



Investigation of The Impact of Organizational Culture On Organizational Silence with The Mediator Variable of Personality Traits of Individuals in Social Security Organization

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ABSTRACT

One of the most important organizational variables that has been considered by researchers in the last decade is the issue of organizational silence. Therefore, in the present study, we have investigated the effect of organizational culture on organizational silence with the mediator variable of personality traits of individuals in social security organization. In terms of method and data collection tools, this is a descriptive survey and in terms of objective, this is an applied study that seeks to solve a particular problem of the society. The statistical population of the present study consists of all employees of social security organization of the province Sistan and Baluchestan with the total number of 367 people. For determining sample size, Morgan table is used and 185 people were selected as sample population. In this research, a large part of the data was collected by questionnaires. To this end, the measurement scale of organizational culture has been taken from Denison's study (1995) and the framework of Morrison & Milliken (2000) was used to measure organizational silence. Also a researcher-made questionnaire with approved validity and reliability was used to measure the personality traits. In this research, for the analysis of obtained data from sample, inferential statistics methods were used. The statistical methods applied in this research include regression and Smirnov-Komolgorov tests. For this purpose, SPSS software has been used. The obtained results showed that the organizational culture and its components and also personality traits of individuals affect the organizational silence of employees in social security organization of Sistan and Baluchestan province.

Keywords: organizational culture, organizational silence, personality traits, social security organization

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INTRODUCTION

The efficiency and development of each organization depends to a large extent on the proper application of human resources. The larger the companies and organizations are, the larger the problems of this huge force. Managers try to control continuously their employees in various situations. Some managers insist on the fact that employee satisfaction can be increased by rewards and encouragement. Employees are gradually calling for job independence to feel more valuable. If these employees are faced with barriers to their job demands or, in other words, if managers don't pay enough attention to them, they will be in a situation of job frustration and solitude and this, in turn, leads to the phenomena of organizational silence. In spite of the fact that the silence of employees has become a common phenomenon in organizations, but that is not a well-known concept and little research has been done on it.

Considering that the issue of organizational silence in the scientific and organizational societies of Iran is considered as a new and unfamiliar subject and less research literature can be found on this subject, researchers like Morrison & Milliken

state that silence has become a powerful force in the organization, but no rigorous research and investigation is conducted in this field. Morrison and Milliken introduced this concept and showed that organizational silence is a social phenomenon that occurs at an organizational level and many organizational features affect it. These organizational features include the processes of decision-making, management processes, employee culture and perceptions and the factors influencing the behaviour of silence (Dmitri's, 2007). Robbins believes that like individuals, organizations have also personalities and can be determined by particular features such as drought, kindness, warmth, innovation or being cautious. As tribal culture determines the behaviour of tribal individuals against each other or against the alien, organizations also have cultures that govern the behaviour of members (Robbins, 2010). Organizational culture controls automatically the managers and influences the perceptions, feelings, thoughts, goals, satisfaction and morale of individuals and also the level of creativity and innovation of the employees through the expansion of culture (Zarei Matin, 2003). Organizational culture can be considered as a source of movement, dynamism, creativity and innovation, or an obstacle to their progress (Nili Aram, 2010). According to the above mentioned, as an insurance company, social security

organization plays an important role in the planning and development of the health of society members; and the concept of organizational silence and its relationship with organizational culture among the employees of this organization with the mediating role of personality characteristics is of remarkable importance.

On the other hand, organizational silence is a new concept in the field of management and there are not many conducted studies in this area; and it is sometimes seen that its importance is ignored in organizations, including health organizations. This could be a deadly toxic to the organization and if not enough attention is paid to this subject, this could result in the reduction of employee commitment and efficiency and stagnation in the organization's physical and social networks and the competitive advantage of the organization will become meaningless. Therefore, it requires serious attention from the managers of organizations. So according to the above mentioned, the main objective of the present study is to explore the effect of organizational culture on organizational silence with the mediator variable of personality traits of individuals is Social Security Organization.

Conceptual model of research

The theoretical framework is a pattern based on theoretical relations among a number of factors that have been identified as important in studies cases. This theoretical framework proceeds logically in the study by examining the research background. Given the definitions presented and the expression of past research, in this study, the following conceptual model has been accepted and reviewed in order to investigate the effect of organizational culture (including different types of culture such as group culture, developmental culture and hierarchical culture) on organizational silence with the mediating role of the variable of personality traits of individuals in Social Security Organization of Sistan and Baluchestan province.

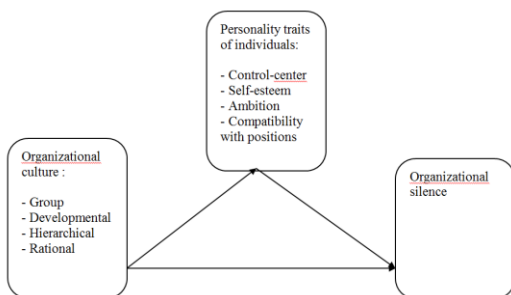


Figure 1: Conceptual model of research

Hypotheses of research

1. Organizational culture has a significant impact on organizational silence.
2. Grouping culture has a significant impact on organizational silence.
3. Developmental culture has a significant impact on organizational silence.
4. Hierarchical culture has a significant impact on organizational silence.

5. Rational culture has a significant impact on organizational silence.
6. Personality traits of individuals has a significant impact on organizational silence.
7. Control-center has a significant impact on organizational silence.
8. Self-esteem has a significant impact on organizational silence.
9. Ambition has a significant impact on organizational silence.
10. Compatibility with positions has a significant impact on organizational silence.

Research Methodology

In terms of objective, nature and method, this is an applied, descriptive and correlational study. The statistical population of this study consists of all employees of Social Security Organization in Sistan and Baluchestan province and the sample size can be determined using Morgan table. The research period is winter and spring 2017 and simple random sampling method was used. Also library studies and academic papers and journals have been used to collect theoretical and historical foundations. For collecting statistical information to test hypotheses, field method and searching in statistical population were used. In this study, a large part of data is gathered by questionnaire. For this purpose, the measurement scale of organizational culture has been taken from Denison's study (1995) and also the framework of Marrison and Milliken (2000) was used to measure organizational silence. Also for measuring personality traits of individuals, a researcher-made questionnaire was used; the validity and reliability of this questionnaire were approved respectively by university professors and using Cronbach's alpha. In this study, after gathering the questionnaires, SPSS software is used and according to the number of variables, type of study and relationships between variables, frequency tables, dispersion indicators of bar graphs, histogram are used. For data analysis, two kinds of descriptive and inferential statistics are applied. In descriptive statistics, indicators such as frequency tables, charts, as well as central dispersal index such as standard deviation and variance; and in inferential statistics, tests tailored to the data like regression and Smirnov-Komolgorov tests are used.

Research findings

Hypothesis1: Organizational culture has a significant impact on organizational silence.

To determine the effectiveness, goodness-of-fit in regression model was analyzed which was discussed below. To propose the model of the relationship between Organizational culture (Y) and Organizational silence (X) after investigating its adequacy indicators in below table, the model is presented.

Table 1. Goodness of fit of regression model between Organizational culture and organizational silence

Std. Error of the Estimate	Adjusted R Square	R Square	R
0.179	0.711	0.712	-0.844

The relationship between independent variables and the dependent variable equals to -0.844 R Square is .712 which shows that 71.2 percent of variation in organizational culture is predicted by organizational silence. Because this measure do not consider the degree of freedom, adjusted R Square was used which equals to 71.1 in this study. According to the indices, the model was adequate.

Table 2. Regression equation of organizational silence

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig	
	B	Std. Error	Beta			
	1	Constant	1.64			0.088
	Organizational culture	-0.625	0.023	-	27.46	

Dependent Variable: organizational silence

The inserted variable in regression equation is the core of regression analysis which can be seen in Table 2 the regression equation is provided by unstandardized coefficients.

Organizational silence = 1.64 + (-0.625) Organizational culture

It can be said that with increase of one unit of each independent variable depending on the written coefficient, the dependent variable is increased. In other words with increase of one unit in Organizational culture, the standard deviation 0.625 unit of organizational silence is decreased, so they have positive relationship. T-test relating to regression coefficients are displayed in the table for independent variable as well. The sig. value equals to .000, so organizational culture has a meaningful effect on organizational silence.

Hypothesis2: Grouping culture has a significant impact on organizational silence.

To determine the effectiveness, goodness-of-fit in regression model was analyzed which was discussed below. To propose the model of the relationship between Grouping culture (Y) and Organizational silence (X) after investigating its adequacy indicators in below table, the model is presented.

Table 3. Goodness of fit of regression model between Grouping culture and organizational silence

Std. Error of the Estimate	Adjusted R Square	R Square	R
0.206	0.618	0.619	-0.787

The relationship between independent variables and the dependent variable equals to -0.787 R Square is .619 which

shows that 61.9 percent of variation in grouping culture is predicted by organizational silence. Because this measure do not consider the degree of freedom, adjusted R Square was used which equals to 61.8 in this study. According to the indices, the model was adequate.

Table 4. Regression equation of organizational silence

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig
		B	Std. Error	Beta		
1	Constant	2.317	0.078	0.787	29.623	0.000
	Grouping culture	-0.455	0.020	-	22.278	

Dependent Variable: organizational silence

The inserted variable in regression equation is the core of regression analysis which can be seen in Table 4 the regression equation is provided by unstandardized coefficients.

Organizational silence = 2.317 + (-0.455) Grouping culture

It can be said that with increase of one unit of each independent variable depending on the written coefficient, the dependent variable is increased. In other words with increase of one unit in Grouping culture, the standard deviation 0.455 unit of organizational silence is decreased, so they have positive relationship. T-test relating to regression coefficients are displayed in the table for independent variable as well. The sig. value equals to .000, so grouping culture has a meaningful effect on organizational silence.

Hypothesis3: Developmental culture has a significant impact on organizational silence.

To determine the effectiveness, goodness-of-fit in regression model was analyzed which was discussed below. To propose the model of the relationship between Developmental culture (Y) and Organizational silence (X) after investigating its adequacy indicators in below table, the model is presented.

Table 5. Goodness of fit of regression model between Developmental culture and organizational silence

Std. Error of the Estimate	Adjusted R Square	R Square	R
0.24839	0.448	0.450	-0.670

The relationship between independent variables and the dependent variable equals to -0.670 R Square is .450 which shows that 45 percent of variation in Developmental culture is predicted by organizational silence. Because this measure do not consider the degree of freedom, adjusted R Square was used which equals to 44.8 in this study. According to the indices, the model was adequate.

Table 5. Regression equation of organizational silence

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig	
	B	Std. Error	Beta			
	1	Constant	2.273			0.113
	Developmental culture	-0.465	0.029	15.782		
Dependent Variable: organizational silence						

The inserted variable in regression equation is the core of regression analysis which can be seen in Table 5 the regression equation is provided by unstandardized coefficients.

Organizational silence = 2.273 + (-0.465) Developmental culture

It can be said that with increase of one unit of each independent variable depending on the written coefficient, the dependent variable is increased. In other words with increase of one unit in Developmental culture, the standard deviation 0.465 unit of organizational silence is decreased, so they have positive relationship. T-test relating to regression coefficients are displayed in the table for independent variable as well. The sig. value equals to .000, so developmental culture has a meaningful effect on organizational silence.

Hypothesis4: Hierarchical culture has a significant impact on organizational silence.

To determine the effectiveness, goodness-of-fit in regression model was analyzed which was discussed below. To propose the model of the relationship between Hierarchical culture (Y) and Organizational silence (X) after investigating its adequacy indicators in below table, the model is presented.

Table 6. Goodness of fit of regression model between Hierarchical culture and organizational silence

Std. Error of the Estimate	Adjusted R Square	R Square	R
0.21930	0.570	0.571	-0.756

The relationship between independent variables and the dependent variable equals to -0.756 R Square is .571 which shows that 57.1 percent of variation in Hierarchical culture is predicted by organizational silence. Because this measure do not consider the degree of freedom, adjusted R Square was used which equals to 57 in this study. According to the indices, the model was adequate.

Table 7. Regression equation of organizational silence

Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig		
1	Constant	2.717	0.145	-0.467	18.789	0.000
	Rational culture	-0.369	0.040	9.217		
Dependent Variable: organizational silence						

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig
		B	Std. Error	Beta		
1	Constant	2.004	0.102	-0.756	19.672	0.000
	Hierarchical culture	-0.524	0.026	20.146		
Dependent Variable: organizational silence						

The inserted variable in regression equation is the core of regression analysis which can be seen in Table 7 the regression equation is provided by unstandardized coefficients.

Organizational silence = 2.004 + (0.524) Hierarchical culture

It can be said that with increase of one unit of each independent variable depending on the written coefficient, the dependent variable is increased. In other words with increase of one unit in Hierarchical culture, the standard deviation 0.524 unit of organizational silence is decreased, so they have positive relationship. T-test relating to regression coefficients are displayed in the table for independent variable as well. The sig. value equals to .000, so hierarchical culture has a meaningful effect on organizational silence.

Hypothesis5: Rational culture has a significant impact on organizational silence.

To determine the effectiveness, goodness-of-fit in regression model was analyzed which was discussed below. To propose the model of the relationship between rational culture (Y) and Organizational silence (X) after investigating its adequacy indicators in below table, the model is presented.

Table 8. Goodness of fit of regression model between rational culture and organizational silence

Std. Error of the Estimate	Adjusted R Square	R Square	R
0.29609	0.215	0.218	-0.467

The relationship between independent variables and the dependent variable equals to -0.467 R Square is .218 which shows that 21.8 percent of variation in rational culture is predicted by organizational silence. Because this measure do not consider the degree of freedom, adjusted R Square was used which equals to 21.5 in this study. According to the indices, the model was adequate.

Table 9. Regression equation of organizational silence

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig
		B	Std. Error	Beta		
		1	Constant	2.717		
	Rational culture	-0.369	0.040	9.217		
Dependent Variable: organizational silence						

The inserted variable in regression equation is the core of regression analysis which can be seen in Table 9 the regression equation is provided by unstandardized coefficients.

Organizational silence = 2.71 + (-0.269) Rational culture

It can be said that with increase of one unit of each independent variable depending on the written coefficient, the dependent variable is increased. In other words with increase of one unit in Rational culture, the standard deviation 0.269 unit of organizational silence is decreased, so they have positive relationship. T-test relating to regression coefficients are displayed in the table for independent variable as well. The sig. value equals to .000, so rational culture has a meaningful effect on organizational silence.

Hypothesis6: Personality traits of individuals has a significant impact on organizational silence.

To determine the effectiveness, goodness-of-fit in regression model was analyzed which was discussed below. To propose the model of the relationship between Personality traits of individuals (Y) and Organizational silence (X) after investigating its adequacy indicators in below table, the model is presented.

Table 10. Goodness of fit of regression model between Personality traits of individuals and organizational silence

Std. Error of the Estimate	Adjusted R Square	R Square	R
0.32001	0.083	0.086	-0.294

The relationship between independent variables and the dependent variable equals to -0.294 R Square is .086 which shows that 8.6 percent of variation in Personality traits of individuals is predicted by organizational silence. Because this measure do not consider the degree of freedom, adjusted R Square was used which equals to 8.3 in this study. According to the indices, the model was adequate.

Table 11. Regression equation of organizational silence

Model	Unstandardized Coefficients			Standardized Coefficients	T	Sig
	B	Std. Error	Beta			
1	Constant	3.421	0.117		29.310	0.000
	Personality traits of individuals	-0.183	0.034	-0.294	5.369	
Dependent Variable: organizational silence						

The inserted variable in regression equation is the core of regression analysis which can be seen in Table 11 the regression equation is provided by unstandardized coefficients.

Organizational silence = 3.42 + (-0.183) Personality traits of individuals

It can be said that with increase of one unit of each independent variable depending on the written coefficient, the dependent variable is increased. In other words with increase of one unit in Personality traits of individuals, the standard deviation 0.183 unit of organizational silence is decreased, so they have positive relationship. T-test relating to regression coefficients are displayed in the table for independent variable as well. The sig. value equals to .000, so Personality traits of individuals has a meaningful effect on organizational silence.

Hypothesis7: Control-center has a significant impact on organizational silence.

To determine the effectiveness, goodness-of-fit in regression model was analyzed which was discussed below. To propose the model of the relationship between Control-center (Y) and Organizational silence (X) after investigating its adequacy indicators in below table, the model is presented.

Table 12. Goodness of fit of regression model between Control-center and organizational silence

Std. Error of the Estimate	Adjusted R Square	R Square	R
0.31100	0.134	0.137	0.370

The relationship between independent variables and the dependent variable equals to 0.370 R Square is .137 which shows that 13.7 percent of variation in Control-center is predicted by organizational silence. Because this measure do not consider the degree of freedom, adjusted R Square was used which equals to 13.4 in this study. According to the indices, the model was adequate.

Table 13. Regression equation of organizational silence

Model	Unstandardized Coefficients			Standardized Coefficients	T	Sig
	B	Std. Error	Beta			
1	Constant	3.389	0.095		35.574	0.000
	Control-center	0.185	0.027	0.370	6.960	
Dependent Variable: organizational silence						

The inserted variable in regression equation is the core of regression analysis which can be seen in Table 13 the regression equation is provided by unstandardized coefficients.

Organizational silence = 3.389 + (0.185) Control-center

It can be said that with increase of one unit of each independent variable depending on the written coefficient, the dependent variable is increased. In other words with increase of one unit in Control-center, the standard deviation 0.185 unit of organizational silence is increased, so they have positive relationship. T-test relating to regression coefficients are displayed in the table for independent variable as well. The sig. value equals to .000, so Control-center has a meaningful effect on organizational silence.

Hypothesis8: Self-esteem has a significant impact on organizational silence.

To determine the effectiveness, goodness-of-fit in regression model was analyzed which was discussed below. To propose the model of the relationship between Self-esteem (Y) and Organizational silence (X) after investigating its adequacy indicators in below table, the model is presented.

Table 14. Goodness of fit of regression model between Self-esteem and organizational silence

Std. Error of the Estimate	Adjusted R Square	R Square	R
0.29747	0.208	0.211	-0.459

The relationship between independent variables and the dependent variable equals to -0.459 R Square is .211 which shows that 21.1 percent of variation in Self-esteem is predicted by organizational silence. Because this measure do not consider the degree of freedom, adjusted R Square was used which equals to 20.8 in this study. According to the indices, the model was adequate

Table 15. Regression equation of organizational silence

Model	Unstandardized Coefficients			T	Sig
	B	Std. Error	Beta		
1	Constant	3.077	-0.459	28.472	0.000
	Self-esteem	-0.268	0.030		9.018

Dependent Variable: organizational silence

The inserted variable in regression equation is the core of regression analysis which can be seen in Table 15 the regression equation is provided by unstandardized coefficients.

Organizational silence = 3.077 + (-0.268) Self-esteem

It can be said that with increase of one unit of each independent variable depending on the written coefficient, the dependent variable is increased. In other words with increase of one unit in Self-esteem, the standard deviation 0.268 unit of organizational silence is decreased, so they have positive relationship. T-test relating to regression coefficients are displayed in the table for independent variable as well. The sig. value equals to .000, so Self-esteem has a meaningful effect on organizational silence.

Hypothesis9: Ambition has a significant impact on organizational silence.

To determine the effectiveness, goodness-of-fit in regression model was analyzed which was discussed below. To propose the model of the relationship between Ambition (Y) and

Organizational silence (X) after investigating its adequacy indicators in below table, the model is presented.

Table 16. Goodness of fit of regression model between Ambition and organizational silence

Std. Error of the Estimate	Adjusted R Square	R Square	R
0.32733	0.041	0.044	-0.210

The relationship between independent variables and the dependent variable equals to 0.210 R Square is .044 which shows that 4.4 percent of variation in Ambition is predicted by organizational silence. Because this measure do not consider the degree of freedom, adjusted R Square was used which equals to 4.1 in this study. According to the indices, the model was adequate.

Table 17. Regression equation of organizational silence

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig
		B	Std. Error	Beta		
1	Constant	3.593	0.121	-0.210	29.779	0.000
	Ambition	-0.120	0.032		3.749	

Dependent Variable: organizational silence

The inserted variable in regression equation is the core of regression analysis which can be seen in Table 17 the regression equation is provided by unstandardized coefficients.

Organizational silence = 3.59 + (-0.120) Ambition

It can be said that with increase of one unit of each independent variable depending on the written coefficient, the dependent variable is increased. In other words with increase of one unit in Ambition, the standard deviation 0.120 unit of organizational silence is decreased, so they have positive relationship. T-test relating to regression coefficients are displayed in the table for independent variable as well. The sig. value equals to .000, so Ambition has a meaningful effect on organizational silence.

Hypothesis10: Compatibility with positions has a significant impact on organizational silence.

To determine the effectiveness, goodness-of-fit in regression model was analyzed which was discussed below. To propose the model of the relationship between Compatibility (Y) and Organizational silence (X) after investigating its adequacy indicators in below table, the model is presented.

Table 18. Goodness of fit of regression model between Compatibility and organizational silence

Std. Error of the Estimate	Adjusted R Square	R Square	R
0.31612	0.105	0.108	-0.329

The relationship between independent variables and the dependent variable equals to -0.329 R Square is .108 which shows that 10.8 percent of variation in Compatibility is predicted by organizational silence. Because this measure do not consider the degree of freedom, adjusted R Square was used which equals to 10.5 in this study. According to the indices, the model was adequate.

Table 19. Regression equation of organizational silence

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig
		B	Std. Error	Beta		
1	Constant	3.353	0.114	-0.329	29.366	0.000
	Compatibility	-0.185	0.030		6.089	
Dependent Variable: organizational silence						

The inserted variable in regression equation is the core of regression analysis which can be seen in Table 19 the regression equation is provided by unstandardized coefficients.

Organizational silence = 3.35 + (-0.185) Compatibility

It can be said that with increase of one unit of each independent variable depending on the written coefficient, the dependent variable is increased. In other words with increase of one unit in Compatibility, the standard deviation 0.185 unit of organizational silence is increased, so they have positive relationship. T-test relating to regression coefficients are displayed in the table for independent variable as well. The sig. value equals to .000, so Compatibility has a meaningful effect on organizational silence.

Discussion and conclusion

The efficiency and development of each organization depends to a large extent on the proper application of human resources. Despite the fact that the common literature on organization and management emphasizes on the empowerment and establishment of open communication channels, but research results show that many employees complain that their organizations do not support communications, sharing information and undisclosed and hidden knowledge. And this can be a reason for the failure of the goals and planning of managers in organizations. One of the major obstacles to the success of organization’s programs and objectives is the lack of information, lack of trust and lack of what researchers called “organizational silence” that is defined as refrainment from expressing ideas, opinions and information about organizational issues. When silence gains an organization, the

stagnation precipitates in its physical and social networks, and the competitive advantage of enterprise becomes meaningless. The silence of employees involves organizations and becomes a common phenomenon in organizations. Unfortunately, little research has been done yet on the silence of staff. Studies show that factors such as employee commitment, organizational identity, organizational culture and personality factors are affected by organizational silence. In other words, the greater the phenomenon of silence in the organization, the organizational commitment of the staff is reduced. Also Pearson’s correlation coefficient values were calculated for determining the significant relationship between organizational culture and organizational silence; the negativity of these values showed that these relationships are inverse and there is a negative and significant correlation between organizational silence of employees and each component of organizational culture and personality traits. Also, strengthening cultural components within an organization can create conditions in which employees are not afraid to raise their ideas, opinions and concerns; so it reduces organizational silence. Finally, some suggestions are made:

- Making decisions in groups and giving importance to groups and committees in organizations
- Establishing workshops of communicational skills for managers and supervisors
- Changing the organization’s culture toward learner organizations and organizational learning
- Identifying the capacities and capabilities of individuals and using them in executive affairs and decision-making
- Establishing an appropriate reward system for creative ideas and suggestions
- Identifying the individual and organizational culture to assign responsibilities to them

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