The Phenomenology of Experiences of Managers and Deputies in Antecedents and Consequences of Organizational Silence
(Case Study: Managers and Deputies of the Six District Offices of the Court of Accounts)

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A r t i c l e   I n f o

A B S T R A C T

Objective: The purpose of this study is to understand the experiences of managers and deputies who have perceived the phenomenon of organizational silence for the first time in real-life conditions. The research question was formed as "What experiences have individuals had in the process of organizational silence?"

Methodology: The study population included managers and deputies of the six district offices, from which 40 individuals were selected. After interviewing 31 individuals, theoretical saturation was achieved in data collection at the Court of Accounts.

Findings: The analyzed findings were categorized into four fundamental concepts: organizational factors, managerial factors, individual factors, and social factors.

Conclusion: The results of this research indicated that the internal social environment, the personal domain of managers, structural, the external environment, and individual factors of employees could significantly influence the emergence of organizational silence. It is essential for managers to pay adequate attention to all aspects of the organization to foster organizational dynamism. The findings of this study reveal that organizational, individual, social, and managerial factors exist that contribute to employee silence. It was also determined that employee silence affects both the employees and the organization. Therefore, it is recommended that employee silence be identified and minimized at the initial stages.

Keywords: *Phenomenology, Antecedents and Consequences of Organizational Silence, Organizational Silence, Managers and Deputies of the Court of Accounts*

1   Introduction

Employees are essential for the success of an organization and are recognized as sources of change, creativity, learning, and innovation (Arshad & Ullah, 2023). However, research has shown that employees often hesitate to share their ideas at the request of management, fearing that their suggestions and statements may disrupt the organization's delicate balance. This discomfort causes employees to speak less, either deliberately or unconsciously (Danaeefard, 2010). This scenario can negatively affect employee loyalty to their companies. Organizations need workers who can share their ideas, adapt to changing conditions, share expertise and information without fear, and show loyalty to their employers (Cetin, 2020).

Research indicates that employees often feel insecure about expressing their views and opinions when asked by their management, fearing that their comments and suggestions might disrupt the existing balance in the organization. This insecurity leads employees to silence themselves, either consciously or unconsciously (Deniz et al., 2013). In a changing world, organizations need employees who can express their ideas, respond to external environmental demands, share information and knowledge without fear, and commit to their organization. Despite the importance of empowering staff and new communication channels in work environments where employees need more initiative, some fears stemming from a lack of trust in employee organizations remain a fundamental barrier for employees (Vakola & Bouradas, 2005). This situation negatively impacts employee commitment to their organization. The human factor plays a crucial role in modern management, not only in achieving organizational goals but also in competing fiercely with rivals. Organizations are aware that to achieve success, they must collaborate with their employees, as motivation, opinions, and thoughts of individuals impact productivity and enterprise efficiency. If employees do not express their opinions and ideas, and if a quiet and stable environment prevails in the company, the perception of organizational silence emerges. Organizational silence is a situation where employees deliberately and consciously do not express their opinions about an issue in the organization for various reasons (Halis & AY, 2017). Organizational silence is defined as an employee who could change or rectify the situation not conveying the actual statements regarding the organizational situation from behavioral, cognitive, and emotional aspects of perceived realities (Pinder & Harlos, 2001). In some studies conducted after Hirschman's study, organizational silence was considered a lack of voice, meaning acceptance. Furthermore, organizational silence defines the fact that employees consciously do not share their concerns and ideas about organizational problems with management and keep them to themselves (Akan & Oran, 2017; Çarikci & Kucukesmen, 2018). This concept is often recognized as the fact that employees do not express their thoughts, concerns, and suggestions about organizational problems or issues related to them. Some employees always prefer not to share information with others, especially with senior management, when faced with various problems in their jobs (Park & Keil, 2009; Yildirim & Çarikci, 2017). When employees consider the cost-benefit analysis, they may sometimes choose silence over speaking. Based on the definition of organizational silence, it is defined as saying very little in response to the fundamental problems of the organization or department (Lehner, 2022). On the other hand, organizational silence is defined as an employee who could change or rectify the situation not conveying the actual statements that are perceived behaviorally, cognitively, and emotionally about the organizational situation (Akan & Oran, 2017; Pinder & Harlos, 2001). According to Albert Hirschman, when employees feel something is wrong in the organization, they often have negative consequences such as increased dissatisfaction, reduced commitment to the organization and work, and increased intention to leave (Hedin & Månsson, 2012).

Organizational silence also means a lack of awareness of ongoing activities in the institution. Therefore, inter-process disturbances and communication disorders may occur, potentially creating problems that cannot be resolved timely and causing performance delays. These delays and silences form the conceptual framework of the organizational silence topic, creating significant problems for organizations (Akan & Oran, 2017). Organizational silence is divided into three different types: acquiescent silence, defensive silence, and prosocial silence. Acquiescent silence involves passive behavior. It tends to not engage in organizational work processes as a compliant behavior requirement. For this reason, acquiescent silence leads the employee towards resignation behavior, a form of indifference towards change and development in silence behavior (Dyne et al., 2003). Defensive silence was described by Morrison and Milliken (2000) as hiding information, ideas, and thoughts to protect the employee themselves. Employees preferring defensive silence choose to maintain their peace as a personal strategy with preventative action to use alternatives for their benefit

in the future (Morrison & Milliken, 2000). This silence is fundamentally different from accepted silence and is more active than accepting silence. Based on defensive silence, there is a fear of offering suggestions or speaking for change (Dyne et al., 2003). Prosocial silence is also known as silence for the benefit of the organization. This silence, a sacrifice and cooperation, is maintained for the benefit of the organization or other colleagues, depending on ideas, information, and ideas related to work (Podsakoff et al., 2000).

Prioritizing the continuous development of employees' knowledge, skills, and abilities can enhance quality. Organizational voice can be a legitimate source of organizational commitment. However, research shows that although employees have confidence in themselves, they hesitate to express their opinions, believing that participating in discussions or open talk is risky. In this case, it becomes evident that employees generally do not like to speak, and this situation causes employees' reluctance to speak. For this reason, many academics emphasize the necessity of upward communication for organizational health and the importance of diverse and multiple perspectives for practical decision-making (Cetin, 2020).

On the other hand, many employees find vertical communications within the organization confusing. As a result, organizational silence is considered a dangerous barrier to organizational change and commitment, and it is addressed as a subject that requires serious research (Erigüç et al., 2014; Morrison & Milliken, 2000). Additionally, various studies show that employees consider sharing their ideas a risky action (Çakici, 2008). Wakula and Bordas (2020) state that when an organization expects its employees to do their job silently and without any critique or criticism, this concern could be a sign of withdrawal and protest activities within the organization. In fact, organizational silence is an inefficient organizational process that is costly and effort-intensive and can have various forms such as collective silence in meetings, low levels of pragmatism in proposed plans and programs, and low levels of collective voice. Arshad and Ullah (2023) explain the phenomena of a culture of silence in an organization and how it affects the organization's and employees' performance, stating that when the level of employee and boss satisfaction with the organization is high, the organization's performance is at a satisfactory level. They show in the theoretical framework that organizational silence is significantly related to organizational performance and employee performance because organizational silence affects the communication

flow, causing a halt to important information within the organization that could be very beneficial for employees' performance in the organization (Arshad & Ullah, 2023). Literature shows that the effects of organizational silence not only have profound impacts on employees but also on the organization in terms of poor performance. Literature also shows that employee silence disrupts the organization from various perspectives, causing a decrease in productivity, performance, and many other factors. Therefore, the researcher seeks to answer the question: What experiences have individuals had in the process of organizational silence?

2 Methods and Materials

The present study employs descriptive phenomenology as its research method. This approach emphasizes the depth of experiences and enhances our understanding of life experiences. The research population is divided into two parts: the first part consists of managers and deputies of the six district offices ("six districts" meaning that adjacent provinces form a region), where 45 individuals were selected through purposive sampling. After interviewing 35 individuals, theoretical saturation in data collection at the Court of Accounts was achieved. The second part includes scientific documents, books, reports, and scientific articles at both national and international levels. The duration of the interviews varied from 30 to 45 minutes. All content was recorded on cassette with the participants' consent, then fully transcribed and copied onto paper. For data analysis, Glaser's seven-step method was utilized. According to this method, the first step involved reading the interviews and participant descriptions carefully and repeatedly to empathize with them. In the second step, significant sentences and words from the interview texts were extracted. These extracted meanings were then conceptualized and coded. In the subsequent step, after repeatedly reviewing the codes, concepts were formulated and categorized into thematic clusters and themes. Finally, by integrating all deduced opinions into a comprehensive and complete description of the studied phenomenon, the themes were placed into five general and central concepts. The validity of the research findings was confirmed by the participants.

3 Findings and Results

Initially, all findings from the interview protocol in all six regions of the Court of Accounts were converted into written texts. Then, all notes were reviewed again. At this stage, the

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researcher aimed to gain an overall perspective on the collected data through repeated review. In the next phase, using a sentence-by-sentence strategy, phrases significant and related to the research topic were identified. The result of this stage was the identification of 55 key codes in region 1 of the Court of Accounts. The researcher then tried to merge similar items and eliminate duplicates to formulate the extracted phrases into meaningful statements. In this phase, 42 formulated meanings were obtained, displayed in Table 1.

Table 1

Managers and Deputies' Experiences with Organizational Silence in Region 1

Primary Concepts	Factors Category
Decrease in organizational decision-making quality, limitation of organizational interpretation processes, neglect of organizational structure, job stagnation, blocking negative feedback, the organization's inability to identify and correct mistakes, low levels of pragmatism in proposed plans and programs, fossilization of employees' intellectual minds, non-expression of employees' capabilities in the organizational environment, lack of feedback and non-performance of corrective actions in due time, lack of access to advancement and promotion opportunities, hierarchical structuring of groups, evaluation systems in encouraging employees to express ideas, lack of organizational culture, lack of organizational maturity and establishment of administrative rationality, decrease in organizational ability to identify and correct mistakes, atmosphere of distrust and suspicion	Organizational Factors
Belief in the lack of control over organizational matters related to oneself, negative reactions from managers, high concentration of decision-making, lack of close and intimate relationship between employees and supervisor, specific beliefs of managers, observance of distributive justice, meritocracy	Management Factors
Experience of cognitive problems and collective silence in meetings, low levels of collective voice, decreased trust in the organization, prevention of free communications, decision-making and beliefs according to the environment, gaining acceptance in the group, difference in knowledge and information levels between the group, not presenting opinions against the group or manager	Social Factors
Feeling of employees' lack of appreciation in the organization, inactive presence of employees at work and undesirable performance of employees, refraining from expressing ideas, information or opinions, reduction in professional development, distrust towards the manager, creating despair and learned helplessness, limited data and information, maintaining current position, no hope for improvement, frustration, and withdrawal	Individual Factors

In region 2 of the Court of Accounts, 25 key codes were identified. The researcher then merged similar items and eliminated duplicates to formulate the extracted phrases into meaningful statements. In this phase, 18 formulated meanings were obtained, displayed in Table 2.

Table 2

Managers and Deputies' Experiences with Organizational Silence in Region 2

Primary Concepts	Factors Category
Existence of an insecure atmosphere, non-participatory decision-making	Organizational Factors
Leaders being untrustworthy, lack of fairness and communication to employees, non-relational leadership style, lack of supportive behavior, inability to inspire individuals to provide feedback, lack of understanding of employees' strengths and weaknesses, lack of opportunity for independence and self-determination for employees	Management Factors
Absence of positive human relations in the organization, lack of trust in the organization, lack of participation in organizational matters	Social Factors
Feeling endangered, lack of participation, dishonest behavior, not addressing psychological and emotional needs of individuals	Individual Factors

In region 3 of the Court of Accounts, 52 key codes were identified. The researcher merged similar items and eliminated duplicates to formulate the extracted phrases into meaningful statements. In this phase, 36 formulated meanings were obtained, displayed in Table 3.

Table 3

Managers and Deputies' Experiences with Organizational Silence in Region 3

Primary Concepts	Factors Category
Actions only within the organizational framework, organizational structural characteristics and policy-making, organizational focus and control, low level of organizational commitment, oppressive atmosphere, fear and dread, psychological disengagement of employees from the system, disregard for standards of attracting efficient workforce	Organizational Factors

Primary Concepts	Factors Category
Request for direct feedback from managers to employees, lack of innovative and creative services, inappropriate feedback to employees' opinions, managers' disregard in decision-making areas for employees' opinions, difference in management style at management levels, expediency of managers, inability to create change, disregard for employees' concerns, instability in management styles and procedures	Management Factors
Decrease in trust and commitment, concern about engaging with unethical judgments, decrease in job enthusiasm and pragmatism, managers and employees conforming to the existing conditions in the organization, excessive desire to gain acceptance among colleagues, conformity with the group, fear of expressing an opinion by a colleague	Social Factors
Feeling worthless, decrease in motivation, leaving the organization, fear, feeling of incompetence in expressing one's opinions, job dissatisfaction, inability to perform work, feeling of indifference and conformity in the group, decrease in performance, decrease in job enthusiasm	Individual Factors

In region 4 of the Court of Accounts, 44 key codes were identified. The researcher merged similar items and eliminated duplicates to formulate the extracted phrases into meaningful statements. In this phase, 30 formulated meanings were obtained, displayed in Table 4.

Table 4

Managers and Deputies' Experiences with Organizational Silence in Region 5

Primary Concepts	Factors Category
Decrease in organizational decision-making quality, limitation of organizational interpretation processes, neglect of organizational structure, job stagnation, blocking negative feedback, the organization's inability to identify and correct mistakes, low levels of pragmatism in proposed plans and programs, fossilization of employees' intellectual minds, non-expression of employees' capabilities in the organizational environment, lack of feedback and non-performance of corrective actions in due time, lack of access to advancement and promotion opportunities, hierarchical structuring of groups, evaluation systems in encouraging employees to express ideas, lack of organizational culture, lack of organizational maturity and establishment of administrative rationality, decrease in organizational ability to identify and correct mistakes, atmosphere of distrust and suspicion	Organizational Factors
Belief in the lack of control over organizational matters related to oneself, negative reactions from managers, high concentration of decision-making, lack of close and intimate relationship between employees and supervisor, specific beliefs of managers, observance of distributive justice, meritocracy	Management Factors
Experience of cognitive problems and collective silence in meetings, low levels of collective voice, decreased trust in the organization, prevention of free communications, decision-making and beliefs according to the environment, gaining acceptance in the group, difference in knowledge and information levels between the group, not presenting opinions against the group or manager	Social Factors
Feeling of employees' lack of appreciation in the organization, inactive presence of employees at work and undesirable performance of employees, refraining from expressing ideas, information or opinions, reduction in professional development, distrust towards the manager, creating despair and learned helplessness, limited data and information, maintaining current position, no hope for improvement, frustration, and withdrawal	Individual Factors

In Region 5 of the Court of Accounts, 51 key codes were identified. The researcher then attempted to merge similar items and eliminate duplicates to formulate the extracted phrases into meaningful statements. At this stage, 41 formulated meanings were obtained, which are displayed in Table 5.

Table 5

Managers and Deputies' Experiences with Organizational Silence in Region 5

Primary Concepts	Factors Category
Discriminatory laws and procedures, lack of a reward and appreciation system, non-participatory decision-making, reduction in the quality of organizational decisions, inflexible structure for organizational dynamism, decrease in decision-making quality, lack of participation in the organization, injustice in payments, organizational inefficiencies, poor performance, centralized decision-making	Organizational Factors
Senior management's fear of receiving negative feedback, managers protecting their interests and positions, management's negligence and lack of support, discriminatory behaviors and lack of meritocracy, authoritarian leadership style, managers' excessive commands in work, imposing personal opinions on employees, managers' self-centeredness in decision-making, constant negative feedback from managers and supervisors, demographic differences among employees	Management Factors
Creating a culture of silence in organizations, lengthy communication channels with senior managers, atmosphere of distrust, general dissatisfaction, creating an atmosphere of distrust and suspicion	Social Factors
Lack of job security, scarcity of opportunities, distrust and cynicism among employees, reduction in happiness, employees and stress, fear, indifference towards supervisors, work goals, creativity, and innovation, decrease in job satisfaction, long-term psychological disorders, reduction in performance and job satisfaction, fossilization of minds, decrease in productivity, weakness in trust, lack of interest in participation	Individual Factors

In region 6 of the Court of Accounts, 53 key codes were identified. The researcher merged similar items and eliminated duplicates to formulate the extracted phrases into meaningful statements. In this phase, 44 formulated meanings were obtained, displayed in Table 6.

Table 6

Managers and Deputies' Experiences with Organizational Silence in Region 6

Primary Concepts	Factors Category
Organizational structures and policies, decrease in the effectiveness of organizational change processes and decision-making, decrease in the organization's ability to identify and correct mistakes, decrease in productivity and performance, inefficiency in organizational decision-making and change processes, person-centered system, differing collective perceptions in accepting and reviewing ideas	Organizational Factors
Managers' fear of receiving negative feedback, implicit beliefs of managers, lack of analysis of ideas and decision-making alternatives, prevention of negative feedback, inability to review and correct errors, disregard for everyone's viewpoints in decision-making, lack of control and coordination, barriers to bottom-up communications, managers' anger, authoritarian and proactive management style, heterogeneous selection of workgroups, selection of person-centered management styles, managers' lack of awareness of organizational phenomena and risks and crises	Management Factors
Demographic dissimilarity, limited informational data, creating cognitive dissonance in employees, lack of suitable conditions for expressing ideas and opinions, excessive stress and lack of proper communication among employees, prevention of forming proper discourse, decision-making according to the environment, seeking acceptance in the group, fundamental differences in knowledge and information level between the target group and specific group members, lack of group thinking with strong, skilled, and experienced thought, organizational atmosphere, lack of necessary conditions for expressing opinions, challenges, and problems, fear of others' reactions, prevailing atmosphere of mistrust, encouragement of individualistic culture	Social Factors
Weakening of commitment and trust, dissatisfaction, employees' fear of providing negative feedback, decrease in job performance, fossilization of organizational minds, failure to recognize real mistakes, lack of faith in managers, feelings of worthlessness, low motivation and commitment	Individual Factors

In this study, the extracted phrases were divided into four clusters. The researcher identified phrases with a similar thematic nature and categorized them into one cluster. These clusters are: organizational factors, managerial factors, individual factors, and social factors.

4 Discussion and Conclusion

Based on the analysis of findings, one of the managerial reasons leading to organizational silence is the constant negative feedback from supervisors and managers towards employees. This occurs when an employee makes a suggestion about an organizational issue to their manager or supervisor and receives a negative reaction, causing the individual to choose silence, which over time leads to organizational silence. This finding aligns with the previous research (Armandei et al., 2016; Damghanian & Rouzban 2015). To explain this finding, it can be stated that when employees perceive that management practices differential and discriminatory behaviors towards employees, they are less likely to offer suggestions. Unequal behaviors practiced by superiors in dealing with their subordinates manifest as unequal respect from managers to employees, requiring more attention and the like. Organizational members are highly influenced by their perceptions of justice and when they perceive an unfair treatment by their manager compared to other colleagues, they react by withholding their opinions and suggestions from the organization (Pinder & Harlos, 2001). When employees of an organization remain silent and withhold their ideas, managers must strive to engage them more by strengthening effective communication and information sharing. However, many employees choose organizational silence, a common occurrence in organizations that do not encourage participation, sharing, and teamwork, and do not implement participatory management. This may be due to several factors such as lack of opportunity to speak, fear of damaging relationships, and the absence of formal communication channels since employees wish to communicate, express ideas, problems, and job-related issues, creating informal communication channels leading to organizational rumors (Bentiba & Khelil, 2022).

Other results indicated that factors such as discriminatory laws and procedures, lack of a reward and appreciation system, and lack of job security lead to organizational silence. This finding is consistent with the previous research (Armandei et al., 2016; Enayati et al., 2018; Sharu & Manikandan, 2019; Tanhaei et al., 2018). To explain this finding, it can be stated that organizational silence can disrupt organizational change and development by closing off negative feedback channels and reducing the organization's ability to identify and correct mistakes; without negative feedback, errors persist and may even intensify as corrective actions are not taken in a timely manner. In this case, silence means that the organization

lacks what Argyris calls double-loop learning, which includes questioning and revising policies and objectives. Sometimes senior managers may refuse to accept that they lack crucial information and perceive silence as consensus and success (Zarei Mateen et al., 2012). Cultivating employees in an organization occurs through expressing opinions and providing solutions, undoubtedly affecting motivation; individuals who, for any reason, cannot express their opinions will undoubtedly experience frustration, ultimately affecting their goal setting. Creating a space for free expression of opinions will result in fewer individuals resorting to hypocrisy and lies, as the prevailing atmosphere in the organization will be one of honesty and integrity. Honesty is the best tool for nurturing trust between parties, having significant effects on organizational excellence. Wise decisions regarding silence will encourage individuals, especially managers, to practice patience, which in turn helps them become better listeners (Cetin, 2020; Lehner, 2022).

Social effects are another concept derived from the experiences of deputies and managers of the Court of Accounts. It appears that an organization or company, much like a social unit such as a family, is not exempt from this rule; as peace, security, empathy, and unity, if not the most important factors for success in any organization or company, are certainly among the most important. Therefore, in addition to the role that all employees of a set have towards each other, the manager of each unit or set, with a higher and more influential responsibility, must have the understanding and ability to recognize the feelings and reactions of their set and act wisely and prudently to solve problems and barriers (Zarei Mateen et al., 2012). This finding is consistent with the previous research (Bentiba & Khelil, 2022; Cetin, 2020; Enayati et al., 2018).

To explain this finding, it can be stated that the presence of diverse and conflicting views in the senior management team has a direct impact on the quality of organizational decision-making and company performance. Moreover, innovation and creativity require an environment where employees feel comfortable proposing new approaches or questioning current beliefs and methods. Without minority opinions, the possibility of conducting critical analysis for effective decision-making decreases. On the other hand, unlimited expression of employee opinions is not necessarily desirable. Too many opinions may burden decision-making and prevent timely and effective decisions. The critical point is that many organizations lack employee voice, as employees often do not want to be perceived as a nuisance

and deal with the unpleasant consequences in their professional lives, thus showing reluctance to engage in their organization's decisions (Danaeefard, 2010). There is evidence that fear among employees leads them to manipulate the information they provide to their boss. If the manager uses these manipulated feedbacks as a basis for action, the risk of deviating from the goal in the organization increases. Moreover, the negative effects of silence on organizational decision-making intensify with an increase in diversity levels within the organization. According to the social exchange theory, organizational silence is a significant issue in organizational behavior that occurs when a fair social exchange relationship is not established. Therefore, prosocial silence is also known as silence for the benefit of the organization. This silence, a form of sacrifice and cooperation, is maintained for the benefit of the organization or other colleagues, depending on ideas, information, and work-related ideas (Blau, 2017; Podsakoff et al., 2000).

Individual effects were another finding of the research; many employees desire to be recognized as influential individuals within the organization, and considering this need and the expectations they have from their silence and expression, they decide whether to speak up or remain silent. This finding aligns with previous research (Bentiba & Khelil, 2022; Enayati et al., 2018; Hassani et al., 2020; Lehner, 2022). Hirschman (1970) was the first to attempt to define organizational silence, describing it as individuals refraining from showing beliefs, ideas, information, or concerns that start at the individual level and may affect organizational members (Sadeghi & Razavi, 2020). Park & Keil (2009) demonstrate how organizational structures and policies, management styles, and the degree of demographic heterogeneity can create an atmosphere of silence between employees and senior managers and how this atmosphere affects the individual inclination to report. Research results show that all three factors involved in creating an atmosphere of silence directly and indirectly affect the inclination to report (Park & Keil, 2009). Therefore, the human factor in contemporary management plays a crucial role not only in achieving organizational goals but also in competing fiercely with rivals. Organizations are aware that to achieve success, they must collaborate with their employees, as motivation, opinions, and individual thoughts impact productivity and enterprise efficiency. If employees do not express their opinions and ideas, and if a quiet and stable environment prevails in the company, the perception of organizational silence emerges. Organizational silence is

a situation where employees deliberately and consciously do not express their opinions on a topic within the organization for various reasons (Halis & AY, 2017).

The results of this research showed that the internal social environment, individual managers, structure, external environment, and individual factors of employees can be effective in the emergence of organizational silence, and it is necessary for managers to pay sufficient attention to all aspects of the organization to create organizational dynamism. The findings of this study show that there are organizational, individual, social, and managerial factors that help employee silence. It was also determined that employee silence affects both employees and the organization. Therefore, it is suggested that employee silence be identified and minimized at the initial stages. Therefore, it is necessary to:

- Create a space for free expression of opinions so that fewer individuals resort to hypocrisy and lies, and the prevailing atmosphere in the organization is one of honesty and integrity since honesty is the best tool for nurturing trust between parties, having significant effects on organizational excellence.
- Make wise decisions about silence in the organization, which will encourage individuals, especially managers, to practice patience, and this patience will help them become better listeners.
- Trust and unity among managers and deputies towards senior managers and subordinates who always have the most knowledge about important organizational issues are signs of organizational health, and avoiding disagreement and opposition is essential.

Authors' Contributions

All authors have contributed significantly to the research process and the development of the manuscript.

Declaration

In order to correct and improve the academic writing of our paper, we have used the language model ChatGPT.

Transparency Statement

Data are available for research purposes upon reasonable request to the corresponding author.

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