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ORGANIZATIONAL CULTURE

AND LEADER-MEMBER INTERACTION'S IMPACT ON SILENT RESIGNATION: A CASE STUDY

EL IMPACTO DE LA CULTURA ORGANIZACIONAL Y LA INTERACCIÓN ENTRE LÍDERES Y MIEMBROS EN LA RENUNCIA SILENCIOSA: UN ESTUDIO DE CASO

Yavuz Tansoy Yıldırım [1*]
E-mail: ytyildirim@bandirma.edu.tr
ORCID: https://orcid.org/0000-0003-0283-5530
Cemal Çelik [1]
E-mail: ccelik@bandirma.edu.tr
ORCID: https://orcid.org/0000-0002-4027-3789
Tamerlan Akbarov [1]
E-mail: tamerlanakbarov@ogr.bandirma.edu.tr
ORCID: https://orcid.org/0000-0001-9571-103X
[1] Bandirma Onyedi Eylul University, Azerbaijan.
* Author for correspondence

ABSTRACT

This research explores the influence of organizational hierarchy culture and leader-member interaction on silent resignation within organizations. Using a relational survey model, the researchers collected data from 499 employees in an Azerbaijani company specializing in various sectors. The study used a questionnaire consisting of four sections: (I) Demographic Information Form, (II) Hierarchy Culture Scale, (III) Silent Resignation Behavior Scale, and (IV) Leader-Member Interaction Scale. The researchers evaluated the collected data using quantitative analysis methods. The findings revealed that participants perceived hierarchy culture and leader-member interaction with above-average positive attributes and exhibited silent resignation behavior at an average level. The analysis showed strong positive and significant relationships between hierarchy culture and leader-member interaction ($p < 0.05$), a weak but significant positive relationship between hierarchy culture and silent resignation, and a moderate positive and significant relationship between silent resignation and leader-member interaction. Analysis of the combined effect of hierarchy culture and leader-member interaction on silent resignation demonstrated that both variables had a significant impact. However, hierarchy culture showed a negative impact, while leader-member interaction demonstrated a positive impact.

Keywords: Leader-Member Interaction, Organizational culture, Organizational commitment.

RESUMEN

Esta investigación explora la influencia de la cultura de la jerarquía organizacional y la interacción líder-miembro en la renuncia silenciosa dentro de las organizaciones. Utilizando un modelo de encuesta relacional, los investigadores recopilaron datos de 499 empleados de una empresa azerbaiyana especializada en varios sectores. El estudio utilizó un cuestionario que consta de cuatro secciones: (I) Formulario de información demográfica, (II) Escala de cultura jerárquica, (III) Escala de comportamiento de renuncia silenciosa y (IV) Escala de interacción líder-miembro. Los investigadores evaluaron los datos recopilados utilizando métodos de análisis cuantitativo. Los hallazgos revelaron que los participantes percibieron la cultura jerárquica y la interacción líder-miembro con atributos positivos superiores a la media y exhibieron un comportamiento de renuncia silenciosa a un nivel medio. El análisis mostró fuertes relaciones positivas y significativas entre la cultura jerárquica y la interacción líder-miembro ($p < 0,05$), una relación positiva débil pero significativa entre la cultura jerárquica y la renuncia silenciosa, y una relación positiva y significativa moderada

entre la renuncia silenciosa y la interacción líder-miembro. El análisis del efecto combinado de la cultura jerárquica y la interacción líder-miembro en la renuncia silenciosa demostró que ambas variables tenían un impacto significativo. Sin embargo, la cultura jerárquica mostró un impacto negativo, mientras que la interacción líder-miembro demostró un impacto positivo.

Palabras clave: Interacción líder-miembro, Cultura organizacional, Compromiso organizacional.

INTRODUCTION

Organizations are structured systems that are preconceived and organized to work harmoniously toward specific goals. They also interact with their external environments, thus displaying a dynamic nature. Organizational culture is a type of culture that reflects an organization's relationships with its environment and is shaped by organizational practices (Lee et al., 2023). This culture consists of shared and relatively stable beliefs, attitudes, and values. Additionally, it encompasses various elements such as symbols, rituals, and myths, all of which are employed to convey the organization's beliefs and values to its employees (Marchetti & Puranam, 2022).

Classifications of organizational cultures vary depending on researchers' emphases and the theoretical models they employ. The organizational control approach is often referenced in organizational culture classifications, focusing on four different types of organizational cultures. These types are referred to as clan culture, hierarchical culture, adhocracy culture, and market culture. These variations are shaped by the intersection of an axis between internal and external focus with another axis between flexibility and dynamism on one end and stability and control on the other (Collins, 2021).

Hierarchical culture is one of the four fundamental types of organizational culture and is characterized by a structure where order and rules hold significant importance. In this culture, how tasks are to be performed and who is to take on which role are predetermined, and strict adherence to these established standards is expected. Bureaucratic mechanisms emerge as crucial elements of this culture. Research indicates that bureaucratic mechanisms convey the message to individuals: "Do what we tell you to do, not what you want, because we are paying you for it." This mechanism may reduce an individual's sense of autonomy while fostering alienation and a sense of purposelessness. Researchers label hierarchical culture as a "process culture" and note that this culture is prevalent in sectors where detailed regulations are extensive, such as

banks, insurance companies, large public organizations, and pharmaceutical companies (Kong et al., 2024).

Drawing on Weber's rules regarding bureaucracy, including specialization, hierarchy, and accountability, researchers elucidate hierarchical culture. Organizations with a hierarchical culture prioritize activities such as planning processes and evaluating activity outcomes when they are conducted according to plan. Consequently, these organizations often operate in relatively stable environments. Standard decision-making, rules, procedures, and accountability are among the core values of hierarchical culture. Organizations with this culture are typically equipped with standard procedures and measurements. In this context, effective planning and a high degree of organizational skills are expected from the managers of such organizations. Hierarchical culture typically possesses a power center, which can be a council at the top of the hierarchy, an effective leader, or a combination of different strong leadership structures (Korkmaz, 2020).

The organizational landscape has witnessed a significant evolution, where the interplay between hierarchical culture and leader-member interactions has garnered increased attention. Hierarchical culture, emblematic of an organization's structural and regulatory elements, prescribes a predetermined approach to task execution and role allocation, fostering strict adherence to established standards. This rigid structure requires employees to follow management directives and conform closely to established rules (Heskett, 2022; Singh & Khatri, 2024). Conversely, leader-member interactions introduce a more personal and collaborative dimension to the working relationship between leaders and employees, cultivating an environment of respect, support, frequent interaction, trust, and shared responsibility (Yıldız & Özmenekşe, 2024).

In the wake of the COVID-19 pandemic, a notable rise in employee turnover rates has led to the emergence of "silent resignation." This phenomenon, coined by Kolev, characterizes employees who fulfill their job responsibilities minimally, motivated primarily by financial considerations. As articulated by Güler, silent resignation manifests as a form of passive resistance, marking a departure from the pursuit of progress in an environment characterized by haste (Güler, 2023).

This study addresses a critical gap in existing research by examining the intricate relationships among hierarchical culture, leader-member interaction, and silent resignation within organizations. While previous studies have explored these concepts separately, their synergy and interdependence have remained unexplored. The limited

research investigating these relationships highlights the need for a comprehensive examination of how hierarchical culture and leader-member interactions jointly influence silent resignation in organizational settings. Therefore, this research aims to elucidate the impact of hierarchical culture and leader-member interactions on silent resignation within organizations.

The study employs a comprehensive methodology involving 499 participants from a Group operating in the retail, wholesale, distribution, logistics, and production sectors in Azerbaijan. The research findings provide insights into the relationships and dynamics among hierarchical culture, leader-member interactions, and silent resignation (Korkmaz, 2020). Based on these findings, the study offers meaningful recommendations for practice. By addressing the existing literature gap, this research contributes to understanding how organizational culture and leader-member dynamics intersect to shape silent resignation, providing valuable insights for both scholars and practitioners in the field (Kolev, 2023).

MATERIALS AND METHODS

The main aim of this study is to determine the impact of hierarchical culture and leader-member interaction on silent resignation within organizations. In addition to this primary objective, the study investigates the relationships among hierarchical culture, leader-member interaction, and silent resignation. The research hypotheses were: H1) there are significant relationships among hierarchical culture, leader-member interaction, and silent resignation behavior within organizations; H2) hierarchical culture and leader-member interaction within organizations have a significant impact on silent resignation. In general, the study employs a correlational survey model. The correlational survey model, as defined by Karasar (2016), aims to determine whether there is covariation among two or more variables and, if covariation exists, to establish its degree.

The study population consists of approximately 20,000 employees of a specialized Azerbaijani company operating in the retail, wholesale, distribution, logistics, and production fields in Azerbaijan. The study sample comprises 499 employees selected through simple random sampling from the population. Simple random sampling is a technique where the units to be included in the study are selected entirely at random from the population (Tuna, 2016). When the number constituting the population is known, one of the commonly used formulas in determining the number of units to be included in the sample is like shown in Equation 1.

$$n = \frac{Nt^2pq}{d^2(N-1) + t^2pq} \tag{1}$$

In this formula, n represents the number of individuals to be sampled, N is the number of individuals in the population, t is the theoretical value found according to the t-table at a specific significance level, p is the frequency of occurrence of the event under investigation, q is the frequency of non-occurrence of the event under investigation, and d is the margin of error in the sample. Using this formula, a sample size of 377 is obtained when working with a 95% confidence interval and a 5% margin of error. However, our study used a sample of 499 individuals, exceeding this requirement.

The data for the research were collected using a survey consisting of four sections: (I) Demographic Information Form, (II) Hierarchy Culture Scale, (III) Silent Resignation Behavior Scale, and (IV) Leader-Member Interaction Scale. The Demographic Information Form in the first section included four questions designed to collect information about participants' gender, age, education level, and marital status. The Silent Resignation Behavior Scale (SRBS) was developed by the researcher using items from the turnover intention and organizational silence scales created by Çavuşoğlu and Köse (2019). The scale consists of 19 items rated on a 5-point Likert scale (1: Strongly Disagree, 5: Strongly Agree). A higher total score on the scale indicates a higher level of organizational silence and, consequently, silent resignation behavior in participants.

On the other hand, for the Leader-Member Interaction Scale (LMIS) were considered 12 items rated on a 5-point Likert scale (1: Strongly Disagree, 5: Strongly Agree). A higher total score on the scale indicates a higher level of positive leader-member interaction in the organization.

The collected data were analyzed using quantitative methods with statistical software. Descriptive statistics, including the distribution of participants' demographic characteristics and scale scores, were calculated using frequency and percentage analysis, along with measures such as means and standard deviations. Pearson correlation analysis was used to identify the relationships among hierarchy culture, leader-member interaction, and silent resignation scores (Ergün & Çelik, 2019). Multiple linear regression analysis (Montgomery et al., 2021) was conducted to assess the influence of hierarchy culture and leader-member interaction on silent resignation,

considering the interplay between independent variables and the dependent variable (Aksoy, 2019). All analyses were conducted at a 95% confidence level with a significance level of $p<0.05$.

RESULTS AND DISCUSSION

On leader-member interaction and silent resignation

Leader-member interaction, initially explored within the realm of "vertical linkage theory," primarily focuses on vertical relationships between superiors and subordinates. According to Leader-Member Interaction theory, these relationships exist on a continuum from high-quality to low-quality interactions (Karaburç & Erkutlu, 2022). In high-quality interactions, leaders establish closer and more personal working relationships with a small group of subordinates. In these relationships, leaders provide subordinates with not only formal work agreements but also social support and resources beyond the workplace. Such interactions have numerous positive aspects for subordinates, including increased respect, liking, mutual support, frequent interactions, trust, and responsibility. High-quality interaction encompasses mutual gains for both leaders and subordinates. In this context, managers tend to better understand the needs, expectations, and issues of in-group employees. Subordinates, in turn, consciously strive to satisfy their superiors through their performance, attitudes, and behaviors (Kanbur & Şen, 2020).

Recently, there has been a significant increase in employee resignations, termed the "Great Resignation." This concept refers to the observed increase in voluntary employee departures in the United States, despite a competitive labour market and low unemployment rates (Haydaroğlu, 2022). The concept was coined by Anthony Klotz, a business professor. This phenomenon results from suppressed demands of employees who have experienced burnout in a competitive work environment, had their mental health affected, and postponed their departure decisions due to the pandemic. The Great Resignation manifests in various ways, including career changes, departures due to poor working conditions, or increased focus on work-life balance (Güler, 2023).

In mid-2022, a more sophisticated concept known as "silent resignation" gained popularity. Silent resignation indicates that an employee performs their job only at a minimum level commensurate with their salary (Kolev, 2023). Factors contributing to silent resignation are diverse. Perceptions such as feeling undervalued and having an unimportant role in the workplace play significant roles. Similarly, opaque manager-employee relationships and high organizational power distance are among the

elements that fuel silent resignation (Göktaş-Kulualp, 2015). Additionally, employees who feel their skills and abilities do not align with their job descriptions and who do not receive sufficient support and recognition for their personal and professional development represent another fundamental cause of silent resignation. Furthermore, the absence of a participatory and democratic work environment and the suppression of employee creativity also contribute to silent resignation's growth. Finally, inability to adapt to working conditions and failure to align with changing organizational culture can increase the tendency toward silent resignation. The interplay of these factors can negatively impact employee motivation and commitment, triggering the silent resignation process (Yıldız & Özmenekşe, 2024). Silent resignation is characterized by employees rejecting workplace progress in favour of passive resistance. It emphasizes work-life balance, advocating that individuals should choose balance and happiness by avoiding overwork. Additionally, it supports the idea that individuals should not tie their identities and values to work productivity (Güler, 2023).

Relationships between hierarchy culture, leader-member interaction, and silent resignation

Of the 499 participants, 25.1% are male and 74.9% are female. In the age distribution, 70.1% of participants fall into the 18-25 age range, 12.4% are in the 26-35 age range, 12.4% are in the 36-45 age range, and 5% are 46 years or older. Regarding educational background, 34.3% of participants have associate degrees, 48.7% have bachelor's degrees, 10.8% have master's degrees, and 6.2% have doctoral degrees. In terms of marital status, 77.4% of participants are single and 22.6% are married. The sample thus predominantly consists of young, single women with at least a university education, with the majority falling within the 18-25 age group (Table 1).

Table 1. Distribution of Participants by Demographic Characteristics.

Variable	Group	n	%
Gender	Male	125	25.1
	Female	374	74.9
Age	18-25	350	70.1
	26-35	62	12.4
	36-45	62	12.4
	46 and above	25	5.0
Education Status	Associate Degree	171	34.3
	Bachelor's Degree	243	48.7
	Master's	54	10.8
	PhD.	31	6.2

Marital Status	Single	386	77.4
	Married	113	22.6

Source: own elaboration.

The Hierarchy Culture Scale (HCS) was developed by the researchers based on the literature. The scale consists of 6 items rated on a 5-point Likert-type scale (1: Strongly Disagree, 5: Strongly Agree). A higher total score on the scale indicates a stronger perception of hierarchy culture within the organization. The Exploratory Factor Analysis (EFA) conducted on the 6 items revealed that the HCS exhibits a unidimensional structure, explaining 84.326% of the total variance. Since this value exceeds 50%, construct validity was established. Additionally, all item communalities exceeded the accepted minimum value of 0.30, and all factor loadings exceeded the accepted minimum value of 0.45 (Doğan, 2017). The scale demonstrated excellent internal consistency with a Cronbach's Alpha coefficient of α=0.963 (Table 2).

Table 2. Hierarchy Culture Scale Validity and Reliability Findings.

Items	Communalities	Factor Loadings	Eigenvalue	Explained Variance (%)	Cronbach Alpha
M1	0.837	0.915			
M2	0.843	0.918			
M3	0.858	0.926	5.060	84.326	0.963
M4	0.813	0.901			
M5	0.839	0.916			
M6	0.870	0.933			

* KMO=0.942; Bartlett X2(15) =3371.760; p<0.05.

Source: own elaboration.

For the Silent Resignation Behavior Scale (SRBS), the Exploratory Factor Analysis (EFA) revealed a unidimensional structure that explains 63.956% of the total variance. Since this value exceeds 50% (Doğan, 2017), construct validity was established (Avci, 2019). All item communalities exceeded the accepted minimum value of 0.30, and all factor loadings exceeded the accepted minimum value of 0.45. The scale demonstrated excellent internal consistency with a Cronbach's Alpha coefficient of α=0.968 (Table 3).

Table 3. Silent Resignation Behavior Scale Validity and Reliability Findings.

Items	Communalities	Factor Loadings	Eigenvalue	Explained Variance (%)	Cronbach Alpha
M1	0.544	0.737			
M2	0.620	0.849			
M3	0.621	0.810			
M4	0.651	0.847			
M5	0.692	0.789			
M6	0.587	0.808			
M7	0.688	0.852			
M8	0.685	0.824			
M9	0.674	0.773			
M10	0.720	0.822	12.152	63.956	0.968
M11	0.656	0.585			
M12	0.717	0.788			
M13	0.623	0.788			
M14	0.653	0.807			
M15	0.726	0.832			
M16	0.679	0.766			
M17	0.597	0.830			
M18	0.675	0.828			
M19	0.342	0.821			

KMO=0.969; Bartlett X2(171) = 8195.894; p<0.05.

Source: own elaboration.

Regarding the Leader-Member Interaction Scale (LMIS), while the original version of the scale encompasses four subscales, the Exploratory Factor Analysis (EFA) conducted in this study determined that the LMIS exhibits a two-dimensional structure, explaining a total variance of 70.901%. With the obtained value exceeding 50%, the validity was deemed to be established. Based on both the original structure of the scale and the EFA conducted, the sub-dimensions were denoted as "Emotional Interaction and Contribution" (Items 1, 2, 3, 4, 7, 8, 9) and "Loyalty and Professional Respect" (Items 5, 6, 10, 11, 12). All communalities for the items exceeded the accepted minimum value of 0.30, and factor loadings for all items exceeded the accepted minimum of 0.45 (Doğan, 2017). The overall scale exhibited excellent reliability with a Cronbach Alpha coefficient of α=0.926. The reliability values for the sub-dimensions were determined as α=0.943 and α=0.866, respectively, meeting the reliability criteria for the sub-dimensions as well (Table 4).

Table 4. Leader-Member Interaction Scale Validity and Reliability Findings.

Items	Communalities	Factor Loading		Eigenvalue	Explained Variance (%)	Cronbach Alpha
		F1	F2			
M1	0.753	0.916				
M2	0.797	0.916				
M7	0.765	0.865				
M3	0.777	0.864		6.623	55.188	0.943
M9	0.728	0.830				
M8	0.699	0.813				
M4	0.724	0.812				
M10	0.684		0.863			
M12	0.636		0.809			
M11	0.657		0.787	1.886	15.714	0.866
M6	0.636		0.777			
M5	0.654		0.774			
Total					70.901	0.926

KMO=0.969; Bartlett X2(66) = 4242.072; p<0.05.

Source: own elaboration.

The normality of the scale scores was assessed by examining skewness and kurtosis values. The observed values showed that all scores fell within the range of ±1.00 for both skewness and kurtosis, indicating a normal distribution (Altıntaş, D. 2020). Since values within the range of ±1.00 are generally accepted as indicators of a normal distribution (Doğan, 2017), parametric tests were used in the study (Table 5).

Table 5. Skewness and Kurtosis Values for Scale Scores.

Scores	n	Skewness	S. E.	Kurtosis	S. E.
Hierarchy Culture	499	-0.805	0.109	-0.657	0.218
Leader-Member Interaction	499	-0.306	0.109	-0.183	0.218
Silent Resignation	499	-0.769	0.109	0.161	0.218

Source: own elaboration.

Relationships between hierarchy culture, leader-member interaction, and silent resignation

In terms of hierarchy culture, participants scored as low as 6 and as high as 30. The average score was 21.42±7.47. This indicates that participants perceived hierarchy culture at an above-average level. As for Leader-Member Interaction, participants received scores ranging from a minimum of 12 to a maximum of 60. The average score was 44.87±9.65. Additionally, the sub-dimension of Emotional Interaction and Contribution had an average score of 25.22±7.18, while the sub-dimension of Loyalty and Professional Respect had an average score of 19.65±3.70. This suggests that

participants perceived positive leader-member interaction qualities above the average level (Çakal, 2017). Lastly, in the context of silent resignation, scores ranged from a minimum of 19 to a maximum of 95. The average score was 69.62, with a standard deviation of 17.44. Therefore, it can be concluded that participants exhibited an above-average level of silent resignation behavior (Table 6).

Table 6: Descriptive Statistics of Scale Scores.

	n	Min.	Max.	$\bar{x}$	s
Hierarchy Culture	499	6	30	21.42	7.47
Leader-Member Interaction	499	12	60	44.87	9.65
Emotional Interaction and Contribution	499	7	35	25.22	7.18
Loyalty and Professional Respect	499	5	25	19.65	3.70
Silent Resignation	499	19	95	69.62	17.44

Source: own elaboration.

Table 7 presents the correlation findings showing the relationships between hierarchy culture, leader-member interaction, and silent resignation scores.

Table 7. Culture of Hierarchy. Correlation Findings Between Leader-Member Interaction and Silent Resignation Scores

		Hierarchy Culture	Leader-Member Interaction	Silent Resignation
Hierarchy Culture	r	1	0.784*	0.188*
	p		0.000	0.000
Leader-Member Interaction	r		1	0.467*
	p			0.000
Quiet Resignation	r			1
	p			

* $p<0.05$.

Source: own elaboration.

As shown in Table 7:

- A strong positive correlation (r=0.784) exists between hierarchy culture and leader-member interaction, and this relationship is significant (p<0.05). An increase in hierarchy culture within the organization correlates with a significant increase in positive leader-member interaction. These variables explain 61.4% of the variance in each other (Bozkurt, 2023).

- A weak positive correlation (r=0.188) exists between hierarchy culture and silent resignation, and this relationship is significant (p<0.05). An increase in hierarchy culture within the organization correlates with a significant increase in silent resignation behavior. These variables explain 0.5% of the variance in each other.

- A moderate positive correlation (r=0.467) exists between silent resignation and leader-member interaction, and this relationship is significant (p<0.05). An increase in positive leader-member interaction within the organization correlates with a significant increase in silent resignation. These variables explain 21.8% of the variance in each other.

Based on these findings, the hypothesis "H1: There are significant relationships between hierarchy culture, leader-member interaction, and silent resignation behavior in organizations" is supported.

Table 8 provides multiple regression findings regarding the impact of hierarchy culture and leader-member interaction on silent resignation.

Table 8. The Impact of Hierarchy Culture and Leader-Member Interaction on Silent Resignation.

Arguments	Unstandardized Coefficients		Standardized Coefficients	t	p	VIF
	b	S. E.	β			
(Intercept)	25.465	3.219		7.911	0.000	
Hierarchy Culture	-1.079	0.141	-0.462	-7.649	0.000	2.591
Leader-Member Interaction	1.499	0.109	0.830	13.729	0.000	2.591

Dependent Variable: Silent Resignation; Model F (2-496) =106.768; p=0.000; Adj. R2=0.298; Durbin-Watson=1.916.

Source: own elaboration.

Based on the results shown in Table 8, the precondition of multiple regression, which requires the absence of multicollinearity among the independent variables, is met. All independent variables have VIF (variance inflation factor) values less than 10, as recommended (Doğan, 2017). The findings in Table 8 demonstrate that both hierarchy culture and leader-member interaction significantly affect silent resignation (p<0.05). However, hierarchy culture has a negative impact, while leader-member interaction has a positive effect. This indicates that when the independent variables interact, the positive effect of hierarchy culture becomes negative. Specifically, a one-point increase in hierarchy culture results in a 1.079-point decrease in silent resignation, while a one-point increase in leader-member interaction leads to a 1.499-point increase in silent resignation. The model explains 29.8% of the variation in silent resignation. These findings support the hypothesis "H2: Hierarchy culture and leader-member interaction have a significant impact on silent resignation in organizations" (Atakişi, 2020). However, developing a more complex approach would be beneficial, as the linear model's performance is insufficient to explain this phenomenon.

CONCLUSIONS

This study was conducted with 499 employees of a Group operating in the retail, wholesale, distribution, logistics, and manufacturing sectors in Azerbaijan. The participants were predominantly young, single females between 18-25 years old with university degrees. Participants perceived both hierarchy culture and leader-member interaction as having above-average positive qualities, and they exhibited silent resignation behavior at an above-average level. Strong positive (r=0.784) and significant (p<0.05) relationships were found between hierarchy culture and leader-member interaction. Weak positive (r=0.188) but significant (p<0.05) relationships were observed between hierarchy culture and silent resignation, while moderate positive (r=0.467) and significant (p<0.05) relationships existed between silent resignation and leader-member interaction. Analysis of the combined effects of hierarchy culture and leader-member interaction on silent resignation revealed that both variables have significant effects (p<0.05). However, hierarchy culture showed a negative effect, while leader-member interaction showed a positive effect. This finding indicates that the positive effect of hierarchy culture becomes negative when considering the interaction effect between the independent variables. The regression model significantly explains 29.8% of the variance in silent resignation. These findings support the hypothesis "H2: Hierarchy culture and leader-member interaction have a significant impact on silent resignation in organizations."

The findings provide valuable insights into the relationships between hierarchy culture, leader-member interaction, and silent resignation behavior. The participants' positive perceptions of hierarchy culture and leader-member interaction emphasize the importance of a supportive organizational culture and effective leader-member relationships. However, the presence of silent resignation behavior indicates that organizations need to carefully monitor employee perceptions of hierarchy culture and take proactive measures to prevent potential negative outcomes, such as increased turnover or decreased productivity.

On the other hand, the moderate positive and significant relationship between silent resignation and leader-member interaction suggests that employees may be more inclined to engage in silent resignation when they perceive positive interactions with their leaders. This finding highlights the importance of leaders being aware of such dynamics and emphasizing open communication and feedback channels. Besides, while positive perceptions of hierarchy culture and leader-member interaction can contribute to employee commitment and satisfaction, thereby enhancing organizational success, the presence of silent resignation behaviour underscores the need for continuous monitoring and proactive measures. These findings provide organizational leaders with a better understanding of how to manage employee behaviours and outcomes.

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