

**EXPLORING THE ANTECEDENTS OF EMPLOYEE SILENCE  
AND ITS IMPACT ON ORGANIZATIONAL COMMITMENT  
IN SELECT INDIAN ORGANIZATIONS**

**Abstract of  
Thesis**

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Research Scholar

**JYOTI SINGH BHARTI**

Enrollment No.: 1701/19

Supervisor

**Dr. TARUNA**

Associate Professor

DEPARTMENT OF RURAL MANAGEMENT  
SCHOOL OF MANAGEMENT AND COMMERCE  
BABASAHEB BHIMRAO AMBEDKAR UNIVERSITY  
(A Central University) (NAAC A++ Accredited)  
VIDYA VIHAR, RAEBARELI ROAD, LUCKNOW-226 025  
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# *Abstract*

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## **INTRODUCTION**

Silence is commonly linked to various values, including respect for others, modesty, prudence, and decorum. Individuals often choose to remain silent in order to prevent potential feelings of embarrassment, confrontation, and other perceived risks. When silence as a phenomenon is discussed within the context of an organization, it itself speaks up about various aspects and implications it has on the organization and the people working under it. The concept of employee silence (ES) refers to the deliberate act of withholding ideas, facts, and opinions that are believed to be significant to an individual's work and the overall organization.

The presence of human resources is of utmost importance for the sustenance and expansion of any organization in today's highly competitive, globalized and technology-driven era (**Barnes & Adam, 2017**). Since the advent of the 21st century, there has been a prevailing consensus regarding the significance of human resources as the true assets of an organization. Inefficient human resources (HR) policies and practices, along with a suboptimal work culture and inadequate communication, have been identified as factors contributing to diminished performance of employees and diminished productivity of the organization (**Adam et al., 2020; Guest & Conway, 2011; Kalogiannidis, 2020**). As organizations, now have become more complex, diverse, dynamic, and structured, the importance of communication and employee voice has increased manifold. (**Morrison & Milliken, 2000**) stated that certain factors exist in the organization that force employees to retain information and ideas about potential problems or issues i.e., causing employees to be silent.

When employees willingly speak up about work-related problems, share their ideas and information, they are engaging in voice behaviour on the other hand employee silence

is an employee's reluctance to speak up or willingly holding of certain important information, idea, suggestions, and concerns due to fear of repercussions or their viewpoints will not be valued by the superiors in the organization.

### **EMPLOYEE SILENCE: ORIGIN, MEANING & CONCEPT**

The origin of silence and voice can be traced back to **Hirschman (1970)**. According to Hirschman's framework, employee silence may indicate 'exit' (e.g., employees quit when they are unable to express themselves) or 'loyalty' (e.g., workers remain but endure difficulties in silence in the hope that circumstances will improve).

The concept of employee silence first appeared in the literature on organizational behaviour when **Morrison and Milliken (2000)** published a paper on OS. The primary emphasis of the study was to assess the causes and consequences of collective quiet, as well as the organizational variables that contribute to the development of climates of silence. These climates emerge when there is a pervasive reluctance among individuals to voice their opinions over significant matters of concern.

**Pinder and Harlos (2001)** were the first researchers to study silence at the individual level and to provide a comprehensive definition of employee silence. They defined employee silence as “the withholding of any form of genuine expression about the individual's behavioural, cognitive and/or affective evaluations of his or her organizational circumstance to persons who are perceived to be capable of effecting change or redress.”

According to **Bari et al. (2020)**, ES refers to a deliberate effort to refrain from sharing information, ideas, and opinions regarding organizational matters. According to a study conducted by **Hassan et al. (2019)**, a significant majority of employees, specifically 85%, opt to refrain from voicing their concerns regarding organizational issues. This

tendency is particularly prevalent in developing nations characterized by high levels of power distance, as highlighted by **De Clercq et al. (2021)**.

Past research has indicated that the phenomenon of ES has been associated with a range of both individual and organizational consequences. In the study conducted by **Hao et al. (2022)**, the outcomes were categorized into three distinct groups: job attitudes, well-being, and performance. The impact of ES on employee well-being manifested in the form of heightened levels of stress and burnout. Job-related outcomes of employee silence include poor job satisfaction, low engagement, and turnover intention. These outcomes reflect the negative impact that employee silence can have on employees' overall satisfaction with their job, their level of involvement and commitment, and their intention to leave the organization. Performance-related outcomes of employee silence encompass reduced task performance, poor organizational citizenship behaviour (OCB) and innovative work behaviour, deviant behaviour, and job withdrawal. These outcomes highlight the detrimental effects of employee silence on employees' ability to effectively carry out their tasks, their willingness to engage in positive behaviours that benefit the organization, their propensity to engage in negative behaviours that undermine the organization, and their inclination to disengage from their job.

## **LITERATURE REVIEW**

For the study more than one hundred research articles were reviewed.

## **ANTECEDENTS OF EMPLOYEE SILENCE**

### **ABUSIVE SUPERVISION**

The concept of abusive supervision (AS) was initially defined by Tepper in the year 2000 (Tepper, 2000). The researcher provided a definition for abusive supervision as

“subordinates' perceptions of the extent to which supervisors engage in the sustained display of hostile verbal and nonverbal behaviours, excluding physical contact.”

Instances of abusive supervision encompass Behaviors such as publicly demeaning subordinates, unjustly attributing mistakes to subordinates, loud & angry tantrums, and employing silent treatment towards subordinates (**Tepper, 2000; Tepper et al., 2001**).

In previous studies, scholars have expressed concerns regarding the impact of AS on both individual employees and the overall organization. According to **Tepper (2001)**, individuals who have experienced humiliation from their supervisors may exhibit two distinct responses. Firstly, they may reciprocate the abuse by engaging in similar behaviours towards their supervisors. Alternatively, they may attempt to rectify the situation by withholding actions that would typically benefit the organization (**Zellars et al., 2002**).

## **WORKPLACE OSTRACISM**

Human beings, as a species, exhibit a social nature, which is integral to our psychological well-being. The fulfilment of our psychological needs predominantly occurs through engaging in social interactions within various group and organizational contexts.

**Ferris et al. (2008)** defined workplace ostracism (WO) as “the extent to which an individual perceives that he or she is ignored or excluded by others at work”. The phenomenon of workplace ostracism encompasses a range of behaviours, notably including the deliberate act of refraining from engaging in social interactions, disregarding one’s greetings, and deliberately avoiding making eye contact with the individual who is being subjected to ostracism (**Ferris et al., 2017**). In common

parlance, ostracism is commonly denoted by slang terms such as "giving the cold shoulder," "the silent treatment," or "freezing out".

## **WORKPLACE JUSTICE**

In today's rapidly evolving workplace landscape, the pursuit of justice is paramount to fostering an environment that values fairness, equality, and the well-being of every employee. Workplace justice has garnered significant attention within the field of academia, particularly among researchers in the fields of "organizational behaviour", "human resource management", "industrial psychology", "law", and other related disciplines. In the area of research "workplace justice", "organizational justice", "equity", and "fairness" have been used interchangeably (Ghosh et al., 2014). Employee satisfaction and morale have been found to be contingent upon the fairness at the workplace.

## **ORGANIZATIONAL COMMITMENT: OUTCOME**

As organizations strive for growth and success in this highly globalized and competitive business environment, a critical exploration of the multifaceted concept of organizational commitment (OC) emerges, shedding light on the pivotal role it plays in shaping employee engagement, retention, and overall organizational effectiveness. Organizational commitment, a cornerstone of a resilient workforce, encapsulates the emotional attachment and loyalty employees feel towards their organization.

Mowday et al. (1979) defined OC "as the relative strength of an individual's identification with and involvement in a particular organization". It was further characterized by three factors viz. "1) a strong belief in and acceptance of the organization's goals and values; 2) a willingness to exert considerable effort on behalf of the organization; and 3) a strong desire to maintain membership in the organization".

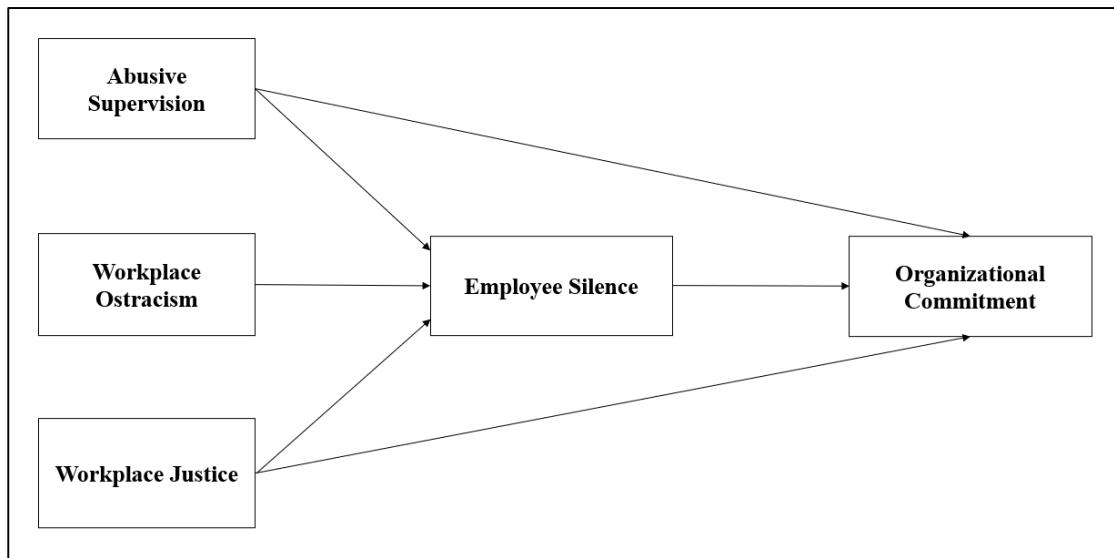
**Meyer & Allen (1991)** conceptualized OC as a degree to which employees feel a sense of belonging and loyalty towards their organizations. The concept of organizational commitment has been found to have significant relationships with a range of positive outcomes within the workplace. Notably, empirical research has consistently demonstrated that higher levels of OC are linked to enhanced employee job performance, increased motivation, greater involvement in organizational activities, and the manifestation of organizational citizenship behaviours (**Wang et al., 2020**).

### **RESEARCH GAP**

From an extensive analysis of the literature, it has been found that research on employee silence is in the evolving stage. Though Western countries have contributed to the research on employee silence and there is a void in non-Western countries (**Srivastava et al., 2019**). It is also found that very few empirical studies are conducted in India and results on employee silence vary when studies are conducted in the Indian context (**Jain, 2015**). Research needs to be done to know whether results from Western countries can be generalized to the Indian context or not. Further, it has also been identified from the review of literature that limited research has been done on antecedents and outcomes of employee silence in the organizational context in India. Thus, the study is an attempt to fill this gap. This research work has explored the antecedents of employee silence and studied its effect on organizational commitment (outcome). It also studied the mediating effect of employee silence on the relationship between abusive supervision and organizational commitment, workplace ostracism and organizational commitment & workplace justice and organizational commitment.

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## CONCEPTUAL FRAMEWORK



Source: Author's own

## OBJECTIVES OF THE STUDY

Following are the objectives for this study-

- To study the relationship between abusive supervision and organizational commitment of employees.
- To study the relationship between workplace ostracism and organizational commitment of employees.
- To study the relationship between workplace justice and organizational commitment of employees.
- To find the mediating effect of employee silence on the relationship of abusive supervision and organizational commitment of employees.
- To find the mediating effect of employee silence on the relationship of workplace ostracism and organizational commitment of employees.
- To find the mediating effect of employee silence on the relationship of workplace justice and organizational commitment of employees.

## **HYPOTHESES**

Following are the hypotheses for this study-

- H0<sub>1</sub>: There is no significant relationship between abusive supervision and organizational commitment of employees.

H1<sub>1</sub>: There is a significant relationship between abusive supervision and organizational commitment of employees.

- H0<sub>2</sub>: There is no significant relationship between workplace ostracism and organizational commitment of employees.

H1<sub>2</sub>: There is a significant relationship between workplace ostracism and organizational commitment of employees.

- H0<sub>3</sub>: There is no significant relationship between workplace justice and organizational commitment of employees.

H1<sub>3</sub>: There is a significant relationship between workplace justice and organizational commitment of employees.

- H0<sub>4</sub>: Employee silence does not mediate the relationship between abusive supervision and organizational commitment of employees.

H1<sub>4</sub>: Employee silence mediates the relationship between abusive supervision and organizational commitment of employees.

- H0<sub>5</sub>: Employee silence does not mediate the relationship between workplace ostracism and organizational commitment of employees.

H1<sub>5</sub>: Employee silence mediates the relationship between workplace ostracism and organizational commitment of employees.

- H0<sub>6</sub>: Employee silence does not mediate the relationship between workplace justice and organizational commitment of employees.

H1<sub>6</sub>: Employee silence mediates the relationship between workplace justice and organizational commitment of employees.

### **DATA COLLECTION METHODS:**

To attain the objectives of the study, data from both primary and secondary sources was collected.

Primary data refers to the data collected directly from the respondents through surveys or questionnaires and interviews. For this study, the data was gathered from respondents through a questionnaire (hardcopy) and an online Google form.

Apart from primary data, secondary data was also utilized. The data which is already available and referred by the researchers is known as secondary data. It consists of national & international journals, published reports, books, organizational reports, magazines, online articles, newspapers, etc.

### **DATA ANALYSIS TECHNIQUE**

The analysis was performed in two distinct steps. Firstly, confirmatory factor analysis (CFA) as an initial step to assess the reliability and validity of the measuring scale was performed. Subsequently, the use of structural equation modelling (SEM) using AMOS 23 was undertaken. The objective of this study was to conduct a SEM analysis in order to investigate both the direct correlations and any mediation effects as hypothesized.

### **MEASUREMENT MODEL**

In Structural Equation Modeling (SEM), the measurement model serves as a crucial component for assessing and understanding the relationships between latent variables and their observable indicators. This model involves specifying how measured variables, or indicators, are associated with underlying, unobservable constructs known as latent variables. The strength and direction of these associations are quantified through factor loadings, indicating the extent to which each observed variable contributes to the measurement of the latent variable. Figure below depicts the measurement model of the study.

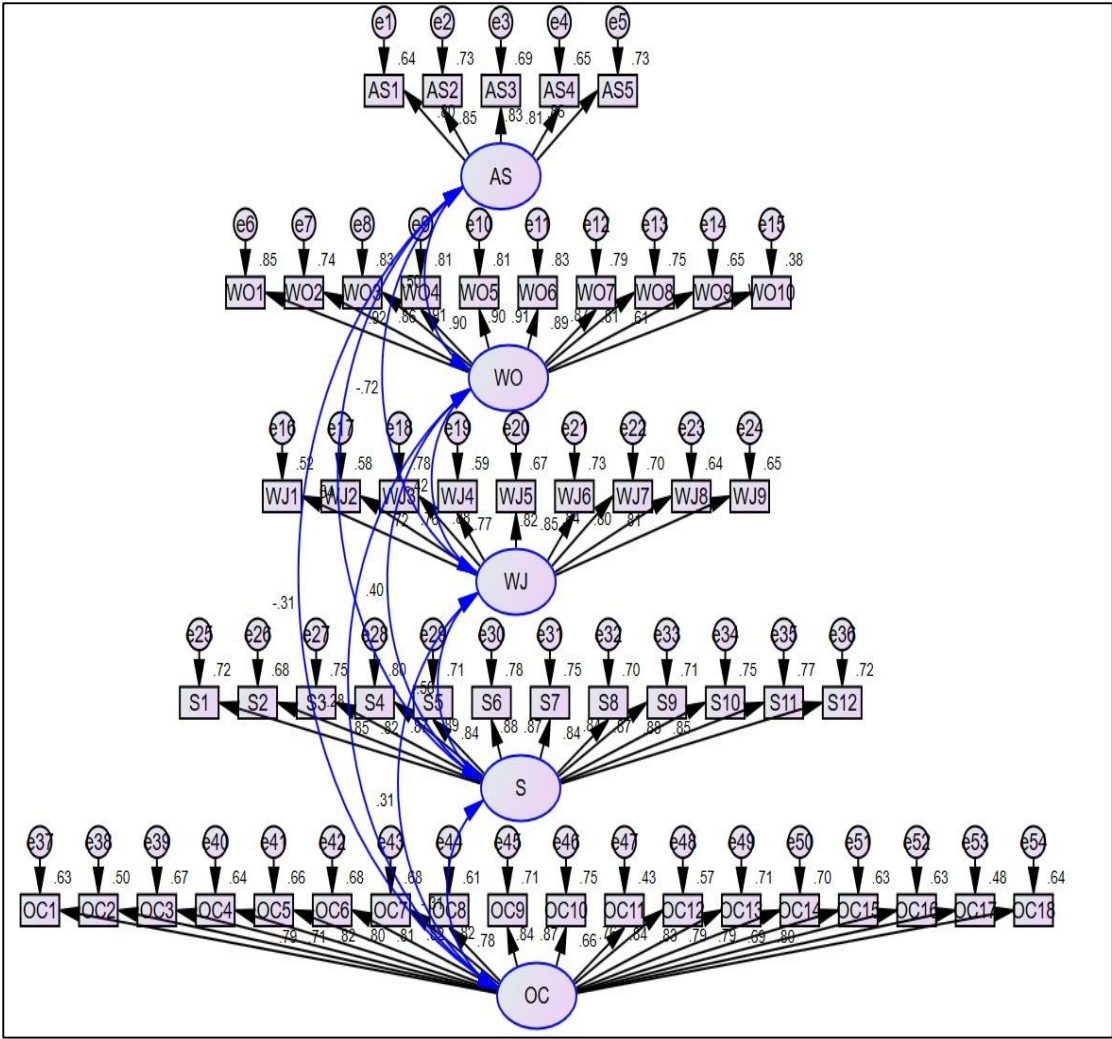


Figure: Measurement model

Table: Summary of the measurement model

Variables and Items	Factor Loadings	Alpha	AVE	CR
<b>Abusive Supervision</b>		0.918	0.688	0.917
AS1	.798			
AS2	.851			
AS3	.833			
AS4	.807			
AS5	.856			
<b>Workplace Ostracism</b>		0.966	0.745	0.967
WO1	.920			
WO2	.860			
WO3	.912			

WO4	.902			
WO5	.900			
WO6	.912			
WO7	.889			
WO8	.868			
WO9	.807			
WO10	.615			
<b>Workplace Justice</b>		.944	0.652	0.944
WJ1	.722			
WJ2	.765			
WJ3	.881			
WJ4	.767			
WJ5	.820			
WJ6	.853			
WJ7	.838			
WJ8	.799			
WJ9	.809			
<b>Silence</b>		0.971	0.738	0.971
S1	.850			
S2	.824			
S3	.866			
S4	.892			
S5	.844			
S6	.884			
S7	.868			
S8	.836			
S9	.844			
S10	.868			
S11	.876			
S12	.850			
<b>Organizational Commitment</b>		0.967	0.628	0.968
OC1	.795			
OC2	.710			
OC3	.816			
OC4	.797			
OC5	.812			

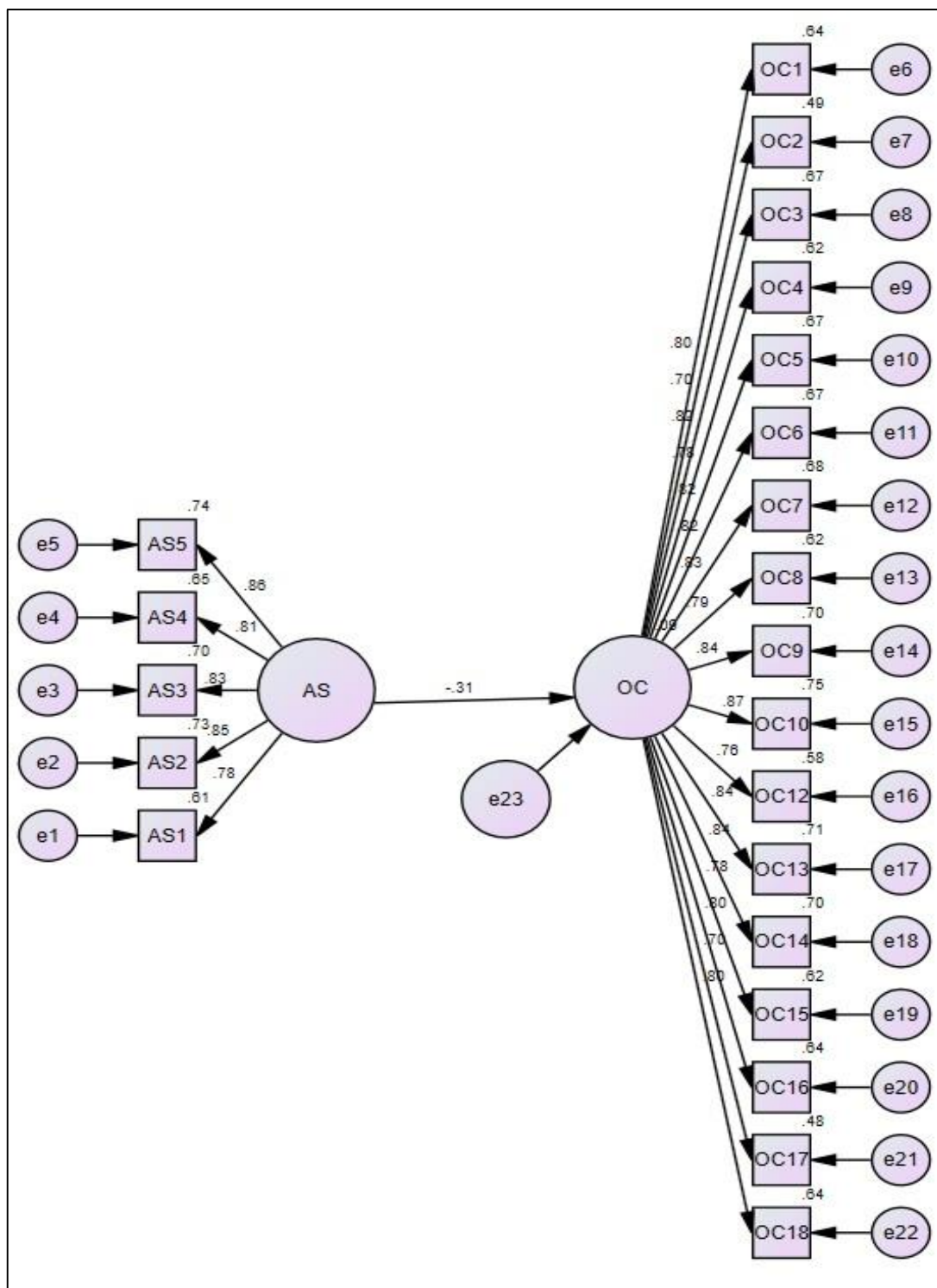
OC6	.822			
OC7	.823			
OC8	.778			
OC9	.840			
OC10	.866			
OC11	.659			
OC12	.757			
OC13	.841			
OC14	.835			
OC15	.794			
OC16	.795			
OC17	.695			
OC18	.799			

Table: Discriminant validity

No.	Construct	AS	WO	WJ	S	OC
1.	AS	<b>0.829</b>				
2.	WO	0.497	<b>0.863</b>			
3.	WJ	-0.723	-0.425	<b>0.807</b>		
4.	S	0.638	0.400	-0.561	<b>0.859</b>	
5.	OC	-0.311	-0.276	0.312	-0.311	<b>0.792</b>

The findings in above Table indicate that the average variance extracted (AVE) for all factors surpasses the recommended threshold of 0.50, establishing strong support for the convergent validity of the measurement scale, with the composite reliability (CR) exceeding 0.7 (Hair et al., 2017). Above table further demonstrates that the AVE values for each variable are higher than the corresponding correlation coefficients, confirming the discriminant validity of the constructs (Fornell & Larcker, 1981). Additionally, the Cronbach's alpha values for each research construct, all exceeding 0.8, validate the reliability of each construct.

**Objective 1:** To examine the effect of AS on OC of employees.



**Figure: Standardised estimates of direct path between AS and OC**

The figure above illustrates the direct relationship between AS and OC and standardized estimates quantify the strength of this direct relationship.

Table: Direct Effect of AS on OC

Path	Standardized Estimation	S.E.	C.R.	P-Value	Significant
AS→OC	-0.311	.031	-6.636	.000	***

The findings in above Table reveal a significant and negative association between AS and OC, with a standardized estimate of -0.311.

**Objective 2:** To examine the effect of WO on the OC of employees.

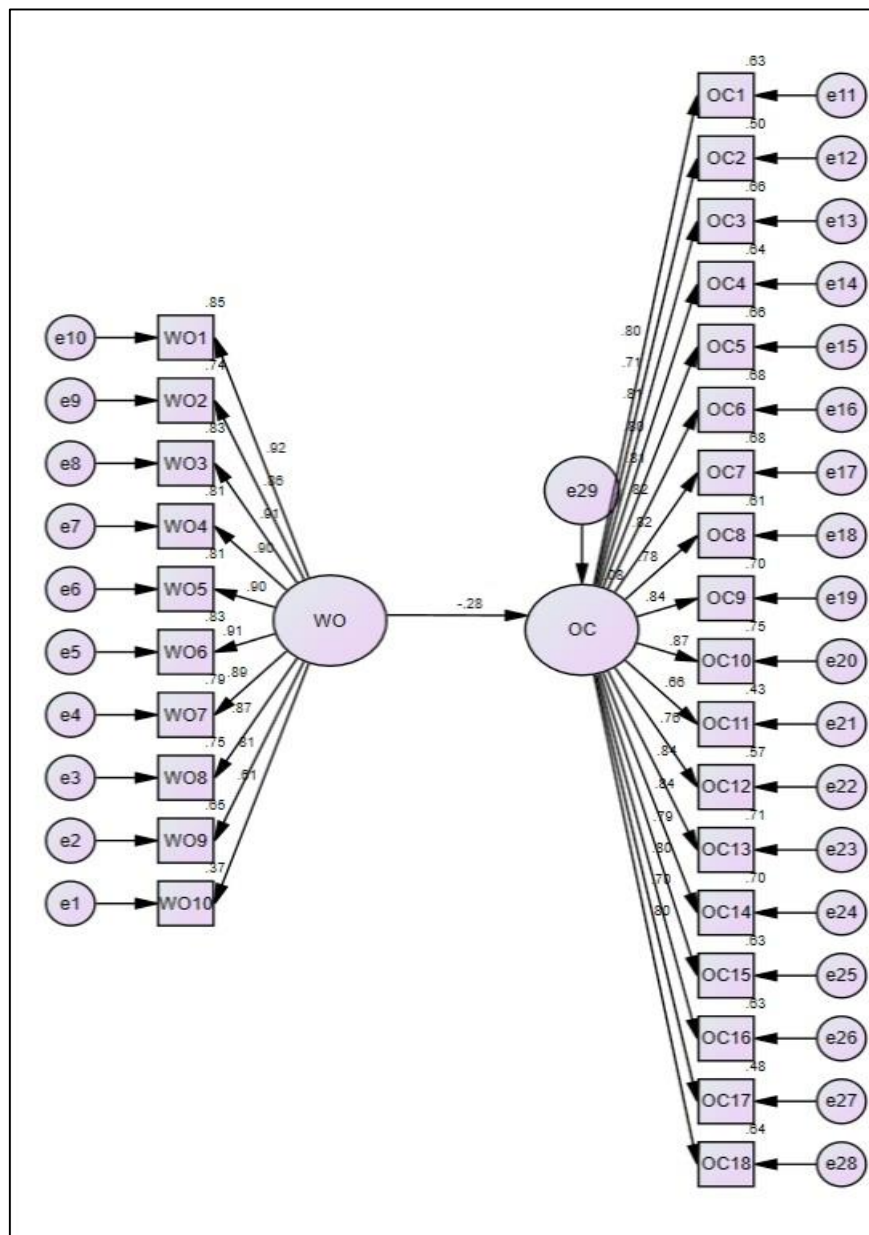


Figure: Standardised estimates of direct path between WO and OC

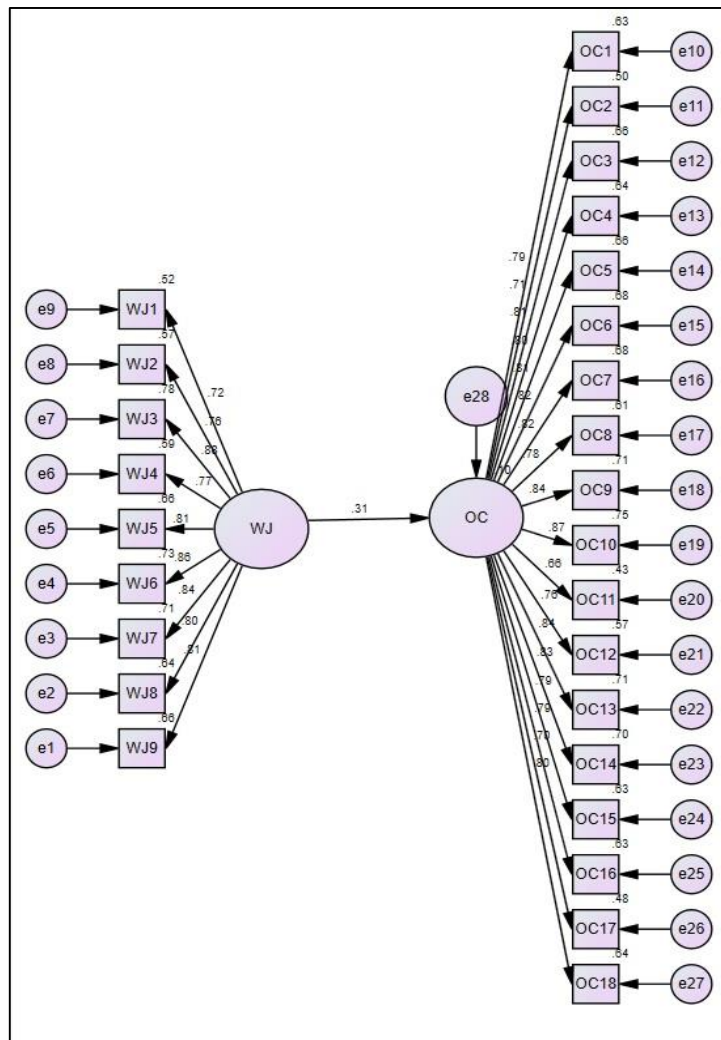
Figure above illustrates the direct relationship between WO and OC, highlighting the standardized estimates to underscore the strength of this correlation.

**Table: Direct Effect of WO on OC**

Path	Standardized Estimation	S.E.	C.R.	P-Value	Significant
WO→OC	-0.276	.034	-8.117	.000	***

The results outlined in above Table underscore a negative impact of WO on OC, revealing a standardized beta of -0.276 and a p-value less than .01.

**Objective 3:** To examine the effect of WJ on the OC of employees.



**Figure: Standardised estimates of direct path between WJ and OC**

In Figure above, the graphical representation illustrates the association between WJ and OC accompanied by standardized estimates.

Table: Direct Effect of WJ on OC

Path	Standardized Estimation	S.E.	C.R.	P-Value	Significant
WJ→OC	-0.311	.038	6.693	.000	***

The outcomes in above Table reveal a significant and positive relationship between WJ and OC, with a standardized estimate of -0.311.

**Objective 4:** To find the mediating effect of ES on the relationship of AS and OC of employees

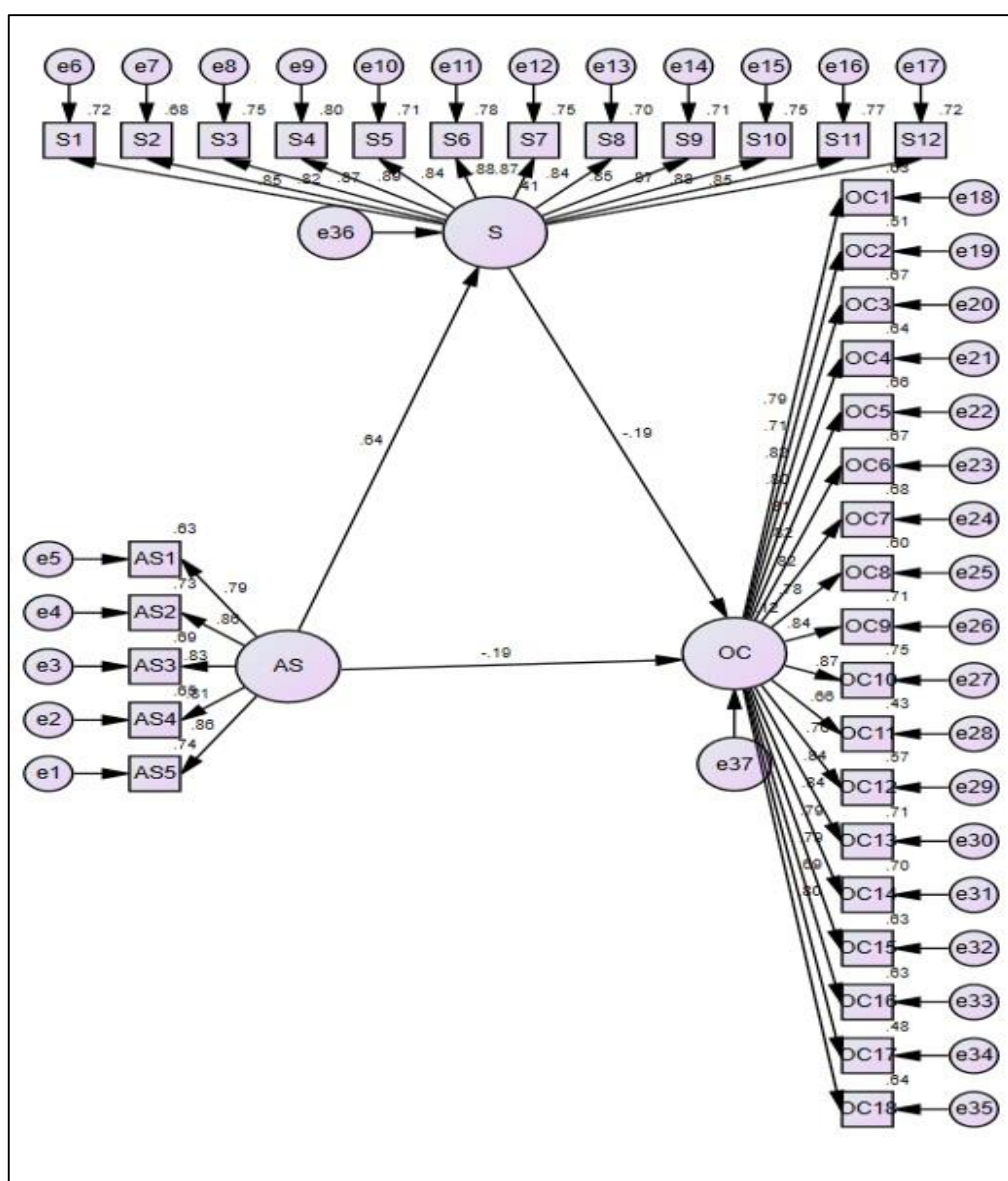


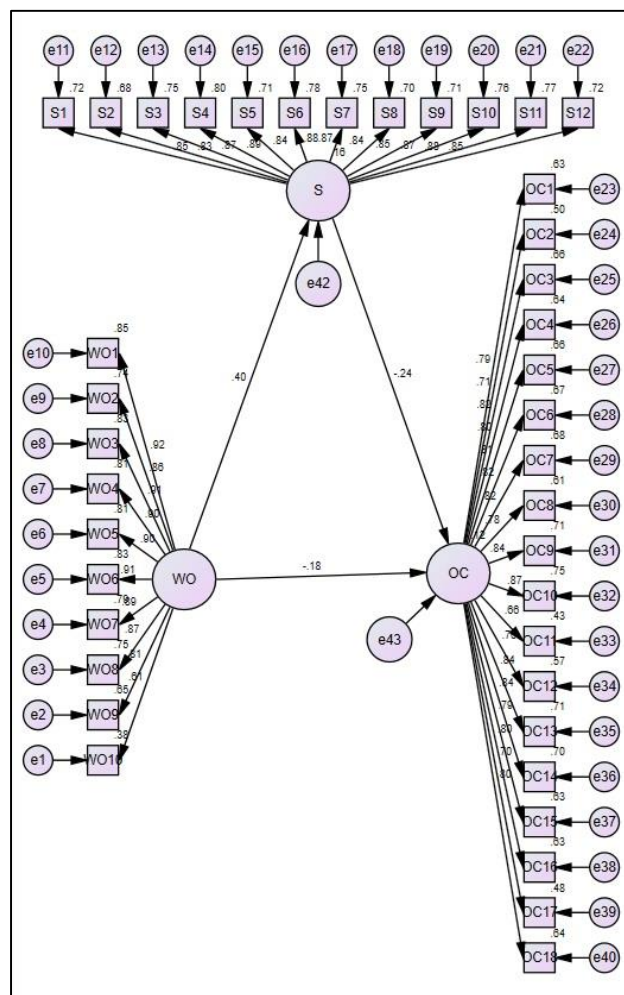
Figure: The standardized estimates of employee silence mediating the relationship path of abusive supervision & organizational commitment

**Table: Mediation Analysis**

Path		Effects	p-value	Mediation
AS→S→OC	Indirect	-.121	.002	Partial
	Direct	-.190	.001	

A bootstrapping method involving 2000 resamples was employed to assess the significance of mediation effects. The results presented in above Table indicate that employee silence serves as a partial mediator in the association between "AS" and "OC."

**Objective 5:** To find the mediating effect of ES on the relationship of WO and OC of employees.



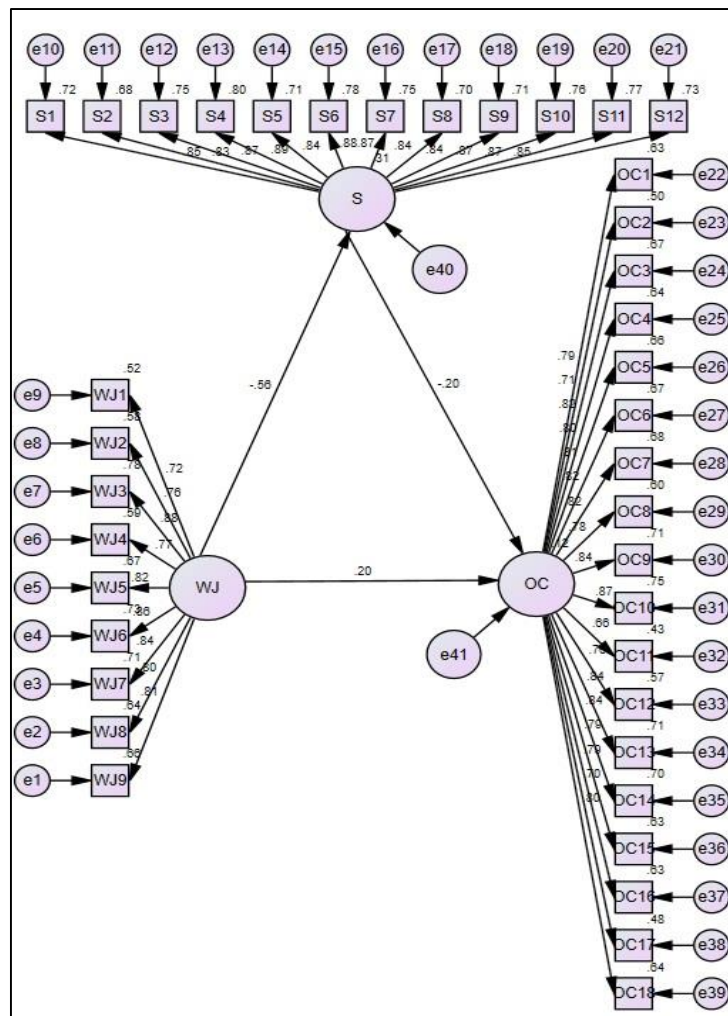
**Figure: The standardized estimates of silence mediating the relationship path of workplace ostracism & organizational commitment**

**Table: Mediation Analysis**

Path		Effects	p-value	Mediation	Result
WO→S→OC	Indirect	-0.181	.01	Partial	H1 <sub>4</sub> -Supported
	Direct	-0.095	.01		

A bootstrapping technique employing 2000 resamples was applied to assess the significance of mediation effects. The results outlined in above Table suggest that in the association between WO and OC, employee silence serve as a partial mediator.

**Objective 6:** To find the mediating effect of ES on the relationship of WJ and OC of employees.



**Figure: The standardized estimates of silence mediating the relationship path of workplace justice & organizational commitment**

Table: Mediation Analysis

Path		Effects	p-value	Mediation	Result
WJ→S→OC	Indirect	0.111	.01	Partial	H1 <sub>4</sub> -Supported
	Direct	0.200	.01		

The findings of above table present that employee silence operates as a partial mediator in the relationship between WJ and OC.

## RESULTS:

### a. Direct Effect:

Path	Standardized Estimation	S.E.	C.R.	P-Value	Significant	Result
AS→OC	-0.122	.0380	- 3.221	.001	***	H1 <sub>1</sub> - Supported
WO→ OC	-0.990	.0265	- 3.736	.000	***	H1 <sub>2</sub> - Supported
WJ→OC	0.171	.0422	4.070	.000	***	H1 <sub>3</sub> - Supported

### b. Indirect Effect:

Indirect Path	Standardized Estimation	S.E.	C.R.	P-Value	Significant	Result
AS→S→OC	-0.088	.0266	- 3.384	.001	***	H1 <sub>4</sub> - Supported
WO→S→ OC	-0.057	.0171	- 3.333	.000	***	H1 <sub>5</sub> - Supported

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<b>WJ→S→OC</b>	<b>0.0901</b>	<b>.0296</b>	<b>3.043</b>	<b>.000</b>	<b>***</b>	<b>H16- Supported</b>
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## **FINDINGS**

This research aimed to identify the antecedents of employee silence and to examine the effects of these antecedents on OC. Based on the extensive review of the literature, abusive supervision, workplace ostracism, and workplace justice were identified as the antecedents of ES. Further, these factors were empirically examined as the antecedents of employee silence and their direct relationship with organizational commitment was studied. Furthermore, the mediating role of ES was also examined between the relationship of abusive supervision, workplace ostracism, workplace justice and organizational commitment. The findings of this research offer new and valuable insights pertaining to ES and its antecedents, as well as OC.

The results of data analysis indicated that AS has significant and direct effect in OC. The standardised estimate for AS (Beta = -.190) is statistically significant at the 0.01 level, showing negative role of AS on OC. Thus, study reveals that abusive supervision significantly diminishes organizational commitment among employees, resulting in lower levels of engagement, loyalty, willingness to stay with the organization, and overall commitment. Further, ES emerges as a key mediator (Beta = -.127) in the relationship between abusive supervision and OC. When employees endure consistent criticism, public humiliation, and coercion, they tend to withhold valuable information, ideas, and innovative suggestions that could benefit the organization. According to the Conservation of Resources (COR) theory, employees possess finite resources, such as time and energy, and they actively strive to safeguard and preserve these resources. Abusive supervision, acting as a stressor, has the potential to deplete employees'

personal resources, prompting them to engage in silent behaviour as a defensive mechanism to prevent further loss. This silent behaviour ultimately leads to a reduction in commitment. Therefore, the detrimental impact of abusive supervision on organizational commitment is heightened by the underlying mechanism of employee silence.

The results of data analysis indicated that WO has significant and direct effect in OC. The standardised estimate for WO (Beta =  $-.181$ ) is statistically significant at the 0.01 level, showing negative role of WO on OC. Thus, indicating a negative association between workplace ostracism and organizational commitment, leading to diminished psychological attachment and involvement with the organization. Experiencing ostracism from co-workers and superiors induces mental strain, resulting in decreased emotional attachment and a diminished intention to remain with the organization. Furthermore, employee silence emerges as a mediating factor (Beta =  $-.095$ ) in the relationship between WO and OC. When employees sense ostracism, they tend to withhold crucial information and ideas, contributing to reduced organizational commitment. In line with the Conservation of Resources (COR) theory, WO leads to the loss of social resources, such as support. The observed silence can be interpreted as a resource-saving response to workplace ostracism. However, this resource-saving behaviour comes at a cost to the organization, manifested in lower commitment levels. Consequently, the negative impact of workplace ostracism on organizational commitment is amplified by the underlying mechanism of employee silence.

The results of data analysis indicated that WJ has significant and direct effect in OC. The standardised estimate for WJ (Beta =  $.200$ ) is statistically significant at the 0.01 level, showing positive role of WO on OC. Thus, indicating a positive correlation between organizational justice and organizational commitment. Employee commitment

is bolstered when individuals perceive fair reward distribution, transparent decision-making processes, and respectful interactions. Committed employees exhibit heightened engagement, surpass expectations, and actively contribute to the organization's success. Moreover, the study identified ES as a mediator (Beta = .111) in the relationship between workplace justice and OC, indicating that a just workplace diminishes employee silence, thereby fostering WJ lead to increased commitment. Drawing upon the COR theory, perceived fairness in the workplace is considered a valuable resource by employees. Workplace justice ensures a higher probability of employees voicing their concerns when they hold the belief that conflicts within the workplace will be addressed in a fair and equitable manner. To accumulate this resource, employees engage in voicing their opinions, ultimately enhancing organizational commitment. Conversely, injustice is viewed as a potential loss of psychological resources. In order to prevent this resource loss, employees adopt a mechanism of silence, resulting in diminished commitment to the organization. Hence, the silence mechanism plays a pivotal role in mediating the association between workplace justice and organizational commitment.

## **CONCLUSION**

In today's highly globalized and competitive VUCA (volatility, uncertainty, complexity, and ambiguity) world, employees serve as the primary source of innovation and creativity. This study focused on abusive supervision, workplace ostracism, and workplace justice as antecedents of employee silence and their impact on organizational commitment among service sector employees in Northern India. The results offer valuable insights into the intricate relationship among these variables and their profound influence on organizational structures and dynamics.

The study identified that workplace ostracism and abusive supervision negatively impact organizational commitment. Employees subjected to these adverse experiences exhibit reduced commitment, heightened anxiety, and an increased inclination to adopt silence as a coping mechanism. Consequently, silence emerges as a pivotal mediator, intensifying the detrimental effects of both ostracism and abusive supervision on organizational commitment. These findings underscore the critical role of employee experiences in shaping organizational outcomes and emphasize the need for proactive measures to address adverse workplace conditions.

In contrast, workplace justice emerges as a significant mitigating factor. Employee perceptions of fairness in resource distribution, decision-making processes, and interactions with co-workers play a crucial role in fostering positive organizational commitment. The study's findings illuminate the substantial impact of justice in the workplace on both employee commitment and the prevalence of employee silence. Additionally, fostering workplace justice contributes to the cultivation of a more transparent and communicative organizational culture.

The study's outcomes bear substantial relevance in today's unprecedented work environment, where employee well-being is crucial for ensuring commitment to the organization and enhancing overall organizational performance through an open communication system. Given the significant expansion of multinational corporations in India and the consequential role of India in the global economy, this research is expected to serve as a catalyst for further exploration into the phenomenon of employee silence within the Indian context.

## **IMPLICATIONS & SUGGESTIONS**

The study has significant managerial implications for human resource management and organizational behavior. Managers at all levels should cultivate a culture that minimizes

abusive supervision and workplace ostracism while fostering open communication and justice. This consistent approach enhances employee commitment. Additionally, managers must champion respect and dignity, treating everyone with courtesy regardless of position, and promptly addressing disrespectful behavior. Beyond this, managers should establish an organizational climate fostering voice, trust, fairness, and respect, encouraging employee commitment, well-being, and job satisfaction. Organizations should also endorse supportive and transparent leadership to nurture positive relationships between peers and superiors. Abusive supervision instills fear in employees, resulting in silence to avoid negative consequences. Similarly, workplace ostracism induces feelings of being ignored and isolated, diminishing commitment as employees disengage. Managers must actively discourage such behaviors, fostering open communication without fear of reprisal and cultivating an inclusive, supportive culture for a sense of belonging. Additionally, managers should promote collaboration and teamwork to address ostracism by fostering interpersonal relationships. Both abusive supervision and ostracism impose significant mental strain, impacting employee well-being.

Drawing upon the findings of the study, here are a few suggestions that managers can consider implementing at the organizational level. These suggestions aim to enhance organizational commitment by reducing instances of abusive supervision, workplace ostracism, and employee silence, while also promoting justice within the organization.

1. Managers should encourage a culture of open communication and assure employees that their feedback will be treated with fairness and respect.
2. Managers should prioritize well-being through support services like counseling and wellness programs.

3. Implement mechanisms like suggestion boxes or regular feedback sessions to provide avenues for voicing concerns.
4. Adopt a zero-tolerance policy towards abusive supervision by implementing robust and stringent policies.
5. Provide leadership training to enhance interpersonal skills, emotional intelligence, and cultural competence.
6. Ensure a transparent and fair system in terms of resource allocation.
7. Promote synergy and cooperation among employees by giving opportunities to collaborate on various projects and activities.

#### **LIMITATIONS AND FUTURE DIRECTION**

Though the study has offered many valuable insights but it has certain limitations that need to be acknowledged in future research.

1. The study has empirically examined abusive supervision, workplace ostracism, and workplace justice as the antecedents of employee silence. Future research may evaluate other factors responsible for silence viz. leadership style, cultural norms, etc. Further, the effect of stated antecedents may be analyzed on other outcome variables viz. organizational citizenship behavior, employee retention, etc.
2. The study has collected data from service sector industries. Future research may collect data from the manufacturing and retail sectors to ensure the generalizability of results.
3. The study has been conducted in selected cities of Northern India. Future research may conduct such study in the other geographical parts of India to ensure the generalizability of results.

4. The assessment of all hypotheses was conducted utilizing cross-sectional data. In order to acquire a more profound and all-encompassing knowledge of the relationships under study, it is suggested that forthcoming research endeavors consider the adoption of a longitudinal research design.
5. The study has examined the mediating role of employee silence among the independent variables and dependent variable. Future research may evaluate the role of moderators in these relationships.