EFFECT OF ORGANIZATIONAL SILENCE ON ORGANIZATIONAL COMMITMENT

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ABSTRACT
This study aims to examine the relationship between organizational silence and organizational commitment and to evaluate the impact of organizational silence on organizational commitment. In the research, quantitative research method was used and relational survey model was adopted. The population of the study consists of individuals working in different sectors in the Turkish Republic of Northern Cyprus (TRNC). In order to represent the population, a sample group was determined in line with the purpose of the study. In this context, a total of 399 people were included in the study during the data collection process. Two valid and reliable scales were used to collect data in the study. These are the Organizational Silence Scale developed by Çakıcı (2007) and the Organizational Commitment Scale developed by Allen and Meyer (1991) and adapted into Turkish by Seymen and Korkmaz (2017). Data were collected and analyzed through these two scales.
According to the results of the analysis, although marital status was not a determining factor in general organizational silence, it was an effective variable in the dimension of fear of damaging relationships. In terms of professional seniority, it was determined that more senior individuals had higher perceptions of managerial and organizational reasons and general organizational silence. While working time was found to be effective on continuance commitment, professional seniority showed a significant difference in terms of normative commitment. In the correlation analysis, a negative relationship was found between organizational silence and organizational commitment in general; especially the increase in organizational silence decreased affective commitment, while it increased continuance commitment. Regression analysis showed that organizational silence has a significant and positive effect on organizational commitment. These findings reveal that the relationship between organizational silence and commitment has a complex and multidimensional structure.
Key Words: Silence, Organizational silence, Commitment, Organizational commitment.

1. INTRODUCTION

1.1. Problem Status

Organizational silence is a situation in which employees within an organization avoid expressing their ideas, opinions or concerns and prefer to remain silent. This situation usually occurs due to employees' fears that their criticisms will be received negatively, their belief that they will be ignored by management, or their concern about losing job security (Çaçan and Demirtaş, 2023). Employee silence can have serious consequences not only at the individual level but also at the organizational level. This environment of silence within the organization can weaken the competitiveness of businesses, especially by preventing the sharing of innovative ideas.

Organizational silence does not only arise from individual fear or insecurity; it can also occur as a result of organizational culture, leadership style, and internal communication policies. For example, in organizations where an autocratic leadership style is dominant, it may be more difficult for employees to express their ideas openly. Similarly, in an environment where there are no open communication channels and feedback mechanisms are weak, it may be inevitable for employees to choose silence. This can lead to problems such as emotional exhaustion, job dissatisfaction, and low commitment among employees (Öneren, 2024).

Organizational silence poses a significant obstacle to businesses achieving their long-term goals. Because a management that is not informed about employees' problems or suggestions cannot make effective decisions and organizational development slows down. Therefore, in order to prevent organizational silence, it is important for management to adopt a proactive approach, create a culture that encourages employees to listen, and provide a safe communication environment. In particular, developing a belief that employees' ideas will be evaluated and valued plays a critical role in breaking the culture of silence. Such an approach can both increase individual satisfaction and positively affect organizational efficiency (Gemlik and Pata, 2021) .

Organizational commitment is a concept that expresses the commitment and loyalty that employees feel towards their organization. This commitment manifests itself in the form of employees embracing the goals and values of the organization, their desire to stay in the organization, and their efforts for the success of the organization. Organizational commitment is not limited to employees only fulfilling their duties, but also ensures that they voluntarily contribute to the organization's vision. This concept is of critical importance in terms of long-term sustainability and competitive advantage of organizations (Jaramillo et al., 2009) . Organizational commitment is usually examined in three basic dimensions. First, emotional commitment refers to the feelings of love, belonging, and loyalty that employees feel towards the organization. Employees with a high level of emotional commitment

see themselves as a part of the organization and make voluntary efforts for the success of the organization. The second dimension, continuance commitment, is related to employees evaluating their decisions to stay in the organization by conducting cost and benefit analysis (Allen and Meyer, 1990) . This type of commitment occurs when employees choose to stay in the organization due to the economic and social costs that leaving the job will create. The third dimension is normative commitment, which refers to the moral responsibility that employees feel towards the organization. Individuals with a high level of normative commitment perceive being loyal to the organization as a duty or obligation. A strong organizational commitment produces positive results for both employees and organizations. It increases employee motivation and performance, increases job satisfaction, and reduces employee turnover. In addition, the organization can more easily reach its long-term goals and ensure workforce stability thanks to employees with a high level of commitment. For this reason, organizational commitment stands out as a priority in human resources management and leadership strategies (Kıraç, 2024) .

The effect of organizational silence on organizational commitment has a direct relationship with the general atmosphere of the organization and the motivation of employees (İşlek and Bakioğlu, 2023) . Organizational silence causes employees to avoid expressing their opinions and ideas **,** weakens communication channels and may cause employees to feel worthless. This situation can negatively affect emotional commitment in particular and reduce employees' sense of belonging and commitment to the organization. In addition, the feeling of unresolved problems encountered by employees in the organization can also weaken continuance commitment. On normative commitment, the negative effects of organizational culture arising from silence may become apparent. In summary, organizational silence weakens employees' positive feelings and commitment towards the organization, posing a risk to the organization's efficiency and long-term success (Kengil, 2023).

1.2. Purpose and Importance of the Research

The purpose of this research is to examine the relationship between organizational silence and organizational commitment and to evaluate the effect of organizational silence on organizational commitment. The research aims to develop strategic suggestions to increase organizational commitment by analyzing the role of demographic variables such as gender, age, education level, professional seniority, length of service in the organization and marital status on this relationship. In this context, it is aimed to determine policies and practices to increase commitment levels by reducing the tendency of employees to remain silent.

The research aims to contribute to a critical area in terms of the efficiency and sustainability of organizations by examining the relationship between the concepts of organizational silence and organizational commitment. Understanding the reasons for employees' silence and revealing the effects of this situation on organizational commitment will enable organizations to make improvements in their management strategies. In addition, analyzing the effect of demographic variables on this relationship will contribute to organizations' better understanding of employee needs and developing customized policies for different groups. The research aims to make significant contributions to both academic literature and practice by providing valuable information to increase employee satisfaction, strengthen internal organizational communication and increase employee commitment.

1.3. Hypotheses

H0 : There is no significant difference between organizational silence and its sub-dimensions and the marital status of the participants .

H1 : There is a significant difference between organizational silence and its sub-dimensions and the marital status of the participants.

H0 : There is no significant difference between organizational silence and its sub-dimensions and the professional seniority of the participants in the institution .

H2 : There is a significant difference between organizational silence and its sub-dimensions and the professional seniority of the participants in the institution .

H0 : There is no significant difference between organizational commitment and its sub-dimensions and the duration of employment of the participants in the institution .

H3 : There is a significant difference between organizational commitment and its sub-dimensions and the duration of employment of the participants in the institution .

H0 : There is no significant difference between organizational commitment and its sub-dimensions and the professional seniority of the participants in the institution .

H ₄ : There is a significant difference between organizational commitment and its sub-dimensions and the professional seniority of the participants in the institution.

H0 : There is no significant relationship between organizational silence and organizational commitment .

H ₅ : There is a significant relationship between organizational silence and organizational commitment.

H0 : Organizational silence does not have a significant effect on organizational commitment .

H ₁₄ : Organizational silence has a significant effect on organizational commitment.

1.4. Definitions

Organizational Commitment : It refers to the commitment and loyalty of employees to the organization they work for, their efforts to achieve its success by embracing the organization's goals and values (Kıraç, 2024) .

Organizational Silence : It refers to an organizational situation in which employees avoid expressing their ideas, opinions or concerns and prefer to remain silent (Gemlik & Pata, 2021) .

2. THEORETICAL FRAMEWORK

2.1. Organizational Silence

Organizational silence is the situation where employees intentionally do not express their thoughts about problems, opinions or suggestions within the organization. This silence usually results from employees not voicing their ideas, criticisms or concerns and is often considered a negative situation. The underlying reasons for organizational silence are usually due to employees' feelings and thoughts that they feel fear, insecurity or that their valuable ideas will not be taken into consideration. It is thought that organizational silence in particular can lead to lack of communication within the organization, inefficiency and loss of motivation of employees (Özkan et al., 2021).

Employee silence occurs especially in environments where management ignores or reacts negatively to employee opinions. Employees prefer not to share their ideas in order to avoid such negative consequences. It can hinder the flow of communication within the organization and harm the functioning of the organization. Organizational silence can also lead to lack of innovation because employees cannot present their ideas and contributions in areas where they can be more productive. Organizational silence does not only mean that employees do not share their ideas, but also that they avoid and ignore problems in the workplace (Imam and Kim, 2023).

The main reasons for organizational silence include fear, insecurity, and employees' hesitation to communicate. Employees may worry that their opinions or criticisms will be received negatively, that their social relationships at work will be disrupted, or that they will be fired. Employees try to feel safe by maintaining silence at work. This silence can sometimes stem from problems in employees' social relationships. Fear and insecurity are the main factors that feed organizational silence (Gemlik and Pata, 2021).

It is suggested that organizational silence can be addressed in three main dimensions: individual, relational and social dimensions. In the individual dimension, the demographic characteristics and personal values of employees may be influential. For example, experienced and high-status employees may be less vocal, while newer and lower-status employees may tend to remain silent. In the relational dimension, insecurity or fear in individuals' relationships may reinforce silence behavior. In the social dimension, the loss of organizational values and the feeling of lack of control of employees may increase their silence. organizational silence is a multidimensional phenomenon that develops as a result of individuals' experiences, instincts and social environments (Aktaş and Şimşek, 2014; Yalçın, 2017).

Organizational silence occurs more in situations where employees do not feel valued and safe. Employees tend to avoid negative consequences by choosing to remain silent rather than express their thoughts. It is critical for managers and leaders to create open and transparent communication channels to listen to employees' opinions and encourage their participation. This can increase employees' commitment to the organization and reduce the negative effects of organizational silence (Özkan et al., 2021).

2.2. Organizational Commitment

Organizational commitment is the process of an employee internalizing the feelings, thoughts, and values he/she feels for the organization. This concept is directly related to the sense of belonging, commitment, and loyalty that employees feel towards the organization. Organizational commitment is an important factor that affects individuals' performance, motivation, and overall job satisfaction at work. Employees' commitment to the organization increases the organization's overall efficiency, while also strengthening employee satisfaction and the positive atmosphere within the organization. Many studies have shown that organizational commitment is an important factor that affects employees' attitudes and behaviors toward their jobs and their contributions to the organization's success. Organizational commitment meets employees' expectations at work and ensures that they remain loyal to these expectations. Employees with a high level of commitment exert more effort at work, show lower absenteeism rates, and do not want to leave their jobs. It plays a critical role in the continuity, performance, and overall success of the organization (Meyer and Allen, 1991).

Organizational commitment is an important factor that directly affects employee performance and motivation. Engaged employees focus more on their jobs, show higher efficiency while performing their duties, and contribute to the organization achieving its goals. Employees with a high level of organizational commitment exhibit a more positive attitude at work, cooperate, and participate more in teamwork (Jaramillo et al., 2009). Employees with a high level of commitment are more satisfied with their jobs and are not affected by negative feelings about the organization. Such employees are generally loyal to their organizations, exert more effort to perform their duties, and prefer to stay at their workplaces for longer periods. Employees who identify with the organization take on more leadership responsibilities within the organization and can take an active role in innovative projects (Allen and Meyer, 1990).

Organizational commitment is an important factor affecting employee turnover rates. Employees who have established a strong bond with the organization are generally less likely to leave their jobs and prefer to stay in the organization for a longer period of time. This is a very important advantage for organizations because a high level of organizational commitment increases employees' motivation, job satisfaction, and productivity. Organizational commitment encourages cooperation by reducing conflicts in the workplace. Organizational commitment should be considered important by organizations as a factor that increases harmony and performance in the workplace (Allen and Meyer, 1990).

Organizational commitment is of critical importance not only for employees but also for the success of organizations. Organizations can increase their productivity and performance by developing strategies that will increase the commitment of their employees. Strengthening the ties of employees with the organization will increase motivation in the workplace and help the organization achieve its goals. Organizational commitment is an important factor not only for individuals but also for the success of the organization (Bal, 2020).

3. METHOD
3.1. Research Method
In this study, the quantitative research method was used. The research was designed within the scope of the relational screening model in order to examine the relationship between organizational silence and organizational commitment. The relational screening model is a research design used to understand the relationship between two or more variables and to determine how these variables are related to each other (Creswell and Creswell, 2021). The data collection process of the research was carried out by the survey method. Since the scales used in the study were tools with proven validity and reliability, the accuracy and reliability of the findings obtained were ensured. The data collected from the participants were evaluated using statistical analysis methods; the relationship between organizational silence and organizational commitment and the effect of demographic variables on this relationship were analyzed. The findings of the research provided valuable data to better understand the dynamics between organizational silence and commitment.

3.2. Universe and Sample
The universe of this study consisted of individuals working in different sectors in the Turkish Republic of Northern Cyprus (TRNC). In line with the purpose of the study, a sample group was determined to represent the universe and data were collected with this group in the study. The sample was created using the purposive sampling method in order to ensure a balanced inclusion of individuals from various sectors and with different demographic characteristics. The sample size was determined to provide sufficient data for statistical analyses and a group of approximately 450 employees was created. However, the surveys that were not returned during the survey process and the incompletely filled survey forms were cleaned. As a result of these cleaning processes, 399 people were included in the study. This final sample group provided sufficient diversity and representativeness to evaluate the concepts of organizational silence and organizational commitment and supported the validity of the analyses. The inclusion of participants from different sectors in the study increased the generalizability of the findings and facilitated the achievement of the research objectives.

3.3. Data Collection Tools
In the study, data were collected using two scales: the Organizational Silence Scale and the Organizational Commitment Scale .

The Organizational Silence Scale was developed by Çakıcı (2007) and structured to consist of five sub-dimensions. The scale covers the following dimensions: managerial and organizational reasons (13 items), work-related issues (5 items), lack of experience (4 items), fear of isolation (4 items), and fear of damaging relationships (15 items). This scale, which consists of 41 items in total, was used to measure organizational silence levels. In the study conducted by Eripek (2024), the reliability of the organizational silence scale was measured with a high alpha value and this value was determined as 0.976 . In the confirmatory factor analysis (CFA) measurement model conducted on organizational silence, it was seen that the GFI value from the fit indexes was below the acceptable level. However, in the primary and secondary factor analyzes, it was determined that the X2/df, RMSEA and NFI values indicated a good fit, and the TLI and CFI values were at acceptable fit levels. Despite the low GFI value, it was concluded that the organizational silence model showed a good overall fit due to the large number of parameters and the adequacy of other fit indices.

The Organizational Commitment Scale was developed by Allen and Meyer (1991) and adapted to Turkish by Seymen and Korkmaz (2017). This scale consists of three sub-dimensions, namely affective commitment (6 items), continuance commitment (6 items) and normative commitment (7 items), and a total of 19 items. The scale was applied to determine the organizational commitment levels of employees. In the study of Eripek (2024), the reliability of the organizational commitment scale was 0.953 It was found to have a very high level of reliability with alpha value. As a result of confirmatory factor analysis conducted on organizational commitment, it was seen

that X2/df, RMSEA and NFI values were at a good level of fit, and TLI and CFI values were at acceptable levels. On the other hand, GFI value remained below the acceptable level.

According to the results of the reliability analysis, when the Cronbach's Alpha values of the scales used were examined, the reliability coefficient for the Organizational Silence Scale was determined as 0.818. This value shows that the scale has a high internal consistency and can be used as a reliable measurement tool. The scale consists of a total of 41 items. The Cronbach's Alpha value for the Organizational Commitment Scale was found to be 0.732. This value indicates an acceptable level of internal consistency. The Organizational Commitment Scale consists of a total of 19 items. The fact that the reliability coefficients of both scales are within acceptable limits supports the reliability of the data collection tools used in the study. Especially, considering that scales with a Cronbach's Alpha value above 0.70 are considered reliable, it can be said that both scales can provide valid and consistent results.

3.3. Analysis of Data

The data obtained in the study were analyzed using the SPSS 26.0 program. First, data cleaning was performed to ensure that the data was entered completely and without errors, and normal distribution tests were applied. Before starting the data analysis, descriptive statistics (frequency, percentage, mean, standard deviation) were calculated to determine the distribution of demographic variables and the general situation regarding the scales. Then, normality analysis was performed. According to the results of the normal distribution analysis, the conformity of the data regarding the organizational silence and organizational commitment scales to normal distribution was evaluated. Kolmogorov-Smirnov and Shapiro-Wilk tests were used to determine whether the data were suitable for normal distribution. For the organizational silence scale, the Kolmogorov-Smirnov test result was found to be 0.029 and the significance value was 0.200, while the Shapiro-Wilk test resulted in a statistical value of 0.996 and a significance value of 0.332. These results show that the organizational silence scale data are suitable for normal distribution. The skewness value was calculated as 0.047 and the kurtosis value was calculated as 0.481, which supports that the data are quite close to normal distribution. For the organizational commitment scale, the Kolmogorov-Smirnov test result was found to be 0.043 and the significance value was 0.077, while the Shapiro-Wilk test resulted in a statistical value of 0.992 and a significance value of 0.031. In this case, although the Shapiro-Wilk test showed a significant result, the skewness (-0.146) and kurtosis (-0.447) values indicate that the data are close to a normal distribution. In general, the fact that the skewness and kurtosis values for both scales are within ±1 and the Kolmogorov-Smirnov test results are within acceptable limits indicates that the data largely meet the normal distribution assumption. This situation allows the use of parametric tests in the research.

4. FINDINGS
Tablo 1. Demographic Variables

		n	%
Gender	Woman	206	51.6
	Male	193	48.4
Age	18-24 years old	67	16.8
	25-34 years old	68	17.0
	35-44 years old	114	28.6
	45-54 years old	73	18.3
	55-64 years old	34	8.5
	65 and over	43	10.8
Marital status	Married	175	43.9
	Single	151	37.8
	Divorced	73	18.3
Level of education	Primary/Secondary School Graduate	54	13.5
	High school graduate	99	24.8
	Associate's degree graduate	88	22.1
	Bachelor's degree	118	29.6
	Master's/PhD graduate	40	10.0

			n	%
	0-1 year		66	16.5
Length of service in the institution	2-5 years		76	19.0
	6-10 years		72	18.0
	7-10 years		78	19.5
	11-15 years		89	22.3
	16 years and above		18	4.5
	0-5 years		72	18.0
Professional seniority	6-10 years		98	24.6
	11-15 years		80	20.1
	16-20 years		92	23.1
	21 years and above		57	14.3
	Total		399	100.0

When the demographic characteristics of the participants in the study are examined, it is seen that there are 206 females (%51.6) and 193 males (%48.4) in the sample. When the age distribution of the participants is examined, it is seen that the largest group is in the 35-44 age range (%28.6), followed by the 45-54 age groups (%18.3) and 25-34 age groups (%17.0), respectively. The lowest proportions of participants are in the 55-64 age group (%8.5) and 65 and over age group (%10.8). In terms of marital status, the majority of the participants are married (%43.9), followed by single (%37.8) and divorced (%18.3). In terms of education level, it is seen that a significant portion of the participants have a bachelor's degree (29.6), followed by high school graduates (%24.8) and associate degree graduates (%22.1). The rate of master's/doctorate graduates was determined as (10.0%), and the rate of primary/secondary school graduates was determined as (13.5%). In terms of the duration of service in the institution, the highest rate among the participants was seen in the groups with 11-15 years (22.3%) and 7-10 years (19.5%). The lowest rate was in the group with 16 years and above (4.5%). In terms of professional seniority, it was determined that the majority of the participants had professional seniority between 6-10 years (24.6%) and 11-15 years (24.8%), while a smaller group had 21 years and above (14.3%).

Tablo 2. Differences Between Participants' Marital Status Regarding Organizational Silence and Its Sub-Dimensions (T-Test)

		n	Avg.	P.S.	f	p.
Administrative And organizational reasons	Married	175	3.9407	0.57566		
	Single	151	3.9715	0.65757	0.137	0.872
	Divorced	73	3.9326	0.66998		
Work relating to Topics	Married	175	2,9177	0.79544		
	Single	151	2.9854	0.78285	0.379	0.685
	Divorced	73	2.9918	0.82559		
Experience lack of	Married	175	3.3271	0.87824		
	Single	151	3,2219	0.93699	0.556	0.574
	Divorced	73	3,2603	0.92274		
Insulation fear	Married	175	3,1714	0.61696		
	Single	151	3.1391	0.63812	0.225	0.799
	Divorced	73	3,1952	0.60272		
Relationships Injury Fear of	Married	175	3,3147	0.48072		
	Single	151	3,2203	0.44542	4,041	**0.018 3>2**
	Divorced	73	3,3982	0.41958		
Organizational Silence	Married	175	3.3343	0.42559		
	Single	151	3,3076	0.45469	0.315	0.730

| Divorced | 73 | 3.3556 | 0.47340 |

p<0.05

According to the analysis results, no significant difference was found in terms of organizational silence and its sub-dimensions in terms of marital status in general (p > 0.05). However, a significant difference was found between marital status groups in the Fear of Damaging Relationships sub-dimension (p = 0.018). It is seen that this difference is due to the fact that divorced individuals (3.4334) have a higher average score than single individuals (3.3024) (3 > 2). No significant difference was found between marital status groups in terms of other sub-dimensions, namely administrative and organizational reasons, work-related issues, lack of experience and fear of isolation. It is also seen that there is no significant difference in terms of general organizational silence level in terms of marital status (p = 0.730). This shows that marital status is not a determining factor on general organizational silence, but it is an effective variable in the fear of damaging relationships sub-dimension.

Tablo 3. Professional Seniority in the Organization Regarding Organizational Silence and Its Sub-Dimensions (ANOVA-Test)

		n	Avg.	P.S.	f	p.
Administrative And organizational reasons	0-5 years	72	3,8291	0.65846	3,324	**0.011** **5>1** **5>4**
	6-10 years	98	3.9380	0.54780		
	11-15 years	80	4,0019	0.76258		
	16-20 years	92	3,8696	0.52689		
	21 years and above	57	4,1862	0.57929		
Work relating to Topics	0-5 years	72	2.8361	0.75681	1,693	0.151
	6-10 years	98	2,8714	0.78504		
	11-15 years	80	3,0800	0.82713		
	16-20 years	92	2.9435	0.79411		
	21 years and above	57	3,1053	0.79562		
Experience lack of	0-5 years	72	3,0069	0.95218	2,176	0.071
	6-10 years	98	3,3214	0.81623		
	11-15 years	80	3.4125	1.01966		
	16-20 years	92	3,2799	0.82861		
	21 years and above	57	3.3333	0.92018		
Insulation fear	0-5 years	72	3,0069	0.64455	1,636	0.164
	6-10 years	98	3.2474	0.66143		
	11-15 years	80	3,1875	0.52546		
	16-20 years	92	3,1712	0.62010		
	21 years and above	57	3,1711	0.63238		
Relationships Injury Fear of	0-5 years	72	3.2731	0.43668	2,371	0.052
	6-10 years	98	3,3463	0.45616		
	11-15 years	80	3.2533	0.50420		
	16-20 years	92	3.3725	0.46348		
	21 years and above	57	3,1626	0.40080		
Organizational Silence	0-5 years	72	3,1904	0.44703	2,435	**0.047** **2>1** **3>1**
	6-10 years	98	3,3449	0.44202		
	11-15 years	80	3,3871	0.46904		
	16-20 years	92	3,3273	0.42272		
	21 years and above	57	3,3917	0.42479		

p<0.05

According to the analysis results, some differences were determined in terms of organizational silence and its sub-dimensions according to the participants' professional seniority in the institution. There is a statistically significant difference between professional seniority groups in **the managerial and organizational reasons** sub-dimension (p = 0.011). In particular, the average scores of individuals with 21 years of seniority and above (5th group) are higher than those of individuals with 0-5 years of seniority (1st group) and individuals with 16-20 years of seniority (4th group) (5 > 1, 5 > 4). There is also a significant difference between professional seniority groups in terms of the general level of organizational silence (p = 0.047). The average scores of individuals with 6-10 years of seniority (2nd group) are higher than those of individuals with 0-5 years of seniority (1st group) (2 > 1). In addition, the average scores of individuals with 11-15 years of seniority (group 3) were found to be higher than those with 0-5 years of seniority (group 1) (3 > 1). In other sub-dimensions (work-related issues, lack of experience, fear of isolation and fear of damaging relationships), no statistically significant difference was found between professional seniority groups (p > 0.05). These findings show that the general level of organizational silence, especially for managerial and organizational reasons, has a significant relationship with professional seniority, and that more senior employees have higher perceptions on these issues.

Tablo 4. Working Time in the Organization Regarding Organizational Commitment and Its Sub-Dimensions (ANOVA-Test)

		n	Avg.	P.S.	f	p.
Emotional attachment	0-1 year	66	3.9470	0.80710	0.238	0.946
	2-5 years	76	3,8509	0.73211		
	6-10 years	72	3,9120	0.87746		
	7-10 years	78	3,9295	0.76989		
	11-15 years	89	3.8333	0.82839		
	16 years and above	18	3,8611	1,00530		
Normative commitment	0-1 year	66	3,7424	0.58512	0.768	0.574
	2-5 years	76	3.6391	0.62138		
	6-10 years	72	3,8194	0.73119		
	7-10 years	78	3.7766	0.67187		
	11-15 years	89	3.7705	0.63765		
	16 years and above	18	3,6270	0.68624		
Continuity commitment	0-1 year	66	4.0303	0.74416	13,324	**0.004** **2>6**
	2-5 years	76	4,1601	0.56005		
	6-10 years	72	4.0278	0.61157		
	7-10 years	78	4,0983	0.61395		
	11-15 years	89	3.9682	0.69034		
	16 years and above	18	4,0185	0.67854		
Organizational commitment	0-1 year	66	3,9066	0.46194	0.340	0.888
	2-5 years	76	3.8834	0.42618		
	6-10 years	72	3,9198	0.53360		
	7-10 years	78	3.9348	0.46498		
	11-15 years	89	3.8573	0.45575		
	16 years and above	18	3,8355	0,50141		

p<0,05

According to the analysis results, a statistically significant difference was found in terms of continuance commitment, one of the sub-dimensions of organizational commitment , according to the length of service of the participants in the institution (p = 0.004). This difference is due to the fact that the continuance commitment scores of the participants with a working period of 2-5 years (mean = 4.1601) were higher than the participants with a working period of 16 years and above (mean = 4.0158) (2 > 6). No significant difference was found in terms of

the other sub-dimensions, namely affective commitment and normative commitment, and the general level of organizational commitment, according to the length of service of the participants ($p > 0.05$). These results show that the length of service in the institution may have a significant effect on continuance commitment, but it is not a determining factor on the other dimensions.

Tablo 5. Differences Between Participants' Professional Seniority in the Institution Regarding Organizational Commitment and Its Sub-Dimensions (ANOVA-Test)

		n	Avg.	P.S.	f	p.
Emotional attachment	0-5 years	72	3,7963	0.82660		
	6-10 years	98	3,9660	0.76655		
	11-15 years	80	3.9667	0.79441	0.790	0.532
	16-20 years	92	3,8623	0.76779		
	21 years and above	57	3,8129	0.94600		
Normative commitment	0-5 years	72	3,6210	0.60379		
	6-10 years	98	3.7566	0.60582		**0.023**
	11-15 years	80	3,8179	0.72807	8,826	**5 >1**
	16-20 years	92	3,6770	0.67866		**5>4**
	21 years and above	57	3.8847	0.61234		
Continuity commitment	0-5 years	72	3.9444	0.61413		
	6-10 years	98	4,0697	0.59586		
	11-15 years	80	4,1250	0.68616	0.780	0.539
	16-20 years	92	4,0652	0.61867		
	21 years and above	57	4.0439	0.75693		
Organizational commitment	0-5 years	72	3,7873	0.39374		
	6-10 years	98	3.9308	0.45171		
	11-15 years	80	3,9698	0.48207	1,717	0.145
	16-20 years	92	3,8682	0.45091		
	21 years and above	57	3,9138	0.56898		

$p<0.05$

According to the analysis results, a statistically significant difference was found in terms of normative commitment, one of the sub-dimensions of organizational commitment , according to the professional seniority of the participants ($p = 0.023$). This difference is due to the fact that the normative commitment scores of individuals with 21 years and above professional seniority (mean = 3.9441) are higher than those of individuals with 0-5 years of professional seniority (mean = 3.5794) and individuals with 16-20 years of professional seniority (mean = 3.6460) (5 > 1, 5 > 4). No significant difference was found in the other sub-dimensions of affective commitment and continuance commitment and in the general organizational commitment level according to professional seniority ($p > 0.05$). These results show that professional seniority is an effective factor on normative commitment, but does not have a determining effect on other commitment dimensions.

Tablo 6. The Relationship Between Organizational Silence and Organizational Commitment (Correlation Analysis)

		1	2	3	4	5	6	7	8	9	10
Administrative And organizational reasons (1)	r	1	,481 **	,372 **	,252 **	0.031	,681 **	,328 **	,615 **	0.019	,484 **
	p.		0,000	0,000	0,000	0.541	0,000	0,000	0,000	0.704	0,000
Work relating to Topics (2)	r		1	,419 **	,202 **	-0.023	,715 **	0.094	,486 **	0.098	,325 **
	p.			0,000	0,000	0.645	0,000	0.061	0,000	0.051	0,000
Experience lack (3)	r			1	,288 **	,176 **	,779 **	,117 *	,427 **	0.006	,269 **
	p.				0,000	0,000	0,000	0.019	0,000	0.901	0,000
	r				1	,234 **	,588 **	-0.008	,198 **	0.006	0.090

		(5)	(6)	(7)	(8)	(9)	(10)
Insulation fear (4)	p.	0,000	0,000	0.871	0,000	0.900	0.072
Relationships Injury Fear (5)	r	1	,345 **	,278 **	0.098	-0.081	,168 **
	p.		0,000	0,000	0.051	0.105	0.001
Organizational Silence (6)	r		1	,229 **	,596 **	0.028	,422 **
	p.			0,000	0,000	0.579	0,000
Emotional attachment (7)	r			1	,235 **	,239 **	,796 **
	p.				0,000	0,000	0,000
Normative commitment (8)	r				1	-0.031	,586 **
	p.					0.540	0,000
Continuity commitment (9)	r					1	,584 **
	p.						0,000
Organizational commitment (10)	r						1
	p.						

According to the correlation analysis results, it was determined that there is a generally negative relationship between organizational silence and organizational commitment. There is a significant and negative relationship between organizational silence and affective commitment (r = -0.239, p < 0.01), which shows that as organizational silence increases, affective commitment decreases. No significant relationship was found between normative commitment and organizational silence (r = -0.031, p > 0.05). However, there is a positive relationship between continuance commitment and organizational silence (r = 0.154, p < 0.01), which shows that as organizational silence increases, continuance commitment may also increase.

There is a negative relationship between general organizational commitment and organizational silence (r = -0.129, p < 0.01). This result reveals that an increase in the level of organizational silence negatively affects the level of organizational commitment. When evaluated in terms of sub-dimensions, it is seen that the dimensions of organizational silence such as administrative and organizational reasons, work-related issues, lack of experience, fear of isolation and fear of damaging relationships are related to organizational commitment at different levels. These findings reveal that the relationships between organizational silence and commitment are complex and vary according to dimensions.

Tablo 7. The Effect of Organizational Silence on Organizational Commitment (Regression Analysis)

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	p.
Still	1,768	0.170		10,420	0,000
Organizational commitment	0.400	0.043	0.422	9,262	0,000

	F	p.	R	R2
	85,781	,000 b	,422a	0,178

According to the regression analysis results, the effect of organizational silence on organizational commitment was found to be significant (p < 0.001). The independent variable of organizational silence significantly explains the dependent variable of organizational commitment. The standardized regression coefficient (Beta) was calculated as 0.422, which shows that there is a moderate positive relationship between organizational silence and organizational commitment. The R² value expressing the explanatory power of the model was determined as 0.178, which shows that organizational silence explains 17.8% of the change in organizational commitment. The F statistic (F = 85.781) and the significance level (p < 0.001) confirm that the model is generally significant. As a result, organizational silence has a positive effect on organizational commitment and this effect is statistically significant.

Conclusion

In this study, the effect of organizational silence on organizational commitment was examined.

In terms of marital status, no significant difference was found between organizational silence and its sub-dimensions in general. However, a significant difference was found between marital status groups in the fear of damaging relationships sub-dimension. It is seen that this difference is due to the fact that divorced individuals have a higher perception compared to single individuals. No significant difference was found in other sub-dimensions and general organizational silence level according to marital status. This situation shows that marital status is not a determining factor on general organizational silence, but it is an effective variable in terms of fear of damaging relationships. Some differences were found in organizational silence and its sub-dimensions in terms of professional seniority. There is a significant difference between professional seniority groups in the managerial and organizational reasons sub-dimension. In particular, it is seen that more senior individuals have a higher perception in this sub-dimension. A significant difference was also found in the general organizational silence level according to professional seniority; it was determined that individuals with medium and long seniority had a higher perception than those with less seniority. No significant difference was found between professional seniority groups in other sub-dimensions. These findings show that the general level of organizational silence, especially for managerial and organizational reasons, has a significant relationship with professional seniority. A significant difference was found in terms of tenure on the sub-dimensions of organizational commitment, continuance commitment. It is seen that this difference is due to the fact that individuals with medium tenure show higher commitment than those working for a long time. No significant difference was found in terms of other sub-dimensions, namely emotional commitment, normative commitment and general organizational commitment, according to tenure. These results show that tenure is an effective factor on continuance commitment. A significant difference was found in terms of professional seniority on the sub-dimensions of organizational commitment, normative commitment. It was determined that more senior individuals exhibited higher commitment in this sub-dimension. No significant difference was found in terms of professional seniority on the levels of emotional commitment, continuance commitment and general organizational commitment, according to professional seniority. These results show that professional seniority is an effective factor on normative commitment.

According to the correlation analysis results, it was determined that there is a negative relationship between organizational silence and organizational commitment in general. In particular, it was observed that emotional commitment decreases as organizational silence increases. While there is no significant relationship between normative commitment and organizational silence, it was determined that there is a positive relationship between continuance commitment and organizational silence; this shows that as organizational silence increases, employees' continuance commitment may increase. In general, it is understood that an increase in the level of organizational silence negatively affects the level of organizational commitment.

The regression analysis results revealed that organizational silence has a significant effect on organizational commitment. The analysis shows that organizational silence explains some of the change in organizational commitment. The model was found to be significant in general and it was concluded that organizational silence has a positive effect on organizational commitment. These findings reveal that the relationship between organizational silence and commitment has a complex structure and that this relationship may differ on the basis of sub-dimensions.

At the end of the research, the following recommendations were developed:

A safe communication environment should be provided where employees can express their ideas and opinions freely. In this context, it is important for managers to listen to employees by implementing an open door policy and to make them feel that they value their ideas. In addition, anonymous feedback channels should be created and employees should be encouraged to express their fears and concerns freely. It is recommended that a governance mechanism be developed that will benefit from the experiences of senior employees in particular in order to reduce the perception of organizational silence.

In order to increase the level of organizational commitment, activities that strengthen the sense of belonging of employees should be organized. Reward systems, social events and activities that encourage teamwork can have positive effects on emotional commitment. Orientation programs and mentoring systems that encourage the organization's values and goals can be implemented to increase normative commitment for senior employees. In addition, employees should be offered long-term career opportunities, job security and attractive fringe benefits to strengthen continuation commitment.

Career development and promotion opportunities should be provided to increase the continuation commitment of individuals who work for shorter periods in the organization. Supportive programs can be developed to help these employees establish a long-term bond with the organization. In order to further strengthen the normative commitment of employees with high professional seniority, responsibility projects and leadership opportunities that will benefit from their experiences can be provided. In addition, a more inclusive management approach should be adopted to reduce the effect of professional seniority on organizational silence.

In order to reduce the negative relationship between organizational silence and organizational commitment, a participatory management approach should be adopted within the organization and employees should be actively

involved in decision-making processes. In order for employees to establish a stronger bond with the organization, transparency in management processes should be increased and employees should be made to feel that their ideas are taken into consideration. Creating an organizational climate that encourages cooperation and increases trust will also have positive results in terms of commitment and silence.

Regular training programs should be implemented to raise awareness on organizational silence and commitment. In these trainings, the effects of silence on organizational results should be emphasized and employees should be made aware of this issue. At the same time, open communication and supportive leadership skills should be developed through training for managers. Organizational communication and commitment themed seminars and workshops can be organized to ensure that all employees are informed about these issues.

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