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Interaction of Perceived Leadership Type, Organizational Silence, and Turnover Intention*

Algılanan Liderlik Türü, Örgütsel Sessizlik ve İşten Ayrılma Niyeti Arasındaki Etkileşim

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Abstract

The purpose of the study is to evaluate the relationship between organizational silence and exit intention and perceived leadership styles. The survey technique was the means of data collection. Descriptive statistics, validity and reliability analysis, factor analysis, correlation analysis and regression analysis for testing hypotheses were applied to the data. The results of the study, which involved 385 employees in the hotel sector in Istanbul, showed that the majority of employees believed their managers to be transformative leaders. The fundamental hypothesis that leadership style perception affects organizational silene and departure intention was agreed upon. Furthermore, it was determined that both the sub-hypotheses regarding the significant and negative impact of transactional and transformational leadership on fear-based silence and the hypothesis regarding the significant and positive impact of these two leadership philosophies on prosocial silence were accepted. Furthermore, the hypothesis that transactional leadership significantly and favorably influences employees' intentions to leave the company was approved, however the hypothesis that transformational leadership significantly and adversely influences employees' intentions to leave the company was rejected.

Keywords: *Leadership Style, Transformational Leadership, Transactional Leadership, Organizational Silence, Intention to Leave*

Özet

Araştırmanın amacı, algılanan liderlik türlerinin örgütsel sessizlik ve işten ayrılma niyeti üzerindeki etkilerini değerlendirmektir. Anket tekniği, veri toplama aracı olarak kullanılmıştır. Verilere tanımlayıcı istatistikler, geçerlilik ve güvelirlik analizleri, faktör analizi, korelasyon analizi ve hipotezlerin test edilmesine yönelik regresyon analizi uygulanmıştır. İstanbul'daki otel işletmelerinde görev yapan 385 çalışanın katıldığı araştırmanın sonuçları, çalışanların yöneticilerini çoğunlukla dönüşümcü lider olarak algıladıklarını göstermiştir. Temel hipotezler olan algılanan liderlik türünün örgütsel sessizlik ve işten ayrılma niyeti üzerinde anlamlı bir etkisinin olduğu hipotezi kabul edilmiştir. Ayrıca alt hipotezler olan etkileşimci liderlik ve dönüşümcü liderliğin korku temelli sessizlik üzerinde anlamlı ve negatif yönlü bir etkisi olduğuna ilişkin hipotezler ile bu iki liderlik türünün örgüt yararına sessizlik üzerinde anlamlı ve pozitif yönlü etkisi olduğuna dair

hipotezler kabul edilmiştir. Ek olarak, etkileşimci liderliğin işten ayrılma niyeti üzerinde anlamlı ve pozitif yönlü etkisi olduğuna ilişkin hipotez kabul edilmişken dönüşümcü liderliğin işten ayrılma niyeti üzerinde anlamlı ve negatif yönlü bir etkisinin olduğuna ilişkin hipotez kabul edilmemiştir.

Anahtar Kelimeler: Liderlik Tarzı, Dönüşümcü Liderlik, Etkileşimci Liderlik, Örgütsel Sessizlik, İşten Ayrılma Niyeti.

1. INTRODUCTION

Individual abilities may become insufficient within the company due to the complexity of competition and rapidly shifting competitive conditions. Group achievement is more important in these situations. Strong managers are required during these times to maximize business benefits. Leaders are those who have the ability to persuade others to act in accordance with their own wishes, respect the viewpoints of others, and inspire moral motivation in their subordinates (Bildik, 2009: 11). The leadership style that a organization adopts determines whether its employees perform at their highest level of efficiency or show off their unique abilities. There are various management models that leaders might use. The leader considers both his or her own traits and the needs of the group while making this decision. Despite the fact that a great deal of research has been done on leadership, no clear and consistent method has been established for selecting the best leadership model. Because needs and the management model may alter as circumstances and conditions change (Turunç and Alkan, 2020: 91).

The way that employees view leadership in this situation is also very important. The impact a leader has on subordinates and the style of leadership that is established based on how employees perceive their leaders inside the business are referred to as the perceived kind of leadership. A leader's actions, their communication style, and their ability to manage bilateral relationships can all have an impact on these perceptions. In a similar vein, the notions of organizational silence and departure intention can also vary depending on the kind of leadership that staff members perceive. The term "organizational silence" describes circumstances in which staff members are reluctant to voice their opinions. Employees may believe their leaders are uninterested, closed off to ideas, or judgmental due to the perceived leadership style. There could be detrimental effects on the organization from this circumstance. If the employee does not fear issues such as promotion, dismissal, exclusion, or obstruction, he/she may be in favor of conveying the existing problem within the organization, but if he/she has such a fear, he/she may prefer to remain silent. Employees may remain silent due to administrative, cultural, and individual reasons. However, employees may also exhibit silence in different ways. Deaf ear syndrome, employee obedience, acquiescence, prosocial, and defensive silence are some of these. Organizational silence also has negative individual and organizational consequences (Turunç and Alkan, 2020: 91). For example, by not transferring important information about the business to superiors, it can cause the business to decline. In addition, employees may tend to leave the job with the perceived leadership style.

The intention to leave the job refers to the employee's intention to leave the company they work for. The perceived leadership style can affect the employee's morale and motivation, loyalty and commitment to the job. When the leader supports the employees, provides morale and motivation, respects different ideas and thoughts and has a caring style, the employee's intention to leave the job may be lower. However, if the leader is focused on the job, oppressive or derives his power from his authority, the intention to leave the job may be high. In this research, a survey was conducted to determine the level to which leadership types affect silence and intention to leave the job, and recommendations were made for working life based on the analysis findings.

2. LITERATURE REVIEW

The author claims that effective leadership involves convincing others to set aside their personal issues in favor of shared goals and objectives that are in the best interests of the organization as a whole (Hogan, Curphy and Hogan, 1994). The leader of the group should encourage each member on a personal level and bring them together around a common objective. According to a University of Michigan research, "giving confidence to group members, defining the job, adopting management goals and functions, and being able to manage values and norms within the organization" are examples of leadership behaviors (Karasu, 2021: 3). To put it another way, leadership is the act of deciding on the organization's aims and objectives and persuading people to work willingly (Paglis and Green, 2002: 2016). Northouse (2016); He said that there are four fundamental facts that are true at the core of all definitions of leadership, despite the fact that there is no one conclusive description of the idea in the literature. These four fundamental ideas—"leadership is a process," "involves an effect," "occurs within an organization," and "includes common goals and objectives"—are recognized by Northouse as viable definitions of leadership (Northouse, 2016: 6). There were shifts in the leadership from the 1950s through the 1970s. The "behavioral theory" was one of the theories that best explained leadership during this time, according to recent study on the need for leaders. The primary thesis of this leadership theory is that great leaders are not so much defined by their personal traits as by their actions inside the leadership process. Because of this, the majority of study on this topic has been conducted by behavioral researchers. Research has indicated that the key aspects that impact the leader's activity within the organization are the leader's communication with his followers, planning, transfer of authority and goal/target setting (Koçel, 2010: 346).

While it is an intrinsic ability, leadership may also be developed via training. Nonetheless, several skills are among the best attributes of a leader, including the capacity to influence, motivate others, act swiftly and decisively, and keep an eye on multiple things at once (Doğanay and Erdal, 2007: 326). Workers look up to their leaders as role models, and eventually they start acting and looking like them. In this instance, workers follow the directives from their superiors on goals and objectives (Demir, 2019: 15). A well-known study in the literature on leadership is the one carried out by Burns (1978).

Using German sociologist Weber's work as an example, Burns introduced transformational and interactional leadership methods to leadership approaches (Taşkıran, 2010: 3). The goal of transformational leadership is to inspire and influence the followers of the leader in order to promote change. Being role models is another attribute of transformational leaders. By their actions, they motivate their team members and provide a great example. They also let team members use their abilities, offer them feedback, and create opportunities for them to grow. The transactional leader places a strong emphasis on building connections and engaging in active conversation with team members. This type of leadership emphasizes building trust, empathetic relationships, and boosting team members' motivation. Investigating the degree to which employees' silence behavior is influenced by the leadership styles that their leaders choose to demonstrate as well as the leadership style that they prefer to silence is crucial in this context. The study examined two different leadership philosophies: transactional leadership and transformational leadership.

Erol and Köroğlu (2013) looked at the connection between organizational silence and leadership styles in a study including 221 workers in Ankara's 4 and 5 star hotels. According to the study, transactional leadership and permissive leadership had a favorable association with organizational silence, whereas transformational leadership had a negative link with it. This demonstrates that organizational silence in hotels with managers who had transactional or

permissive leadership styles, while it decreased in hotels with managers who had transformational leadership traits. According to Ünlüönen and Çatır's (2016) study, which involved 391 employees in 4 and 5 star hotels in Antalya, transactional leadership had a strong beneficial impact on organizational silence, whereas transformational leadership had a strong negative impact on the same effect. Finally, a study at a tourism company by Trasey and Hinkin (1994) found that transformational leadership behavior is typically displayed by managers (Nigmetullina, 2015: 76). Employees in the setting of hotel enterprises are analyzed in the study by Baltacı et al. (2014). This study assessed how managers' leadership attributes affected workers' job satisfaction. A survey of 370 employees who worked in four and five star hotels in the Alanya area was carried out.

The findings of the study were determined as four main dimensions as visionary leadership, transactional leadership, transformational leadership and job satisfaction using the factor analysis methodology. According to the results of the correlation analysis, it was observed that job satisfaction increased when employees' visionary and transformational leadership perceptions were high. Conversely, the high level of negative behavior perceptions related to transactional leadership led to a decrease in job satisfaction levels. Regression analysis revealed that transactional leadership was the leadership characteristic with the most significant effect on employee satisfaction, followed by visionary and transformational leadership characteristics. Iraz and Canbolat (2021), who investigated how transformational and transactional leadership perceptions of employees in accommodation establishments in Karaman affect innovation performance, found that transformational leadership positively affects innovation performance, while transactional leadership does not have a significant relationship with this performance, as a result of the survey they applied to 82 people. The research emphasizes the importance of managers with transformational leadership qualities.

When the relevant studies are examined, it is concluded that transformational leaders should be given more place if sufficient efficiency is desired from employees in tourism businesses. Because tourism businesses have a sensitive structure and in this sector where labor-intensive work is done, it is not possible for employees to manage the "customer-employee" relationship due to the high level of employee-customer relations and low job satisfaction levels of employees who are under the pressure of an interactive leader. However, it is possible for employees who do not intend to leave their jobs, have high job satisfaction levels and work with a transformational leader to easily manage this relationship. For this reason, tourism businesses should always work with a transformational leader who gives confidence to employees, inspires and encourages them. As a result of the research, it has been observed that businesses working with transformational leaders are more successful, there is no organizational silence and the intention to leave the job is low.

According to Van Dyne et al. (2003), silence has a multidimensional structure. According to the authors, silence is expressed as individuals keeping their ideas and thoughts to themselves instead of explaining them. Employees need to be encouraged and motivated to "openly state" their work-related knowledge, experiences and ideas (Göktaş Kulualp and Çakmak, 2016: 124; Göktaş Kulualp, 2015: 8). Another view on silence is that employees do not express their ideas and opinions in order to influence organizational behavior, and it is considered as the opposite of voice and explained as the situation in which employees cannot freely participate in management-related discussions (Erkekli, 2020: 33). The concept of silence has been an important issue in our culture for many years. The art of *pretending not to know a known subject, called "tecahül-i arifane" in our literature,* can be shown as an example of this situation (Koçel, 2010: 537).

To explain the concept of organizational silence; employees perceive that if they share their information and opinions about the existing problem or situation, this will affect their positions or they will be known as troublemakers and they have the idea that their suggestions will not cause

any change within the organization. They intentionally do not share their ideas with anyone due to these thoughts. These behaviors exhibited by employees are explained by the concept of organizational silence (Taşkıran, 2010: 95).

According to Morrison and Milliken (2000), organizational silence is defined as a situation in which employees intentionally hide their ideas and opinions about improving their work and the organization they work for. The authors define the phenomenon of silence in organizations as a widespread tendency that the vast majority of employees adopt and that emerges as a result of their tendency to remain silent about issues within the organization. Despite the existence of open communication within the organization and the empowerment of employees, many employees prefer not to express their opinions and thoughts. Morrison and Milliken argue that this situation can be deterred by the fact that leaders or managers reject different ideas or tend to approach with a critical perspective and that there is no formal communication upwards within the organization (Taşkıran, 2010: 97).

According to Pinder and Harlos (2001), who have important studies in the literature on organizational silence, it is the situation where employees within the organization withhold their real thoughts from managers who have the power to change and correct the existing problem as a result of evaluating the cognitive, emotional and behavioral state of the organization. According to the definition made by Pinder and Harlos, there are two situations for organizational silence to occur: the first is the desire to make changes regarding the situation in question, and the second is the situation of telling the managers who can change the situation (Pinder and Harlos, 2001: 394). The authors saw that silence is only individual-based and that silence is actually the failure of individuals to voice the issues they object to, and they ignored the importance of communication and the external environment that underlies silence (Göktaş Kulualp, 2023: 163).

In order for the concept of organizational silence to be clearer and more understandable, the concept of organizational voice should also be defined. Organizational voice is the open expression of thoughts and ideas by an individual in order to increase the activities of the organization they work for. Silence, on the other hand, is the concealment and hiding of these ideas and thoughts (Gündüz and Pekçetaş, 2018: 97; Göktaş Kulualp, 2023: 163-164; Göktaş Kulualp, 2015: 9). Organizational silence and voice emerge in three different ways: accepted silence/voice, defensive silence/voice, and silence/voice for the benefit of the organization. Accepted silence refers to the situation in which the individual consciously chooses to remain silent. In this type of silence, employees avoid voicing their ideas and do not prefer to talk about problems within the organization. In defensive silence, employees prefer to remain silent to protect their own interests and not to disagree with other individuals. In this case, silence is used as a defense mechanism. Prosocial silence refers to the situation where employees choose to remain silent in line with the interests of the organization. In this way, silence is preferred in order to support the goals of the organization and to ensure compliance. Prosocial silence is when individuals within the organization remain silent about a subject together. In this type of silence, employees prefer to remain silent in the face of decisions they make together and do not explain their ideas to their leaders. Voice, on the other hand, is not remaining silent in the face of all these situations and expressing their ideas and opinions correctly and understandably (Gündüz and Pekçetaş, 2018: 97).

Örücü and Kambur (2017) examined the relationship between organizational silence and organizational trust in depth on 100 employees working in hotels operating in Bandırma. ◎ According to the analysis results, a negative relationship was found between organizational silence and trust in managers, communication and information, and experience. In addition, a positive relationship was found between organizational structure and organizational silence.

Regression analysis revealed that the sub-dimensions of organizational silence were effective on various sub-dimensions of organizational trust, and that they had a strong effect especially on the sub-dimension of trust in information. These findings reveal the complex relationship between organizational silence and trust and the effects of these two concepts on the working dynamics in a hotel business. Tuna, Çelen and Sarı Gök (2019) examined the effect of organizational silence on organizational learning in their research with hotel employees. The research was applied to 390 hotel employees in the districts of Manavgat, Alanya, Belek Side. As a result of the research, it was concluded that there is a weak positive relationship between organizational silence and organizational learning and that organizational silence may have an effect on organizational learning in tourism enterprises.

Kaya (2022) analyzed the perceptions of personnel working in the tourism sector about organizational silence. It was applied to 252 tourism employees operating in Mersin and Antalya provinces. As a result of the research, it was shown that the general average organizational silence perception among employees was at a moderate level. In addition, there was a significant difference in the organizational silence perceptions of tourism employees according to the gender variable. In addition, the variables of marital status and length of service in the sector showed significant differences in the perception of individual silence sub-dimension among employees working in tourism enterprises. Pekerşen, Alagöz, and Karakaş (2022) examined the effect of organizational silence on the turnover intention of hotel employees. This study, which included 194 employees working in the food and beverage departments of 3, 4, and 5-star hotels in Konya, found a significant relationship between organizational silence and turnover intention. In particular, it was determined that acquiescent and protective silences were related to the turnover intention, but protective silence was not directly related to this intention. In addition, it was revealed that organizational silence explains the intention to leave the job by 11.6%. These results draw attention to the high labor turnover rate and the continuous need for qualified employees in the tourism sector. Pekerşen, Keleş and Kuduban (2016) examined the organizational silence levels in hotel employees. The research was applied to 107 employees in 3, 4 and 5 star hotel businesses operating in the provinces of Trabzon, Ordu and Giresun. As a result of the research, it was determined that organizational silence levels differed according to some individual characteristics and were generally low, and it was concluded that employees with a high level of education expressed their knowledge and ideas openly.

Intention to leave is an organizational behavior topic that is frequently researched to understand the reasons why employers leave their jobs and to reduce the turnover of qualified employees. Intention to leave refers to a decision made by an individual just before deciding to leave the job (Yesirlili, 2022: 58). In other words, intention to leave the job is "the destructive action taken by employees when they are not satisfied with their current working conditions" (Rusbult et al., 1988). Leaving the job in the tourism sector has many negative effects on businesses. There are many studies examining these negative effects. The turnover rate of employees in the tourism sector is quite high, and this high rate is evidence that leaving the job has become a culture in the sector. The employee and customer relationship in the tourism sector is quite intense, which shows that the human factor is quite important. What is important is that this relationship is not continuous, which leads to cost and time loss for the business, while it reduces the customer's connection to the business. For this reason, it is inevitable for tourism businesses to take measures regarding intention to leave the job (Yıldız, 2022: 36).

Pekerşen, Alagöz, and Karakaş (2022) examined the effect of organizational silence on the intention to leave hotel employees. The study was conducted on 194 people working in the food and beverage services of 3, 4, and 5-star hotels in Konya province. According to the findings of the

study, a significant relationship was found between organizational silence and intention to leave. In particular, it was determined that the sub-factors of acquiescent and protective silence were related to the intention to leave, but protective silence did not have a direct relationship with this intention. These results draw attention to the high labor turnover rate in the tourism sector and the constant need for qualified employees. The research conducted by Kırmızıgül (2020) on individuals working in the tourism sector examined the effects of intention to leave and tacit knowledge sharing on emotional labor. This study is based on the findings obtained as a result of a survey applied to 388 people who attended the EMIT Tourism Fair. According to the results of the research, it was determined that intention to leave has a positive and significant effect on superficial behaviors, but has a negative effect on sincere and in-depth behaviors. On the other hand, it was found that tacit knowledge sharing negatively affects superficial behaviors, but positively and significantly affects sincere and in-depth behaviors. These findings reveal the dynamics of employees' behaviors and emotional labor in the tourism sector and how these dynamics interact with turnover intention and knowledge sharing. Yolcu and Bozkurt (2021) conducted a study investigating the relationships between glass ceiling syndrome and organizational trust and turnover intention among employees in the accommodation sector. It was found that male employees showed higher levels of trust in their organizations and managers than female employees. In addition, it was found that lack of organizational trust among female employees led to a decrease in job satisfaction, motivation, and commitment to work overtime, and ultimately caused higher turnover intention. The study revealed a moderate negative relationship between employees' organizational trust and turnover intention. This negative relationship shows that as employees' trust in the organization increases, their turnover intention decreases. Toksöz (2021) determined the motivation levels of employees in five-star hotels in Turkey and investigated the possible effects of this motivation on turnover intention. A survey was conducted on 318 people in 5 hotels in Istanbul. The study results revealed that both general motivation and its sub-dimensions have a statistically significant and positive effect on employees' intention to leave their jobs.

3. PURPOSE AND IMPORTANCE OF THE RESEARCH

Employees that are allowed to freely voice their opinions and actively engage in decision-making and feedback procedures at their workplaces have been shown to perform much better in terms of effectiveness and efficiency. Conversely, when staff members refrain from voicing their opinions, it impedes the organization's internal growth and transformation as well as the flow of work and information (Örücü, Saç, and Hasırcı, 2023: 80). The notion of 'organizational silence' denotes circumstances in which workers refrain from voicing their ideas and opinions; investigating strategies to mitigate this phenomenon underscores the significance of this investigation.

The term "leadership perception" describes how subordinates view their superiors and their management approaches. Studies reveal that when leaders listen to, support, and promote their staff members' ideas, comments, or complaints, the likelihood of employees staying silent decreases. Put differently, by providing employees with greater voice, leaders who foster a culture of open communication, teamwork, and involvement can lessen organizational silence. It follows that the advantages that employees bring to the company differ depending on the managers' styles of leadership. Therefore, the purpose of this study was to determine how much organizational silence is influenced by the type of leadership (transformational or transactional) that employees in the sample group perceive, how much this influences employees who work with such leaders' intentions to leave, and how these variables relate to one another.

4. METHOD

4.1. Data Collection Tool and Sample

The dependent and independent variables in the research model were measured using three distinct scale types. The Multifactor Leadership Scale, created by Bass and Avolio (1990) and translated from English to Turkish by Taşkıran (2015), was used to ascertain the leadership style that the employees perceived. The Taşkıran (2015) Leadership scale has a reliability rate of 0.90. There are 32 questions on the scale overall. Transformative leadership is measured by answering the first 20 questions, and transactional leadership is measured by answering the final 12 questions. The Organizational Silence scale was created using the Van Dyne et al. (2003) scale. Three dimensions make up the original scale: prosocial silence, defensive silence, and acquiescent silence. There are a total of fifteen statements, five statements in each dimension. The Intention to Leave scale was built using the Camman et al. (1979) measure, which Demirci (2016) translated from English to Turkish. There are three questions on the scale altogether. Every scale has five points on a Likert scale. Expressions used: 1) Strongly Disagree 2) Disagree 3) Undecided 4) Agree 5) Strongly Agree. Necessary permissions were obtained from the parties using the scales via e-mail regarding the use of the scales. In addition, the compliance of the research with ethical rules was accepted by Karabük University with the decision dated 17/08/2022 and numbered 2022/06-42.

The employees of Istanbul's 4 and 5 star hotels make up the study's population. After being contacted and interviewed, hotel unit managers were given information on the survey application. A total of 25 hotels and 410 employees completed the survey. Through the officer assigned by the unit manager, the survey forms were distributed to the staff members via the internal social network. 25 surveys were excluded from the analysis due to incomplete or inappropriate filling. In this manner, 385 employees' usable survey responses were acquired. According to Sekaran (2003), 384 data to be obtained for research with a universe number of 1,000,000 and above has a high level of representation power of the universe. Based on this information, the survey data collected for this research has a high level of representation power of the universe.

4.2. Research Model and Hypotheses

According to Günay and Köroğlu (2013:59), workers are a company's most valuable asset. From this angle, companies require employees' ideas and thoughts in addition to their physical power. One of a leader's most significant responsibilities is to create spaces where people feel free to voice their opinions on matters of importance to enterprises. According to their research, employees' silence behavior is influenced by the perceived style and actions of leaders. According to Cinnioğlu et al. (2019: 397), the intention of employees to quit a company has a big influence on its success when there is a high level of output and consumption, frequent human turnover, and a dense workforce. It is stressed that corporate managers should use leadership strategies that will lessen their desire to quit while accomplishing organizational objectives. Because people may quit their jobs or develop a strong attachment to the company as a result of perceived leadership conduct.

Previous research (Morrison and Milliken, 2000; Pinder and Harlos, 2001; Van Dyne et al., 2003; Taşkıran, 2010; Erol and Köroğlu, 2000; Kinter, 2020; Cinnioğlu et al., 2019; Göktaş Kulualp, 2015; Kino, 2013) examining the relationship between organizational silence, employee perceptions of leadership, and intention to leave the company was consulted in developing the research's hypotheses.

The methodology of these studies and the results they obtained were also taken into consideration.

The hypotheses created for the research based on the literature review are as follows:

- **H1:** Perceived leadership type has a significant effect on organizational silence.
  - ✓ **H1ₐ:** Transactional leadership has a significant and negative effect on fear-based silence.
  - ✓ **H1ᵦ:** Transactional leadership has a significant and positive effect on prosocial silence.
  - ✓ **H1꜀:** Transformational leadership has a significant and negative effect on fear-based silence.
  - ✓ **H1ᵈ:** Transformational leadership has a significant and positive effect on prosocial silence.
- **H2:** Perceived leadership type has a significant effect on turnover intention.
  - ✓ **H2ₐ:** Transactional leadership has a significant and positive effect on turnover intention.
  - ✓ **H2ᵦ:** Transformational leadership has a significant and negative effect on turnover intention.

5. FINDINGS

5.1. Findings on Demographic Factors

Table 1 shows the demographic characteristics of the participants.

Table 1. Distribution of Participants by Demographic Characteristics

		Number (N)	Percentage (%)
Gender	Woman	189	49.1
	Male	196	50.9
	Total	385	100
Age range	18-22	137	35.6
	23-27	109	28.3
	28-32	58	15.1
	33-37	36	9.4
	38-42	26	6.8
	Ages 43 and above	19	4.9
	Total	385	100
Education Status	Primary education	16	4.2
	High school	96	24.9
	Associate's degree	138	35.8
	Licence	111	28.8
	Postgraduate	24	6.2
	Total	385	100
Section	Service	70	18.2
	Kitchen	75	19.5
	Bar	42	10.9
	Shoulder	13	3.4
	Scullery	8	2.1
	Reception	36	9.4
	Front Office	37	9.6
	Housekeeping	22	5.7
	Other	82	21.3
	Total	385	100
Tourism Education	No	134	34.8
	Yes	127	33
	Tourism Certificate	52	13.5
	Tourism High School	5	1.3
	Tourism University	67	17.4
	Total	385	100

The gender variable distribution of the research participants shows that 50.9% of them are men and 49.1% of them are women. Examining the participants' age variable distribution reveals that, at the greatest level, 137 persons (35.6) are between the ages of 18 and 22. The education status variable shows that 138 individuals (or 35.8) at the highest level hold an associate degree. 82 people (21.3) are in the other status, based on the department variable in which the participants are employed. In second place, there are 75 individuals (19.5) working in the kitchen, 70 individuals (18.2) in the service, 42 individuals (10.9) in the bar, 37 individuals (9.6) in the front office, 36 individuals (9.4) in the reception, and 22 individuals (5.7) in the housekeeping crew. According to the tourism education status variable, 134 people (34.8) answered No and 127 people (33.0) answered Yes. According to the experience period variable, 173 people (44.9) at the highest level have 2 years or less of experience. In terms of service period, 173 people (44.9) at the highest level have been working for 1 year or less. According to the distribution of the number of personnel variable, 90 people (23.4) at the highest level have 50-99 personnel.

Table 1. Distribution of Participants by Demographic Characteristics (Continued)

		Number (N)	Percentage (%)
Experience Period	2 years or less years	160	41.6
	3-5 years	89	23.1
	6-8 years	49	12.7
	9-11 years	50	13
	12 years and above	37	9.6
	Total	385	100
Service Period	1 year or less	173	44.9
	2-4 years	117	30.4
	4-6 years	66	17.2
	8-10 years	15	3.9
	10 and more years	14	3.6
	Total	385	100
Number of Staff	1-9	21	5.5
	10-24	51	13.2
	25-49	85	22.1
	50-99	90	23.4
	100-149	65	16.9
	150-249	33	8.6
	250 and above	40	10.4
	Total	385	100

According to the experience period variable, 173 people (44.9) at the highest level have 2 years or less of experience. In terms of service period, 173 people (44.9) at the highest level have been working for 1 year or less. According to the distribution of the number of personnel variable, 90 people (23.4) at the highest level have 50-99 personnel.

5.2. Exploratory Factor Analysis

A measurement tool created to gather information from the units making up the sample in the context of a particular subject is called a reliability analysis, and reliability analysis is a methodology used to assess the degree of consistency between the assertions (judgments, propositions, questions, etc.) contained in the tool. The purpose of this analysis is to assess the measurement tool's dependability based on its internal consistency (Tekin, 2007:76). "In the reliability analysis, the Cronbach's Alpha coefficient, which reveals the similarity or consistency of the statements in the measurement tool, takes a value between 0 and 1. The Cronbach's Alpha value of the Leadership Perception scale is 0.938, the Cronbach's Alpha value of the Organizational

Silence scale is 0.909, and the Cronbach's Alpha value of the Intention to Leave scale is 0.798. The second question of the intention to leave, "If I had the chance to choose again, I would prefer my current institution.", was excluded from the analysis because it reduced reliability. It is seen that the scales used in the research provide reliability value (Kalaycı, 2017:405).

The study employed exploratory factor analysis to evaluate the reliability and validity of the scales utilized. A statistical tool for determining if data are appropriate for factor analysis is the KMO test. The range of the KMO value is 0 to 1. Dzibuan and Shirkey (1974) state that values greater than 0.70 are appropriate for interpreting KMO values. The KMO values of the scales are 0.942 for the leadership type scale; 0.914 for organizational silence and 0.500 for intention to leave. Thus, these values show that the sample size is suitable for factor analysis. As seen in the table, the Bartlett test is significant. In this case, factor analysis can be applied to the perceived leadership type scale.

Table 2. Results of Exploratory Factor Analysis of the Perceived Leadership Type Scale

	Transformational Leadership	Transactional Leadership
L1	0.405	
L2	0.629	
L3	0.597	
L4	0.669	
L5	0.541	
L6	0.572	
L8	0.674	
L9	0.720	
L10	0.747	
L11	0.751	
L12	0.754	
L13	0.766	
L14	0.758	
L15	0.676	
L16	0.760	
L17	0.658	
L18	0.777	
L19	0.767	
L20	0.700	
L22	0.731	
L23	0.695	
L24	0.718	
L29	0.620	
L30	0.555	
L31	0.481	
L32	0.571	
L21		0.514
L25		0.760
L26		0.779
L27		0.694
L28		0.730
Eigenvalue	12,603	3.16
Explained Variance	39,022	8,674
Average	3,7796	3,0823

The factor loading of the variable was low, and the factor analysis was repeated, thus the seventh question of the perceived leadership type, "Plays a role in a way that others respect him/her," was not included in the analysis, according to the explanatory factor analysis. The investigation produced two aspects for the perceived leadership scale. The dimensions were named as perceived transformational leadership and perceived transactional leadership. The naming process was carried out by adhering to the literature and examining the studies using the scale. Boateng et al. stated in their 2018 study that " *in factor analysis, items with factor loadings or slope coefficients below 0.30 are considered insufficient because they contribute to <10% change in the measured latent structure. Therefore, it is often recommended to keep the items with factor loadings of 0.40 and above*." The factor loadings were accepted by taking this information as a reference. While perceived transformational leadership explains 39.022% of the total variance, perceived transactional leadership explains 8.674%.

Table 3. Organizational Silence Exploratory Factor Analysis Results

	Fear Based Silence	Prosocial Silence
S1	0.623	
S2	0.731	
S3	0.784	
S4	0.812	
S5	0.761	
S6	0.854	
S7	0.841	
S8	0.752	
S9	0.834	
S10	0.766	
S11		0.628
S12		0.659
S13		0.801
S14		0.739
S15		0.695
Eigenvalue	6,953	2,722
Explained Variance	43,824	15,161

The explanatory factor analysis results indicate that there are two dimensions to the organizational silence scale. The dimensions that were identified were prosocial silence and fear-based silence. Following the literature, the naming procedure was executed by applying the scale to the research. The table also displays the sub-dimensions' explanation percentages and overall variance. Prosocial silence explains 15.161% of the variance, but fear-based silence explains 43.824%.

Table 4. Exploratory Factor Analysis Results on Intention to Leave

	Intention to Leave the Job
IAN1	0.815
IAN3	0.815
Eigenvalue	1,665
Explained Variance	83.23
Average	3,0823

According to the explanatory factor analysis findings, the turnover intention scale consists of a single dimension. The IAN2 question was excluded from the analysis because the factor loading

of the variable was low and the factor analysis was repeated. It has the power to explain 83.230% of the total variance.

5.3. Correlation Analysis Findings

The presence and strength of correlations between variables are ascertained by correlation analysis. A significance value of less than 0.05 following the analysis shows that the variables are positively correlated. The direction and strength of the relationship between the variables are revealed by the correlation coefficient value. A positive association is shown by a coefficient value near +1, whereas a negative relationship is indicated by a value close to -1. There is no discernible association between the variables when the coefficient value is near to zero (Ak, 2023: 107). Within the scope of the research model, the relationships between leadership perception, organizational silence and turnover intention were revealed by Pearson correlation analysis. The analysis findings are presented in the table below.

Table 5. Correlation Analysis Findings for Sub-Dimensions

	1	2	3	4	5	6	7
Leadership (1)	1	0,319**	0,196**	0,966**	0,404**	0,247**	0,311**
Organizational Silence (2)	0,319**	1	0,470**	0,206**	0,488**	0,939**	0,583**
Intention to Leave (3)	0,196**	0,470**	1	0,085*	0,437**	0,446**	0,263**
Transformational Leadership (4)	0,966**	0,206**	0,085*	1	0,160**	0,119**	0,296**
Transactional Leadership (5)	0,404**	0,488**	0,437**	0,160**	1	0,525**	0,127**
Fear Based Silence (6)	0,247**	0,939**	0,446	0,119**	0,525**	1	0,267**
Prosocial Silence (7)	0,311**	0,583**	0,263**	0,296**	0,127**	0,267**	1

$**p<0.01$; $*p<0.05$

According to the analysis results in Table 11, the expected relationships were found between the variables. However, no correlation relationship was found between fear-based silence and intention to leave. According to the results of this analysis, there is a significant relationship between perceived leadership type and organizational silence at a level of 31.9% $p<0.01$. A significant relationship was observed between organizational silence and intention to leave at a level of 47.0% $p<0.01$. There is a significant relationship between intention to leave and perceived leadership at a level of 19.6% $p<0.01$. According to the analysis results, the hypothesis "H1 Perceived leadership type has a significant effect on organizational silence." was accepted. The hypothesis "H2 Perceived leadership type has a significant effect on intention to leave." was accepted.

5.4. Results of Research Hypothesis Testing

Simple linear regression analysis was used to test hypotheses about the effect of employee perceptions of leadership type on organizational silence and turnover intention.

Table 6. Regression Analysis Results on the Effect of Transformational Leadership on Fear-Based Silence

Independent variables	B	t	Significance (p)	Conclusion
			Dependent Variable: Fear-Based Silence	
Transformational Leadership	-0.167	14,543	0.019*	**ACCEPT (H1c)**
Model Constant Value	3,991			
Model F	5.53			
R²	0.014			

*p<0.05

Within the scope of the research, according to the results of Simple Linear Regression Analysis conducted to test the hypothesis "H1c Transformational leadership has a significant and negative effect on fear-based silence" , Transformational leadership affects fear-based silence negatively (β= -0.167) and significantly (p <0.05). When the perception of transformational leadership increases by one unit, fear-based silence decreases by 0.16 units. In line with this information, H1c hypothesis was accepted.

Transformational leadership is a leadership model in which the leader encourages change by influencing and motivating his followers, by getting and developing their ideas and opinions. Employees in organizations with transformational leadership do not hesitate to express their ideas and opinions, and thus silence does not become a culture within the organization. In this context, fear-based silence is rarely seen in organizations with transformational leaders.

Table 7. Regression Analysis Results Explain the Effect of Transactional Leadership on Fear-Based Silence

Independent variables	B	t	Significance (p)	Conclusion
			Dependent Variable: Fear-Based Silence	
Transactional Leadership	-0.553	34,075	0,000*	**ACCEPT (H1 a)**
Model Constant Value	5,062			
Model F	145,761			
R²	0.276			

*p<0.05

Within the scope of the research, according to the Simple Linear Regression Analysis results conducted to test the hypothesis "H1a Transactional leadership has a significant and negative effect on fear-based silence", Transactional leadership affects fear-based silence negatively (β= -0.553) and significantly (p<0.05). When the perception of transactional leadership increases by one unit, fear-based silence decreases by 0.55 units. In line with this information, the H1 a hypothesis was accepted.

Transactional leadership is a leadership style that is focused on the work, where the leader is in constant communication with his followers, encourages communication, and encourages participation and cooperation from employees. In this leadership approach, the leader encourages employees to share their ideas, voice their concerns, and make suggestions. Fear-based silence is one of the sub-dimensions of organizational silence and refers to situations where employees avoid expressing their thoughts because they are afraid of their leaders' reactions or negative consequences. In this context, fear-based silence is seen at low levels in organizations where transactional leadership is present.

Table 8. Regression Analysis Findings Explaining the Effect of Transformational Leadership on Organizational Silence

Independent variables	B	t	Significance (p)	Conclusion
			Dependent Variable: Prosocial Silence	
Transformational Leadership	0.352	10,706	0,000*	**ACCEPT (H1d)**
Model Constant Value	2,399			
Model F	36,687			
R²	0.087			

*p<0.05

Within the scope of the research, according to the Simple Linear Regression Analysis results conducted to test the hypothesis "H1d Transformational leadership has a significant and positive effect on prosocial silence", Transformational leadership affects prosocial silence positively (β= 0.352) and significantly (p<0.05). When transformational leadership increases by one unit, prosocial silence increases by 0.35. In line with this information, H1d hypothesis was accepted.

When workers inside an organization choose not to communicate information, thoughts, or concerns, it is referred to as silence for the good of the organization. Employees who refrain from discussing or disclosing information regarding matters they believe could jeopardize the organization's interests are said to be in a silent manner. Employees who keep silence to safeguard their coworkers or to prevent information from being transferred from the organization to another is said to be acting in the best interests of the organization. Silence that serves the organization's interests appears to some extent when transformational leadership is present in the organization.

Table 9. Regression Analysis Results: Explaining the Effect of Transactional Leadership on Prosocial Silence

Independent variables	B	t	Significance (p)	Conclusion
			Dependent Variable: Prosocial silence	
Transactional Leadership	0.114	23,005	0.013*	**ACCEPT (H1b)**
Model Constant Value	3.38			
Model F	6,277			
R²	0.016			

*p<0.05

According to the results of Simple Linear Regression Analysis conducted to test the hypothesis "H1b Interactional leadership has a significant and positive effect on prosocial silence" , Interactional leadership affects prosocial silence positively (β=0.114) and significantly (p<0.05). When interactional leadership increases by one unit, prosocial silence increases by 0.33. In line with this information, H1b hypothesis was accepted.

Because transactional leadership is a business-focused style of leadership, employees may choose to keep silence out of mutual defense. Employees are also seen to keep silence so as not to divulge internal secrets to third parties, as transactional leadership places a strong emphasis on the institution's vision and aims to its followers. In companies where transactional leadership is practiced, silence is observed for the organization's benefit.

Table 10. Regression Analysis Results on the Effect of Transactional Leadership on Intention to Leave

Independent variables	Dependent Variable: Intention to Leave			
	B	**t**	**Significance (p)**	**Conclusion**
Transactional Leadership	0.326	18,696	0,000*	**ACCEPT (H2a)**
Model Constant Value	2,078			
Model F	90,615			
R²	0.191			

*p<0.05

According to the results of Simple Linear Regression Analysis conducted to test the hypothesis "H2a Interactional leadership has a significant and positive effect on intention to leave", Interactional leadership has a positive (β=0.326) and significant (p<0.05) effect on intention to leave. When interactional leadership increases by one unit, intention to leave increases by 0.32. In line with this information, hypothesis H2 a was accepted.

The transactional leadership approach is based on hierarchical authority, rules and legitimate power. The leader emphasizes that in order to achieve the organization's goals, the rules of the organization must be followed, the task must be focused on and the subordinates will be rewarded if they complete their tasks, otherwise they will be punished. Therefore, transactional leadership positively affects the intention to leave the job and allows some employees to leave the job for this reason or to evolve this intention.

Table 11. Regression Analysis Results Explaining the Effect of Transformational Leadership on Intention to Leave

Independent variables	Dependent Variable: Intention to Leave			
	B	**t**	**Significance (p)**	**Conclusion**
Transformational Leadership	0.084	14.18	0.098*	**NOT ACCEPTED (H2 b)**
Model Constant Value	2,765			
Model F	2,756			
R²	0.007			

*p<0.05

Within the scope of the research, according to the results of Simple Linear Regression Analysis conducted to test the hypothesis "H2 b Transformational leadership has a significant and negative effect on intention to leave", Transformational leadership has a positive (β=0.084) and significant (p<0.05) effect on intention to leave. When transformational leadership increases by one unit, intention to leave increases by 0.08. In line with this information, hypothesis H2b was rejected.

Transformational leadership is a type of leadership focused on employees. There may be several relationships between transformational leadership and intention to leave. First, transformational leaders are known to have a positive impact on their followers. When employees feel supported and valued, their commitment to their jobs increases and their satisfaction increases. This can reduce intention to leave.

However, sometimes employees may intend to leave their job because they are looking for new opportunities to fulfill their career goals. Transformational leadership can encourage followers to explore different opportunities while encouraging personal and professional growth. In this case, there may be a positive relationship between transformational leadership and intention to leave.

CONCLUSION AND RECOMMENDATIONS

It is critical to understand why employees remain silent, how they perceive their leaders, and the extent to which they intend to leave their jobs as a result of this perception, in order for businesses to improve and avoid losing their most valuable asset, human resources. To address this issue, this study was done to assess the influence of the leadership type viewed by employees on organizational silence and intention to leave. The findings revealed that the perceived leadership type has an effect on organizational silence and intention to leave. The study is based on theories that investigate the influence of leadership styles on organizational silence and intention to leave. Data from 385 persons working in five-star hotels in Istanbul were analyzed using acceptable statistical methods, and some results were drawn. The results can be summarized as follows:

The general demographic profile of the participants revealed that the majority were male and held an associate degree. The bulk of the participants were between the ages of 18 and 22, and the majority had no prior tourism education. Departmental evaluations revealed that the food and beverage and front office sectors had the highest density. When the participants' experience and service periods in the hotel where they worked were assessed, it was discovered that the experience period was two years or less and the service term was one year or less.

When the perceived leadership styles and sub-factors addressed in the study were assessed, it was discovered that employees preferred the transformational leadership style above the transactional leadership style. Employees reported that their leaders primarily used transformational leadership behaviors.

When the sub-dimensions of the organizational silence variable, which is one of the other variables in the study, are examined, it is discovered that the fear-based silence dimension of the employees is low, while the silence dimension for the benefit of the organization is high. In this setting, it is noted that employees do not remain silent; there is open contact between their leaders and employees; they freely share their ideas and thoughts; yet, they remain mute for the good of their colleagues and the organization.

When one of the other factors that comprise the subject of the research was evaluated, it was discovered that employees' intention to leave the employment was at an average level. Given the general average age of the participants, people at this age may desire to leave their occupations in order to gain experience and make career decisions.

Other findings from the study were acquired using correlation and regression analyses. Correlation study found that perceived leadership styles and sub-dimensions were associated with organizational silence and its sub-dimensions, as well as turnover intention. Based on these findings:

- A moderately significant association was found between the perceived leadership style and its sub-dimensions, as well as the organizational silence variable and its sub-dimensions. According to these findings, transformational leadership was effective in prosocial silence, whereas transactional leadership was effective in fear-based silence. While transformational leaders used silence to serve the organization, transactional leaders used fear-based silence.
- The study found a low correlation between perceived leadership style, its sub-dimensions, and intention to leave with general leadership perception and transformational leadership. However, there was a positive and significant relationship between transactional leadership and intention to leave. This finding suggests that as transactional leadership behavior in businesses increases, so does the intention to leave.

- A positive and significant association was discovered between the organizational silence variable and its sub-dimensions, as well as the intention to leave variable, and between general organizational silence and fear-based silence, a sub-dimension of organizational silence. In this context, it was discovered that an employee with fear-based silence also intends to leave the job.

Finally, the regression analysis results were analyzed within the context of the research findings. The first hypothesis, which examined the effect of perceived leadership type on organizational silence, was addressed early in the process. The results of the simple linear regression test conducted on fear-based silence show that the effect of the transformational leadership style on fear-based silence is negative, and that when the perception of transformational leadership increases by one unit, fear-based silence decreases. On the other hand, it is seen that the transactional leadership style has a negative effect on fear-based silence, with fear-based silence decreasing as the perception of transactional leadership increases by one unit.

The results of the simple linear regression test on silence for the good of the organization show that transformational leadership style and transactional leadership style have a substantial effect on prosocial silence. From this, it is clear that transactional leadership has a positive effect on prosocial silence, and that as the perception of transactional leadership grows by one unit, so does prosocial silence. On the other hand, it has been noted that the effect of transformational leadership style on silence for the good of the organisation is positive, and that as the perception of transformational leadership increases by one unit, so does prosocial silence.

Our second hypothesis investigated the effect of perceived leadership type on intention to leave the job. According to the findings of a simple linear regression analysis undertaken for this purpose, transactional leadership has a considerable impact on intention to leave the job. Our second hypothesis investigated the effect of perceived leadership type on intention to leave the job. According to the findings of a simple linear regression analysis undertaken for this purpose, transactional leadership has a considerable impact on intention to leave the job.

When the H2b hypothesis was examined, it was observed that there was a significant relationship, but while the relationship was expected to be negative, the relationship turned out to be positive. In other words, it was observed that when the perception of transformational leadership increased by one unit, the intention to leave the job increased. For this reason, the H2b hypothesis was not accepted.

In general, the research findings showed that participants viewed their leaders to be transformational. This is a great finding for hotel businesses, which are the research's application area. Because hotel operations rely heavily on labor, personnel is the most essential capital asset. Leaders who evaluate this capital should be transformational, that is, innovative, employee-oriented, relationship-building, and motivating leaders who will allow employees to easily express their problems and issues, as well as their ideas and thoughts about existing problems, and move away from the behavior of remaining silent.

Another finding of our research is that employees do not maintain silence out of fear, but rather to help the organization and safeguard their colleagues. This demonstrates that there is no culture of fear within the firm, that employees express their thoughts openly, and that there is extensive bilateral contact.

According on the findings of our research, managers can make the following recommendations: as a result of our research, our employees saw their leaders as transformational. It is critical for business development that hotel managers continue their transformational leadership behavior and train the employees they have trained in these matters, maintain high

employee morale and motivation, create better working environments, value their employees' ideas and information to prevent them from remaining silent, and ensure that employees focus on change and development.

Studies on the effect of the type of leadership perceived by employees on organizational silence and intention to leave the job were examined, and the conclusions produced as a result of these studies were compared to the results of this research;

Karacaoğlu and Cingöz's (2009) study, conducted on 121 employees in six different private sector enterprises in Kayseri, examined the relationship between the tendency to remain silent and leadership behaviors, as well as interactional justice, a dimension of organizational justice perception, based on survey results. The findings revealed that as organizational justice grows and transparent leadership behaviors become more prevalent inside the organization, employees' silent behaviors diminish. This association is inversely proportional, with a modest correlation. These findings stress the influence of leadership and fairness perception on employee behavior. Bildik's (2009) study studied the association between organizational silence and leadership styles using a poll of 1051 employees from commercial and public banks, education, industry, health, and other service sectors. The study found that there is an unfavorable association between organizational silence and transformational leadership. While there was a negative correlation between organizational silence and transformational leadership, organizational performance, and organizational commitment, a positive correlation was discovered between interactional and free leadership approaches and organizational silence. These findings demonstrate the influence of various leadership styles on organizational silence, as well as the intricate relationships that link this to overall organizational success and employee commitment.

Çakıcı and Çakıcı (2007) performed a survey of 310 employees from three cities and two resort hotels, revealing significant findings on corporate silence. According to the study findings, 55% of participants have gone silent at least once in their working careers. It was discovered that employees who preferred to keep silent were more worried with the potential implications of silence than those who did not. Furthermore, it was shown that the participants' demographic variables, such as age, gender, and education, had a significant impact on how they perceived silence. These data demonstrate the multifaceted nature of organizational silence and how employee demographics affected it.

Milliken, Morrison, and Hewlin (2003) interviewed 40 employees to determine why they remained silent in particular scenarios. The study's findings revealed that the primary reason employees prefer to remain silent is a concern of being viewed as negative or problematic, as well as a worry that this circumstance will harm their work relationships. Van Dyne, Ang, and Botero (2003), on the other hand, approached the topic of silence from a conceptual dimension, defining distinct sorts of silence and developing a scale to assess them. In a survey of 602 employees at five-star hotels in Istanbul, Taşkıran (2010) discovered that relational silence attitudes were higher than individual silence attitudes, employees had a high perception of justice, and leaders were perceived as transformational.

Several studies, including Karacaoğlu and Cingöz (2009), Bildik (2009), Taşkıran (2010), and this one, have explored the link between organizational silence and leadership types. These studies found that leadership style can either reduce or enhance organizational silence. This study, like Taşkıran's (2010), examines the same sector. While this research focuses on transformational and transactional leadership types, Karacaoğlu and Cingöz (2009) and Bildik (2009) investigated multiple leadership types and organizational silence types. Milliken, Morrison, and Hewlin (2003) concluded that employees are fearful of being viewed as troublemakers, and that they remain silent because they believe that this circumstance will harm their relationships. This research

differs from Milliken, Morrison, and Hewlin's findings in the following ways. The employees in this study do not have fear-based silence, but rather organizationally prosocial silence.

Additionally, the results of this study are consistent with those of previous literature reviews. Negative leadership styles influence employee silence and raise the intention to quit, according to the findings of a meta-analysis study on nurses by Li et al. (2024). According to Khalid, Malik, and Atta (2024), employee silent is positively correlated with abusive leadership, one of the bad leadership traits in teachers. Labrague, Nwafor & Tsaras (2020) found that nurses who work with a transformational leader have a lower intention to leave the job. Mousa et al. (2021) discovered a positive correlation between doctor silence, narcissistic leadership, and bad leadership in doctors. According to the research results of Sabino, Cesário & Antunes (2024), prosocial voice is negatively impacted by toxic leadership, while exit, defensive silence, and neglect are positively impacted.

This study's limitation is that the research was only conducted in the Istanbul region. Future research undertaken in different regions and sectors will add to the literature by showing comparative findings.

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