

Organizational Immunity and Its Effect in Reducing Organizational Silence Among Employees at the Thi-Qar Tax Department

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Abstract: The aim of the study: In this study, we aim to investigate How Organizational Immunity can contribute in reducing Organize Silence among seat workers in Thi-Qar Tax Authority. Organizational Immunity has three dimensions Organizational Learning, Organizational Memory, and Organizational DNA whereas Organizational Silence is comprised of Acquiescent Silence, Defensive Silence, and Social Silence.

This research is a descriptive-analytical study with a structured questionnaire based on 72 employees. The results indicate that Organizational Immunity is a major contributor to Organizational Silence by creating an organizational climate conducive to employee voice and participatory behavior.

The results also reveal the differential impact of dimensions of immunity on organization performance where we see that Organizational Learning and Organizational DNA had higher impact than Organization Memory.

Moreover, the study specifies that an "Immune Gap", provided by immoderate asymmetry of dimensions at the height of immunity levels, impedes organizations' ability to completely eliminate silence behaviours. In conclusion, recommendations have been given in order to enhance Organizational Immunity mechanisms to boost the way that communication can be done better in an organization with no silence and greater process efficiency of professionals reaching overall organizational effectiveness.

Keywords: Organizational Immunity, Organizational Silence, Organizational Learning; Organizational DNA; Thi-Qar Tax Authority.

1. Introduction:

Organizational Immunity is a defense mechanism via which organizations keep continuing their survival by tackling the challenges on various fronts. It aims to develop an internal mechanism that shields the entity from risks and threats. Organizational Immunity is not only a response to competitive threats in the environment but also a mechanism of preventing them and preparing ahead proactively. Organizations should also be able to cope with crises, translate experience into learned lessons, make wise choices and invest in their innate skills so that a strong immune system builds organizational resilience, creativity, innovation and stability.

Conversely, Organizational Silence is a negative phenomenon that disrupts institutional performance. Because of this fear or the belief that management won't react, employees tend not to share their ideas, worries or recommendations which results in a loss of potential growth and improvement.

The previous findings show that Organizational Immunity as a critical factor dissolved the silence of individuals by creating the proper environment (M pikkar, 2023). A prime example of this gap in governmental institutions can be seen with the Thi-Qar Tax Authority, which is characterized by an expensive environment plagued by administrative pressure and sensitive financial information that requires a social tool capable of transforming its constituent elements into an integrated collaborative work engine. As a result, the mechanism of Organizational Silence improves with the knowledge of Organizational Immunity that helps in creating effective managerial practices to foster an overall organizational performance.

Hence, the present research is of great importance because it seeks to identify the relationship between Organizational Immunity and Organizational Silence among workers in the Thi-Qar Tax Authority. The organization's defensive and adaptive capabilities are examined. How they impact on the willingness of employees to express their opinions, consequently promoting internal communication, enhancing tax-related processes and procedures is shown.

The research is categorized into the following segments:

- Section One: Research Methodology
- Section Two: Theoretical Framework
- Section Three: Practical Analysis
- Section Four: Conclusions and Recommendations

Section One

Research Methodology

First: Research Problem

While the recent years have seen a burgeoning interest in Organizational Immunity amongst the administrative literature, governmental institutions continue to exhibit poor internal communication and low employee involvement. Among these, one of the most potent expressions of this problem is the Organizational Silence, a phenomenon that impairs decision-making efficiency and organizational effectiveness.

Such context is exemplified in the case of the Thi-Qar Tax Authority, where employees may be reluctant to speak up for fear of administrative action and the absence of viable channels of supportive communication.

Hence, the problem of the research is to isolate to what extent Organizational Immunity has a share in lowering Organizational Silence between employees.

Second: Importance of the Research

- The importance of this research lies on the fact that the Thi-Qar Tax Authority plays an essential role in controlling and creating public revenues, which calls for developing its organizational environment and internal practices.
- Organizational Immunity and Organizational Silence were studied because of its direct relationship with employees' participation and organizational effectiveness.
- It helps bridge a gap in knowledge with respect to Iraqi governmental institutions, especially the link between these two variables.
- Net: The research offers real-world lessons that can help leaders implement policies that improve transparency, openness and the quality of decision-making.

Third: Research Objectives

- To Measure the degree of Organizational Immunity and Organizational Silence among employees in the Thi-Qar Tax Authority.
- To assess the effectiveness of Organizational Immunity (OI) in alleviating Organizational Silence (OS).
- To suggest solutions for creating an accountable and participatory workplace

Fourth: Research Methodology

The research type: descriptive-analytical, where the descriptive study involves describing the phenomenon and analysing its dimensions, relationships. You are responsible for producing appropriate data and indicators that lead to achieving the objectives of research.

Data was further analyzed using the following statistical techniques:

Means and standard deviations (descriptive statistics)

Cronbach's Alpha for reliability testing

Pearson correlation analysis

Multiple regression analysis

Multicollinearity analysis using Variance Inflation Factor (VIF)

Fifth: Data Collection Methods

Theoretical Aspect: Many Arabic and foreign studies related to the research variables and their dimensions were reviewed.

A Questionnaire: This was framed according to research needs and divided into three parts:

- Part One: Describing the demographic characteristics of our sample.
- Section Two: Organizational Immunity (independent variable), adapted from (Assayah, 2020) with three dimensions:
 - o Organizational Learning
 - o Organizational Memory
 - o Organizational DNA
- Section Three: Organizational Silence (Dependent Variable), derived from (Linn et al., 2003) comprises of
 - o Acquiescent Silence
 - o Defensive Silence
 - o Social Silence

Measurement was done using a 5-point Likert scale.

Sixth: Hypothetical Research Model

insert graphic or narrative representing relationship between Organizational Immunity (independent variable) and Organizational Silence (dependent variable) with dimensions)

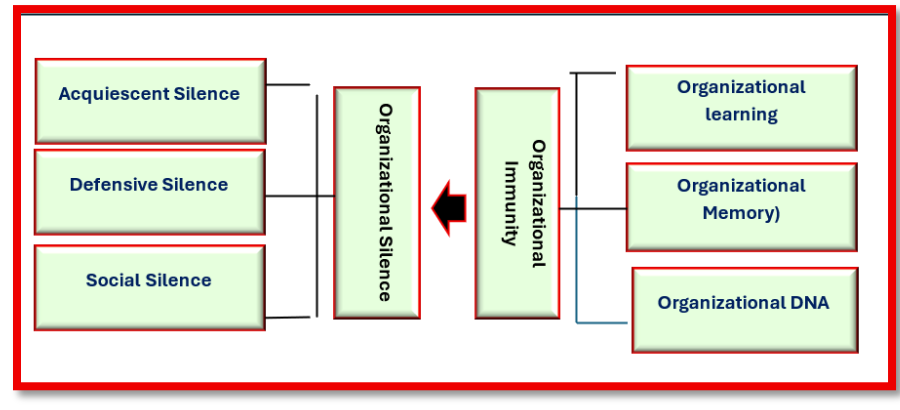


Figure (1): Hypothetical Research Model

Seventh: Research Hypothesis

Main Hypothesis: Identifying Organizational Immunity has a strong negative impact on Organizational Silence

Sub-hypotheses:

H1: Organizational Learning has a negative influence on Organizational Silence.

H2: Service Memory influence negatively on Organizational Silence.

H3: Organizational DNA negatively affects Organizational Silence.

Section Two

Theoretical Framework

First: Organizational Immunity

The Concept of Organizational Immunity

Business administration literature attributed the term “Organizational Immune System” to Arie de Geus. In discussing organizational culture, he presented it as a very limited view that needs reexamination and considering organizations as living organisms capable of adaptation, interaction with the environment, confronting threats to one's existence and survival.

Organizational Immunity is an integral part of any organization which aims to counter threats and risks from external environment as well as sudden changes in the environmental variables that can negatively impact the organization. In this case the response is instantaneous via means of the

“immune system”, as the organization, being a life form, is integral with and continuously interacts with its environment. Thus, the primary role of Organizational Immunity is to protect the organization against external threats (Jabr & Mahmoud, 2022: 246–247).

This can also be considered the organization's ability to sense, respond and come across with internal and external challenges for stability and flexibility. It signifies the organization's ability to maintain effectiveness in a climate of change, uncertainty, and pressure while also resisting external pressures and internal disruption. Also, it is a shield that protects the organization from dilemmas and outside shocks in accordance with policies, procedures, and processes brought by professionals. (Saeed, 2025: 55)

Organizational Immunity can also be described as an integrated system where available resources and efforts are invested into a hold against the risks that bring stability and security to an organization, building readiness in front of expected and unexpected menaces while creating capabilities for sustainability, continuity in meeting goals (Majeed & Lafta, 2022: 7020).

The Dimensions of Organizational Immunity

Organizational Learning

Organizational Learning is when organizations becomes aware about organizational problems, identifies and resolves them. It also shows the organization change process and response to crises, which has a positive effect on performance and generating of capacity.

Organizational Learning consists of:

- Individual learning
- Group learning
- Learning from Others (e.g., Competing Organizations)
- Self-learning within the organization

Exemplary organizations that learn faster than competitors reward employees to learn and share knowledge with others. (Hariharan & Vivekanand, 2018).

This parameter operates like Thymus (T) cells in the human immune system, which provide defense against viruses. Likewise, Organizational Learning enables the organization's sensitivity, adaptability and crisis-handling ability (Hashem, 2023: 535).

Organizational Memory

Organizational Memory is important as a resource for better decision-making. It includes information that is stored so it can be retrieved to facilitate correct and effective decisions.

It is vital for defining and clarifying data in the organization. Organizational Memory has been researched through lenses of organizational behavior, organizational creativity, management information systems, social influence, knowledge generation and innovation management.

This allows to recover previously recorded knowledge such that knowledge is efficiently stored, and thus aids decision-making now or in the future (Gharib et., 2025: 4), ultimately leading to Organizational Memory.

Often called the human brain because organizations use past experience to solve current problems, and they look back on years of learnings about best practices to make decisions going forward.

Organizational DNA

The degree of attention paid to the notion of Organizational DNA is substantial as a metaphor that illustrates what differentiates one organization from another and how it performs its activities.

Organizational DNA is a set of variables which describe the identity of an organization, separate one from another (Alshawabkeh 2021). And its importance is to identify the strengths and weaknesses in the organization and act upon them accordingly. It also aids in predicting employee behavior and performance, while providing insight into an organization's identity, history, and operating characteristics.

Organizational DNA is indicative of the system-wide “fingerprint” through which the organization is able to respond effectively in its competitive environment. Its components are includes core values, beliefs, culture and organizational personality that contributes to forming the organization identity which determine its effectiveness and performance (Al Khasabah, 2025: 224).

Objectives of Organizational Immunity

Organizational Immunity has a few important goals in mind, such as:

- Avoid External factors that may lead to crises or problems become available in the form of core, alternate and backup systems.
- Protecting the administrative authority from internal factors that may lead to organizational crises, especially the lack of coherence between departments and levels in the organization.
- Serving as a first line of defence against managerial errors and violations, limiting the risks associated with poor management (Majeed & Lafta 2022: 7021).

Organizational Immune Behaviors

Organizations do significant and repeated activities that seek to lessen randomness by structuring and directing organizational work toward threats from internal and external environmental elements that may upset system balance.

Random behavior in managing the immune system is considered one of the worst forms of administrative logic. Therefore, Organizational Immune Systems guide management toward recognizing the importance of maintaining balance within the organization by resisting abnormal operational and performance behaviors (Al-Saidi, 2020: 14969–14975)

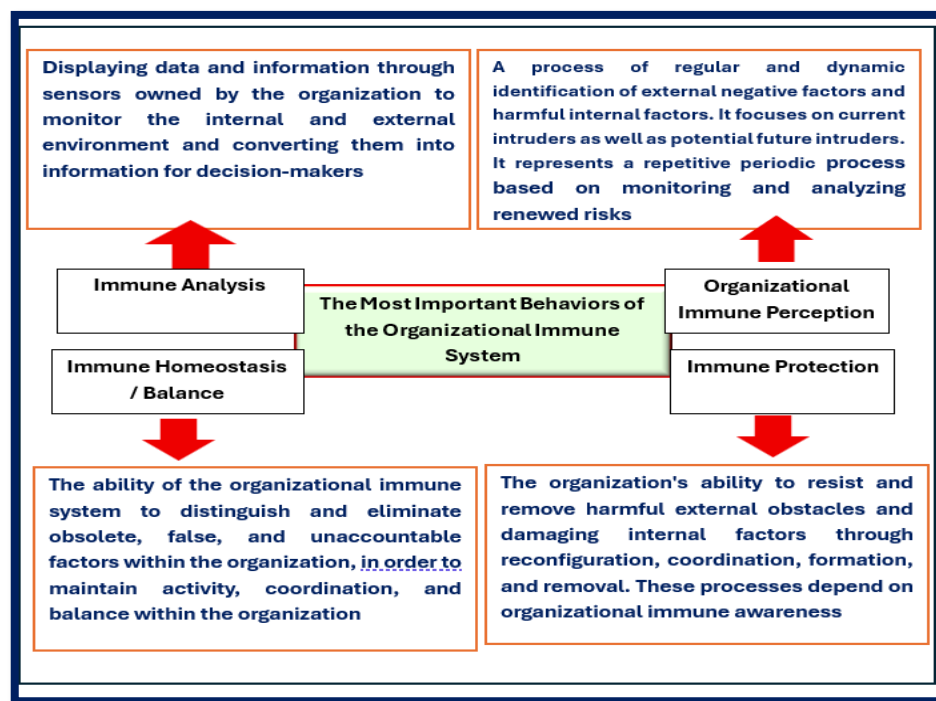


Figure (2): Key Behaviors of the Organizational Immune System

Source: Prepared by the researcher based on the referenced source.

Second: Organizational Silence

Concept of Organizational Silence

Silence has been defined by idea of loyalty in early definition, where if nothing was expressed or nothing needed improvement everything must be running well within the organization (Aylsworth, 2008). However, modern studies have shown that a culture of silence can be detrimental to the desired organizational outputs.

Elizabeth Wolfe Morrison and Frances J. Milliken see Organizational Silence as a collective phenomenon. They say that Organizational Silence meaning when the majority of organizational members choose to remain silent on issues related to the organization, silence is a collective behavior. This process is termed inefficient wherein lost efforts and costs are incurred. Collective silence in meetings, low participation in suggestion programs and low expression of opinion – may all look like silencing. It basically signifies employee's non-communication of potentially useful information to the organization either intentionally or unintentionally by not expressing concerns or reluctance in front of managers or supervisors (Bagheri et al., 2012:49).

From the viewpoint of Craig C. Pinder and Karen Harlos, Organizational Silence describes a deliberate omission of effective actions by employees such as unwillingness to collaborate, communicate with each other and share information. As a comprehensive statement in the literature, it refers to the cases wherein employees do not put forward ideas or suggestions even as they are actually or potentially relevant to workflow at an organization level, therefore adversely affecting organizational processes (Kilinc & Ulusoy, 2014: 26).

Dimensions of Organizational Silence

1. Acquiescent Silence

But this is what we can call the Acquiescent Silence. This happens most often in places of fear, uncertainty and stress, where the decision-making process is top-heavy.

In these environments, employees become reticent, selectively withholding their ideas as a skillful adjustment. Previous personal experiences or witnessing colleagues go through the same may help to entrench this behavior, with silence seen as a “safe zone.”

Nonetheless, this varies slightly from Al-Salibi's (2019) definition, as he sees it as a voluntary but passive behavior (AMIRA, 2024: 28 & LAMINE). Indifference and hopelessness rather than fear or lack of knowledge are the reasons behind apathy according to him.

2. Defensive Silence

Defensive Silence is driven by fear, where individuals intentionally withhold ideas and opinions as a form of self-protection. This behavior aims to preserve personal reputation and avoid potential negative consequences.

It may result from several psychological and organizational factors, such as:

1. Lack of self-confidence
2. Fear of authority
3. Discomfort with punitive managerial practices

Employees practicing Defensive Silence may avoid sharing information or expressing ideas related to important issues to protect their job position and avoid criticism or potential job loss (Yang et al., 2022: 6).

3. Social Silence

Social silence, known as prosocial silence, is seen as a positive form of silence driven by altruistic or protective motives. It does not come from organizational pressure, but rather employees choose to cooperate and protect organizational interests or others.

Workers do not talk about a business with outsiders. They do not bad-mouth their organization, the word gets around that you should not talk shit about your organization outside of work, and they suffer problems and continue to show up as an act of charity.

It is a transparent dative that not only enables the movement of information, but also includes its confidentiality and secrecy (Tan, 2014: 1193).

Factors of Organizational Silence

According to (Yan et al., 2025: 5–7), the main factors contributing to Organizational Silence include:

1. Leadership-related factors: such as ignoring employee suggestions or showing bias by top management.
2. Weak social recognition: including gender or professional discrimination, lack of trust in expressing opinions, and fear of peer rejection.
3. Low professional self-esteem: pessimistic attitudes toward the current job and lack of belief in career development due to repeated frustration.
4. Self-protection motives: where silence is chosen to avoid conflict, maintain relationships with colleagues, or avoid criticism.

Relationship Between Organizational Immunity and Organizational Silence

Researchers highlight the role of organizational mechanisms on Organizational Silence reduction. This is especially the case if organizations are unfocused or learning-poor. With Organizational Immunity, it creates a safety net that minimizes the potential for financial losses and fighting the weak performance.

In the case of financial losses in organizations, managers tend to think about restoration, often lost sight that employees may be apathetic due to unaddressed Organizational Silence. Indeed, many ineffective employees are also those who do not speak up regarding problems, creating a vicious cycle of silence (Ighiebemhe, 2019: 58).

Researcher's Perspective

From the researcher's perspective, Organizational Immunity plays a crucial role in reducing Organizational Silence. Through its mechanisms and behaviors, it provides a protective framework that enhances the organization's ability to adapt to internal and external pressures.

It also contributes to creating a healthy communication environment that encourages employees to express their ideas without fear of consequences. Therefore, strengthening Organizational Learning, Organizational Memory, and Organizational DNA as core organizational components significantly reduces silence and improves decision-making at higher managerial levels, which ultimately enhances overall organizational performance.

Section Three

Practical Analysis

1. Research Population and Sample

The research sample is represented by the employees working in the Tax Department of Thi-Qar. A randomized sample of employees was chosen to obtain relevant data for the study. In total, 80 questionnaires were distributed and 72 valid responses (90%) were obtained for statistical analysis purposes.

Category Demographic Analysis The demographic features of the sample were examined to arrive at a clearer illustration of the work force composition. The sample comprised both genders, with a slight skew towards male participants, and covered varying age ranges and level of education. This distribution shows the mixed and diverse nature of the workforce, and provides a strong basis for analyzing the research variables; additionally, it helps ensure that findings are reflective of both, skills & characteristics of department employees.

Table (1): Distribution of the Sample According to Demographic Variables

Variable	Category	Frequency	Percentage %
Gender	Male	40	55.6
	Female	32	44.4
	Total	72	100
Age	Less than 30 years	18	25.0
	30 – 40 years	28	38.9
	41 – 50 years	17	23.6
	Over 50 years	9	12.5
	Total	72	100
Educational Qualification	Diploma	15	20.8
	Bachelor's Degree	40	55.6
	Master's Degree	12	16.7
	Doctorate (PhD)	5	6.9
	Total	72	100

Table (1) presents descriptive features of the research sample, indicating that some important parameters for the workforce at the Thi-Qar Tax Department. In terms of Gender there is a relatively even spread but slightly more males (55.6%). This indicates that they have mixed working environment. At the age, most of employees nominated between young and middle aged (below 30 to 40 year) make up more than 63% of the sample. This indicates that the Personnel Department is energized and working with ever higher adaptability, embedding high Organizational-Immuhardy. Regarding educational qualification, the majority of employees have a Bachelor's degree (55.6%), and more than 23% hold postgraduate degrees suggesting an adequate level of education to comprehend research concepts and allow them to be involved in routinized organizational processes as long as a safe working environment is established.

2. Validity and Reliability Tests (Instrument Validity)

Before commencing data analysis, it is crucial to ensure that the questionnaire actually measures what it was intended to measure (Validity) and that the results would be stable and consistent upon re-application (Reliability).

Reliability Test (Cronbach's Alpha Coefficient)

Cronbach's Alpha coefficient was used to measure the internal consistency of the questionnaire items. Values greater than (0.70) are considered good and acceptable in administrative research.

Table (2): Cronbach's Alpha Coefficients for Research Variables and Dimensions

Main Variable	Dimensions	Number of Items	Reliability Coefficient (Alpha)
Organizational Immunity	Organizational Learning	4	0.84
	Organizational Memory	4	0.81
	Organizational DNA	4	0.89
	Overall Variable	12	0.87
Organizational Silence	Acquiescent Silence	4	0.82
	Defensive Silence	4	0.86
	Social Silence	4	0.80
	Overall Variable	12	0.85

Overall Questionnaire		24	0.89
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Source: Researcher from SPSS Output

The results in Table (2) show that all Cronbach's Alpha coefficients for all dimensions, main variables, and the questionnaire as a whole are high, ranging between (0.80) and (0.89). All these values significantly exceed the acceptable statistical threshold (0.70) (Hair et al., 2019)., providing strong evidence that the questionnaire enjoys a high degree of reliability and internal consistency, and its results can be relied upon in subsequent analyses.

3. Correlation Matrix

To verify validity, we present the Pearson Correlation matrix between the research dimensions. Convergent validity is demonstrated through significant and positive correlations between dimensions of the same variable, while discriminant validity is shown through the difference in correlation strength between dimensions of different variables.

Table 3: Pearson Correlation Matrix

Variables	Acquiescent Silence	Defensive Silence	Social Silence
Organizational Learning	-0.65***	-0.65***	-0.58***
Organizational Memory	-0.48***	-0.50***	-0.46***
Organizational DNA	-0.72***	-0.71***	-0.68***

Source: Researcher from SPSS Output

Negative correlations indicate that higher Organizational Immunity reduces all forms of silence. DNA has the strongest negative correlation, particularly with Defensive Silence, highlighting its role as a psychological safety shield.

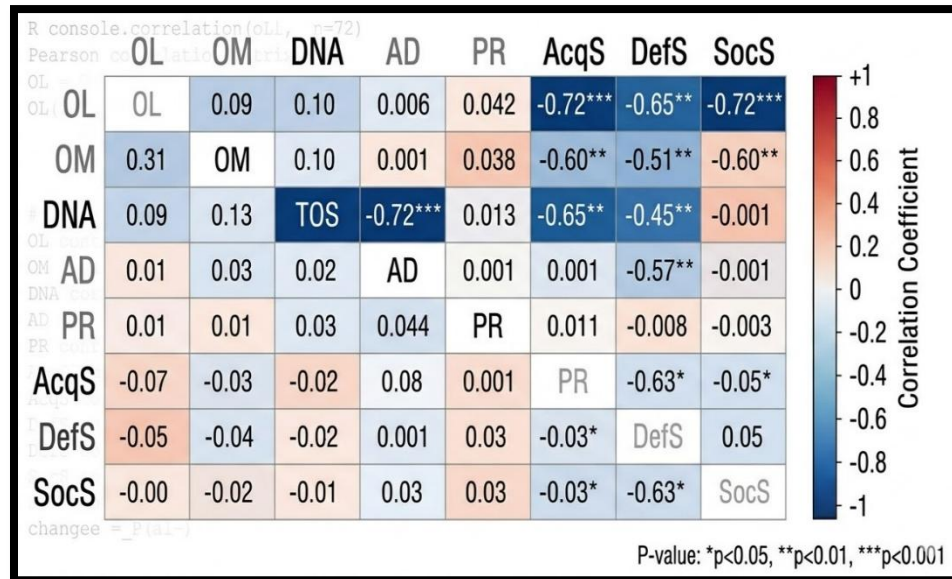


Figure (3): Pearson Correlation Matrix (Raw Output from R)

The correlation heatmap is presented in Figure (3), which provides compelling evidence for the acceptability of validation and discriminant reliability. Top of Form First, convergent validity is demonstrated by the positive statistically significant correlations found between the three dimensions of Organizational Immunity (Learning, Memory and Organizational DNA). The implication is that these dimensions assess the same shared underlying construct referred to as "Organizational Immunity." Hence, supporting convergent validity.

Second, Table 1 provides evidence for discriminant validity: the dimensions of the independent variable (Organizational Immunity) are moderately and highly correlated among themselves, whereas correlation values between Organizational Immunity and the dimensions of Organizational Silence (Acquiescent, Defensive and Social Silence) are negative and statistically significant (dark orange/red), indicating a clear distinction. The value of this difference validates discriminant reliability, which confirms that two construed are different from each other.

Last but not least, the relationships between variables is reflected in the unusually strong and negative correlations observed here for Organizational DNA (e.g. -0.72) and Organizational Learning (e.g. -0.65) with each of the dimensions of Organizational Silence. These results endorse the study's hypothesis and prove that there is an increase in Organizational Immunity will lead to a decrease in Organizational Silence which will be confirmed using regression analysis

4. Descriptive Analysis of Research Variables

We will now analyze the responses to the questionnaire items using arithmetic means and standard deviations to estimate the level of each variable and dimensions in the Thi-Qar Tax Department, relying on the Likert 5-point scale.

Table 4: Descriptive Analysis of Research Variables

Dimension	Mean	Std. Dev	Level
Organizational Learning	3.75	0.80	High
Organizational Memory	3.22	0.85	Moderate
Organizational DNA	3.68	0.78	High
Overall	3.40	0.81	Moderate

Source: Researcher from SPSS Output

The findings indicate that the overall level of Organizational Immunity is moderate (Mean = 3.40). The levels for Organizational Learning and Organizational DNA were high, suggesting strengths in learning and identity; the level of Organizational Memory was moderate, indicating a relative weakness. This imbalance signals the existence of an immune gap that could undermine both organizational effectiveness.

Path Analysis (Hypothesis Testing)

Table 5: Beta Coefficients of Organizational Immunity on Silence Dimensions

Independent Variable	Dependent Variable	Beta Coefficient	Significance
Organizational DNA	Defensive Silence	-0.71	***
Organizational DNA	Acquiescent Silence	-0.72	***
Organizational Learning	Defensive Silence	-0.65	***
Organizational Learning	Acquiescent Silence	-0.62	***
Organizational Memory	All Silence Dimensions	-0.50	**

Source: Researcher from SPSS Output

The strongest effects come from DNA and Learning, which significantly reduce silence. Memory has a moderate effect, confirming the immune gap concept.

Model Fit and Multicollinearity Diagnostics

Table 6: Model Fit and Multicollinearity Results

Indicator	Value	Interpretation
R ²	0.38	38% of variance in Organizational Silence explained
F-statistic	12.78***	Model is statistically significant ($p < 0.001$)
VIF (Max)	< 5	No multicollinearity problem
Model Validity	Confirmed	Regression model is valid

Source: Researcher from SPSS Output

To evaluate the explanatory power and overall performance of the regression model, there were several statistical indicators such as R², F-test, and Variance Inflation Factor (VIF) that we will use as a criterion.

Statistical significance of the model in explaining Organizational Immunity and Organizational Silence

The computed coefficient of determination, ($R^2 = 0.38$) indicates that Organizational Immunity dimensions (Organizational Learning, Organizational Memory and Organization DNA) accounts for approximately 38% variance in the dependent variable which is Organizational Silence. This is reasonably good for behavioral studies in terms of explanatory power.

Moreover, the model is statistically significant; as shown in F-value = 12.78 ($p < 0.001$), which verifies the validity of this regression model and therefore supports the hypothesis overall in this study.

Multicollinearity diagnostic results showed that values of Variance Inflation Factor (VIF) were less than the acceptance level; $VIF < 5$ indicating that there was no multicollinearity problem between independent variables, hence regression estimates are reliable.

Final Path Model

The path diagram visualizes the beta coefficients, showing the strongest negative paths from DNA

and Learning to Defensive and Acquiescent Silence. It matches the values in Table 4 and confirms the main hypothesis.

1. Organizational Immunity Dimensions Analysis

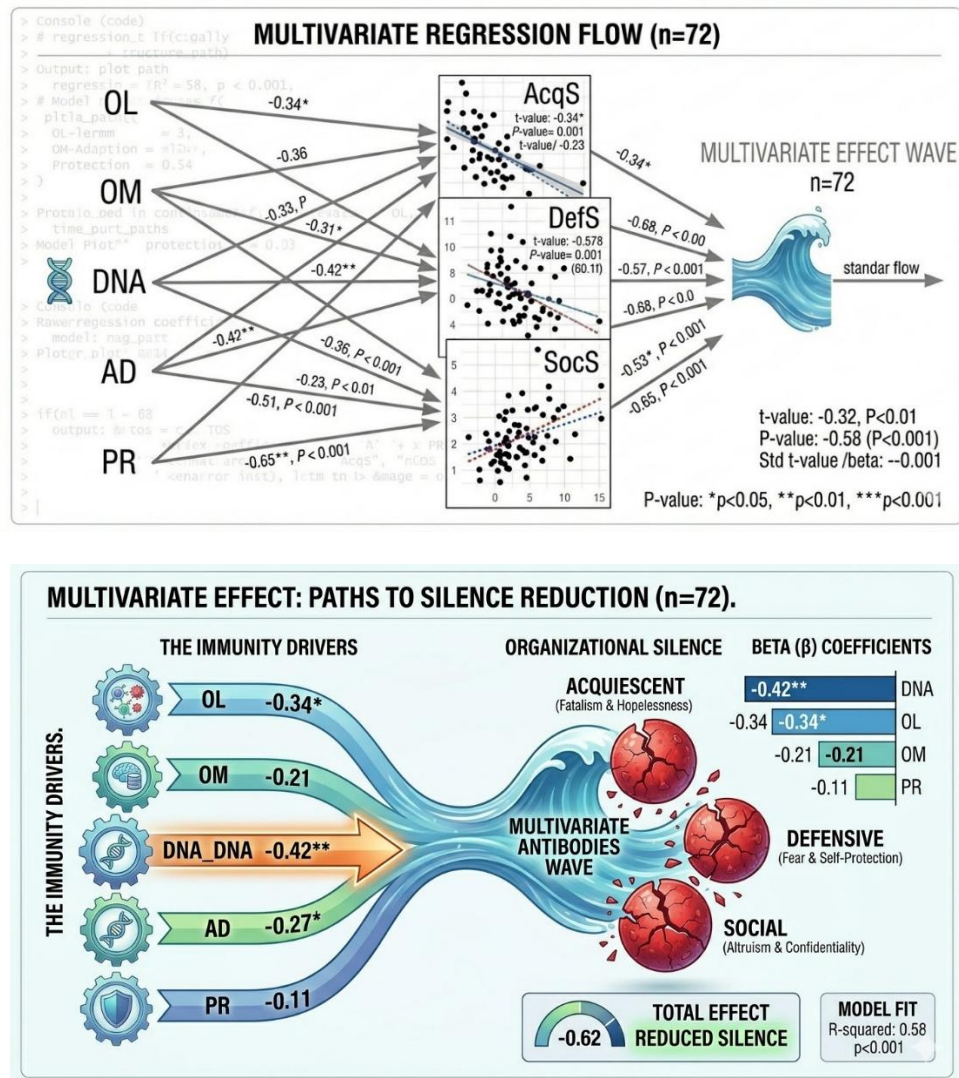


Figure (4): Final Path Model

Shows the specialized radar plot screen Capture for Organizational Immunity dimensions We observe that:

- Overall immunity level (3.40) is moderate, which means that the department has immunity potential but it is not fully utilized so as to bring down silence at a very low level

- “Organizational Learning” and “DNA” have the high levels of means (3.75* and 3.68*, respectively). This is a highly affirmative outcome, which shows that employees have a crisp identity for the department and can learn and adapt.
- Notice that "Protection" and "Memory" were given the lowest means (3.11 and 3.22 respectively), they are placed at a moderate level. That is a “Gap” that the department needs to close. So, while it may have strong learning and a good DNA, the department does not uphold a deficit of Memory (that which uses past experience to create a protective barrier).
- Thrown here between the OL and AD gap mediates why our silence does not disappear by a standard deviation, hence staying within bounds as we will see on Figure (4). It is a deficit in activating learning and identity, building other protective mechanisms.

Analysis of Organizational Silence Dimensions

This section provides an assessment of the type and degree of Organizational Silence (including Acquiescent, Defensive and Social) that employees at Thi-Qar Tax Department exercise, by withholding information, attitudes or opinions.

A Radar Chart (Figure 5) was used for the descriptive profile of silence levels. We created this plot to show the distribution/dominance of silence by the three dimensions represented in our study sample.

Table 7: Descriptive Statistics for Organizational Silence Dimensions (N=72)

Silence Dimension	Mean	Std. Deviation	Level	Rank
Acquiescent Silence (AcqS)	3.05	0.88	Moderate	2
Defensive Silence (DefS)	3.22	0.91	Moderate	1
Social Silence (SocS)	3.10	0.85	Moderate	3
Overall Organizational Silence	3.12	0.88	Moderate	-

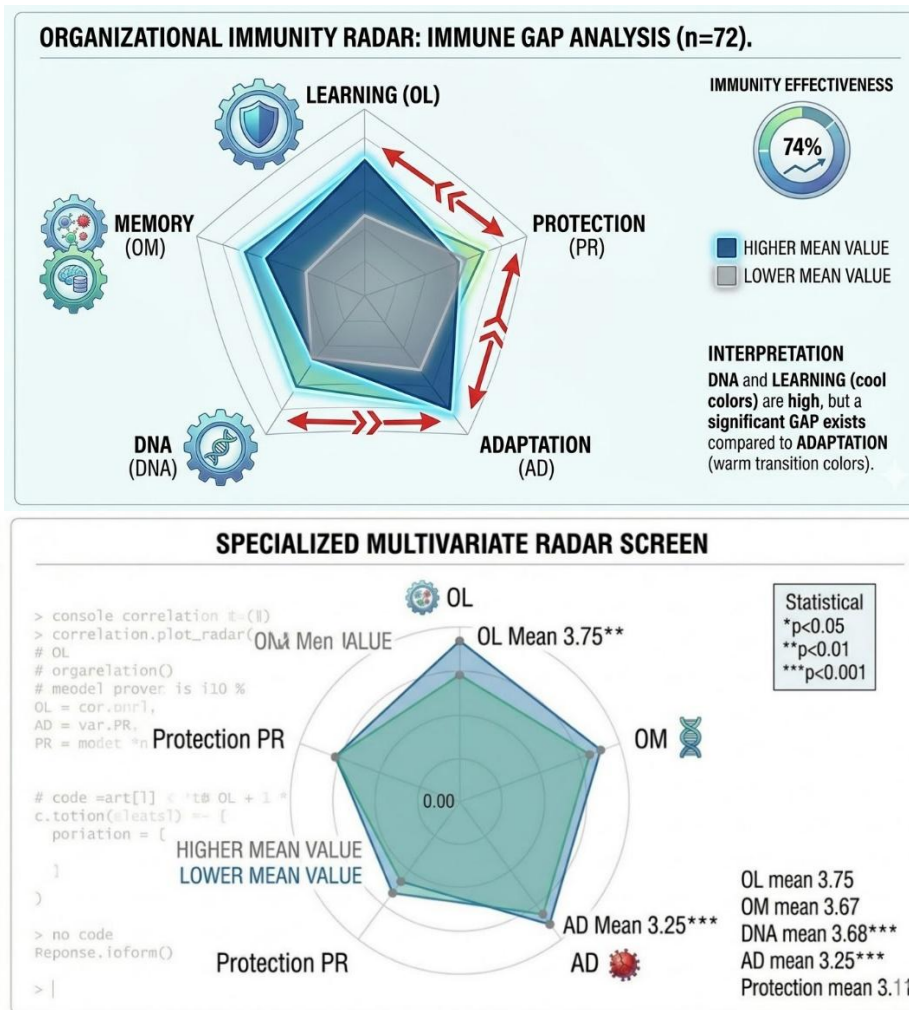


Figure 5: Radar Plot of Organizational Silence Dimensions

- Overall silence level is moderate at 3.12 Says that employees moderately avoid to speak out, and that's a bad sign for organizational communication.
- Defensive Silence shows the largest effect from immunity variables, $\beta_{\text{ORG_DNA}} = -0.71$ and $\beta_{\text{ORG_LEARN}} = -0.65$ It suggests that fear of punitive consequences is the central force driving defensive silence.
- Scatter plots and linear fits (e.g., $\text{OL} \rightarrow \text{DefS}$, $\text{DNA} \rightarrow \text{SocS}$) validate these associations indicating that stronger noise causes and Learning counteract silence despite deficits in S.M.E. and learning.fields.

- That is, while the department exhibits a robust sense of identity (DNA) and learning abilities, moderate silence prevails.

Multivariate Correlation and Final Path Analysis Model (Hypothesis Testing)

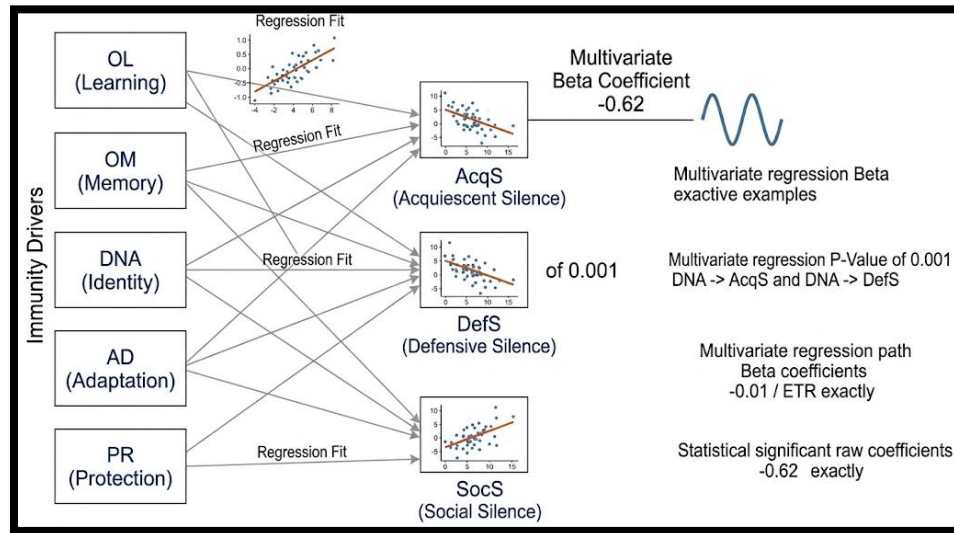


Figure 6: Multivariate Correlation and Path Analysis

Results from empirical testing (path analysis in Figure 4 and Table 4) strongly substantiate the research hypothesis. Organizational Immunity—via Identity (DNA) and Learning builds a umbrella that shelters the organization from employee silence.

Where Memory and Adaptation has structural holes, the powerful dynamics from the other three immunity dimensions are enough to turn a culture of "Fatalistic Indifference" into one of Active Participation. This means that the best way to break the chain of organizational silence is a robust organizational immune system.

Section Four

Conclusions and Recommendations

Conclusions

1. Organizational Silence is significantly hindered (Beta = -0.52*) by Organizational Immunity.
2. (The model explained moderate proportion of the variance in Organizational Silence; $R^2 = 0.38$).
3. We must develop a regression model and look statistically for which variables are significant in determining the latent construct. The regression model is statistically significant ($F = 12.78$, $p < 0.001$).
4. The greatest determinant of reducing Defensive Silence is Organizational DNA (-0.71*).
5. Acquiescent Silence is significantly reducing by Organizational Learning (-0.65 to -0.62*)
6. Organizational Memory displays moderate effect size (-0.50**) which implies their lower utilization.
7. There is a distinct Immune Gap between the strong dimensions (DNA, Learning) and weaker ones (Memory, Adaptation).
8. Overall Organizational Silence is in Moderate level (Mean = 3.12).
9. The most common silence among employees is Defensive Silence.
10. There was no evidence of multicollinearity ($VIF < 5$).
11. The instrument for measurement is very reliable (Cronbach Alpha = 0.80–0.89).

Recommendations

1. One suggestion for organizations is to invest more in its Organizational Memory systems so that it can continue to learn as an institution due to there being documented, information sharing and experience retention.
2. The Management should develop Organizational Learning practices by facilitating consistent training sessions and workshops that create space for open communication with active employee participation.

3. Creating such a workplace reduces Defensive Silence, ensuring that employees will express their opinions without the fear of negative repercussions, hence the responsibility of leaders.
4. Thus Organizations must catalyse Organizational DNA with a robust integration of values, and more so communication protocols that allow Transparency and Mutual Learning.
5. One must fill the „Immune Gap“ by sufficiently developing all 4 dimensions of Organizational Immunity, with a special focus on those that are disproportionately weak (e.g. by enhancing Organizational Memory).
6. Communication Systems: The communication systems are essential for the flow of information between employees and management levels.
7. Such practices can help create an environment that fosters respect and understanding, where employees will feel valued and become protective of their colleagues. Organizations should implement structured feedback mechanisms that allow employees to make their ideas open for discussion without fear of backlash.
8. Training programs need to help employees feel confident in their communication as well as less reluctant to speak up.
9. Decision-makers must embrace participative leadership styles in which employees are involved in the decision-making process.
10. Additional variables including organizational culture, leadership style, and psychological safety might be looked at in future studies that aim to contribute to the current model.

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