational segregation: Horizontal and vertical distinctions can be mentioned in the divisions made within the professions. Horizontal distinction states that some professions are performed by women and some professions by men are formed by social perception. If we give an example of professional distinctions; Nursing, secretary, preschool teaching are among the professions attributed to women. In addition, heavy mechanical works, vehicle maintenance, assembly and repair, commercial driver, inspector, directorate, and jobs that require frequent travel between provinces / countries are professions attributed to men. These occupational groups may vary according to the customs, traditions or law of the societies.

Vertical distinction can be expressed as the fact that women are subjected to different attitudes and evaluations compared to men under the same job and conditions. Women in this situation have to face harsher conditions than male employees (Eyuboğlu, 1999).

Stereotypes: Stereotypes are all forms of stereotypical thinking, mental works, beliefs belonging to a social group, ossified and largely false perceptual forms (Hortaçsu, 1998). In shorter terms, it can be explained as stereotypes that are associated with gender.

The Scale of Organizational Silence

In the study, the Organizational Silence Scale developed by Çakıcı (2007) was used. It consists of 28 items in five sub-dimensions: organizational silence, managerial and organizational reasons, work-related issues, lack of experience, isolation and fear of damaging relationships.

Managerial and organizational reasons: The culture of the organization or the attitudes of the managers affect the organizational silence. The attitudes and behaviors of the employees constitute the culture of the organization. Besides, managerial approaches of managers also affect this situation.

Business matters: The reformist approaches of employees who focus on how to do the work better and with higher quality may not correspond in a horizontal or vertical hierarchy.

Lack of experience: Professional experience, aptitude for work and workplace seniority affect organizational silence.

Insulation: Individuals exposed to negative attitudes and behaviors within the organization become lonely and alienated. Therefore, the individual who is in isolation is interested in his own inner world or job instead of dealing with his environment. This reactive deafness is a self-protective approach that pushes the employee into silence.

Fear of hurting relationships: Relationships in the business environment can be damaged after the actions or statements of employees who want to express or correct the defects in the work and processes in the organization. Sometimes, discomfort may increase due to individuals who personally perceive criticism or corrections. Therefore, employees who do not want to damage their relations may prefer silence.

Hypothesis

H1: There is a statistically significant difference between the sub-dimensions of glass ceiling syndrome according to the education levels of female employees working at airport.

H2: There is a statistically significant difference between the sub-dimensions of glass ceiling syndrome according to the income of airport employees.

H3: There is a statistically significant difference between the duration of work of airport employees and the sub-dimensions of glass ceiling syndrome.

H4: There is a statistically significant difference between the sub-dimensions of organizational silence according to the education levels of airport employees.

H5: There is a statistically significant difference between the sub-dimensions of organizational silence according to the income of airport employees.

H6: There is a statistically significant difference between the working time of airport employees and the sub-dimensions of organizational silence.

H7: There is a positive statistical relationship between airport employees' perception of glass ceiling and organizational silence.

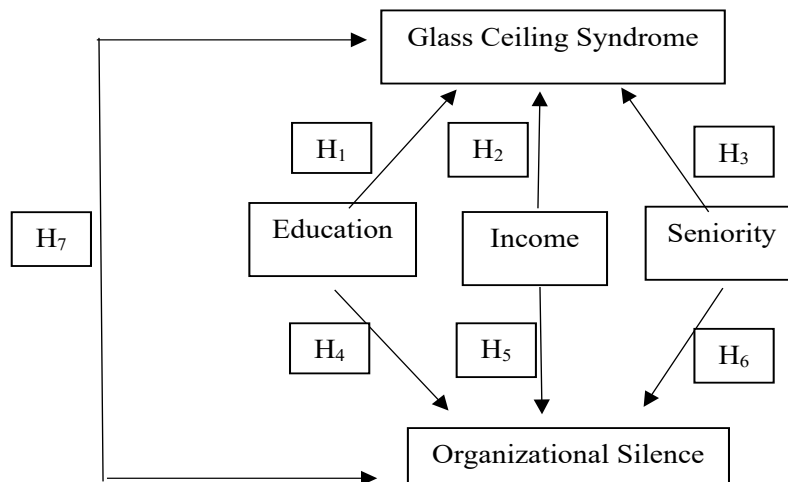


Figure 1 : Research Model

The data obtained were analyzed with the help of a statistics program, SPSS version 20.0. In the analysis of the data, the reliability and factor analysis of the scales used to measure the personality traits and burnout levels of the participants were made. In this study, Frequency / percentage analysis and ANOVA test in the distribution of demographic characteristics of the participants, Tukey HSD test for multiple comparison tests, factor analysis and reliability test, and correlation analyze were applied to test the variables.

Results

When Table-1 is examined, more than half of all female employees participating in the study are single (59.5%). It is seen that the majority of the sample has a university education (72.4%) and half of it is between the ages of 18-25 (51.8%). It was determined that almost half of the participants in the study were employees for 1-5 years, very small part (6.6%) was managers, and the majority (64.7%) had an income less than 4000 TL. The majority of the sample consists of apron officers (54.7%) and private security (24.2%) at the airport.

Table 1: Demographic factors

Gender	n	%	Marital Status	n	%
Male	-		Married	129	40.5
Female	318	100,0	Single	189	59.5
Education			Age		
High School	88	27.6	18-25 years	165	51.8
College (2 years)	165	51.8	26-35 years	118	37.1
University	63	19.8	36-45 years	26	8.1
Graduate and postdoc	2	0.8	46-55 years	8	2.5
			+55 years	1	0.5
Income			Seniority/tenure		
0-2000 TL	60	18.8	1-5 years	171	53.7
2000-4000 TL	146	45.9	6-10 years	109	34.2
4000-6000 TL	89	27.9	11-20 years	21	6.6
+6000 TL	23	7.4	21-30 years	9	2.8
			+30 years	6	2.7
Task					
Manager	21	6.6	Manager Task		
Security	77	24.2	Yes	21	6.6
Air Trffic Controller	17	5.3	No	297	93.4
AIM Officer	24	7.5			
Apron Officer	174	54.7			
ARFF Officer	5	1.7			
	318	100			

In the study, Exploratory Factor Analysis was used in the validity analysis of glass ceiling and the organizational silence scales. Kaiser-Meyer-Olkin (KMO) values, the significance of Bartlett test and the resulting chi-square value show that factor analysis can be used to determine the suitability of the data for factor analysis. (For GCS; KMO: 0.834; Bartlett's Test of Sphericity: $\chi^2 = 2521.479$; $p < 0.001$) (For ORS; KMO: 0.819; Bartlett's Test of Sphericity: $\chi^2 = 4789.319$; $p < 0.001$).

Table 2: Factor analysis and reliability test results

Scales	Factors	Factor loads	KMO	Barrlett Sig.	Exp. Variance	Total variance	C. Alpha
GCS	UMP	0.61-0.71	0.834	0.000	14.13	58.2	0.83
	WPP	0.54-0.70			4.10		0.81
	OCP	0.53-0.73			8.32		0.77
	AIN	0.44-0.67			9.21		0.79
	MF	0.55-0.77			11.22		0.83
	OS	0.51-0.65			4.45		0.77
	ST	0.52-0.68			7.15		0.78
ORS	MOR	0.42-0.71	0.819	0.000	15.21	53.7	0.78
	BM	0.42-0.75			12.23		0.79
	LE	0.51-0.67			8.12		0.83
	INS	0.44-0.62			4.11		0.81
	FHR	0.46-0.61			5.76		0.76

GCS: Glass Ceiling Syndrome, ORS: Organizational Silence, UMP: Undertaking multiple roles, WPP: Women’s personal perceptions, OCP: Organizational culture and policies, AIN: Avoiding informal networks, MF: Mentor deficiency, OS: Occupational segregation, ST: Stereotypes, MOR: managerial and organizational reasons, BM: business matters, LE: lack of experience, INS: insulation, FHR: fear of hurting relationships

In terms of the feature tried to be measured, the UMP dimension explains 14.13%, the WPP dimension explains 4.1%, the OCP dimension explains 8.32%, the AIN dimension explains 9.21%, the MF dimension explains 11.22%, the OS dimension explains 4.45%, and the ST dimension explains 7.15%. These three factors explain 58.5% of the total variance.

The MOR dimension explains 5.21% of the feature tried to be measured, BM dimension 12.12%, LE dimension 8.12%, INS 4.11%, and FHR dimension 5.76%. These five factors explain 45.4% of the total variance.

Considering the results of the reliability analysis of the dimensions of the GCS and ORS, it can be said that sub-dimensions have high levels of explanatory.

Table 3: GCS and ORS Differentiation of sub-dimensions according to education

GCS	ORS	Education	n	Mean		StD.		F		P	
UMP	MOR	High School	88	3.77	3.11	0.42	0.31	0.661	3.644	0.221	0.04
		College	165	3.58	3.51	0.25	0.42				
		University	65	3.91	3.64	0.45	0.33				
WPP	BM	High School	88	3.34	3.54	0.35	0.42	0.646	3.523	0.312	0.03
		College	165	3.45	3.85	0.13	0.38				
		University	65	3.13	3.64	0.57	0.42				
OCP	LE	High School	88	3.41	2.89	0.43	0.12	0.656	3.796	0.403	0.01
		College	165	3.14	3.52	0.69	0.32				
		University	65	3.44	3.11	0.37	0.45				
AIN	INS	High School	88	3.15	2.99	0.57	0.53	0.512	2.643	0.412	0.07
		College	165	3.62	3.43	0.42	0.67				
		University	65	3.41	3.54	0.55	0.59				
MF	FHR	High School	88	3.11	3.89	0.43	0.65	0.187	3.212	0.918	0.05
		College	165	3.32	3.24	0.52	0.43				
		University	65	3.88	3.10	0.46	0.55				

OS	*	High School	88	3.14	0.33	0.353	0.534
		College	165	3.51	0.23		
		University	65	3.73	0.34		
ST	*	High School	88	3.01	0.32	0.455	0.453
		College	165	3.36	0.37		
		University	65	3.21	0.49		

GCS: Glass Ceiling Syndrome, ORS: Organizational Silence, UMP: Undertaking multiple roles, WPP: Women’s personal perceptions, OCP: Organizational culture and policies, AIN: Avoiding informal networks, MF: Mentor deficiency, OS: Occupational segregation, ST: Stereotypes, MOR: managerial and organizational reasons, BM: business matters, LE: lack of experience, INS: insulation, FHR: fear of hurting relationships

The ANOVA test was conducted to determine whether the educational status caused a difference in the sub-dimensions of GCS and ORS. Since the number of master’s graduates is very low, it is included in the same category as university graduates in the calculation. As can be understood from Table 3, there is no statistically significant difference between educational status and sub-dimensions of GCS ($p > 0.05$). “**H1**: There is a statistically significant difference between the sub-dimensions of glass ceiling syndrome according to the education levels of female employees working at airport” hypothesis is rejected. On the other hand, there is a statistically significant difference between educational status and sub-dimensions of ORS ($p < 0.05$). “**H4**: There is a statistically significant difference between the sub-dimensions of organizational silence according to the education levels of airport employees” hypothesis was confirmed.

It was understood that the variances were homogeneous after the Levene test. Tukey HSD test was conducted to determine the direction of the difference in the dimensions of GCS, where a significant difference was detected according to professional seniority. The direction of this difference is that the higher the educational status, the higher the organizational silence.

Table 4: GCS and ORS Differentiation of sub-dimensions according to financial features

GCS	ORS	Salary	n	Mean	StD.	F		p			
UMP	MOR	0-2000 TL	60	3.61	3.12	0.21	0.45	0.288	0.533	0.621	0.351
		2000-4000 TL	146	3.43	3.32	0.29	0.75				
		4000-6000 TL	89	3.44	3.64	0.17	0.64				
		+6000 TL	23	3.10	3.85	0.32	0.73				
WWP	BM	0-2000 TL	60	3.11	3.21	0.24	0.33	0.664	0.452	0.235	0.423
		2000-4000 TL	146	2.81	2.99	0.27	0.46				
		4000-6000 TL	89	3.03	3.23	0.25	0.53				
		+6000 TL	23	3.31	3.86	0.28	0.55				
OCP	LE	0-2000 TL	60	3.64	3.97	0.22	0.43	0.532	0.463	0.498	0.342
		2000-4000 TL	146	3.45	3.69	0.41	0.64				
		4000-6000 TL	89	3.12	3.54	0.25	0.43				
		+6000 TL	23	3.09	3.77	0.32	0.46				
AIN	INS	0-2000 TL	60	3.12	3.65	0.29	0.36	0.440	0.513	0.401	0.455
		2000-4000 TL	146	2.90	3.96	0.22	0.59				
		4000-6000 TL	89	3.01	3.24	0.27	0.56				
		+6000 TL	23	3.22	3.64	0.31	0.46				
MF	FHR	0-2000 TL	60	3.43	3.85	0.27	0.66	0.194	0.225	0.872	0.653
		2000-4000 TL	146	3.15	3.26	0.33	0.75				
		4000-6000 TL	89	3.78	3.54	0.49	0.57				
		+6000 TL	23	3.06	3.36	0.33	0.44				

OS	*	0-2000 TL	60	3.09	0.22	0.367	0.683
		2000-4000 TL	146	2.97	0.28		
		4000-6000 TL	89	3.12	0.34		
		+6000 TL	23	3.43	0.24		
ST	*	0-2000 TL	60	3.67	0.42	0.341	0.611
		2000-4000 TL	146	3.23	0.22		
		4000-6000 TL	89	3.11	0.31		
		+6000 TL	23	3.09	0.39		

GCS: Glass Ceiling Syndrome, ORS: Organizational Silence, UMP: Undertaking multiple roles, WPP: Women's personal perceptions, OCP: Organizational culture and policies, AIN: Avoiding informal networks, MF: Mentor deficiency, OS: Occupational segregation, ST: Stereotypes, MOR: managerial and organizational reasons, BM: business matters, LE: lack of experience, INS: insulation, FHR: fear of hurting relationships

The ANOVA test was conducted to determine whether the financial status caused a difference in the sub-dimensions of GCS and ORS. As can be understood from Table 4, there is no statistically significant difference between educational status and sub-dimensions of GCS and ORS ($p > 0.05$). "**H2**: There is a statistically significant difference between the sub-dimensions of glass ceiling syndrome according to the income of airport employees" and "**H5**: There is a statistically significant difference between the sub-dimensions of organizational silence according to the income of airport employees"

Table 5: GCS and ORS Differentiation of sub-dimensions according to professional seniority

GCS	ORS	Seniority	n	Mean		StD.		F		p	
UMP	MOR	1-5 years	171	3.12	3.86	0.33	0.53	3.875	3.792	0.03	0.03
		6-10 years	109	3.33	3.67	0.36	0.35				
		11-20 years	21	3.10	3.98	0.53	0.75				
		21-30 years	9	3.17	3.66	0.48	0.44				
		+30 years	6	3.19	3.97	0.62	0.43				
WWP	BM	1-5 years	171	3.32	3.57	0.24	0.33	2.758	3.647	0.05	0.03
		6-10 years	109	3.54	3.86	0.53	0.23				
		11-20 years	21	3.28	3.80	0.62	0.42				
		21-30 years	9	3.29	3.59	0.58	0.38				
		+30 years	6	3.41	3.88	0.39	0.39				
OCP	LE	1-5 years	171	3.67	3.60	0.49	0.47	3.721	3.522	0.03	0.04
		6-10 years	109	3.89	3.70	0.45	0.66				
		11-20 years	21	3.53	3.36	0.35	0.64				
		21-30 years	9	3.14	3.74	0.58	0.40				
		+30 years	6	3.53	3.41	0.53	0.79				
AIN	INS	1-5 years	171	3.64	3.58	0.42	0.47	2.212	3.788	0.04	0.02
		6-10 years	109	3.25	3.96	0.22	0.54				
		11-20 years	21	3.01	3.85	0.64	0.53				
		21-30 years	9	3.42	3.75	0.32	0.57				
		+30 years	6	3.27	3.64	0.22	0.73				
MF	FHR	1-5 years	171	3.64	3.34	0.18	0.46	3.419	3.711	0.04	0.02
		6-10 years	109	3.25	3.59	0.45	0.46				
		11-20 years	21	3.05	3.74	0.54	0.34				
		21-30 years	9	3.02	3.63	0.23	0.11				
		+30 years	6	3.06	3.66	0.66	0.24				

OS	*	1-5 years	171	3.29	0.27	3.112	0.04
		6-10 years	109	3.32	0.48		
		11-20 years	21	2.75	0.55		
		21-30 years	9	2.89	0.85		
		+30 years	6	2.78	0.74		
ST	*	1-5 years	171	3.11	0.53	3.790	0.02
		6-10 years	109	3.64	0.34		
		11-20 years	21	3.25	0.14		
		21-30 years	9	3.28	0.63		
		+30 years	6	3.49	0.35		

GCS: Glass Ceiling Syndrome, ORS: Organizational Silence, UMP: Undertaking multiple roles, WPP: Women’s personal perceptions, OCP: Organizational culture and policies, AIN: Avoiding informal networks, MF: Mentor deficiency, OS: Occupational segregation, ST: Stereotypes, MOR: managerial and organizational reasons, BM: business matters, LE: lack of experience, INS: insulation, FHR: fear of hurting relationships

The ANOVA test was carried out to determine whether seniority caused a difference in the sub-dimensions of GCS and ORS. As can be understood from Table 5, there is a statistically significant difference between seniority and sub-dimensions of GCS and ORS. “**H3**: There is a statistically significant difference between the working time of airport employees in the profession and the sub-dimensions of glass ceiling syndrome.” and “**H6**: There is a statistically significant difference between the working time of airport employees and the sub-dimensions of organizational silence.” hypotheses have been confirmed.

It was understood that the variances were homogeneous after the Levene test. Tukey HSD test was conducted to determine the direction of the difference in the dimensions of GCS, where a significant difference was detected according to professional seniority. The high perception of glass ceiling of those with low professional seniority constitutes the direction of this difference. In terms of organizational silence, as professional seniority increases, organizational silence decreases.

When scales of GCS and ORS correlation analysis are compared, a positive significant relationship was found ($r: .621, p < 0.01$). In this context, as the level of the glass ceiling perception of the sample group increases, the organizational silence rises in the same direction. “**H7**: There is a positive statistical relationship between airport employees’ perception of glass ceiling and organizational silence.” hypothesis was confirmed after the correlation analysis.

Accordingly, we can express the following result for the hypothesis model of the study.

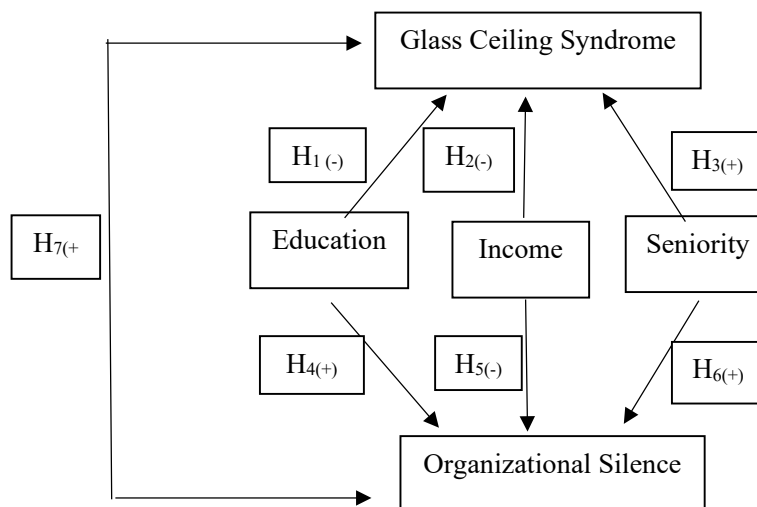


Figure 2 : Hypothesis results

Discussion

Glass ceiling can be expressed as the confrontation of women with the obstacles we see in business life. When women encounter this invisible barrier, their profession and satisfaction may hurt their achievement of their goals.

Today, it is quite difficult to say that the perception in societies has changed in general, although many countries at the national and international level put into effect legal regulations for the development of women's rights and the protection of women in business and social life.

When women encounter this invisible barrier, their profession, satisfaction and achievement of their goals can be damaged. It can be stated that women have multiple roles and status due to the social and social duties imposed on women in society other than business life. Contrary to what is believed, the lives of women who are assigned duties such as a clerk at work, a manager in a company, a teacher at school, as well as a mother at home, a person who keeps the order and order of the house, is more difficult. The most painful part of this issue is that women who encounter invisible obstacles in their business life are labeled as their "own wishes and preferences". However, the decisions taken by men without even being asked about the woman's preference are reflected as the woman's own wishes and preferences. For example, managers who have to make a choice between a man and a woman working in the same department within the scope of their short-term overseas assignment, with the judicial actions decided in mind beforehand such as "who will leave the child to whom?", "The husband will not allow this assignment" can approach. Moreover, managers who make decisions without even asking the female employee about this opportunity may even think that they are doing their employees a favor and favoring them in a positive way. On the other hand, a female employee who is unaware of what is going on, works hard and deserves to be rewarded may change her attitude and behavior towards the workplace and its managers, as she sees that the male employee who performs less than herself is rewarded.

Cultural common meeting points of the employees also constitute the culture of the enterprise. The nature of the work done or the masculine situation of the employees will constitute the first step of the difficulties that women employees who will be included in that environment may encounter.

Informal networks and mentoring are another challenge faced by female employees. Compared to employees who spend time somewhere after work and have professional and career conversations with tea at lunch breaks, for example, female employees who have to take their children from the nursery may not even be aware of the professional sensations, opportunities and the opportunities this creates.

The cultural development of societies, their approach to human rights, their legal and social approaches to men and women are an important point of resistance. Stereotypes, prejudices, exploiters, and mental idols and biased taboos in society have turned the point of view of man into an ossified false reality. These false perceptual forms are called stereotypes. For example, although women are legally prohibited from driving in one country, in another country women can even become airplane pilots. In this respect, geography is destiny for the individual born in the society. For this reason, the individual can only get rid of the vicious spiral with his efforts.

Organizational silence can be expressed as the deliberate concealment of their experiences, knowledge and ideas by individuals who see the flaws in operational processes, regardless of the level of the organization. The fear of losing their profession or becoming a target within the organization of employees who have a new idea for the business or talk about jobs that go wrong is becoming dominant. Therefore, employees who fear losing their current gains may prefer silence.

According to the results of this study, it is seen that the hypotheses about education level, glass ceiling and organizational silence are accepted as opposite. There is no difference between women's sense of glass ceiling and their educational status. In this respect, glass ceiling syndrome is not a matter familiar with education or learning, but rather a barrier that women perceive. On the other hand, organizational silence is considered to be a learned situation. According to the analysis results, the higher the education level, the higher the level of organizational silence. Managers or well-educated employees who are worried about the propaganda against them, who are undesirable in the organization or who do not like to hear them even if it is true, prefer silence.

When the income situation, glass ceiling and organizational silence were examined, the hypotheses were rejected for both. In terms of sampling, there is no difference in the amount of earnings obtained with glass ceiling and silence.

When the relationship between professional seniority and glass ceiling organizational silence was examined, a significant difference was found for both variables. The perception of glass ceiling syndrome of the people whose seniority has increased in the profession is decreasing. From this point of view, it can be interpreted that female employees who have been working in the workplace for a long time are now accepted within the organization or that women do not worry about it and internalize it because they are accustomed to the glass ceiling. It is thought that the new recruits live until they are accepted within the organization, they experience the glass ceiling more severely due to the reasons such as being treated as apprentice or being given simple jobs. In terms of organizational silence, silence decreases as professional seniority increases. The reason for this silence in these young employees may be the silence of the new hires against the injustices experienced in order to get themselves accepted, and the fear of being dismissed because of the new job. On the other hand, the fact that the newly recruited individual does not know his / her duties, authorities and rights fully may be a component of this silence. Former personnel, on the other hand, do not behave in silence due to the self-confidence gained by working in the organization for years, having a command of the subject, being an expert in their field and being able to defend their rights legally even if they lose their jobs. In this context, organizations that want to grow can achieve their goals if they give due importance to the dynamism of new employees and the mentor perspective of former employees.

According to the latest analysis results in the study, as the perception of glass ceiling increases, organizational silence increases. Women employees stuck in the invisible glass barrier do not have much of an expectation from their organizations. This situation can be examined in terms of job satisfaction and motivation tools within the scope of another study. However, the decrease in productivity of female employees who are trapped in their own world and crushed under the glass ceiling, and the belief of leading the organization to its goals may be lost.

Conclusion

Glass ceiling is one of the most important obstacles preventing women from reaching senior management and leadership positions. The duties and duties assigned to women by society may differ according to the cultural structures of the societies. It can be stated that women employees who are stuck between career and social duties have serious difficulties in shaping their professional future.

It would not be wrong to say that he could not reach the power to change the social perception despite the legal regulations regarding the protection of women's rights and business life. The most important issue that disrupts the equality of opportunity in women's careers is that their managers think for themselves and make decisions about them. Moreover, managers who think that they are doing a favor to the female employee and favoring her in a positive way while doing this may actually undermine the commitment of female employees who work hard in the organization.

Women workers, whose access to informal communication networks and mentors are more difficult than male employees, actually struggle on their own feet without receiving environmental support in business life. Stereotypes, prejudices, exploiters, and mental idols and biased taboos in society have turned the point of view of man into an ossified false reality. This situation triggers the silence in the employees. They have turned into skilled employees who do not share their own knowledge and experience, see this as unnecessary, have lost faith in the business, remained idle, produce poor quality products and services.

Even if the education level of women changes, they are aware of the discrimination against them. The level of discrimination among women employees, whose professional seniority has increased, is decreasing. With years of experience, we can talk about the existence of female employees who impose them on other employees or accept discrimination in the workplace by taking them for granted. This subject, which may be the question of another research, will shed light on other studies.

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