

## **The Mediating Role of Organizational Silence between Organizational Culture and Trust and Organizational Commitment: An Applied Study on Egyptian Industrial Companies**

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**Abstract:** The study aims to investigate the effect of organizational culture and organizational trust on organizational commitment through the mediating role of organizational silence and the moderating effect of organizational rumors. It adopts a positivist philosophy and a deductive approach, employing a quantitative method by collecting data from 527 employees of Egyptian industrial companies through a questionnaire design. The results revealed that the dimensions of organizational culture (success culture, professional collaboration culture, and active responsibility culture) have a positive and statistically significant impact on organizational commitment. Furthermore, all dimensions of organizational trust (lateral trust, vertical trust, and institutional trust) positively and statistically significantly affect organizational commitment. Additionally, the study showed that organizational culture and trust have a significant and varied impact on organizational silence. It revealed that organizational silence plays a crucial mediating role in the relationship between organizational culture, organizational trust, and organizational commitment. According to the results, organizational rumors acted as a moderating factor that reduces the strength of the relationship between organizational culture and organizational trust.

**Keywords:** Organizational Culture, Organizational Trust, Organizational Commitment, Organizational Silence, and Organizational Rumors.

## 1. Introduction

Employees are seen as an organization's sources of innovation, learning, change, and creativity and are crucial to its success. However, studies have revealed that when their management asks them to do so, staff members usually hesitate to speak up because they worry that their comments and thoughts may upset the delicate balance of the company. Whether on purpose or accidentally, employees' anxiety makes them speak less. Employee loyalty to their employers may suffer in this situation [1].

Employee silence is the deliberate hiding of facts, concepts, and viewpoints that could lead to organizational improvements. Workers are thought to be the primary source of input for resolving problems at work. Therefore, it is challenging to weigh the advantages and disadvantages of various options when the organization's members stay mute [2].

Additionally, employee silence hinders innovation at work, lowers organizational commitment, encourages corruption, and results in absenteeism, attrition, and other undesirable behaviors [3]. When people purposefully avoid communication, they experience stress and physical health issues. As a result, examining the variables associated with quiet continues to be a crucial problem in organizational management [4].

Trust encourages communication and information sharing, which significantly impacts these activities. Employees who have faith in their bosses and supervisors will freely voice their problems. People who don't speak up or share knowledge are less likely to be committed to an organization [5].

Companies need employees who can express their thoughts, adjust to changing conditions, freely share knowledge and information, and be devoted to their employers. However, depending on whether they speak up or remain silent, a worker's commitment to the organization can have positive and negative effects. Additionally, if employees feel their managers are supportive and dedicated to them, they are more inclined to feel the same way about the business. While earlier studies have shown a connection between organizational commitment (OC), organizational silence (OS), and perceived organizational support (POS), some of these investigations have produced contradictory results [6].

Because of its overarching significance to the Egyptian economy and its strict administrative and hierarchical frameworks, which exacerbate behavioral and communication problems, the industrial sector was selected for the application of the study. It should be noted that industrial firms are highly vulnerable to the emergence of organizational silence because of their formal decision-making

procedures and defined roles. Additionally, the workers in these industries tend to struggle to voice their opinions or concerns due to fear of reprisal or lack of faith in management, so this is a perfect setting to examine the intertwinements of organizational silence, trust, and commitment.

Therefore, this study aims to investigate the effect of organizational culture and organizational trust on organizational commitment through the mediating role of organizational silence and the moderating effect of organizational rumors.

## **2. Literature Review**

### **Organizational Culture**

Employee values and the organization's values are linked to organizational performance, and organizational culture is regarded as an organizational capital and a key competency that fosters congruence between the two. According to Cameron and Quinn, organizational culture is the members' shared values, presumptions, and beliefs. Organizational culture is the set of attitudes, customs, values, and behaviors that influence how people behave within a company [7]. Because corporate culture establishes the values, beliefs, and work procedures that can direct and create a suitable atmosphere for competitive sustainability, organizational culture is a crucial entrance point for great firm performance. Employee engagement may increase when OC helps to enable new learning to facilitate work, since this may help them comprehend the organization's basic principles and create a shared grasp of its procedures and objectives [7].

The importance of an effective organizational culture that aligns with a company's goals cannot be overlooked because it significantly affects organizational culture on employee performance employees who feel connected to a positive organizational culture that aligns with personal values and are more engaged in their work and enjoy high levels of certification and the contribute the productively to achieving organizational goals. A good organizational culture can also increase cooperation and coordination among employees reduce personal conflicts and create and include a work environment through a strong organizational culture conveying the second and wire evaluations to adopt high-performance standards with and focus on customer orientation which can enhance the Communist competitive advantage [8].

Cultures can extract different actions, better or worse, from employees, and this differs from one organization to another [9]. Organizational culture is a complex workplace issue, as an organization's effectiveness and performance are positively and directly affected by its cultural strength [10]. Nilsen and Bernhardsson (2019);

Schein (2010) [11-12] described this as the social glue between the employer and the organization [13-14]. They agreed that organizational culture consists of different components shared in the organization and corporate to its objectives and practices, such as norms, beliefs, and values [8].

**Success culture** It is one of the dimensions of organizational culture that focuses on achieving the highest performance standards and challenging goals while encouraging employees to excel and innovate. In organizations that enjoy a culture of success, achievement and excellence are considered fundamental factors in evaluation and organizational success. The culture's success also continuously improves its performance. The culture of success also contributes to creating a work environment that focuses on high performance, where individuals who achieve outstanding accomplishments are honored, thereby enhancing the spirit of competition and excellence within the organization [15].

The culture of collaborative professionalism is one of the dimensions of organizational culture that focuses on coordination and teamwork and values professionalism in employee performance. It includes the values that support cooperation among individuals from different departments or teams within the organization and it enhances cooperation among colleges to achieve common goals. It also emphasizes the importance of professionalism in handling tasks and problems, which improves the efficiency of collective performance and interaction among individuals. In our culture of collaborative professionalism teamwork and coordination among members or viewed as essential elements for organizational success [15].

**Active responsibility culture** is one of the dimensions of organizational culture that focuses on the importance of initiative and independent decision-making by and below yeast in addition to encouraging them to present new and innovative ideas. Organizations adopt a character of active responsibility for employees or encourage them to be more independent in their forming new tasks, taking responsibility for their decisions and actions. The culture also encourages innovation and achieving positive change within the organization by supporting new ideas and initiatives. This type of culture is considered essential for motivating employees creative and undertake initiatives that contribute to improving the overall performance of the organization and enhancing their participation in developing the work environment [15].

### **Organizational Trust**

The assumption that an organization will operate in a way that benefits its members rather than negatively interfering with their ability to interact practically

is known as organizational trust (OT). Members' willingness to submit to the organization's authority in the hopes that it will live up to their high expectations is known as trust in the organization. Thus, trust is the conviction that people or organizations are trustworthy, fair, and honest, and that one party is willing to accept the behavior of another and work together to achieve shared goals [16].

Solomon and Flores (2003) [17] indicated that trust in an organization is a choice and is explained as a judgment based on evidence, but it always outweighs the evidence that logically explains it. The main purpose of the trust is to maintain the relationship. Trust is a human virtue that is cultivated through a human effort to act sincerely, speak, and express commitment. It can be created conscientiously, not simply taken for granted [18].

Mutual trust between individuals and groups within an organizational setting is known as organizational trust. As a result, trust in the organization is psychological and consists of a willingness to accept flaws because one expects others to have good intentions or behave well. The belief that people, groups, or organizations are similarly competent, open, honest, caring, dependable, and empathetic with the same goals, standards, and values is the foundation for the desire for culture-based organization and communication behaviors in relationships and transactions to be open and honest [19].

There are various ways to classify the idea of trust. Two primary comparison categories can be used for comparison or differentiation. First, as an internal deed or behavioral purpose. Second, being trustworthy is the same as being trustworthy or a trait that emerges during childhood [20]. Within an organizational setting, trust objects can be either impersonal or personal; impersonal trust is utilized when structured systems are trusted, while personal trust indicates trust in specific individuals [21]. Interpersonal trust is treated as an issue of two dimensions, lateral trust and vertical trust. Lateral trust expresses trust in employees themselves. While vertical trust expresses employees' non-trust in their supervisors [22]. Interpersonal trust may be caused by other people's characteristics such as competence, generosity, or reliability [20].

Lateral trust refers to the trust that exists between employees within an organization. It is the trust that develops among peers, colleagues, or team members rather than between employees and their managers or the organization. Lateral trust involves the willingness of employees to rely on one another, share information, collaborate, and act in ways that contribute to a positive working environment. It reflects a sense of mutual respect and cooperation among



colleagues which is essential for effective teamwork communication and the smooth functioning of an organization [23].

Vertical trust is the willingness of an employee to be vulnerable to the behavior and actions of the organization, whose behavior and actions he or she cannot control, whereas horizontal trust is the willingness of an individual to be vulnerable to the behavior and actions of colleagues whose behavior and actions they cannot control. Building trust is a crucial process that leaders must do to achieve successful outcomes. Employees are encouraged to take more chances when they have vertical trust. Employees feel safe and are more inclined to welcome inclusion when there is a high level of vertical trust, which inspires them to work creatively. Credibility is established and a trusting environment is fostered in the team by inclusive leaders who cherish and cultivate good relationships with their team members [24].

Institutional Trust is a group of frontline employees within an organization, or from several departments or divisions within an organization, who may not personally know one another, have institutional trust. Members of one group have institutional trust with members of another, in part because they are both members of both organizations. However, the larger institutional framework that includes inter-organizational relationships might also contain institutional sources of trust. Because boundary-spanning actors are interacting with both individuals and organizations at the same time, institutional trust is crucial in inter-organizational engagement. The widespread opinion of an organization, unit, or team's efficacy and fairness can serve as the foundation for institutional trust [25].

### **Organizational Silence**

According to mini-organizational features, such as organizational processes, organizational silence is a social phenomenon that originates at the organizational level. employee perceptions and culture. Employees may choose to keep quiet for a variety of reasons, including fear brought on by ignorance, work-related stressors, and prior injustice experiences [26]. Additionally, employee quiet may result from specific leadership beliefs. On the contrary, when leaders are honest, and transparent, and promote two-way communication, employees are more likely to be willing to contribute to problem-solving in an upward manner. Promoting silence within the company fails to meet objectives and a resistance to learning from mistakes. Organizational silence will inevitably have a detrimental effect on organizational decisions and change processes in such a structure [27].

The silence theory introduced in 1974 explained the silence of employees as a cautious situation concerning information and the expression of their ideas and

suggestions that is caused by their fear of isolation [28]. The literature suggested that many reasons are related to the work environment or employees' personalities which cause this feeling, such as self-doubt, relationship orientation, negative consequences, and deviance [29]. There are six dimensions of silence. The first is relational silence which expresses the reason for employee silence as a protection for their relationships at work [30-31]. That kind of motive is based on self-interest. Dyne et al. (2003) [32] stated that the motives of employees are to behave altruistically and have another orientation rather than self-interest. Social silence is theoretically different as it aims to benefit the workplace (Khalid and Ahmed, 2016).

The second dimension is defensive silence, which is caused by the fear of consequences that people in the workplace experience when they express their concerns or ideas [34]. Detert and Edmondson (2011) [35] added that fear of consequences has never been challenged. This type of silence may also be caused by fear of disciplinary measures [35 – 36 – 32 – 31- 33]. The third type is diffident silence, which occurs when people feel insecure and unsure about what to say. This is caused by their internal fear, not a fear of external harm [30]. Bowen and Blackmon (2003) [37] proposed the concept of spirals of silence that explain the preference for silence rather than raising their voices against established public opinion.

Khalid and Ahmed (2016) [33] confirmed that self-esteem and vocal behavior of any person are positively related, as personalities high in neuroticism were associated with less expressive behaviors. The fourth dimension is ineffectual silence. Brinsfield (2013) [30] stated that this type of silence is sourced from the belief of employees that their thoughts are unimportant and will not change the reality in their organizations. Morrison and Milliken (2000) [36] used a climate of silence as a term when they suggested that people share their beliefs about the ineffectiveness of their voices in the workplace, leading to a discouraging atmosphere toward voice behavior within the organization. Harlos (2016) [34] and Dyne et al. (2003) [32] referred to this type of silence as acquiescence silence, which reflects that the general atmosphere of silence makes everybody keep silent. Khalid and Ahmed (2016) [33] referred to this type because of feelings of resignation and inefficiency in an organizational environment.

The fifth dimension is disengaged silence, many authors explained it within similar motivations [38]; it is motivated by the desire of oneself to be separated from work rules. Brinsfield and Edwards (2020) [39] went in the same direction and suggested that employees' engagement in vocal behavior is motivated by

experiencing the importance of their work. Employee voice and organizational identity are positively correlated, according to Ahmadian et al. (2023) [29], and Brinsfield (2013) [30] found that employees are more proactive about issues and concerns when they feel psychologically connected to their organizations. The sixth dimension is deviant silence. Many authors supported the point of view of negative effects of this type on the organization Brinsfield (2013) [30 – 40].

Individual silence is a type of organizational silence that relates to employees not expressing their opinions, dissent, or concern regarding organizational issues. Describe silence as associated with employees who choose to conceal their healing out of fear of negative consequences or due to lack of knowledge or experience this type of silence often occurs due to reluctance to participate and organizationally process or because of past experiences of injustice or repression within the organization [27].

Relational silence is the practice of employees choosing to remain silent to preserve the cordial interpersonal relationships that were formed during their organization's communication process. Relational silence refers to employees' silence in the workplace where individuals deliberately refrain from their opinion ideas or concerns to maintain harmonious personal relationships with others, especially within the organization. Is the type of silence driven by the desire to avoid conflict protect relationships or prevent disrupting a positive social environment at work [41].

Organizational rumors are an informal communication network carried out implicitly by members within an organization regarding events inside the organization and they are usually considered a negative situation for the organization. Many reasons lead to the emergence of rumors in organizations. Research has shown that one of the main factors achieve the sources of rumors among employees and organizations is the lack of information provided to employees related to matters, deficiencies or Barrie's official communication channels, employee fears and anxieties, organizational changes that occur, and employee distrust in the organization [42].

Organizational rumors emerge to meet various needs of people, function within an organization, and serve multiple organizational goals. A rumor within a group can significantly alter the outcome of the collective actions of its members. Therefore, rumors have a substantial impact on the situation; They are not merely recreational activities but have multidimensional effects on organizations [43].

Hozouri et al. (2018) [44] mentioned rumors as a nonconfirmed definition of events disseminated among people that cause public concerns about an issue or



event. Michelson and Mouly (2002) [45] described rumor as the unofficial exchange of communication with others without considering whether it is based on reality. Huo et al. (2011) [46] defined a rumor as a kind of social event in which a similar statement is published on a big scale and in the short term through communicative chains. Gottschalk (2022) [47] defined rumor as a collective problem solution by which people are involved in important conditions and attempt to infer meaningful descriptions by gathering mental resources.

**Getting Information:** In the context of getting information within the framework of organizational rumors. Rumours can be an effective means of obtaining useful information for the organization's benefit. Through rumors, individuals can get to know people in the organizational environment who might find it difficult to communicate with directly, thus having the two uncover things that might be hidden or unknown through official channels [48].

**Socialization:** a fundamental aspect of human existence, has undergone a significant transformation in the digital age, as individuals increasingly engage with virtual platforms and networks. The pervasive influence of technology has blurred the boundaries between the physical and digital realms, shaping the concept of socialization as we know it. With the advent of social media, online communities, and virtual communication tools, social interaction has become seamlessly integrated into our everyday lives [49].

**Cynic Effect:** Members' mistrust, contempt, annoyance, and emotional rage toward different organizations, procedures, and organizational changes are referred to as the cynical effect. It is connected to the idea that the organization is unreliable, as well as to bad sentiments and malevolent actions directed at the organization. When people think that the organization's acts are unjust and unfair, they become cynical. Consequently, the organization to which the member belongs may be viewed as dirty. Furthermore, one may argue that it is a response to the departures from the social interchange within the institution [50].

### **Organizational Commitment**

Organizational commitment is when the employee aligns with the organization's specific goals and desires to retain members [51]. The degree to which workers accept and believe in the organization's objectives and want to stick with it is known as organizational commitment. This pertains to the degree of involvement that workers have in their jobs. Workers are more devoted to the company when they are somewhat happy with their jobs. On the other hand, workers who are unhappy with their jobs or lack loyalty to their company are more likely to leave [52].

Thus, a strong desire to stay a member, a desire to work in accordance with the organization's intentions and particular views, and acceptance of the organization's values and goals are all regarded to be components of organizational commitment. To put it another way, it's a mindset that shows how committed an employee is to the company and the sustainability process, wherein individuals show their interest in the company and its continued success and advancement [51].

The degree to which a person identifies with the organization and is linked to its objectives is reflected in their organizational commitment. This is a crucial work attitude since dedicated workers are supposed to be able to show that they are willing to put in a lot of effort to meet the objectives of the company [8].

### **Hypothesis Development**

In literature, many studies investigated the relationship between organizational culture and organizational commitment. Some of them are shortly briefed in this section [53 – 54 – 55 - 56].

Azizollah et al. (2015) [55] investigated the impact of organizational culture on organizational commitment within Zahedan University of Medical Sciences. Data was collected from all tenured staff of the mentioned university in 2012-2013 and used for analysis using SPSS version 21.0. The results confirmed the significance of this relationship. In addition, it confirmed the significant impact of organizational culture on all dimensions related to organizational commitment; affective, continuance, and normative commitment.

Aranki et al. (2019) [54] investigated the relationship between organizational culture and organizational commitment in information technology (IT) companies in Jordan. The population was made up of employees from all levels of management of IT companies located in Jordan. SPSS was used and simple linear regression was applied to test the hypothesis. The results indicated that there was a positive and significant relationship between organizational culture and organizational commitment.

Shoaib Ch et al. (2021) [56] investigated the effect of culture on the levels of commitment of employees considering demographic variables. Data was collected using a survey which is mainly conducted in the banking sector. The correlation and T-test were applied for analysis. The results revealed that the clan culture is preferred by the employees as it showed the most significant relationship with all dimensions of commitment. On the other hand, normative commitment was found to be more supported by unmarried employees compared to married employees.

Serhan et al. (2022) [53] investigated the association between organizational culture and commitment in the Jordanian hotel sector. The Data was collected

through a questionnaire survey from employees of five-star, four-star, and three-star hotels located in the Amman metropolitan region. Structural Equation Modeling techniques using SmartPLS3 tools were applied for hypothesis testing. The results revealed that organizational culture was significantly associated with organizational commitment, as dimensions of organizational commitment were predicted by each innovative culture and supportive culture. Conversely, bureaucratic culture did not predict dimensions of organizational commitment which was an unexpected result compared with the Western culture.

Based on the previous studies, the researcher can represent the hypothesis as follows:

**H1: There is a significant relationship between organizational culture and organizational commitment.**

Dursun (2015) [57] investigated the relationship between three variables: organizational trust, organizational support, and organizational commitment. The population consisted of administrators and teachers in secondary education schools in the provincial center of Bolu, Turkey. Data was collected using surveys. A relational screening model was followed. The analysis was performed as a multiple linear regression analysis using LISREL software. The results revealed that organizational trust and organizational support had a significant impact on organizational commitment.

Bastug et al. (2016) [58] investigated the relationship between organizational trust and organizational commitment. Data was collected from sports employees of the Provincial Directorate of Youth and Sports in Turkey, using a questionnaire. Data was analyzed using SPSS 20.0 software program. The results showed that trust in directors positively affected emotional and normative commitment. It was also revealed that the trust of participants in their colleagues and organizations positively affected the normative commitment. All the results produced concluded that organizational trust positively affected organizational commitment.

Vanhala et al. (2016) [20] investigated how various aspects of organizational trust affected Finnish employees' organizational commitment. Data was gathered from two samples—a sizable ICT firm and a sizable forest company—using a quantitative survey. The structural equation model was used to conduct the analysis. The findings showed that organizational commitment was significantly impacted by the aspects of impersonal trust. However, commitment was not significantly impacted by interpersonal trust factors.

Dahmardeh and Nastiezaie (2019) [59] investigated the relationship between organizational trust and organizational commitment, taking organizational

involvement into account as a mediating factor. During the academic year 2017–2018, a questionnaire was used to gather data from employees of the Zahedan education organization. LISREL software was used in the investigation to apply structural equation modeling. Organizational commitment and participation were found to be significantly positively impacted by organizational trust. Furthermore, organizational trust acts as a mediator to significantly improve organizational commitment through organizational participation.

Based on the previous studies, the researcher can represent the hypothesis as follows:

**H2: There is a significant relationship between organizational trust and organizational commitment.**

Parcham and Ghasemizad (2017) [60] investigated the influence of organizational culture on the organizational silence of employees. The population was chosen from the 1900 staff of the University of Medical Sciences and Health Care headquarters in Shiraz. Data was collected using a questionnaire and analyzed applying the structural equation model using PLS software. The results showed a positive significant impact of organizational culture on organizational silence.

Sholekar and Shoghi (2017) [61] investigated the effect of organizational culture on organizational silence and voice of faculty members of Islamic Azad University in Tehran. The population consisted of all faculty members of Islamic Azad universities in Tehran. In this regard, Data was collected using questionnaires. Analysis was conducted applying structural equation modeling using Lisrel software. The results indicated that the organizational culture had a significant impact on the organizational silence and voice of the faculty staff in this university.

Kim and Ko (2021) [62] examined the relationships between organizational culture, organizational silence, and faculty–student interaction as perceived by non-Seoul university professors. Data was collected from professors at private community colleges/universities outside of the Seoul metropolitan area, using an online survey. The results revealed many important interactions as analysis implied that university managers attempt of changing policy to encourage professors to perceive innovative and collective culture in the university the university allow increasing of prosocial silence, which impact in facilitating interactions between professors and students.

Gencer et al. (2023) [15] investigated how organizational culture affected job performance and organizational silence behavior. The effect of organizational silence on job performance is another. A correlational survey model was used to

gather information from staff members of four- and five-star hotels in the Turkish region of Kusadasi. Analysis was conducted using SPSS 2.0. The results showed that organizational culture and organizational silence had an insignificant relationship. On the other hand, organizational culture and its dimensions had a significant impact on job performance. Furthermore, although organizational silence and job performance had an insignificant relationship, silence dimensions had significant impacts on job performance.

Based on the previous studies, the researcher can represent the hypothesis as follows:

**H3: There is a significant relationship between organizational culture and organizational silence.**

Cakinberk et al. (2014) [63] investigated the relationships between organizational trust and organizational silence. The Methodology involved collecting data from 156 academic personnel using improved survey forms. The result revealed a statistically significant negative relationship between organizational trust and organizational silence.

Fard and Karimi (2015) [64] investigated the relationships between four variables: organizational trust, organizational silence, job satisfaction, and organizational commitment. The population targeted employees of the Islamic Azad University of Isfahan, Khorasgan branch. Questionnaires were used to collect the required data. Analysis was conducted using structural equation modeling. The findings showed that job satisfaction, organizational commitment, and organizational silence were all directly impacted by organizational trust. However, taking into account the mediating function of organizational silence, organizational trust had an indirect effect on organizational commitment and job satisfaction. Organizational silence had a substantial impact on both organizational commitment and job satisfaction.

Zeng et al. (2024) [65] investigated the relationships between organizational trust and organizational silence. The Methodology involved using statistical techniques such as correlation analysis and multiple regression analysis to test the relationship between variables. The result revealed a statistically significant negative relationship between organizational trust and organizational silence.

Based on the previous studies, the researcher can represent the hypothesis as follows:



**H4: There is a significant relationship between organizational trust and organizational silence.**

Cetin (2020) [66] investigated the relationships between organizational Silence and organizational commitment. The research employed quantitative methodology using these two datasets to support the managers in Turkey. The data were analyzed through statistical techniques to examine the correlation between the two variables. The result revealed a significant relationship between organizational science and organization and organizational commitment.

Rayan et al. (2020) [67] investigated the relationships between organizational Silence and organizational commitment. The study surveyed 365 employees from Assuit University in Egypt. The Data were analyzed using SPSS and Amos programs. The result revealed a significant relationship between organizational science and organization and organizational commitment.

Lestari et al. (2021) [68] investigated the relationships between the influence of teachers' organizational Silence and organizational commitment. The study surveyed 564 primary and secondary surveys from Chima through a questionnaire. The quantitative analysis showed that teachers' organizational Silence revealed a significant relationship with organizational commitment.

Based on the previous studies, the researcher can represent the hypothesis as follows:

**H5: Organizational silence mediates the relationship between organizational culture and organizational commitment.**

Dedahanov and Rhee (2015) [69] investigated the impacts of trust and defensive silence, as well as examined how these forms of silence affect organizational commitment. Structure equation modeling was used in the study to examine data gathered from 753 highly qualified Korean workers. The results demonstrated that defensive silence was linked to trust in the supervisor, whereas acquiescent silence was linked to trust in the organization. Additionally, acquiescent quiet was found to have a high association with organizational commitment.

Abdillah et al. (2018) [70] examined the impact of organizational trust on organizational commitment through organizational silence and job satisfaction among academics from private sector higher education institutions in Indonesia, as a questionnaire was used to collect the required data. Analysis was conducted using partial least squares structural equation modeling. The results revealed that low levels of employee trust resulted in silent behavior in organizations that

negatively affected organizational commitment. Organizational commitment was indirectly influenced by both organizational silence and job satisfaction.

Ahmadian et al. (2023) [29] investigated the impact of organizational trust on organizational commitment, considering the mediating role of organizational silence and its dimensions including deviant silence, disengaged silence, diffident silence, defensive silence, relational silence, and ineffectual silence. Data was collected using a questionnaire from experts from the Automotive Company in Iran. Analysis was performed using the structural equation technique and the partial least squares method with the help of SMART PLS software. The results showed that all dimensions of silence; relational, diffident, and deviant silence mediated the relationship between organizational trust and organizational commitment. On the contrary, defensive silence, ineffectual silence, and disengaged silence had no mediating role in the relationship between organizational trust and organizational commitment.

Based on the previous studies, the researcher can represent the hypothesis as follows:

**H6: Organizational silence mediates the relationship between organizational trust and organizational commitment.**

Aeen et al. (2014) [71] studied the relationship between organizational silence and organizational commitment, to controlling organizational rumor. Data was collected using questionnaires distributed in the Qom Provincial Municipality Organization. The results indicated that organizational silence had a significant negative influence over organizational commitment through the controlling of organizational rumors. On the other hand, without controlling rumors, the influence of organizational silence over organizational commitment increased, while it was still negative.

Hozouri et al. (2018) [44] studied the controlling role of organizational rumors in the relationship between organizational silence and organizational commitment. Data was collected using a questionnaire from employees who worked for a municipality firm in Iran. The results indicated that organizational silence had a negative relationship with organizational commitment to controlling organizational rumors. The analyzed relationship was not fostered by the effects of organizational rumor as a controlling variable, instead, it was weakened.

Based on the previous studies, the researcher can represent the hypothesis as follows:

**H7: Organizational rumors moderate the relationship between organizational silence and organizational commitment.**

Accordingly, the literature analysis emphasizes the strong link between organizational silence, trust, and commitment, especially in structured and hierarchical organizations like the industrial sector. Referring to the framework from this background, this research examines a range of factual and contextual examples seen throughout some Egyptian industrial companies, demonstrating the constructs' vital applicability. The study is especially precise in identifying three organizational silence factors: discouraging upward communication cultures; ambiguous decision-making, inadequate employee participation, and low managerial support; and declining employee commitment, lower job satisfaction, and increased turnover intention. These findings, which were realized in all three of the industrial firms that the study examined, emphasize just how crucial it is to recognize how these processes influence one another. By recording these real occurrences, the study fills a significant void in the literature and offers contextual information on the behavioral difficulties facing Egypt's manufacturing industry.

### **3. Research Methodology**

The study employs the positivism philosophy in information collection and examination. The quantitative investigation and deductive methodology were used to take a methodical and objective method of statistics gathering and evaluation to achieve the primary goals of the study. The data were collected by a questionnaire, which was designed based on approved measures from previous studies to ensure reliability and validity. The questionnaire included a set of questions that measure the study variables, using a 5-Likert scale to measure participants' perceptions and attitudes, where 1 expresses strong disagreement and 5 expresses strong agreement.

The study focuses on examining the effect of organizational culture and organizational trust on organizational commitment through the mediating role of organizational silence and the moderating effect of organizational rumors in Egypt.

The study selected the following three industrial companies in Egypt:

1. Cairo Company for Packaging Materials (Company A)
2. Alexandria Company for Iron and Steel (Company B)
3. El-Nasr Company for Intermediate Chemicals (Company C)

These companies offer different industrial sectors (packaging, heavy manufacturing, and chemicals) and therefore allow for sectoral comparison. They are all three companies that have experienced organizational change, including

structural realignments, leadership succession, and policy reforms—situations under which trust, silence, and commitment are exceptionally volatile. They vary in ownership structure, employees' size, and managerial styles, which allows for diversity in the analysis since it makes possible comparisons across different organizational cultures and leadership styles.

In this context, the study adopted a non-random sampling technique, and the sample included the employees of Egyptian industrial companies. According to Saunders et al. (2016), the sample size is calculated according to the 95% confidence level for a large population size, where a minimum of 385 respondents is selected for the sample. In this study, the researcher distributed 850 questionnaires, 532 were recovered, with a response rate of 62.58%. After reviewing all the recovered questionnaires, 527 were considered valid for analysis, resulting in a final validity rate of 62%.

All three companies examined—Cairo Company for Packaging Materials, Alexandria Company for Iron and Steel, and El-Nasr Company for Intermediate Chemicals—provided around 175 valid responses. Proportional distribution gave grounds for strong comparative analysis among the companies and provided sufficient representation and statistical power for inter-organizational comparison in terms of organizational commitment, trust, and silence.

The analysis of data in this study depends on two basic approaches: descriptive statistics and analytical statistics. It uses the SPSS 20 and AMOS 18 programs for the application of statistical methods to analyze data comprehensively and reliably. Descriptive statistics were used in analyzing the demographic data for the sample and describing the basic characteristics of data, which benefits the process of verifying the validity and reliability of the data used. For this purpose, the study made use of analytical statistics, namely, to test hypotheses and to study the relationships among the study variables. Structural equation modeling through AMOS 18, which is an advanced statistical method to analyze direct and indirect relations among variables and evaluate the impact of the mediating and moderation ones, was relied on principally in this study.

The demographic characteristics of the sample respondents are shown in Table 1. Regarding gender, females constitute the majority at 51.2%, while males represent 48.8%. For age, the largest group is between 26-40 years old (27.3%), followed by those under 25 years old (26.9%), 41-55 years old (23.1%), and those over 55 years old (22.6%). In terms of education level, participants with a PhD account for the highest proportion at 34.9%, followed by those with a Master's

degree (33.8%) and those with a Bachelor's degree (31.3%). Regarding marital status, 51.8% of the participants are single, while 48.2% are married.

When it comes to work culture, 42.7% of participants believe their company encourages collaboration and communication, while 26.8% disagree, and 30.6% are unsure. In terms of leadership transparency, 36.4% think the leadership is transparent in decision-making, 31.9% believe it is not, and 31.7% feel it is sometimes transparent. Concerning willingness to stay long-term, 38% of participants are ready to stay with their company, 34.3% are not, and 27.7% are unsure. Finally, when asked about fear of discussing problems or concerns within the company, 36.4% feel unafraid, 31.9% are afraid, and 31.7% sometimes feel hesitant

**Table 1: Demographic Characteristics**

<b>Item</b>	<b>Frequency (Total sample = 527)</b>	<b>Percent</b>
<b>Gender</b>		
<b>Male</b>	257	48.8
<b>Female</b>	270	51.2
<b>Age</b>		
<b>Less than 25</b>	142	26.9
<b>26-40</b>	144	27.3
<b>41-55</b>	122	23.1
<b>More than 55</b>	119	22.6
<b>Education</b>		
<b>Bachelor's Level</b>	165	31.3
<b>Master's Level</b>	178	33.8
<b>PhD Level</b>	184	34.9
<b>Status</b>		
<b>Single</b>	273	51.8
<b>Married</b>	254	48.2
<b>Do you feel that the work culture in Your company encourages collaboration and communication?</b>		
<b>Yes</b>	225	42.7
<b>No</b>	141	26.8
<b>Not Sure</b>	161	30.6
<b>Do you think the leadership in your company is transparent in decision-making?</b>		
<b>Yes</b>	192	36.4



<b>Item</b>	<b>Frequency (Total sample = 527)</b>	<b>Percent</b>
<b>No</b>	168	31.9
<b>Sometimes</b>	167	31.7
<b>Are you ready to stay with your company for a long time?</b>		
<b>Yes</b>	200	38.0
<b>No</b>	181	34.3
<b>Not Sure</b>	146	27.7
<b>Are you afraid to talk about problems or concerns within the company?</b>		
<b>Yes</b>	168	31.9
<b>No</b>	192	36.4
<b>Sometimes</b>	167	31.7

**Source: SPSS Output by the Researcher**

Organizational Culture is the first independent variable and includes three dimensions, namely Success Culture (SC1-SC5), Collaborative Professionalism Culture (CPC1- CPC5), and Active Responsibility Culture (ARC1-ARC5) whose statements were developed by Gencer et al. (2023) [15]. The second independent variable is Organizational Trust, which also has three dimensions, namely (LT1-LT3) Lateral Trust, (VT1-VT5) Vertical Trust, and (IT1-IT3) Institutional Trust, which was developed by Zafar et al. (2024) [24]. The dependent variable, Organizational Commitment (OC1-OC5). The mediating variable is Organizational Silence, which has two dimensions, Individual Silence (IS1-IS5), and Relational Silence, which was developed by Gencer et al. (2023) [15]. The modified variable Organizational Rumors has three dimensions, Getting Information (GI1\_GI4), Socialization (S1-S3), and Cynic Effect (CE1-CE7) developed by Dagli and Han (2018) [43].

The descriptive results for research variable offer valuable insights into the central tendencies and variations within the dataset in Table 2. Success Culture recorded a mean score of 3.0474, while Collaborative Professionalism Culture had a mean of 3.0133. Active Responsibility Culture showed a mean of 3.0854. Lateral Trust recorded a mean of 3.2581, and Vertical Trust scored a mean of 3.1879.

Institutional Trust had a mean score of 3.2979, while Individual Silence recorded a mean of 2.5275. Relational Silence showed a mean of 2.5598, and Getting Information had a mean of 2.9981. Socialization scored a mean of 2.8805, and Cynic Effect recorded a mean of 2.7685. Finally, Organizational Commitment had the highest mean score of 3.7533.

**Table 2: Descriptive Analysis for the Research Variables**

Research Variable	Mean	Std. Deviation	Frequency				
			1	2	3	4	5
Success Culture	3.0474	1.12677	47	114	200	99	67
Collaborative Professionalism Culture	3.0133	1.25078	85	71	205	84	82
Active Responsibility Culture	3.0854	1.24488	71	87	182	100	87
Lateral Trust	3.2581	1.18683	47	100	129	172	79
Vertical Trust	3.1879	1.23971	52	113	141	126	95
Institutional Trust	3.2979	1.13217	45	83	133	202	64
Individual Silence	2.5275	1.06923	91	188	150	75	23
Relational Silence	2.5598	1.19080	124	140	135	100	28
Getting Information	2.9981	1.20755	57	137	159	98	76
Socialization	2.8805	1.31781	87	151	107	102	82
Cynic Effect	2.7685	1.25295	96	139	144	87	61
Organizational Commitment	3.7533	1.14195	11	74	136	119	187

The ANOVA test as shown in Table 2, indicated significant differences in certain variables among the three industrial firms. There was a statistically significant difference in Active Responsibility Culture (ARC) ( $F(2, 524) = 5.290$ ,  $p = 0.005$ ), indicating that employees' perceptions of their organization's response to change differ significantly between Company A, Company B, and Company C. Of particular interest was the observation that Company B recorded the highest mean score for Active Responsibility Culture ( $M = 3.2989$ ) compared to Company A ( $M = 3.0914$ ) and Company C ( $M = 2.8708$ ). Similarly, in Cynic Effect (CE), a notable difference was established ( $F(2, 524) = 6.038$ ,  $p = 0.003$ ), which implies that the degree of Cynic Effect is significantly different between the firms. Once again, in this scenario, Company B also recorded a greater mean ( $M = 3.0345$ ) compared to Company A ( $M = 2.6629$ ) and Company C ( $M = 2.6124$ ). For Active Responsibility Culture and Cynic Effect, further post-hoc tests would be required to define the exact pairwise differences between companies. Conversely, ANOVA indicated no statistically significant differences in the case of Success Culture (SC) ( $F(2, 524) = 0.858$ ,  $p = 0.425$ ), Collaborative Professionalism Culture (CPC) ( $F(2, 524) = 1.059$ ,  $p = 0.347$ ), Individual Silence (IS) ( $F(2, 524) = 0.697$ ,  $p = 0.499$ ), Relational Silence (RS) ( $F(2, 524) = 0.210$ ,  $p = 0.810$ ), and Organizational Commitment (OC) ( $F(2, 524) = 0.695$ ,  $p = 0.500$ ). This means that employee perception and attitude towards these variables are also controlled by Company A, Company B, and Company C. It must be noted here that variables Lateral Trust (LT\_VAR), Vertical Trust (VT), Institutional Trust (IT), Getting Information (GI),

and Socialization (SZ) had zero variance and hence were excluded from this comparative ANOVA analysis.

**Table 3: ANOVA Test**

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
SC	Between Groups	2.180	2	1.090	.858	.425
	Within Groups	665.634	524	1.270		
	Total	667.814	526			
CPC	Between Groups	3.314	2	1.657	1.059	.347
	Within Groups	819.593	524	1.564		
	Total	822.907	526			
ARC	Between Groups	16.132	2	8.066	5.290	.005
	Within Groups	799.025	524	1.525		
	Total	815.157	526			
LT_VAR	Between Groups	.000	2	.000	.	.
	Within Groups	.000	524	.000		
	Total	.000	526			
VT	Between Groups	.000	2	.000	.	.
	Within Groups	.000	524	.000		
	Total	.000	526			
IT	Between Groups	.000	2	.000	.	.
	Within Groups	.000	524	.000		
	Total	.000	526			
IS	Between Groups	1.595	2	.798	.697	.499
	Within Groups	599.756	524	1.145		
	Total	601.351	526			
RS	Between Groups	.599	2	.299	.210	.810
	Within Groups	745.269	524	1.422		
	Total	745.867	526			
GI	Between Groups	.000	2	.000	.	.
	Within Groups	.000	524	.000		
	Total	.000	526			
SZ	Between Groups	.000	2	.000	.	.
	Within Groups	.000	524	.000		
	Total	.000	526			
CE	Between Groups	18.603	2	9.301	6.038	.003
	Within Groups	807.154	524	1.540		
	Total	825.757	526			
OC	Between Groups	1.814	2	.907	.695	.500
	Within Groups	684.118	524	1.306		
	Total	685.932	526			

#### 4. Findings and Results

The measurement model is evaluated to ensure the reliability and validity of the scales used for each variable. The research validates its constructs using two key metrics: Average Variance Extracted (AVE) and factor loadings. AVE reflects the average shared variance among latent factors, with values of 0.5 or higher indicating satisfactory validity. Factor loadings, linked to each item, must meet or exceed 0.4 to demonstrate adequate validity. Reliability is assessed using Cronbach's Alpha, a measure of stability and consistency, where coefficients of 0.7 or higher indicate satisfactory reliability. The study's results, summarized in Table 4, show that AVE values range between 82.177% and 88.393%, surpassing the 50% threshold, and factor loadings range from 0.806 to 0.896, exceeding the minimum requirement of 0.4. Additionally, KMO values ranging from 0.763 to 0.956 confirm the adequacy of the sample, affirming the validity and reliability of the research constructs.

**Table 4: Reliability and Validity Table**

Variables	KMO	AVE %	Cronbach's $\alpha$	Items	Factor Loading
Success Culture	.915	83.102	.949	SC1	.826
				SC2	.806
				SC3	.840
				SC4	.839
				SC5	.844
Collaborative Professionalism Culture	.923	86.729	.962	CPC1	.868
				CPC2	.862
				CPC3	.870
				CPC4	.867
				CPC5	.868
Active Responsibility Culture	.919	86.600	.961	ARC1	.866
				ARC2	.873
				ARC3	.865
				ARC4	.856
				ARC5	.870
Lateral Trust	.767	87.998	.932	LT1	.887
				LT2	.878
				LT3	.875
Vertical Trust	.919	84.246	.953	VT1	.846
				VT2	.837
				VT3	.829
				VT4	.853

Variables	KMO	AVE %	Cronbach's $\alpha$	Items	Factor Loading
Institutional Trust	.763	86.798	.924	VT5	.847
				IT1	.858
				IT2	.873
				IT3	.873
Individual Silence	.918	83.083	.949	IS1	.839
				IS2	.823
				IS3	.831
				IS4	.828
				IS5	.833
Relational Silence	.922	85.292	.957	RS1	.860
				RS2	.840
				RS3	.857
				RS4	.854
				RS5	.854
Getting Information	.873	86.311	.947	GI1	.858
				GI2	.852
				GI3	.860
				GI4	.882
Socialization	.765	88.393	.934	SZ1	.866
				SZ2	.890
				SZ3	.896
Cynic Effect	.956	82.177	.964	CE1	.827
				CE2	.818
				CE3	.806
				CE4	.809
				CE5	.825
				CE6	.824
				CE7	.844
Organizational Commitment	.917	84.545	.954	OC1	.844
				OC2	.842
				OC3	.846
				OC4	.855
				OC5	.840

### Confirmatory Factor Analysis

Confirmatory Factor Analysis (CFA) is a key initial step in validating the factor structure of each dimension, serving as a measurement scale before applying structural equation modeling (SEM). CFA was conducted using AMOS 24 software, with the Maximum Likelihood (ML) estimation method to determine factor loadings and assess model fit. The model fit statistics revealed a CMIN/DF

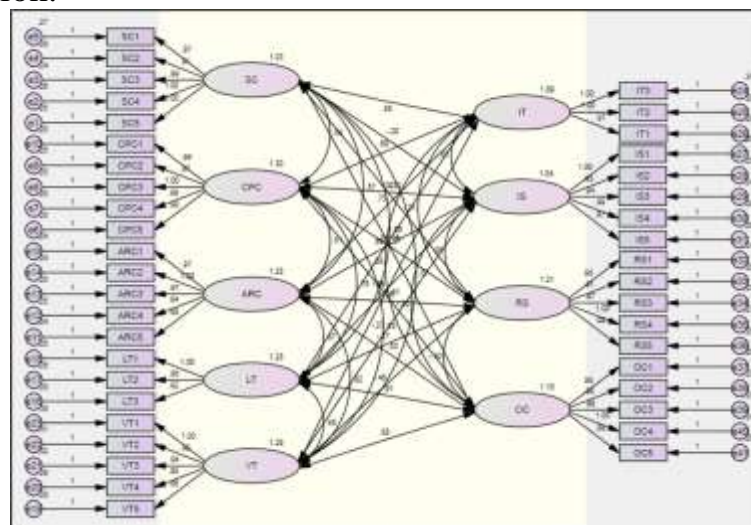


ratio of 1.544, indicating minimal discrepancy, with a p-value of 0.000, suggesting statistical significance. The goodness of fit index (GFI) was 0.906, and the adjusted goodness of fit index (AGFI) was 0.891. The Bentler-Bonett normed fit index (NFI) was 0.955, while the Tucker-Lewis index (TLI) recorded 0.982, indicating a strong fit relative to a null model. The comparative fit index (CFI) was 0.983. Additionally, the root mean square residual (RMR) was 0.032, and the root mean square error of approximation (RMSEA) was also 0.032, reflecting a good fit with minimal estimation error. Table 5 in the study provides a detailed overview of these fit indices and their comparison to recommended thresholds.

**Table 5: Thresholds and Fit Indices for the Measurement Model**

Measure	Results	Threshold
Chi-square/df	1.544	< 2 excellent; < 3 good; < 5 sometimes permissible
P-value	0.000	> 0.05
GFI	0.906	> 0.90
AGFI	0.891	> 0.90
NFI	0.955	> 0.90
TLI	0.982	> 0.95
CFI	0.983	> 0.90
RMR	0.032	< 0.08
RMSEA	0.032	< 0.05

Figure 1 illustrates the execution of confirmatory factor analysis, portraying factor loadings through prominent arrows. The arrows signify strong factor loadings, with values exceeding the 0.4 threshold. To delve into the specific numerical values of these factor loadings, readers are directed to Table 3 for a detailed examination.



**Figure 1: CFA for the Measurement Model**

Table 6 offers a thorough display of the factor loadings (FL), indicating the strength of item loadings onto their corresponding variables. Notably, all factor loadings consistently exceed or equal the crucial threshold of 0.40, affirming the robust validity of the examined constructs. Additionally, it is crucial to underscore that the associated p-values uniformly dip below the pre-established threshold of 0.05, underscoring the substantive significance of the statements concerning their connection to the respective constructs.

**Table 6: Item Loading after Confirmatory Factor Analysis**

			Estimate	S.E.	C.R.	P
SC5	<---	SC	1.000			
SC4	<---	SC	.998	.032	31.218	***
SC3	<---	SC	.987	.031	31.485	***
SC2	<---	SC	.914	.031	29.178	***
SC1	<---	SC	.971	.032	30.616	***
CPC5	<---	CPC	.986	.028	35.691	***
CPC4	<---	CPC	.988	.028	35.575	***
CPC3	<---	CPC	1.000			
CPC2	<---	CPC	.966	.027	35.193	***
CPC1	<---	CPC	.994	.028	35.787	***
ARC5	<---	ARC	.980	.027	35.962	***
ARC4	<---	ARC	.940	.027	35.060	***
ARC3	<---	ARC	.966	.027	35.636	***
ARC2	<---	ARC	1.000			
ARC1	<---	ARC	.973	.027	35.870	***
LT3	<---	LT	.925	.029	32.214	***
LT2	<---	LT	.954	.029	33.221	***
LT1	<---	LT	1.000			
VT5	<---	VT	.961	.030	32.526	***
VT4	<---	VT	.985	.030	32.643	***
VT3	<---	VT	.939	.030	30.866	***
VT2	<---	VT	.982	.031	31.951	***
VT1	<---	VT	1.000			
IT3	<---	IT	1.000			
IT2	<---	IT	1.000	.032	31.212	***
IT1	<---	IT	.968	.032	29.974	***
IS1	<---	IS	1.000			
IS2	<---	IS	.927	.031	30.001	***

			Estimate	S.E.	C.R.	P
IS3	<---	IS	.937	.031	30.625	***
IS4	<---	IS	.989	.033	30.426	***
IS5	<---	IS	.970	.031	30.787	***
RS1	<---	RS	.979	.029	33.643	***
RS2	<---	RS	.914	.029	32.045	***
RS3	<---	RS	.971	.029	33.421	***
RS4	<---	RS	1.000			
RS5	<---	RS	.978	.030	33.120	***
OC1	<---	OC	.986	.030	32.574	***
OC2	<---	OC	.977	.030	32.596	***
OC3	<---	OC	.989	.030	32.968	***
OC4	<---	OC	1.000			
OC5	<---	OC	.978	.030	32.298	***

### Testing Research Hypotheses

In this section, a thorough examination of the research hypotheses is conducted using correlation analysis and path analysis within the structural equation modeling (SEM) framework. Given the normal distribution of the dataset, Pearson correlation is the preferred analytical method. Table 7 presents a detailed correlation matrix, illustrating the relationships among all variables in the study.

The correlation analysis highlights significant positive relationships between the independent and dependent variables in the study. A notable negative relationship exists between Success Culture, Active Responsibility Culture, Vertical Trust, and Individual Silence, with P-values less than 0.05 and coefficients of -0.108, -0.122, and -0.164, respectively. Additionally, there is an insignificant relationship between Collaborative Professionalism Culture, Lateral Trust, Institutional Trust, and Individual Silence, as the P-values exceed 0.05.

The analysis further reveals significant negative relationships between Success Culture, Collaborative Professionalism Culture, Active Responsibility Culture, Lateral Trust, Vertical Trust, and Relational Silence, with P-values below 0.05 and coefficients of -0.237, -0.108, -0.186, -0.184, -0.312, and -0.200, respectively. However, Institutional Trust shows no significant relationship with Relational Silence (P-value > 0.05).

Finally, significant positive relationships are found between Success Culture, Collaborative Professionalism Culture, Active Responsibility Culture, Lateral Trust, Vertical Trust, Institutional Trust, and Organizational Commitment, with P-

values less than 0.05 and coefficients of 0.615, 0.648, 0.675, 0.740, 0.728, and 0.739, respectively. Conversely, Individual Silence and Relational Silence show significant negative relationships with Organizational Commitment, with coefficients of -0.103 and -0.262, respectively, and P-values less than 0.05.

**Table 7: Correlation Matrix for the Research Variables**

		1.	2.	3.	4.	5.	6.	7.	8.	9.
1. Success Culture	r	1								
	Sig.									
	N	527								
2. Collaborative Professionalism Culture	r	.481**	1							
	Sig.	.000								
	N	527	527							
3. Active Responsibility Culture	r	.495**	.429**	1						
	Sig.	.000	.000							
	N	527	527	527						
4. Lateral Trust	r	.550**	.514**	.640**	1					
	Sig.	.000	.000	.000						
	N	527	527	527	527					
5. Vertical Trust	r	.469**	.453**	.602**	.622**	1				
	Sig.	.000	.000	.000	.000					
	N	527	527	527	527	527				
6. Institutional Trust	r	.510**	.494**	.574**	.694**	.568**	1			
	Sig.	.000	.000	.000	.000	.000				
	N	527	527	527	527	527	527			
7. Individual Silence	r	-.108*	.050	-.122**	-.018	-.164**	-.001	1		
	Sig.	.013	.250	.005	.687	.000	.976			
	N	527	527	527	527	527	527	527		
8. Relational Silence	r	-.237**	-.108*	-.186**	-.184**	-.312**	-.200**	-.002	1	
	Sig.	.000	.013	.000	.000	.000	.000	.956		
	N	527	527	527	527	527	527	527	527	
9. Organizational Commitment	r	.615**	.648**	.675**	.740**	.728**	.739**	-.103*	-.262**	1
	Sig.	.000	.000	.000	.000	.000	.000	.018	.000	
	N	527	527	527	527	527	527	527	527	527
**. Correlation is significant at the 0.01 level (2-tailed).										
*. Correlation is significant at the 0.05 level (2-tailed).										

Structural Equation Modeling (SEM) analysis was utilized to evaluate the influence of the research variables, chosen for its impartiality and independence from data normality distribution, as evidenced in Table 8. The SEM results,

delineated below, provide valuable insights into the relationships between the variables:

In Hypothesis 1, which explores the relationship between organizational trust and organizational commitment, the findings reveal that certain organizational cultures have a significant positive effect on commitment. Specifically, Success Culture (Estimate = 0.086, P-value = 0.002), Collaborative Professionalism Culture (Estimate = 0.120, P-value = 0.000), and Active Responsibility Culture (Estimate = 0.057, P-value = 0.040) all demonstrate a positive relationship with organizational commitment, as their P-values are less than 0.05, confirming statistical significance.

For Hypothesis 2, which posits a relationship between organizational trust and organizational commitment, Lateral Trust (Estimate = 0.091, P-value 0.017), Vertical Trust (Estimate = 0.084, P-value 0.006), Institutional Trust (Estimate = 0.256, P-value 0.000), demonstrate significant positive effect on organizational commitment as the P-values are less than 0.05.

In Hypothesis 3, which examines the relationship between organizational culture and Organizational Silence, the results are presented in two sub-hypotheses. For the first sub-hypothesis, the analysis shows that Success Culture (Estimate = -0.234, P-value = 0.000) and Active Responsibility Culture (Estimate = -0.165, P-value = 0.005) have a significant negative effect on Individual Silence, as their P-values are less than 0.05. In contrast, Collaborative Professionalism Culture (Estimate = 0.106, P-value = 0.041) demonstrates a significant positive effect on Individual Silence, with the P-value being less than 0.05. For the second sub-hypothesis, Success Culture (Estimate = -0.239, P-value = 0.000) shows a significant negative effect on Relational Silence, as the P-value is less than 0.05, while Collaborative Professionalism Culture (Estimate = 0.106, P-value = 0.041) shows a significant positive effect on Relational Silence. However, Active Responsibility Culture does not have a significant effect on Relational Silence, as its P-value is greater than 0.05.

In Hypothesis 4, which explores the relationship between organizational trust and Organizational Silence, the findings are presented in two sub-hypotheses. For the first sub-hypothesis, Vertical Trust (Estimate = -0.293, P-value = 0.000) shows a significant negative effect on Individual Silence, as the P-value is less than 0.05. On the other hand, Lateral Trust (Estimate = 0.161, P-value = 0.003) demonstrates a significant positive effect on Individual Silence, with the P-value being less than 0.05. Institutional Trust does not have a significant effect on Individual Silence, as its P-value is greater than 0.05. For the second sub-hypothesis, Vertical Trust



(Estimate = -0.405, P-value = 0.000) and Institutional Trust (Estimate = -0.196, P-value = 0.009) both show significant negative effects on Relational Silence, as the P-values are less than 0.05. Meanwhile, Lateral Trust (Estimate = 0.178, P-value = 0.022) demonstrates a significant positive effect on Relational Silence, with the P-value being less than 0.05.

For Hypothesis 5, which suggests that Organizational Silence mediates the relationship between organizational culture and organizational commitment. For the first sub-hypothesis, a significant effect of Individual Silence on Organizational Commitment is observed, as the P-value is less than 0.05, indicating a direct effect. Additionally, organizational culture dimensions have a significant effect on Individual Silence, suggesting that Individual Silence can mediate the relationship between organizational culture and organizational commitment. It is evident that Individual Silence partially mediates the relationship between Success Culture, Collaborative Professionalism Culture, Active Responsibility Culture, and Organizational Commitment, as the effect remains significant even in the presence of Individual Silence.

For the second sub-hypothesis of Hypothesis 5, a significant effect of Relational Silence on Organizational Commitment is found, with the P-value being less than 0.05, indicating a direct effect. Additionally, Success Culture and Collaborative Professionalism Culture significantly influence Relational Silence, suggesting that Relational Silence can mediate the relationship between these dimensions of organizational culture and organizational commitment. It is observed that Relational Silence partially mediates the relationship between Success Culture, Collaborative Professionalism Culture, and Organizational Commitment, as the effect remains significant even in the presence of Relational Silence.

For Hypothesis 6, which posits that Organizational Silence mediates the relationship between organizational trust and organizational commitment, the results for the first sub-hypothesis show a significant effect of Individual Silence on Organizational Commitment, with a P-value less than 0.05, indicating a direct effect. Additionally, both Lateral Trust and Vertical Trust have a significant effect on Relational Silence, suggesting that Relational Silence could mediate the relationship between these dimensions of trust and organizational commitment. It is observed that Relational Silence partially mediates the relationship between Lateral Trust, Vertical Trust, and Organizational Commitment, as the effect remains significant even in the presence of Relational Silence.

For the second sub-hypothesis, there is a significant effect of Relational Silence on Organizational Commitment, with a P-value less than 0.05, indicating a direct effect. Moreover, the dimensions of organizational trust significantly affect Individual Silence, suggesting that Individual Silence can mediate the relationship between organizational trust and organizational commitment. It is found that Individual Silence partially mediates the relationship between Lateral Trust, Vertical Trust, Institutional Trust, and Organizational Commitment, with the effect still significant in the presence of Individual Silence.

For Hypothesis 7, which posits that organizational rumors moderate the relationship between organizational silence and organizational commitment, the results for the first sub-hypothesis indicate a significant positive effect of the interaction between Individual Silence and the cynic effect on organizational commitment, with a P-value less than 0.05. This suggests that the cynic effect moderates the relationship between Individual Silence and organizational commitment. However, the interaction between getting information, socialization, and Individual Silence does not moderate this relationship, as the P-values for this interaction are greater than 0.05.

For the second sub-hypothesis of Hypothesis 7, the results show a significant positive effect of the interaction between Relational Silence and the cynic effect on organizational commitment, with a P-value less than 0.05, indicating that the cynic effect moderates the relationship between Relational Silence and organizational commitment. Similarly, the interaction between getting information, socialization, and Relational Silence does not moderate this relationship, as the P-values for this interaction are greater than 0.05.

**Table 8: SEM Analysis for the Research Variables**

			Estimate	P	R <sup>2</sup>
Individual Silence	<---	Success Culture	-.234	***	0.145
Individual Silence	<---	Collaborative Professionalism Culture	.106	.041	
Individual Silence	<---	Active Responsibility Culture	-.165	.005	
Individual Silence	<---	Lateral Trust	.306	***	
Individual Silence	<---	Vertical Trust	-.293	***	
Individual Silence	<---	Institutional Trust	.065	.367	
Relational Silence	<---	Success Culture	-.239	***	0.202
Relational Silence	<---	Collaborative Professionalism Culture	.161	.003	
Relational Silence	<---	Active Responsibility Culture	.082	.185	

			Estimate	P	R <sup>2</sup>
Relational Silence	<---	Lateral Trust	.178	.022	
Relational Silence	<---	Vertical Trust	-.405	***	
Relational Silence	<---	Institutional Trust	-.196	.009	
Organizational Commitment	<---	Success Culture	.086	.002	0.899
Organizational Commitment	<---	Collaborative Professionalism Culture	.120	***	
Organizational Commitment	<---	Active Responsibility Culture	.057	.040	
Organizational Commitment	<---	Lateral Trust	.091	.017	
Organizational Commitment	<---	Vertical Trust	.084	.006	
Organizational Commitment	<---	Institutional Trust	.256	***	
Organizational Commitment	<---	Individual Silence	-.278	***	
Organizational Commitment	<---	Relational Silence	-.246	***	
Organizational Commitment	<---	IS*GI	-.009	.680	
Organizational Commitment	<---	IS*S	-.001	.983	
Organizational Commitment	<---	IS*CE	.069	***	
Organizational Commitment	<---	RS*GI	-.018	.373	
Organizational Commitment	<---	RS*S	.015	.503	
Organizational Commitment	<---	RS*CE	.048	.005	

The model fit indices, including CMIN/DF (3.176), GFI (0.847), CFI (0.935), AGFI (0.818), and RMSEA (0.064), all fall within acceptable ranges. Figure 4-2 visually represents the SEM model that was employed to analyze the impact of the research model.

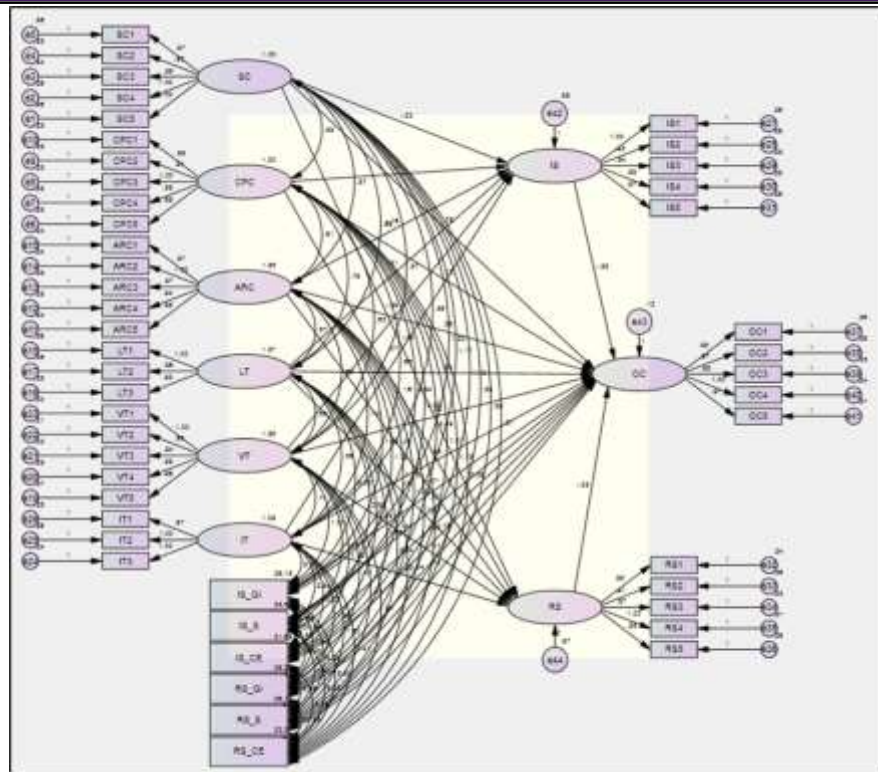


Figure 2: SEM for the Research Variables

## 5. Discussion and Recommendations

The results of the study indicate complex and interconnected effects between organizational culture, trust, organizational silence, and rumors, reflecting their vital role in shaping organizational commitment. The results of the study supported the first hypothesis that organizational culture in its three dimensions has a significant impact on organizational commitment. It follows the same lines as previous studies. The study of Shoaib et al. (2021) [56] focused on studying culture at different levels of commitment, considering the impact of demographic factors, but the current study did not give it much focus. Shoaib et al. (2021) [56] explained that unmarried employees are more committed. The study also agreed on its goal with Serhan et al. (2022) [53], Aranki et al. (2019) [54], and Azizollah et al. (2015) [55], with the difference in the studied sector.

The results show that organizational trust in all its dimensions (vertical trust, lateral trust, and institutional trust) has a direct and strong effect on organizational commitment. This result is in line with the study of Dursun (2015) [57] and Dahmardeh and Nastiezaie (2019) [59] which showed that administrators and teachers who have high organizational trust are more committed to the school. Similarly, the study of Bastug et al. (2016) [58] showed that employees' trust in

managers and participants has a positive and significant effect on their normative commitment. Vanhala et al. (2016) [20] focused on organizational trust, but from two dimensions of trust, which are personal and impersonal, and concluded in the end that impersonal trust has an effect while personal has a small effect. However, it indicated that organizational trust, especially among employees and leaders in Finland, is a major driver of commitment.

The results revealed that collaborative professional culture and success culture significantly reduced organizational silence, while the effect of active responsibility culture was not as equal. Sholekar and Shoghi (2017) [61] generally supported these results, indicating that the organizational culture had a significant impact on the organizational silence at Islamic Azad University in Tehran. However, this contradicts the study of Parcham and Ghasemizad (2017) [60], and Kim and Ko (2021) [62] who indicated that organizational culture has a positive effect on increasing organizational silence because it contributes to increasing the qualifications of interaction, whether the doctor with the students or the managers with the employees, but the current study differed completely from the study of Gencer et al. (2023) [15] which showed that there is no significant effect of organizational culture on organizational silence. These differences can be explained by the fact that the context of the Egyptian manufacturing sector has other factors that make it different, which leads to knowing the reasons for the difference. In addition, the study partially supported that organizational trust harms organizational silence, which was consistent with the results of the studies of Cakinberk et al. (2014), Fard and Karimi (2015), and Zeng et al. (2024) [63 – 64 - 65].

Organizational silence, whether individual or relational, shows a strong negative effect on organizational commitment. This is consistent with the study of Cetin (2020), Rayan et al. (2020), and Lestari et al. (2021) [66 – 67 - 68], who explained that organizational silence has a direct significant effect on organizational commitment. Moreover, the study did not only study its direct effect, but also concluded that organizational silence reduces the effectiveness of organizational culture and trust in increasing organizational commitment among employees, and it mediates and plays a significant role in this relationship, consistent with the results of the study of Fard and Karimi (2015) [64], Dedahanov and Rhee (2015) [69], and Ahmadian et al. (2023) [29]. In addition to partially supporting the study on the moderating effect of organizational rumors, it reached the significance of its role in controlling the relationship of organizational silence



on organizational commitment, in agreement with the study of Aeen et al. (2014), and Hozouri et al. (2018) [71 - 44].

Based on the discussed results, the study provides theoretical and practical implications:

**Theoretical Implications:** the results add a new perspective to research on the importance of developing specific dimensions of organizational culture and its varying impact because it has expanded understanding of the relationship between organizational culture and organizational commitment through theoretical contributions to studying the impact of organizational culture in its various dimensions (success culture, collaborative professional culture, active responsibility culture) to enhance organizational commitment. It worked to enhance the understanding of organizational trust in a way that supports previous literature and establishes a framework for understanding how trust is built and its impact on employee behaviors, especially from two aspects: vertical, lateral, and institutional trust.

It has enhanced the academic debate on the negative impact of organizational silence (whether individual or relational) on organizational commitment and has demonstrated its role as a mediating factor that reduces the impact of culture and trust on commitment. It has also added to the literature by contributing to the study of the moderating effect of organizational rumors, especially in understanding how rumors can enhance or reduce the impact of organizational silence, as the study presents a theoretical model that includes many complex and comprehensive relationships of the most important factors affecting employees' organizational commitment behavior.

**Practical Implications:** the study provides important practical implications, especially for managers and decision-makers in manufacturing companies, through which they can contribute to improving organizational performance and enhancing the work environment. Focusing on organizational culture, trust, silence management, and rumors, it provides clear guidelines for management to achieve higher employee commitment and improve the work climate in general. Through the positive impact of a successful culture, professional cooperative culture, and effective responsibility culture, it is possible to build an organizational culture that plays a major role in achieving commitment among employees within the organization. Also, it is necessary to build organizational trust because it works to increase commitment by creating a free system without tension, anxiety and fear of expressing opinions, which gives them a high degree of confidence. The role of trust and organizational culture in reducing organizational silence on both the



individual and relational dimensions cannot be overlooked. This can be done by creating job security for employees, reducing the atmosphere of fear and criticism, and working to encourage open communication between administrative levels and employees. Also, make the decision-making process collective and give importance to the work groups and committees in the organization so that there is no silence on the part of the workers regarding anything related to the decision. Organizational rumors, especially the cynic effect, harm organizational commitment. Companies are working to improve internal communication channels and reduce information ambiguity to reduce the impact of negative rumors. Based on the previous practical implications, companies must adopt a comprehensive approach in their management that works to improve these factors to continue to motivate employees to commit to their companies, in addition to holding courses that enable leaders to deal with and control rumors that shake employee commitment.

## **6. Limitations and Suggestions for Future Research**

The study has several limitations, including that it was conducted on a study of manufacturing companies in Egypt, which makes the results not generalizable to other sectors or organizational environments in other countries with different work cultures. Data was collected from employees using a questionnaire, which may be biased because it is self-filled. Also, the study was collected at a single point in time, so the study did not follow up on the impact of organizational culture and trust on organizational commitment over a period and thus lacked a study of changes over time. The study identified individual silence and relational silence for organizational silence as a variable that mediates the relationship and did not study the reasons leading to silence. Also, its study of the moderating role of organizational rumors was limited to getting information, socialization, and cynic effect, which prompts future studies to study more variables that may control this relationship to provide a comprehensive and clearer vision. It also lacked the study of contexts such as the organizational context or external factors such as economic or cultural conditions that may affect organizational rumors and organizational silence, so they must be integrated into future studies to understand the extent of the interaction of the external environment with internal variables. The study also did not address demographic factors such as gender, social status, etc. in the extent of organizational commitment, in addition to the fact that it did not address the types of commitment.

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