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## **Workplace Spirituality and Organizational Silence A Moderated Mediation Analysis of Psychological Safety and Locus of Control**

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### **ABSTRACT**

Organizational silence is one of the burning issues of modern organizations, especially in the healthcare facilities of the public sector where free communication is a key to organizational success and safety. Although earlier studies have mostly focused on leadership and structure-related antecedents of silence, there has been a scanty focus on value-based and psychological exposition. To fill this gap, the current paper focuses on the impact of the spirituality at the workplace on organizational silence including locus of control as a mediating variable and psychological safety as a moderating one. The research design was quantitative and cross-sectional as 400 employees in Medical Teaching Institutions in the public sector were used as the subjects.

Validated and established measurement scales were used and the proposed model was subjected to test with the help of Partial Least Squares Structural Equation Modeling (PLS-SEM). The evaluation covered measurement model assessment, structural relationships analysis, mediation and moderation analysis. The findings indicate that organizational silence is influenced to a great extent by spirituality in the workplace. The result show that the locus of control plays an important mediating role between workplace spirituality and organizational silence, thus showing that spiritually enriched work places lower silence levels by enhancing the personal sense of control among the employees.

Moreover, psychological safety also plays a significant moderating role in the relationship between workplace spirituality and organizational silence, the extent of its influence is greater when the levels of psychological safety are high. This research offers contributions to the literature of the organizational behavior by enhancing the knowledge on the topic of organizational silence by providing a value-based and psychologically oriented framework. The research provides a more detailed explanation of silence behavior in healthcare settings among public sector by incorporating the concepts of workplace spirituality, locus of control and psychological safety. The results have substantial theoretical and practical implications on how to promote an open communication within organizations and avoid silence.

**Keywords:** Workplace Spirituality, Organizational Silence, Locus Of Control, Psychological Safety, Healthcare Organizations



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### INTRODUCTION

The issue of organizational silence is also important in the modern organizational studies given its adverse implication to communication, learning, innovation and decision making. Silence hinders individual and team performance by being defined as the deliberate lack of idea, concern, or assessment by employees that might aid the operation of a particular organization (Morrison & Milliken, 2000; Lotfi Dehkharghani et al., 2022). It has been found that silence may have a negative impact on organizational performance and employee welfare, especially within high-stakes organizations like healthcare, where a mistake and ineffective communication can lead to severe consequences (Castaneda & Cuellar, 2020; Kim & Song, 2024).

The new reviews give prominent importance to the relevance of psychological and contextual antecedents in the explanation of the phenomenon of silence (Castaneda & Cuellar, 2020; Idowu et al., 2023). To overcome these issues, researchers have resorted more to human centered organizational constructs, including workplace spirituality, integrating significant work, a feeling of belonging, and alignment of personal and organizational values (Ashmos & Duchon, 2000; Nishanthi et al., 2025).

Spirituality at work is a non-religious phenomenon that shows how employees experience their sense of purpose and connectedness with their workplace that has been linked to increased well-being, job satisfaction, and engagement with the organization (Chandra & Kumar, 2025; Syahir et al., 2025). Although these advantages have been proved, there are few empirical studies that examine effects of workplace spirituality on silence-related behaviors. In theory, workplace spirituality can lessen organizational silence through achievement of intrinsic psychological needs and fostering conducive environment in which open communication can occur.

According to the Self-Determination Theory, intrinsic motivation and proactive behavior are promoted by meaningful work and connectedness (Ryan & Deci, 2000), which increase the likelihood of employees expressing concerns. On the same note, the Social Exchange Theory explains that conducive and value-based contexts attract reciprocal positive actions including voice and participation instead of silence (Cropanzano & Mitchell, 2005; Lilius & Rabenu, 2018).

Locus of control is an essential psychological process of this process because it describes how people feel about whether the consequences of actions lie with them or external circumstances (Rotter, 1966; Scherer et al., 2023). When people have a high internal locus of control, they will feel that their input is valued and this will decrease the desire to remain silent and encourage us to communicate positively. There is a dearth of empirical research studies that investigate locus of control as a mediator between workplace spirituality and organizational silence particularly within the healthcare sector of the public sector.

The organizational setup also affects these relationships by the psychological safety, which is a collective faith that interpersonal risk-taking is safe in the work place. Psychological safety has been mentioned as one of the most significant facilitators of employee voice due to the elimination of the fear of adverse effects and the encouragement of open communication (Edmondson, 1999; CIPD, 2024).

The research have shown that psychological safety is negatively associated with silence and has a positive association with voice and collaborative behaviors. Therefore, there is the possibility that psychological safety mediates the indirect impact of workplace spirituality on organizational silence through locus of control. In spite of these theoretical implications, there are few studies that combine workplace spirituality with locus of control and a single explanatory model along with psychological safety, especially in



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organizations of the public sector in developing countries.

Medical Teaching Institutions (MTIs) are these settings, where hierarchical organization and bureaucratic standards might reinforce silence behaviors but are not well represented in the literature of organizational behavior. In order to bridge this gap, the current paper analyzes the connection between spirituality at the workplace and organizational silence using a moderated mediation model in which the locus of control mediates the relationship and psychological safety moderates the indirect relationship. The empirical application of this model within the context of public-sector MTIs makes this study an extension of theoretical frameworks (Self-Determination Theory and Social Exchange Theory) and presents evidence-based findings that are applicable to healthcare management and organization policy.

### **Aim of the Study**

To examine the influence of workplace spirituality on organizational silence by considering the mediating role of locus of control and the moderating role of psychological safety among employees in public-sector Medical Teaching Institutions.

### **Research Objectives**

#### **General Objective**

To empirically analyze the effect of workplace spirituality on organizational silence, incorporating locus of control as a mediator and psychological safety as a moderator.

#### **Specific Objectives**

To explore the effect of workplace spirituality on organizational silence.

To analyze the mediating role of locus of control in the relationship between workplace spirituality and organizational silence.

To explore the moderating role of psychological safety in the relationship between workplace spirituality and organizational silence.

### **Research Hypotheses**

**H1:** Workplace spirituality has a significant effect on organizational silence.

**H2:** Locus of control mediates the relationship between workplace spirituality and organizational silence.

**H3:** Psychological safety moderates the relationship between workplace spirituality and organizational silence.

### **Theoretical Background and Hypotheses Development**

#### **Workplace Spirituality and Organizational Silence**

Organizational silence is a deliberate act of employees not to share ideas, opinions or concerns that would help to make their organizations better (Morrison & Milliken, 2000). Modern studies prove silence to be a detrimental factor to organizational learning, innovation, and ethical decision-making and promote psychological strain and disengagement among employees (Oreg & Berson, 2020; Wang et al., 2023). The silence in healthcare organizations is especially concerning since it can cause the inability to report errors, unsafe practice, or process inefficiency, thus jeopardizing the quality of service provided and patient safety (Kassandrianou et al., 2023).

Spirituality at work has become an organizational construct of values that can offset silence by creating the sense of meaning, interconnectedness, and ethical orientation in the workplace. The experience of meaningful work, sense of community, connection



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between personal and organizational values are commonly construed as spirituality in the workplace as opposed to a religious phenomenon (Ashmos & Duchon, 2000; Milliman et al., 2003).

Recent studies suggest that workplaces have a positive and spiritual atmosphere, which encourages trust, openness, and mutual respect as the fundamental conditions that encourage voice behavior and decrease fear-induced silence (Kim & Song, 2024; Chirico et al., 2023). Based on the Self-Determination Theory (SDT), meaningful work and relatedness are central factors of work-related spirituality that fulfill basic psychological needs that increase intrinsic motivation and proactive behavior (Ryan & Deci, 2000). When workers see a meaning in their work and connect to others then they will be more inclined to constructively address issues of the organization instead of retiring into silence. Empirical data also enhances the idea that workplace spirituality is linked to silence-related behaviors in a negative way and employee voice and engagement in a positive manner (Singh & Singh, 2022; Nayyar et al., 2024). In this regard, the subsequent hypothesis is the one proposed:

**H1:** Workplace spirituality has a significant effect on organizational silence.

### **Mediating Role of Locus of Control**

Although the role of spirituality in the workplace can be directly responsible of organizational silence, it is likely that it will work via individual psychological processes. Locus of control is one of such mechanisms and it represents the beliefs of people regarding to what degree the consequences rely on the actions of themselves (internal locus) or the powers of outside forces like authority, fate, or chance (Rotter, 1966; Schlechter et al., 2023). When people have an internal locus of control, they are likely to feel that they are an agent who can affect the consequences and thus they are more likely to take the initiative and raise concerns.

In the context of a Social Exchange Theory (SET), workplace spirituality may be considered as an organizational resource that is an indication of an organization that supports, is fair, and even aligns values (Cropanzano & Mitchell, 2005). Workers who perceive such conditions are more prone to pay back with favorable discretionary acts such as proactive communication. Workplace spirituality can enhance the internal locus of control of the workers by reinforcing the sense of autonomy, competence and personal agency, hence decreasing the tendencies to remain silent.

Recent empirical research shows that employees holding an internal locus of control tend to express more concerns and less acquiescent or defensive silence even in the difficult organizational environment (Kucuk & Agun, 2021; Mareta et al., 2023). On the other hand, external locus of control employees is more likely to remain silent since they see it as a futile or even dangerous action. In spite of these findings, not much studies have investigated locus of control as a mediating variable between workplace spirituality and organizational silence especially in the context of a healthcare institution operating in the public sector. Resting on this argument, one of the hypotheses is developed as follows:

**H2:** Locus of control mediates the relationship between workplace spirituality and organizational silence

### **Moderating Role of Psychological Safety**

Spirituality and locus of control at work could alleviate organizational silence, but it is probable that its performance depends on the overall organizational climate. A common perception that the workplace is a safe place to take personal risks is called psychological safety and is a vital boundary condition of voice behavior (Edmondson, 2018; Gosai et



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al., 2023). Psychologically safe employees are more ready to voice their concerns and report mistakes and to dispute current practices without experiencing any negative outcomes.

The studies have continuously discovered that psychological safety has a negative relation with organizational silence and knowledge-hiding behaviors and a positive relation with employee voice and learning behaviors (Wang et al., 2023; Lee et al., 2023). Even those employees who feel that what they do has significance, and who have an internal locus of control, might not speak up when they feel that the organizational climate is one of punitive or dismissive behavior.

The psychological safety can enhance or undermine the mediating relationship between workplace spirituality and organizational silence via locus of control. Combining SDT and SET, psychological safety may be perceived as a situational asset that allows the employees to convert intrinsic motivation and personal agency into the voice behaviors. Psychological safety can increase the positive impacts of internal locus of control in spiritually enriched workplaces because it can diminish the fear and increase confidence associated with interpersonal interactions. In that way, the hypothesis is provided the following:

**H3:** Psychological safety moderates the relationship between workplace spirituality and organizational silence

Based on the hypotheses given all above, the proposed study will be a moderated mediation model where workplace spirituality has an indirect effect on organizational silence via locus of control and psychological safety moderates the magnitude of the indirect effect.

## Scope and Significance of the Study

### Scope of the Study

The focus of the current research is limited to the analysis of the correlation between spirituality in the workplace and organizational silence in the context of public-sector Medical Teaching Institutions (MTIs). In particular, the research aims at finding out the effect of workplace spirituality on organizational silence mediated by locus of control and moderated by psychological safety, which constitutes a moderated mediation model. The research design is quantitative and cross-sectional with the methodology based on survey data collected among employees employed in the field of the public-sector MTIs. PLS-SEM is an analysis that is done by means of partial least squares structural equation modeling, and is suitable to test complex models that entail mediation and moderation. The research is confined to the constructs and measures operationalized in the thesis, and does not go to longitudinal analysis and qualitative exposition. In context, the results are confined to the public healthcare sector in a developing-country-based setting, in which the organizational hierarchy and institutional limitations could interfere with employee behavior.

### Significance of the Study

#### Theoretical Significance

This research is significant to organizational behavior literature in that it enables the expansion of the knowledge on organizational silence through value-based framework. The study broadens the scope of the current silence studies by placing spirituality of the workplace as a vital antecedent of silence as opposed to structural and leadership explanations of silence. Additionally, incorporation of locus of control as a mediating factor offers psychological explanation of how organizational values are converted into



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results of silence hence reinforcing theoretical connections between organizational setting and individual agency.

Besides, the fact that psychological safety is modeled as a boundary condition makes the study to add to the silence and voice literature using a moderated mediation strategy that is responsive to the demands of more integrative and detailed theoretical frameworks. The research also expands the use of Self-Determination Theory and Social Exchange Theory in explaining the silence behavior in healthcare organization.

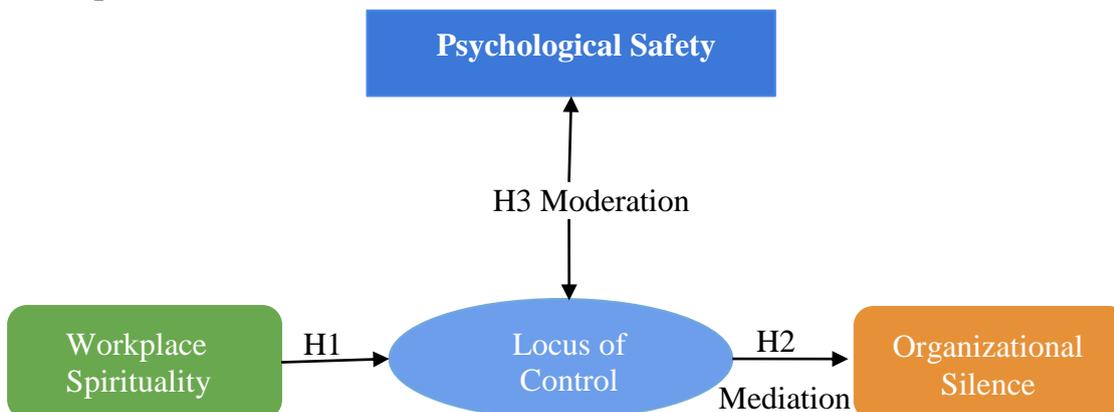
### Practical Significance

Practically, the findings can be of great value to healthcare administrators, policymakers, and human resource practitioners. Knowing the ways spirituality and psychological safety in the workplace minimize silence can be used to create interventions that promote communication, employee engagement, and problem reporting in organizations. The findings underscore the need to create meaningful working conditions and psychologically safe working environments in order to reduce the risk of silence in healthcare environments.

### Contextual Significance

The research has empirical findings of public-sector Medical Teaching Institutions, which is underrepresented in research on organizational silence. Due to the immense importance of communication to healthcare delivery, the results can be used to enhance organizational performance and service quality in the same public-sector organizations, which are located in developing countries.

### Conceptual Framework



## METHODOLOGY

### Research Design

The research employs a quantitative, cross-sectional research design to test a hypothesis that there is relationship between spirituality in the workplace and organizational silence with the mediating factor being locus of control and the moderating factor psychological safety. The quantitative approach would be suitable because it allows testing hypothesized relationships in a moderated mediation framework in an objective way with the help of empirical data.



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### Population and Sample

The research target population is the employees of the Medical Teaching Institutions (MTIs) of the public sector. The institutions are challenging hierarchical healthcare settings, in which communication and employee voice are essential to organizational success. The data were gathered on the basis of structured questionnaire that was given to the employees of various functional areas and job levels. Final analysis involved a total of 400 valid responses, which is sufficient in satisfying the minimum sample size conditions to run structural equation modeling and has sufficient statistical power to test the mediation and moderation effects.

### Measures

All the research constructs were measured by using the established and validated scales, which were modified according to the study context. The answers were measured with the help of a five-point Likert scale, whereby 1 (strongly disagree) to 5 (strongly agree) were used to measure the responses.

**Workplace Spirituality** was gauged by the scale designed by Krishnan (2007), which includes those aspects that represent meaningful work, sense of community and value congruency.

**Organizational Silence** was measured with the help of the scale created by Adamska and Jurek (2017) that measured the propensity of employees to withhold ideas, concerns, or opinions.

**Locus of Control** was assessed through the scale created by Farnier et al. (2021), which targeted the perceptions of the individuals on their control over the outcomes related to work.

**Psychological Safety** The scale created by Mahmoud et al. (2022) was used to determine the perception of the employees towards interpersonal risk-taking and safety in the organization.

Content validity was ensured by keeping all the scale items intact in their conceptual meaning.

### Data Collection Procedure

The self-administered survey was used to gather data upon receiving the appropriate institutional authorization. The respondents were motivated to give honest answers by being guaranteed confidentiality and anonymity since the participation was voluntary. The research was conducted according to the existing ethical standards of social science research.

### Data Analysis Technique

The analysis of data was done by Partial Least Squares Structural Equation Modeling (PLS-SEM) using the SmartPLS software. The reason why PLS-SEM was adopted is that it is suitable when the model under test entails mediation and moderation with non-normal data distribution.

The analysis was done in a two-step process:



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**Measurement Model Assessment**, reliability (Cronbach alpha and composite reliability), convergent and discriminant validity (HTMT ratio) evaluation).

**Structural Model Assessment**, path coefficients, t-values, p-values, coefficient of determination ( $R^2$ ), and predictive relevance ( $Q^2$ ).

The bootstrapping procedure was used to test the mediating effect of locus of control and the moderating role of psychological safety based on the established PLS-SEM guidelines.

### DATA ANALYSIS

**Table 1: Descriptive Statistics**

Variable	No	Mean	Max	Min	Std Deviation
Workplace Spirituality	400	3.981	5	1	0.215
Organizational Silence	400	4.021	5	1	0.267
Psychological Safety	400	3.974	5	1	0.319
Locus of Control	400	4.115	5	1	0.229

The descriptive statistics of the study variables, mean values, and standard deviations based on the responses of 400 employees are presented in Table 1. The findings give a general description of the central tendency and variability of spirituality in the workplace, organizational silence, psychological safety, and locus of control.

**Table 2. Construct Reliability and Convergent Validity**

Variable	CA	CR	AVE
Workplace Spirituality	0.941	0.823	0.664
Organizational Silence	0.915	0.941	0.697
Psychological Safety	0.879	0.894	0.599
Locus of Control	0.836	0.952	0.808

CA= Cronbach's Alpha, CR= Composite Reliability, AVE= Average Variance Extracted.

Table 2 presents convergent validity and internal consistency of the study constructs. The Cronbach alpha and composite reliability measures are above the suggested levels whilst the average variance extracted (AVE) measures show that all the constructs have satisfactory convergent validity.

**Table 3. Discriminant Validity (HTMT)**

Variable	WS	OS	PS	LOC
Workplace Spirituality				
Organizational Silence	0.639			
Psychological Safety	0.716	0.556		
Locus of Control	0.784	0.844	0.632	

Note: LOC = Locus of Control, OS = Organizational Silence, PA = PS = Psychological Safety, WS = Workplace Spirituality

The Heterotrait-Monotrait (HTMT) ratios to determine the discriminant validity are shown in Table 3. The values of all the HTMT are lower than the recommended cutoff, which proves that the constructs are empirically differentiated among themselves.

**Table 4. Structural Model Results**

Hypotheses	Relationship	Beta	SE	t-	$R^2$	$Q^2$	Decision
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		values					
H <sub>1</sub>	<b>LOCTRL</b> <b>ORGSL</b>	->	0.417	0.056	7.439		Supported
H <sub>2</sub>	<b>WPS</b> <b>ORGSL</b>	->	0.507	0.088	5.726	0.928 0.568	Supported
H <sub>3</sub>	<b>PYSF</b> <b>LOCTRL</b>	->	0.930	0.095	9.786		Supported
H <sub>4</sub>	<b>WPS</b> <b>LOCTRL</b>	->	0.511	0.061	8.434	0.881 0.684	Supported

R<sup>2</sup> demonstrates the change of the dependent variable when one of the independent variable's changes. The R<sup>2</sup> values are classified as 0.02, 0.13 and 0.26 weak, moderate and substantial, respectively (Cohen, 1988). Therefore, R<sup>2</sup> values of locus of control - organizational silence (0.928) and psychological safety -locus of control and workplace spirituality and locus of control (0.881) were significant. Q<sup>2</sup> is the predictive relevance of the model, which is predictive in a structural model, and Q<sup>2</sup> values (when>0) indicate well-reconstructed values and good predictive relevance of the model (Hair et al., 2019). The Q<sup>2</sup> values of the current study were between 0.568-0.684.

Table 4 provides the summarized results of the structural model analysis, path coefficients, t-values, and hypothesis decisions. The outcome shows that there are strong correlations between spirituality in the workplace, locus of control, psychological safety, and organizational silence.

**Table 5. Moderation Analysis**

Relationship	Beta	SE	T-value	P values	Decision
<b>WPS -&gt; ORGSL</b>	0.388	0.063	6.204	0.000	Supported
<b>PYSF -&gt; ORGSL</b>	0.211	0.058	3.655	0.000	Supported
<b>Interaction term -&gt; ORGSL</b>	0.324	0.120	2.701	0.001	Supported

The moderation analysis results are put in table 5, and it looks at the moderating effect of psychological safety in the correlation between workplace spirituality and organizational silence. Results of interaction term show that it is significantly moderating.

**Table 6. Mediation and Moderated Mediation Analysis**

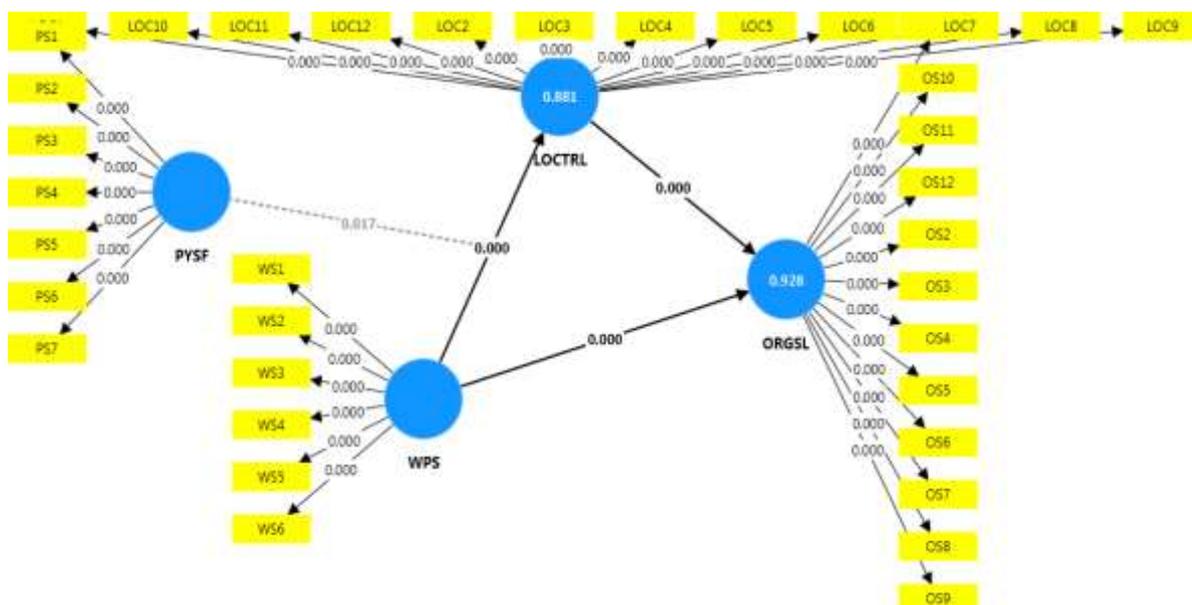
Relationship	Beta	SE	T-value	P values	Decision
<b>PYSF -&gt; LOCTRL -&gt; ORGSL</b>	0.211	0.058	3.655	0.000	Supported
<b>WPS -&gt; LOCTRL -&gt; ORGSL</b>	0.388	0.063	6.204	0.000	Supported
<b>PYSF x WPS -&gt; LOCTRL -&gt; ORGSL</b>	-0.024	0.010	2.378	0.017	Supported

	Beta	SE	T statistics	P values	Decision
<b>LOC1 &lt;- LOCTRL</b>	0.800	0.017	47.283	0.000	Supported
<b>LOC10 &lt;- LOCTRL</b>	0.815	0.040	20.264	0.000	Supported
<b>LOC11 &lt;- LOCTRL</b>	0.666	0.025	26.496	0.000	Supported
<b>LOC12 &lt;- LOCTRL</b>	0.863	0.013	65.864	0.000	Supported
<b>LOC2 &lt;- LOCTRL</b>	0.727	0.018	40.411	0.000	Supported



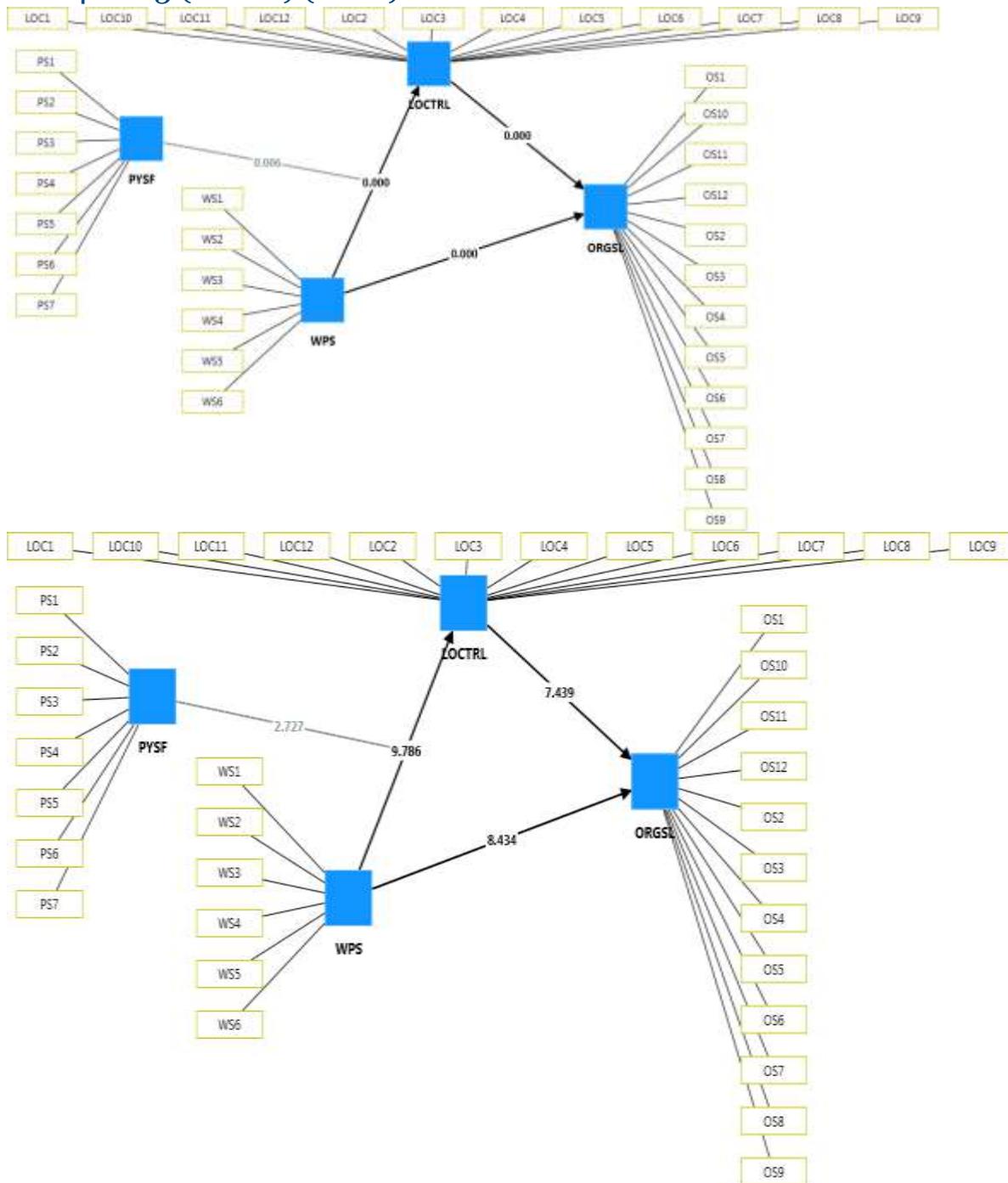
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<b>LOC3 &lt;- LOCTRL</b>	0.898	0.010	94.359	0.000	Supported
<b>LOC4 &lt;- LOCTRL</b>	0.840	0.011	75.004	0.000	Supported
<b>LOC5 &lt;- LOCTRL</b>	0.887	0.010	88.139	0.000	Supported
<b>LOC6 &lt;- LOCTRL</b>	0.879	0.008	114.234	0.000	Supported
<b>LOC7 &lt;- LOCTRL</b>	0.821	0.017	49.390	0.000	Supported
<b>LOC8 &lt;- LOCTRL</b>	0.753	0.031	24.031	0.000	Supported
<b>LOC9 &lt;- LOCTRL</b>	0.776	0.016	47.538	0.000	Supported
<b>OS1 &lt;- ORGSL</b>	0.834	0.016	51.717	0.000	Supported
<b>OS10 &lt;- ORGSL</b>	0.769	0.021	37.105	0.000	Supported
<b>OS11 &lt;- ORGSL</b>	0.892	0.010	92.174	0.000	Supported
<b>OS12 &lt;- ORGSL</b>	0.922	0.009	104.542	0.000	Supported
<b>OS2 &lt;- ORGSL</b>	0.798	0.017	46.105	0.000	Supported
<b>OS3 &lt;- ORGSL</b>	0.833	0.014	59.806	0.000	Supported
<b>OS4 &lt;- ORGSL</b>	0.877	0.012	75.059	0.000	Supported
<b>OS5 &lt;- ORGSL</b>	0.769	0.021	37.105	0.000	Supported
<b>OS6 &lt;- ORGSL</b>	0.892	0.010	92.174	0.000	Supported
<b>OS7 &lt;- ORGSL</b>	0.822	0.051	16.081	0.000	Supported
<b>OS8 &lt;- ORGSL</b>	0.696	0.040	17.275	0.000	Supported
<b>OS9 &lt;- ORGSL</b>	0.804	0.013	59.930	0.000	Supported
<b>PS1 &lt;- PYSF</b>	0.855	0.047	18.350	0.000	Supported
<b>PS2 &lt;- PYSF</b>	0.751	0.038	19.594	0.000	Supported
<b>PS3 &lt;- PYSF</b>	0.823	0.019	43.967	0.000	Supported
<b>PS4 &lt;- PYSF</b>	0.842	0.015	57.968	0.000	Supported
<b>PS5 &lt;- PYSF</b>	0.806	0.017	48.400	0.000	Supported
<b>PS6 &lt;- PYSF</b>	0.860	0.010	82.440	0.000	Supported
<b>PS7 &lt;- PYSF</b>	0.869	0.014	63.637	0.000	Supported
<b>WS1 &lt;- WPS</b>	0.888	0.009	97.055	0.000	Supported
<b>WS2 &lt;- WPS</b>	0.877	0.013	68.217	0.000	Supported
<b>WS3 &lt;- WPS</b>	0.847	0.025	34.047	0.000	Supported
<b>WS4 &lt;- WPS</b>	0.908	0.009	97.626	0.000	Supported
<b>WS5 &lt;- WPS</b>	0.844	0.010	80.622	0.000	Supported
<b>WS6 &lt;- WPS</b>	0.826	0.014	57.980	0.000	Supported





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The mediation and moderated mediation results in the form of bootstrapping are reported in Table 6. The results justify the mediating effect of locus of control and the existence of conditional indirect effect in the model that has been proposed.

### FINDINGS

The role of workplace spirituality on organizational silence is profound, which means that spiritually enriched workplaces make employees less inclined to conceal ideas and concerns.

The Locus of control has a strong impact on organizational silence and the more employees believe in internal control, the less they are likely to keep silence.

Spirituality at the workplace positively influences locus of control, and if meaning and value-congruent workplaces, it implies that the perception of the workplace like as a personal agency is



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strengthened in employees.

The relationship between spirituality in the workplace and organizational silence is strongly mediated by locus of control and therefore, the hypothesis that spirituality has an indirect influence on silence is confirmed.

The relationship between workplace spirituality and organizational silence is moderated by psychological safety with an increase in the negative effect of spirituality on silence under high levels of safety perceptions.

The moderated mediation test establishes the existence of a conditional indirect effect, indicating that the indirect impact of workplace spirituality on organizational silence via locus of control differs according to varying levels of psychological safety.

### DISCUSSION

This research was conducted to analyze organizational silence in the framework of values and psychology with respect to the impact of workplace spirituality, locus of control, psychological safety in the sphere of healthcare in the sector of the population. The past work on the topic of organizational silence has generally focused on the styles of leadership, hierarchical systems, fear, and power distance as the most prevalent explanations of why employees do not share ideas and concerns (Kassandrinis et al., 2023; Kim & Song, 2024). Although the studies have greatly enhanced knowledge on silence behavior, it gives minimal information on how organizational values and inner motivation of employees influence silence-related decisions.

Besides, even though much has been researched regarding spirituality at the workplace in terms of employee well-being and commitment, less has been researched concerning its role in providing an explanation of organizational silence using interdependent psychological processes. The current research will help fill these shortcomings by considering spirituality in the workplace as a values-based precursor of organizational silence, outlining the mechanism involved in the underlying process (locus of control) and a condition (psychological safety) to delineate the context in which silence behavior in healthcare organizations is more effectively explained.

In line with the research objectives, the results prove that spirituality in the work place has a significant impact on organizational silence, which means that work places that are enriched with spirituality mitigate the likelihood of silence in employees that withhold ideas and issues. The finding consistent with the latest researchers that point to meaningful work and value congruence that led to trust, openness, and ethical communication (Nayyar et al., 2024; Chirico et al., 2023). Through empirical association of spirituality at the workplace to organizational silence, this research contributes to the existing literature that has focused more on spirituality as a correlate of attitudinal performance as opposed to silence behaviors.

Findings indicate that locus of control is very important in determining organizational silence. The employees with higher internal control beliefs were also less prone to stay silent in support of the recent findings showing that personal agency promotes proactive communication and voice behavior (Mareta et al., 2023; Schlechter et al., 2023). The research paper shows that the issue of spirituality at workplace does contribute considerably to the intensity of internal locus of control among workers, which means that the value-oriented workplaces improve how individuals feel responsible and influential on the work-related outcomes.

The mediation analysis further gives further insight by ensuring that locus of control partly mediates the relationship between workplace spirituality and organizational silence. This result builds on previous studies of silence that have not studied how organizational values can be combined with individual cognitive processes, in response



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to recent demands to build psychologically inspired theories of employee silence (Kassandrinou et al., 2023). It suggests that spirituality in the workplace not only diminishes the silence but also indirectly by strengthening the sense of agency in the employees. The moderation analysis reveals that psychological safety reinforces the silence-reducing impact of workplace spirituality.

The impact of workplace spirituality on the reduction of silence is more intense when the employees feel that the environment is safe psychologically. The result is in line with the recent healthcare and organizational literature that demonstrated that psychological safety is a prerequisite of voice and interpersonal risk-taking (Weiss et al., 2023; Wang et al., 2023). It implies that organizational values are not enough without the backing of climate that reduces the fear of adverse effects.

The supported moderated mediation effect brings out the joint effect that exists between organizational values, individual agency, contextual safety. This combined result proves that the mediatory impact of workplace spirituality on organizational silence via locus of control is subject to the perception of psychological safety of employees. Having empirically proven this multilevel framework in institutions of the public sector, the research study offers a fine insight into the phenomenon of silence behavior in a setting where openness in communication is paramount.

### CONCLUSION

The research paper analyzed the connection between organizational silence and spirituality in the workplace by harmonizing locus of control as a mediating factor and psychological safety as a moderating factor under one framework. Based on empirical data in the domain of public-sector Medical Teaching Institutions, the results show that workplace spirituality directly and indirectly helps to alleviate organizational silence, which is achieved via the internal control beliefs of the employees. The findings show that psychological safety reinforces this relationship and the role of a non-threatening and supportive work environment is important in promoting open communication.

The moderated mediation approach taken in this study will also offer a more detailed account of organizational silence, which transcends the traditional explanations of organizational silence through the lens of leadership or structure. The results prove that not only external organizational conditions influence silence behavior, but also internal perceptions of meaning, power, and both personal and interpersonal safety of employees. The research contributes to the knowledge on the interaction of organizational practices that are based on values with individual and situational variables to determine employee silence in healthcare organizations.

### Theoretical Implications

The research is also significant to the body of literature in organizational behavior in a number of ways. It builds on the studies on organizational silence by placing the concept of spirituality in the workplace as a value-oriented antecedent, responding to the demands of a wider theoretical spectrum of studies beyond control and fear-based explanations.

The study incorporates individual psychological agency in the research on silence by defining locus of control as a mediating mechanism, thus enhancing the connection between organizational setting and employee cognition.

The results contribute to the current body of knowledge by showing psychological safety to be a moderated predictor, and not a direct predictor, of a bounding condition via a moderated mediation model.

The research expands the Self-Determination Theory and Social Exchange Theory to be used in



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the context of organizational silence in healthcare organizations that are run by the government.

### **Practical Implications**

The results have significant implications to the healthcare administration, policymakers, and human resource practitioners.

First, organizations must encourage spirituality in the workplace by encouraging meaningful work, a sense of community, and shared values since this will decrease the propensity of the employees to be silent.

Second, the behavior of silence can also be discouraged by the management practices that promote the internal locus of control of the employees like empowerment, decision-making involvement and autonomy.

Third, psychological safety should be developed with the help of supportive leadership and open communication and non-punitive feedback after making a mistake, as it is necessary to guarantee that the employees are free to suggest and raise concerns.

Collectively, the mentioned practices may assist healthcare organizations in establishing the environment that promotes employee voice and enhances communication along with mitigating the risks of silence that is likely to make organizations more effective and improve the quality-of-service delivery.

### **Policy Implications**

Policy-wise, the results indicate that value-based and psychologically informed practices need to be included in the organizational policies and training programs of the public-sector healthcare institutions. Open communication and mitigating the risks associated with silence can be established by means of policies focused on enhancing ethical values, empowering employees, and providing them with psychological safety. These programs are especially crucial in the context of very hierarchical healthcare systems, where silence otherwise can be the obstacle to learning, accountability, and performance enhancement.

### **Recommendations**

According to the research results, the following organizational practice, management, and future research recommendations are provided.

### **Managerial and Organizational Recommendations**

Healthcare organizations are recommended to ensure workplace spirituality by encouraging meaningful work, shared values and community as these factors will lessen the propensity of the employees to be quiet.

The management must engage in management practices that enhance internal locus of control by employees like empowerment, decision-making and greater autonomy to motivate employees to share ideas and concerns.

Psychological safety should be actively developed by organizations via promotion of open communication, acceptance of sincere errors, and avoidance of penalizing the expression of employee voice, especially in healthcare facilities with high risks.

The leadership development programs are supposed to focus on supportive and ethical leadership behaviors that strengthen trust, fairness, and value conformity that will minimize fear-based silence.

### **Policy Recommendations**

The policy makers in the healthcare sector of the government are advised to incorporate the value-based and psychologically informed models into the administrative policies in order to ensure openness in communication and employee voice.



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The training programs must be created to create awareness regarding the adverse effects of organizational silence and the significance of psychological safety in enhancing service delivery and patient outcomes.

### Future Research Suggestions

Future research can take the form of longitudinal research design to investigate the influence of spirituality, psychological safety, and silence behavior at the workplace over time.

Future studies should be urged to use the model in a variety of industries and cultural settings to promote the overall applicability of the results.

To have more insights about the experiences of employees on spirituality, silence, and psychological safety in organizations, qualitative or mixed-method approaches might be employed.

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### APPENDICES

#### QUESTIONNAIRE

Dear Respondent,

I am PhD scholar at the department of Management Sciences, Quertaba University of Science and Information Technology, Peshawar Pakistan.

I am working on my research paper “**Workplace Spirituality and Organizational Silence**; A moderated Mediation Analysis of Psychological Safety and Locus of Control”. For the successful completion of my research paper, I need your heartfelt contribution. Let me assure you that the research is purely for academic purpose, and no information will be revealed or shared with any other person or institution.

#### Respondent Information:

**Gender:** M F

**Age:** 20-35 35-50 50+

**Education:** MBBS FCPS/FRCS

MS/M Phil PhD any other \_\_\_\_\_

**Experience:** <5 years >5 years 10+ years

**Employment Category:** Administration Medical Services any other: -----

#### Designation:

Strongly Disagree (SD) =1, Disagree (D) =2, Neutral (N) =3, Agree (A) =4, Strongly Agree (SA) =5

S.	Description	S	D	N	A	S
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No		D				A
<b>Workplace Spirituality Items</b>						
1	An attitude of sameness toward all people is a noble thing to have.	1	2	3	4	5
2	Even though people are apparently different, there is some underlying unity across all people.	1	2	3	4	5
3	Living in selfish isolation from others is to be avoided.	1	2	3	4	5
4	All beings in this world are fundamentally connected to each other.	1	2	3	4	5
5	The various beings in this world are like the leaves and branches of one tree.	1	2	3	4	5
6	When we hurt others, we are really hurting ourselves.	1	2	3	4	5
<b>Organizational Silence Items</b>						
7	I remain silent at work because I will not find a sympathetic ear	1	2	3	4	5
8	I remain silent at work because nothing will change, anyway	1	2	3	4	5
9	I remain silent at work because my superiors are not open to proposals, concerns, or the like	1	2	3	4	5
10	I remain silent at work because I do not want to embarrass others	1	2	3	4	5
11	I remain silent at work because I do not want to hurt the feelings of colleagues or superiors	1	2	3	4	5
12	I remain silent at work because I do not want others to get into trouble	1	2	3	4	5
13	I remain silent at work because that would mean having to do avoidable additional work	1	2	3	4	5
14	I remain silent at work because of concerns that others could take an advantage of my ideas	1	2	3	4	5
15	I remain silent at work so as not to give away my knowledge advantage	1	2	3	4	5
16	I remain silent at work because of fear of negative consequences	1	2	3	4	5
17	I remain silent at work to avoid being vulnerable in the face of colleagues or superiors	1	2	3	4	5
18	I remain silent at work because I fear disadvantages from speaking up	1	2	3	4	5
<b>Locus of Control</b>						
19	I can increase my well-being by taking care of myself.	1	2	3	4	5
20	Most of the things that influence my wellbeing happen by accident.	1	2	3	4	5
21	My wellbeing is very sensitive to other people's behavior.	1	2	3	4	5
22	My well-being is greatly influenced by randomness and chance.	1	2	3	4	5
23	Other people have a big impact on my wellbeing.	1	2	3	4	5
24	My well-being depends mainly on myself.	1	2	3	4	5
25	My well-being is determined by fate and destiny.	1	2	3	4	5
26	Other people's decisions greatly influence my well-being.	1	2	3	4	5
27	I am responsible for my well-being.	1	2	3	4	5



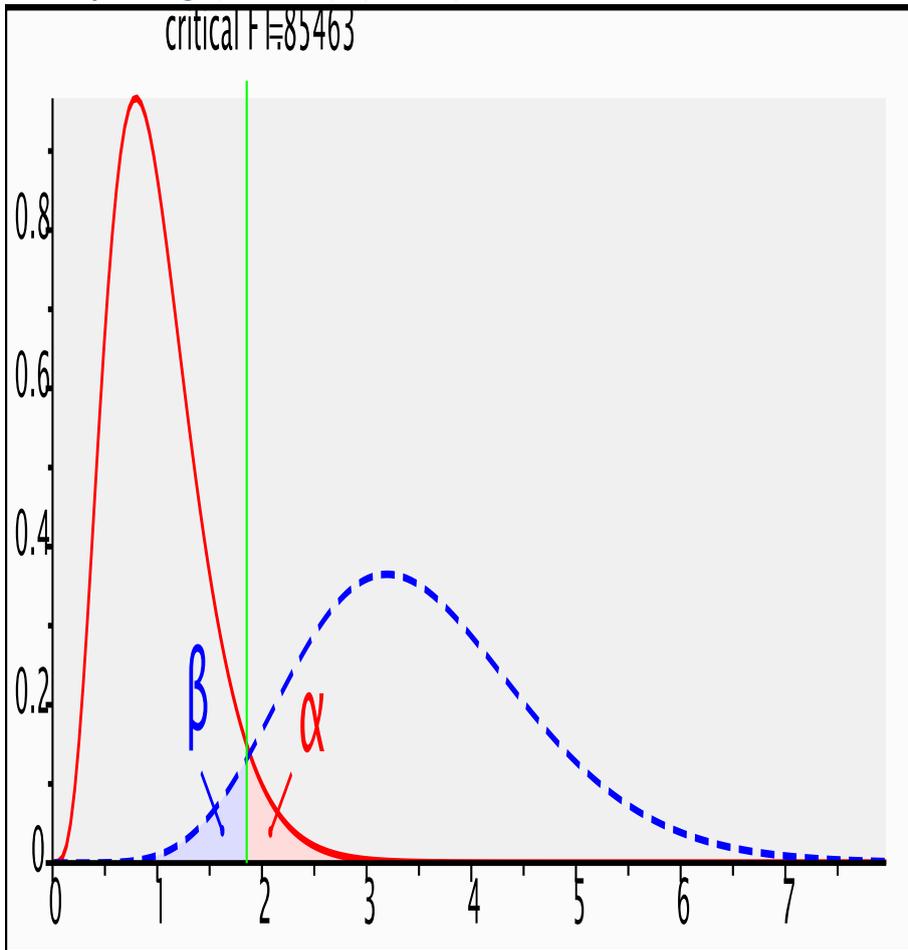
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28	My well-being often increases due to chance.	1	2	3	4	5
29	I control my level of well-being.	1	2	3	4	5
30	My well-being mainly depends on other people and their reactions.	1	2	3	4	5
<b>Psychological Safety</b>						
31	If I make a mistake in this organization, it is often held against me	1	2	3	4	5
32	I am able to bring up problems and tough issues in this organization.	1	2	3	4	5
33	People in this organization sometimes reject me for being different	1	2	3	4	5
34	It is safe for me to take a risk in this organization.	1	2	3	4	5
35	It is difficult for me to ask other members of this organization for help	1	2	3	4	5
36	No one in this organization would deliberately act in a way that undermines my efforts	1	2	3	4	5
37	In working with members of this organization, I have my unique skills and talents valued and utilized	1	2	3	4	5

### GPower Sampling



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G\*Power 3.1.9.7

File Edit View Tests Calculator Help

Test family: F tests

Statistical test: ANOVA: Fixed effects, special, main effects and interactions

Type of power analysis: A priori: Compute required sample size - given  $\alpha$ , power, and effect size

Input Parameters

Determine =>	Effect size f	0.25
	$\alpha$ err prob	0.05
	Power ( $1-\beta$ err prob)	0.95
	Numerator df	10
	Number of groups	4

Output Parameters

Noncentrality parameter $\lambda$	25.0000000
Critical F	1.8546311
Denominator df	396
Total sample size	400
Actual power	0.9504322

X-Y plot for a range of values

Calculate