

# *Aybike Mergen*

## Curriculum Vitae

### **Present Position**

Assistant Professor of Management  
Faculty of Business  
Özyeğin University  
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**Research interests:** followership, emergence and effectiveness of leadership, artificial intelligence, social cognition in collectives, ethical decision making, toxic leadership, and change management.

**Teaching interests:** leadership theory and practice, behavioral decision making, social cognition, cross-cultural leadership, ethics in business, research methods, and organizational behavior.

### ***Work Experience***

<b>Assistant Professor</b> Management, Faculty of Business, Özyeğin University	Sep 2022 – Present
<b>Visiting Scholar</b> Schulich School of Business, York University	Sep 2017 – Aug 2022
<b>Research Assistant</b> Graduate School of Business, Koç University	Feb 2015 – Aug 2022
<b>Consultant</b> Deloitte, Consulting – Organizational Transformation	Aug 2014 – Jan 2015
<b>Analyst</b> EY (Ernst & Young), Advisory – Performance Improvement	June 2013 – Aug 2014

### ***Publications***

*Journal Articles – Published & Accepted:*

**Mergen, A.** (In Print). The Algorithmic Leviathan or the Digital Agora? Mechanisms of Enclosure and Pathways to Rights-Based Governance of Digital Commons. *Business & Society*. <https://doi.org/10.1177/00076503261455110>

Albayraktaroğlu, A., **Mergen, A.**, & Güven, Ç. (2026). Generative AI Models as Wicked Resources: A Dynamic Perspective on Resource Governance. *Journal of Management*.

<https://doi.org/10.1177/01492063261434193>

**Mergen, A.,** Ozbilgin, M., & Tekeste, M. (2026). Normalization of toxicity in organizations: A multilevel process framework of toxicity normalisation cascade. *Journal of Occupational and Organizational Psychology*, 99(2). <https://doi.org/10.1111/joop.70108>

**Mergen, A.,** Özbilgin, M. F., Güven, Ç., Erbil, C., & Greenhalgh, T. (2026). Toxic experts in longevity business: A multilevel relational framing of emergence. *Organization*. <https://doi.org/10.1177/13505084251379172>

Erbil, C., Ozbilgin, M. F., & **Mergen, A.** (2025). Red pill leadership behaviours and discourse ethics. *Journal of Business Ethics*. <https://doi.org/10.1007/s10551-025-06194-4>

**Mergen, A.,** Ozbilgin, M. (2021). Understanding the followers of toxic leaders: Toxic illusion and personal uncertainty. *International Journal of Management Reviews*, 23(1), 45-63. <https://doi.org/10.1111/ijmr.12240>

*Journal Articles – Under-Review & Working Paper:*

Tekeste, M., **Mergen, A.,** Ozbilgin, M., & Zakariah, A. (Revise & Resubmit). Billable Hours and Work Flexibility: Navigating the Paradox in Law Firms. *New Technology, Work and Employment*.

**Mergen, A.,** Tekeste M. & Ozbilgin, M. (Under Review). The HRM Protection Paradox: How Universalist Design Assumptions Normalize Violence Against Workers at Marginalized Intersections. *Human Resource Management*.

**Mergen, A.** (Under Review). What This Human Sees: Perspectival Uniqueness and Humanness at Work in the Age of AI. *Human Relations*.

**Mergen, A.,** Çetin Kılıç, N., & Ozbilgin, M. (Under Review). Algorithmic Accountability Transformation: How Deterritorialization, Reterritorialization, and Machinic Capture Reshape Organizational Responsibility. *Journal of Management Studies*.

Tekeste M., **Mergen, A.,** Özbilgin, M. & Erbil, C. (Under Review). Vice Deals: An Aristotelian Virtue Ethics Framework for Exploitative Personalized Arrangements in Academia. *International Journal of Management Reviews*.

Abdellatif, A., **Mergen, A.,** & Tekeste, M. (Working Paper). The Academic Borderland: Identity Regulation Through Authenticity and Entrapment in Neoliberal Academia.

**Mergen, A.,** Bell, C. M., & Aycan, Z. (Working Paper). Collective Ambivalence and the Alignment Paradox: An Architecture of Organisational Response to Leadership Direction. *Human Relations*.

**Mergen, A.** (Working Paper). The Progressive Narrowing of What Is Conceivable: Developmental Biology and the Self-Concealing Quality of Organizational Control.

Abdellatif, A., **Mergen, A.**, & Tekeste, M. (Working Paper). Manoeuvring the Pharaoh: Inequality Regimes, Patriarchal Connectivity, and Women's Agency in Egyptian Corporate Governance. *Organization Studies*.

**Mergen, A.**, Tekeste M. & Ozbilgin, M. (Working Paper). Securitizing Delegitimation: How States Deploy Security Discourse to Strip Corporations of Institutional Legitimacy.

**Mergen, A.** & Ozbilgin, M. (Working Paper). The Legitimation Trap: Substantive Justice as Decolonial Praxis.

*Book Chapters:*

**Mergen, A.**, & Güven, Ç. (2026). The ripple effect: How inclusive leaders create horizontal influence and transform peer relationships. In J. Bourke & M. F. Özbilgin (Eds.), *De Gruyter handbook of inclusive leadership* (Chapter 14). De Gruyter. <https://doi.org/10.1515/9783111662145-015>

Erbil, C., Özbilgin, M. F., & **Mergen, A.** (2026). Relational emergence of exclusionary leadership: Suppression of voice. In R. Prouska, A. Psychogios, & A. McKearney (Eds.), *Inclusive leadership and employee voice*. Palgrave Macmillan. [https://doi.org/10.1007/978-3-032-19163-2\\_3](https://doi.org/10.1007/978-3-032-19163-2_3)

**Mergen, A.**, & Güven, Ç. (2025). Leadership and global diversity management: Challenges and solutions through participatory theater framework. In M. F. Özbilgin & C. Erbil (Eds.), *Research Handbook on Global Diversity Management* (Chapter 15, pp. 204–215). Edward Elgar Publishing. <https://doi.org/10.4337/9781035311170.00022>

**Mergen, A.**, Çetin-Kılıç, N., & Özbilgin, M. F. (2025). Artificial intelligence and bias towards marginalised groups: Theoretical roots and challenges. In J. Vassilopoulou & O. Kyriakidou (Eds.), *AI and diversity in a datafied world of work: Will the future of work be inclusive?* (Chapter 2, pp. 17–38). International Perspectives on Equality, Diversity and Inclusion, Vol. 12. Emerald Publishing. <https://doi.org/10.1108/S2051-233320250000012004>

**Mergen, A.**, & Özbilgin, M. F. (2021). Toxic illuio in the global value chain: The case of Amazon. In S. M. Camgöz & Ö. T. Ekmekci (Eds.), *Destructive leadership and management hypocrisy: Advances in theory and practice* (Chapter 11, pp. 163–178). Emerald Publishing. <https://doi.org/10.1108/978-1-80043-180-520211011>

**Mergen, A.**, & Bell, C. M. (in press). Spectrum of engagement: A typology of roles in LGBTQ+ inclusion efforts. In P. Kumar, P. Budhwar, M. F. Özbilgin, & C. Erbil (Eds.), *A WSPC handbook of diversity, equity and inclusion (DEI) — Volume 5: LGBTQ+ inclusion at work: A global view*. World Scientific Publishing.

**Mergen, A.** (in press). Follower-centered approach: The co-creation of bad leadership. In A. Örtenblad (Ed.), *The Oxford handbook of bad leadership*. Oxford University Press.

**Mergen, A.** (in press). Intersectional followership: Voice, recognition, and situated agency. In

M. F. Özbilgin, C. Erbil, & M. Tekeste (Eds.), *Edward Elgar encyclopedia of intersectionality*. Edward Elgar Publishing.

**Mergen, A.** & Ozbilgin, M. F. (Under Review). How Followers Turn Dark: From the Comfort of Certainty to the Pleasure of Cruelty. *The Dawn of the Dark Subject*. UCL Press.

#### *Other Publications:*

**Mergen, A.,** Özbey, M., Aktaş, A.K., Özdemir, G., & Can, Y. (2024). Sivilin sivili bir siyasi hareket denemesi: İVME Hareketi. *Birikim*, 414, 16-26.

### ***Grants & Awards***

#### **2023 SSHRC Insight Grants – Co-applicant**

Fairness heuristic and follower role adoption

3-year project based on dissertation work – CAD 80.000

#### **2025 – Most Promising Leadership Research Proposal Award**

Johnson A. Edosomwan Leadership Institute – University of Miami, Herbert Business School

*Title: “Riding the Meme: Leadership Emergence as Collective Identity Alignment”*

### ***Education***

#### **PhD. in Management and Strategy**

Feb 2015 – Aug 2022

Koç University, Istanbul, Turkey | Full Scholarship

Thesis: *The Participatory Theatre Framework (PTF) of Leadership*

#### **M.A. in Political Science**

Sep 2011 – July 2013

Sabancı University, Istanbul, Turkey | Full Scholarship

Thesis: *Leader Survivability in Non-Democracies: The Role of Blame-Shifting*

#### **M.Sc. in Economics**

Sep 2010 – July 2011

Tilburg University, Tilburg, Netherlands | Partial Scholarship

Thesis: *Campaign Promises and Adoption of Policies*

#### **B.A. in Economics**

Sep 2006 – June 2010

Koç University, Istanbul, Turkey | Full Scholarship

Vehbi Koç Scholar Award, completed two Honors Projects in Economics

### ***Certificates***

#### **Change Management – PROSCI**

June 2015

Psychology of change, theory and perspectives, change management process, organizational change competency, project management, ADKAR®

## ***Conference Presentations & Invited Talks***

**Mergen, A.** (August 2026). The Algorithmic Leviathan or the Digital Agora? Mechanisms of Enclosure and Pathways to Rights-Based Governance of Digital Commons. Academy of Management (AoM), Philadelphia, PA, USA.

**Mergen, A., Çetin Kılıç, N., & Ozbilgin, M.** (August 2026). Algorithmic Hollowing of Responsibility: How Deterritorialization, Reterritorialization, and Machinic Capture Transform Organizational Accountability. Academy of Management (AoM), Philadelphia, PA, USA.

**Mergen, A.** (June 2026). The Algorithmic Leviathan or the Digital Agora? Mechanisms of Enclosure and Pathways to Rights-Based Governance of Digital Commons. European Academy of Management (EURAM), Kristiansand, Norway.

**Mergen, A.** (April 2026). Keynote Speaker: Managing the AI Transformation: AI Governance and Organizational Alignment. Özyeğin University AI Platform – II. Roundtable Session. Istanbul, Turkey.

**Mergen, A.** (March 2026). ThoughtFront Series: Panel moderator – Inclusive Leadership in the Age of Cultural Backlash. Istanbul, Turkey.

**Mergen, A.** (November 2025). AI as Your Business Partner: Context Engineering for Women Entrepreneurs Workshop. International Women of Istanbul – Özyeğin University. Istanbul, Turkey.

**Mergen, A.** (October 2025). Keynote Speaker: Yapay zeka çağında liderlik: Köklerimize dönüş. [Leadership in the age of AI: Back to our roots.] 12. Çetin Ceviz Ödül Töreni. Ankara, Turkey.

**Mergen, A. & den Hartigh, E.** (October 2025). The Future of Work in Four Scenarios Workshop. Özyeğin AI Week 2025. Istanbul, Turkey.

**Mergen, A., Albayraktaroğlu, A., & Güven, Ç.** (July 2025). GenAI Models as Wicked Resources: Integrating PRT and Stakeholder Dynamics. Academy of Management (AoM), Copenhagen, Denmark.

**Mergen, A., Bell & C. M.** (July 2025). Symposium: Power and Justice Dynamics in Organizations and Beyond – Justice and Follower Roles: The Co-construction of Power in a Participatory Theater Framework of Leadership. Academy of Management (AoM), Copenhagen, Denmark.

**Mergen, A., Bell, C. M., & Aycan, Z.** (July 2025). Co-creating leadership: Explicating the dynamics of ambivalence through the participatory theater framework. European Group for Organizational Studies (EGOS), Athens, Greece.

- Mergen, A., Çetin Kılıç, N., & Ozbilgin, M.** (July 2025). Sweeping biases under the algorithm rug: How baseless assumptions of algorithmic fairness erode accountability in human resource management. European Group for Organizational Studies (EGOS), Athens, Greece.
- Fu, Z., Bell, C.M., **Mergen, A., & Yang, Y.** (2025). Feeling envious and uncertain about oneself is unfair: Dispositional malicious envy, labile self-esteem, and subjective injustice. International Association of Chinese Management Research biennial conference, Xian, Shaanxi, PRC. [*Presented by Chris M. Bell*]
- Mergen, A., Albayraktaroğlu, A., & Güven, Ç.** (June 2025). Generative AI Models as Wicked Resources: Integrating Property Rights Theory and Stakeholder Dynamics to Govern Resource Ambiguity and Unpredictability. European Academy of Management (EURAM), Florence, Italy.
- Mergen, A.** (October 2024). Panel participant – International Data Science and Statistics Conference (IDSSC) – AI & Ethics. Ankara, Turkey.
- Mergen, A.** (September 2024). Panel participant - XVIII. Swiss - Turkish Economic Forum / Shaping Tomorrow: Enhancing Swiss - Turkish Collaboration in Education, Training & Development, and Leadership Talent, Istanbul, Turkey
- McCune Stein, A., **Mergen, A., & Bell, C.M.** (August 2024). Who is an Ideal Follower in Chinese Leadership Paradigms? Extracting Social Types of Implicit Chinese Subordinate. Academy of Management (AoM), Chicago, US.
- Mergen, A.** (July 2, 2024). Invited guest - Açık Radyo, Gündelik Hayatın Sosyoloji Program konğu - "Toksik Liderlik"
- Mergen A., Ozbilgin M., Güven Ç., Erbil C & Greenhalgh T.** (June 2024). Toxic ‘experts’ in longevity business: A relational framing of emergence. European Academy of Management (EURAM), Bath, UK.
- Mergen, A.** (December 2023) Close Encounters of the AI Kind: An Introduction for Social Scientists. Koç University, Turkey
- Mergen, A., & Ozbilgin, M.** (February 2021). Understanding the followers of toxic leaders: Toxic illusio and personal uncertainty. CISEI Centre at University of Southampton, UK.
- Mergen, A.** (September 2019). A Participatory Theatre Approach to Leadership. Schulich School of Business, York University, Canada.

## ***Teaching Experience***

**Instructor**  
MGMT 202 – Organizations

Sep 2022 – Present

MGMT 314 – Leading and Managing People in Organizations

**Instructor**

MGMT 450 – Next Generation Leadership

Summer 2021 & 2022

**Teaching Assistant**

Faculty of Arts and Social Sciences, Sabancı University

Sep 2011 – Jun 2013

***Personal Information***

**Citizenship:** Turkish & Canadian citizen

**Software:** Python, R, LaTeX, SQL, MPlus, MS Project, MS Visio

**Interests:** Woodworking and FRP