

An Investigation of the Impact of Internal Marketing on Organization Silence (Case Study: Tax Administration of Isfahan City)

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ABSTRACT

Nowadays internal marketing is known as an approach for making the organization and its programs performance effective. The purpose of this research is the study of the effect of internal marketing on organizational silence in tax office of Isfahan city. The present research is of the type of descriptive – survey .In order to determine the reliability of the questionnaire, the Chronbakh alpha coefficient was calculated and the coefficient of %83 was found. In order to determine the validity of the questionnaire, the ideas of experts and finally on the base of knodal coefficient, the amount of validity of the questionnaire was found %80.

These data were analyzed by SPSS software. The results show that there is a positive and meaningful relation between internal marketing and passive silence, also there is a positive and meaningful relation between the effects of internal marketing on prosocial silence element. The effect of internal marketing elements on defensive silence does not show any meaningful relation between payments on defensive silence. There is a meaningful and reverse relation between the work condition and defensive silence. There is a meaningful and reverse relation between the enrolment of employees and defensive silence and there is not any meaningful relation between the management style and defensive silence.

KEY WORDS: Internal Marketing, Organizational silence. Defensive silence, Passive silence, Prosocial silence.

INTRODUCTION

One of the ways of guarantee the higher performance of organization showed be searched in successfully playing role in human resource management. In order to reach to the goals of organization in this part, we must start working from noticing those who consider customer affair. The managers in relation to various cases try to continuously control their employees their idea is that when a person is employed somewhere must accept all that organization conditions. Some of the managers insist on this case that the satisfaction of employees can be increased by reward and encouraging them to do the work. Maybe their idea is that the employees are their subordinate and must accept their orders. However nowadays because the employees have financial problems most of their attention and trend is toward financial work, but little by little employees are interested in meaningful work and want more independent profession and by this they feel being valuable. If these employees face with obstacles in the requirements of their profession or in the other word they are not accepted by the managers, they are suppressed and isolated in their organization. Which result in some phenomena such as organizational silence? While the organizational silence of employees includes organizations, still few studies about silence of employees have been done. Morrison and Milliken (2000) note that silence has converted to a powerful force in organizations, But serious research has not been done on it. Morrison and Milliken introduced this concept and show that organizational silence is a social phenomenon which comes to exist at an organizational level and are affected by many characteristics of organization. These characteristics include decision processes, management processes, culture and concepts of employees which are of effective factors on silent behavior (Dimitris and vakola, 2007). Pinder and Harlos also believe that while the silence has been spread in the organizations but has been neglected by researchers. Even when silence is proved to be existed most of the researchers do not pay attention to it (Pinder and Harlos, 2001). The purpose of the present research is the study of the effect of internal marketing on organizational marketing in that every dimension of internal marketing is considered separately in the dimensions of organizational silence. This research wants to in addition to consider the concept of organizational silence, analysis every type of it in tax office of Isfahan city, describe philosophical dimensions of silence and views related to it, express effective organizational and management variables in causing organizational silence, describe the causes of its coming to exist and its subsequences and the effects of internal marketing on organizational marketing for organizational

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silence in managing the tax office of Isfahan city. The result of this research could help manager in enhancing the productivity of organization.

3. Research theoretical frame work

Since the new organizational behavior faced increasing complexities. It is necessary for managers and employees to become familiar with these complexities and know the proper ways to opposite it. It must be noted that the environment is always selects among the existing competitors in a special field and the cases which could not answer better to requirements of environment and being trusted by the work environment, sign their departing command from the competition field.

1. 3. Internal marketing

One of the ways of guaranteeing the higher performance of organization should be searched in successfully playing role in managing human resources. In order to achieve to the organizational goals in this part, the work must be started from paying attention to those who consider the customer affairs. This aspect of the activities of service organizations has introduced the subject of internal marketing. Nowadays internal marketing is known as a strategy for promoting the organizational performance. The related studies in this field show that the internal marketing activities have promoted the compatibility in organization through motivating and penetrating the employees and have enhanced the appropriateness. Although this concept has developed in marketing literature, it has been used very rarely.

1.1.3. Defining internal marketing

For the first time Sasser andArbit (1974) noted implicitly to internal marketing. Katler (2000) states in one of his books that organizations in addition to foreign marketing must do internal marketing (by foreign marketing, we mean the current concept of marketing). He defines internal marketing in this word: the act of employment, education, showing success fullness in order that organization could present services permanently and with high quality. Gronroos believes that the purpose of internal marketing is to motivated employees by an approach that is based on marketing and coordination of various internal activities which encourage employees to present services to customers (Gronroos, 2000).

3.1.3. Mixed internal marketing

The clearest image of mixed internal marketing was presented by Piercy and Morgan (1991) and was developed by Ahmed and Rafiq (1993). Piercy and Morgan describe that using product, price, communication and internal distribution cause simplicity of the organizational changing process through techniques and system, power of structure and internal political culture in organization (Piercy and Morgan, 1991). In the table (1), the composed elements of internal marketing from the point of view of other researchers have been shown (Abzari and et al, 1390).

Table 1: The composed elements of internal marketing, resource (Abzari and et al,1390).

Researchers	The composed elements of internal marketing
Ahmed and et al(2003)	Strategic rewards , internal communication , education and development , organizational structure , physical environment , fining employee , selection and substitution , encouraging system , having ability , functional changing
Bansal and et al (2001)	Occupational security , expanded education , rewards based on performance , shared information, encouraging system , having ability, decreasing discriminations between situation and position
Balantin (2000)	Involvement the employees in growing of the experiences, approaches and processes, one sided feed backs, education. distribution of information , two sided communication , group learning
Gronroos(2000)	Education , management support and internal communication , informational support , human resources management , plenty foreign communication, systems` s development, technological supports and promoting internal services
Lings(1999)	Employee` s interchange
Very and Louise(1999)	Publishing information of all of the internal teams , development of property and encouraging system, motivation
Beat and Formen (1999)	Cost of exchanges between internal customers and internal suppliers
Herge and et al (1998)	Communication , employee` s education evaluation and feedback , understanding the customers
Formen and mony (1995)	Employee` s development , reward , perception and internalizing the organization` s view
Tansoehaj and et al(1991)	Positive view toward employees , involvement in employment process, formal education during work, guidance toward reachable personal goals, open environment for communication , two sided feedback, help to understand the relation between performance and reward

3.2.Organizational Silence

Organizational silence is that employees prevent themselves from stating behavioral, cognitional and effective evaluations on organizational condition (Pinder and Harlos, 2001). In another definition, organizational silence is considered as a social phenomenon in which employees refuse to present their ideas and worries about problems (Morrison and Milliken, 2001). Silence is affected by many characteristics of organization. These characteristics include decision process, managing culture and concepts of employees are of effective factors on silence (Dimitris and Vakola, 2007). But mean while two factors which cause employee silence in organization include:

1. Manager’s fear of negative feedbacks of employees because it endangers their profits and conditions.
2. Employees’ perception of negative implicit beliefs about them. These beliefs include some manager’s thoughts.

Based on that employees just consider their own profits, the management of organization knows more than everyone and knows the best and also different ideas in nature in harmful for organization. Although these things are the management’s beliefs and may not be real in any organization but cause destructive emotions and feelings such as fear, deception and anger in employees and finally cause employee silence (Slas,2008).

3.2.1.Dimensions of organizational silence

Silence does not always suggest passive behavior; silence could be active, consciousness, deliberative and purposeful. This is an important point because shows the multi dimension and complex nature of silence. In fact some forms of silence are strategic and impassive – purposeful deliberative and consciousness – like when employees prevent presenting confidential information from others. The silence which is deliberative and passive (based on satisfied to any condition) is different from that silence which is deliberative but impassive (Vyne Dayne and Etat, 2003). So although organizational silence in general is regarded to not presenting ideas, information and opinion of employees deliberately, but according to the motivation which is in employee’s for silence, its nature would be different in table 2, examples of the types of silence and motivations for it are shown (Zareie and et al, 1390).

Table 2, the employee’s silence motivations

Type of employee’s motivation	Employee’s silence: deliberative refusing to express ideas, information and opinions related to work
Designative behavior: based on feeling being endanger and worries	Defensive silence: preventing to present information because of the problems caused by the fear of hiding facts in order to protect oneself
Friendly behavior: based on a kind of friendship, feeling of altruism and helping the other	altruism silence: refusing to present confidential information because of friendship, feeling of altruism and helping the others

Thus based on the presented topics, the dimensions of organizational silence are described in the following.

3.2.1.1.Passive Silence

When the majority of people name someone a silent person, their mean is often that he does not actively communicates with others (Kernet, 2000). The silence caused by this kind of behavior is called passive silence and regarded as to preventing to present ideas, information or opinions based on satisfaction in any condition. Thus passive silence shows the resignation behavior which is rather passive (Pinder and Harlos, 2001). From the behavioral characteristics of these people who have this kind of silence, little involvement, negation and stagnation could be named. Pinder and Harlos consider this kind of silence as a factor against sound which is usually a form of passive admission or consent of this situation. People by having this type of silence, subordinate to this situation and do not decline to try to speak, involve or attempt to change this situation. As an example an employee who refuses to present his ideas because believe that speaking is useless and change the present situation is not possible by speaking and commenting or they are not sure about their ability to penetrate in these conditions. In both of them, silence is the result of subordination to any condition. When the people in the organization believe that they could not change anything, subordinate to them or do not present their ideas or suggestions actively. Finally passive silence include a deliberative and passive behavior and refusing to present information based on subordination or this feeling that effective changes are superior than group’s ability (Pinder and Hrlos, 2001).

3.2.1.2. Defensive Silence

The motivation of this kind of silence is fear of presenting information. Defensive silence is a deliberative and impassive behavior that is used to protect himself from outer attacks. But this kind of silence different from passive silence is rather impassive and include more knowledge about option in decision making and at the same time refusing to present ideas, information and opinions as the best strategy. Defensive silence is similar to that situation in which people prevent themselves to publish bad news because they worry people or have negative subsequences for the person who has this news (Avery and Quinones, 2002).

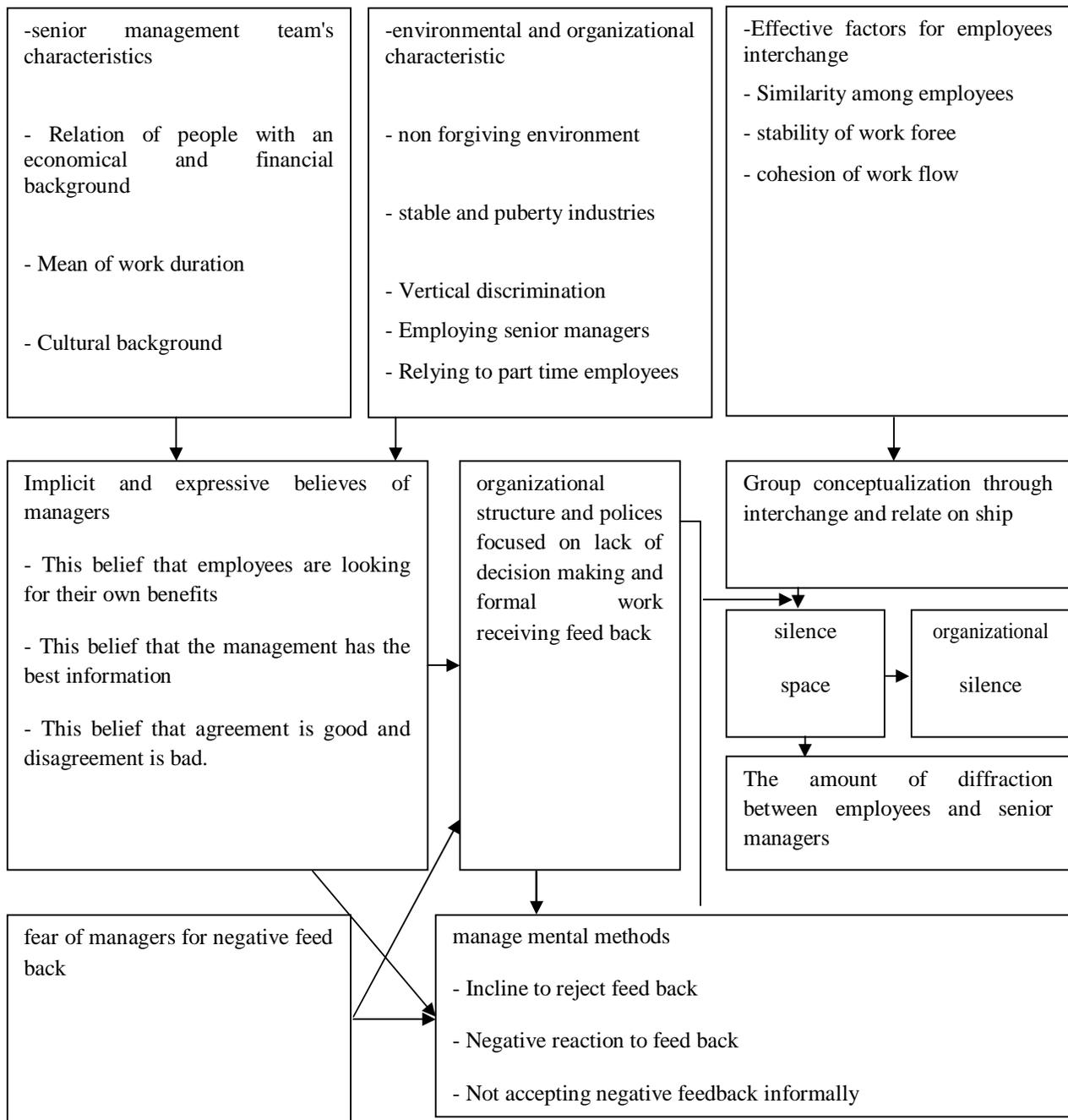
3.2.1.3. prosocial silence

This is refusing to express ideas, information or opinions related work in order to the others in the organization could benefit from it. And it is based on altruism motivation, helping the others and sharing the duties. Altruism silence is deliberative and passive which focused on the others. Altruism silence is rational and could not be performed by organizational commands and orders (Podsakoff and et al, 2000). This kind of silence like defensive silence is based on consideration and knowledge in decision making and mean while refusing to presenting ideas, information and opinions. But unlike defensive silence is gotten by the others attention and consideration and is not because of fear of negative personal subsequences. Complete review of silence literature shows that one of the silence dimensions is the gallantry which is related directly to altruism silence. Gallantry is as not existing

complains, bearing pains and difficulties of work. Refusing to complain itself is a form of silence and since it has advantages for others, is friendly for the others helping. So preventing to complain (silence) is a sign of neglecting owns problems and it shows the others helping purposes like patience, politeness and altruism (Organ, 1998). In addition altruism silence could include refusing to give information because of protecting characteristics like keeping confidential things.

3.2.2. Effective Factors Causing Organizational Silence: Organizational and management variances

The purposes of expressing effective organizational and management causing organizational silence is describing a process which by it, silence in organization comes to exist, reinforced and continues, of effective factors for appearing silence, some of environmental, organizational and personal variances could be noted. Silence is the subsequence of two factors. They are the manager’s fear of negative feedback and a series of implicit believes. Of the factors causing these believes, environmental, organizational and personal factors could be noted. These believe along with the manager’s fear of negative feedback result in some predictable kinds of organizational and management structure and polices. Which hinder the flow of information? As it is shown in figure (1), these structures and methods help developing of what is named “silence apace”. By silence space we mean widespread shared inference among employees based on speaking about problems or topics is dangerous or useless. When there is a space like this, employee’s reactions in organization instead of presenting ideas and opinions is silence (Morrison and Milliken, 2000).



3.2.2.1. Fear of Managers to Getting Negative Feedback

One of the important factors causing silence space feasible in organization is the fear of managers for getting negative feedback especially from subordinates. People have fear by getting negative feedback whether this information was related to themselves or was related to things they have done. Argyris and Schon (1978) state that many of managers have fear of not being proper, being endanger and being threatened, so keep away from hearing information that maybe shows their weakness, questioning their present performance or threatening their power or validity (Argyris and Schon, 1978).

3.3. Sequences of Silence Caused by Organizational Decision Making and Changing Processes

One of the important sequences of organizational silence is the effect of decision making and organizational changing. The quality of decision making depends on noticing and considering the views and causes of a decision. Thus setting the strategy needs considering different viewpoints in senior management team which has a positive effect on both the quality of organizational decision making and organizational performance. Innovation in organization also needs a ground in which employees feel free and could express their ideas and viewpoints or question the present methods. All of these altogether suggest that organizational silence, effectiveness of decision making and processes of organizational changes decrease because they limit the information data which decision makers have. In addition to this, silence hinders analyzing the causes of decision making. This one itself causes processes of organizational changes and decision making processes do not succeed (Nemeth, 1997).

3.3.1. Sequence of Organizational Silence Caused by Employees Feeling and Behavioral Reactions

Incline of organizations toward encouraging employees to not express their thoughts and present feedback, not only faces the organizational change and decision making with danger, but also cause undesirable reactions by employees. Based on the researches, three groups of these behavioral reactions are: employees who feel they are not valued, employees who feel that they don't have control over the affairs and employees who experience cognitive incoordination (Ryan and Oestreich, 1991).

3.3.1.1. Employee's Feeling about not being valued

Researchers believe that those styles which allow employees to express ideas are positive because cause employees to be regarded as valuable members in organization. Employees feel being worthless when see that they and their coworkers could not express their ideas freely. Researches show that these feeling cause members commitment in the organization decrease. Sequences which rarely could spring from weekend commitments and trust include: decrease of personal motivation and satisfaction, psychological isolation and even emission of employees from organization (Lind and Tyler, 1988).

3.3.1.2. Employee's Feeling of Not Having Control

People in organization need to have control over their environment and decisions which have effect on them. Researchers about organization equity show that one important way to come to exist the feeling of control in employees in presenting an opportunity to them for expressing their thoughts and preferences. This shows that the employees need to have control is not satisfied when this opportunity is not given to them. Thus when employees are surrounded by social hints which get the opportunity to express ideas from them, they feel that they don't have enough control over their environmental work (Bourgeois, 1985). Observations show that the feeling of lack of control in employees has some important sequences including weakness of motivation, not being satisfied, problems related to stress, psychological and physical isolation or even deviation. Appearing of these behaviors shows the attempt of employees to have control. In fact if employees feel that could not have control over their environment by complaining or the other useful applications, maybe try to get it by the other destructive ways. Just the opposite, the sequences like stress and isolation are reflections of some reactions like indifferences of employees in organization (Enz and Schwenk, 1991).

3.3.1.3. Employee's Control Discoordination

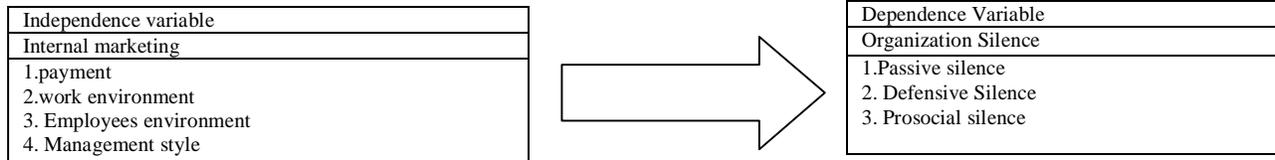
Organizational silence results in cognitional inconsistency.

A situation in which there is a kind of divergence of believers and behaviors. In people who experience this problem, the motivation of changing behaviors and believes are found. In these cases, when neither believes nor behaviors could be changed easily, people may see themselves in a complicated situation which maybe results in stress. The ability to communicate with coworkers could somewhat decrease this problem but does not remove it because there is a big difference between what is said behind the closed doors and in public. In the other word, it is predicted that the relation between silence and its psychological sequences is corrected based on anthropological differences. If this prediction is correct, it is one of the important and effective factors for systematic discrimination in organization (March, 1991).

3. Research method

The research method is descriptive- survey and is of the field branch, the method of gathering information is library studies, Persian and Latin articles and using questionnaire in a likert five option spectrum form.

5. Conceptual Model of Research and Research Hypothesis the conceptual model of research is like the description of figure (2):



The hypothesis of research includes:

1. The payments have effect on passive silence in tax office of Isfahan city.
2. Work environment has effect on passive silence in tax office of Isfahan city.
3. Involvement of employees has effect on organizational passive silence in tax office of Isfahan city.
4. Management style has effect on organizational passive silence in tax office of Isfahan city.
5. Payments have effect on passive silence in tax office of Isfahan city.
6. Work environment has effect on passive silence in tax office of Isfahan city.
7. Involvement of employees has effect on passive silence in tax office of Isfahan city.
8. Management style has effects on passive silence in tax office of Isfahan city.
9. Payments have effect on prosocial silence in tax office of Isfahan city.
10. Work environment has effect on prosocial silence in tax office of Isfahan city.
11. Involvement of employees has effect on pro social silence in tax office of Isfahan city.
12. Management style has effect on pro social silence in tax office of Isfahan city.

6. RESEARCH METHODOLOGY

The research forms the point of purpose as an applied one and forms the point of methodology as descriptive. Statistical society of this study is employees of tax office of Isfahan city which include the employees of eight departments (22bahman office, Jey office, Central office, Sarlat office, Robat office, Aezesh Afzude office, Movadiyane bozorg office and Baharestan office). They have been selected by random ranking method corresponding to statistical society. Because the number of this statistical society was 720 and for being sure of generalizing the results of the research based on the present research sample, the power of test was accounted. Based on the resulting data from Regression model were used and statistical power for the elements of questionnaire was between 74% and 83% which shows the quality of sample. Thus the number of sample was 240 which correspond to table (3).

Table (3) : Society volume and sample volume

Tax office	Society volume	Sample volume
Jey	80	27
Central Office	120	40
Sarlat	71	24
Robat	98	33
22Bahmam	87	29
Arzesh Afaude	110	37
Movadiyane Bozorg	102	34
Baharestan	52	17
Sum	720	240

By this way, in general 240 questionnaires were distributed of which 222 questionnaires were returned and in general 222 questionnaires were completely considered.

7. Devices for gathering and analyzing data, validity and reliability of devices for gathering data. In the present research, questionnaires are used for gathering information, the used questionnaires include three circulars with general and special questions in which special questions are for determining the effect of internal marketing on organizational silence which evaluated based on Likret five option spectrum. Internal marketing questionnaire include 23 questions in which involvement of employees has 6 questions word environment has 6 questions, payment has 6 questions and management style has 5 questions and 18 questions are related to organizational silence. Which are evaluated based on three elements. They include defensive silence (6 questions), passive silence (6 questions) and prosocial silence (6 questions). The above data were analyzed by spss software for which descriptive static indexes like abundance, percent, mean, standard deviation were used and in order to inferentially analyzing data, static methods of solidarity coefficient, Regression analyze, path analyze and Fridman were used. In the present research in order to evaluate the reliability of the questionnaire, after an intermediate study and determining the variances of questions, the Kronbakh coefficient alpha were accounted and coefficient of 83% was

gotten and in order to determine the validity and validity of the questionnaire, the opinion of several experts and advisor and reader professors were used and the corrections were done. Finally based on kondal coefficient the amount of validity of questionnaire was 80% which shows that the questionnaire has a suitable validity.

Table (4): Results of kalmagorph-Smirnof test, the hypothesis is that distribution of society is normal

Questionnaire	k-s-z	Meaningfulness level
Organizational silence	0/58	0/62
Internalmarketing	0/93	0/30

According to the table (4), because the amount of kalmagorph-Smirnof test in internal marketing and organizational silence questionnaire is between -1/96 and: of the society is normal. These results of research hypothesis are presented in table (5).

Table (5): Results of research hypothesis

Number of hypothesis	Description of hypothesis	Solidarity coefficient	Meaningfulness coefficient	Acceptance or rejection of hypothesis
First hypothesis	Payments have effect on passive silence in tax office of Isfahan city	0/37	0/001	Accepted
Second hypotheses	Work environment has effect on passive silence in tax office of Isfahan city	0/52	0/001	Accepted
Third hypothesis	Involvement employees has effect on organizational passive silence in tax office of Isfahan city	0/66	0/001	Accepted
Forth hypothesis	Management styles have effect on organizational passive silence in tax office of Isfahan city	0/64	0/001	Accepted
Fifth hypothesis	Payment have effect on passive silence in tax office of Isfahan city	0/05	0/44	rejected
Sixth hypothesis	Work environment has effect on passive silence in tax office of Isfahan city	-0/21	0/002	Accepted
Seventh hypothesis	Involvement of employees has effect on passive silence in tax office of Isfahan city	-0/31	0/001	Accepted
Eighth hypothesis	Management styles have effect on passive silence in tax office of Isfahan city	0/04	0/55	rejected
Nineth hypothesis	Payments has effect on prosocial silence in tax office of Isfahan city	0/35	0/001	Accepted
Tenth hypothesis	Work environment has effect on prosocial silence in tax office of Isfahan city	0/70	0/001	Accepted
Eleventh hypothesis	Involvement of employees has effect on prosocial silence in tax office of Isfahan city	0/75	0/001	Accepted
Twelfth hypothesis	Management styles have effect on prosocial silence in tax office of Isfahan city	0/82	0/001	Accepted

Table (6): The amount of mean and standard deviation elements of organizational silence of employees in tax office based on anthropologies characteristics

Variance	Group	Prosocial silence		Passive silence		Defensive silence	
		Mean	Standard deviation	Mean	Standard deviation	Mean	Standard deviation
Sex	Men	16/08	4/15	16/64	4/12	18	2/66
	Women	14/29	3/43	16/35	3/06	17/01	2/64
Age	Below 30	16/15	4/27	18/34	3/59	18/15	1/43
	30 to 40 years	15/34	4/92	16/67	3/11	17/80	2/23
	41 to 50 years	15/70	3/43	15/67	3/77	15/64	3/19
	So 50 years or older	15/26	2/32	14/39	3/63	20/29	1/32
Work background	Below 8 years old	18/33	1/89	18/58	4/54	16/98	2/99
	8 to 14 years old	13	3/88	15/06	1/87	17/60	2/27
	15 to 21 years old	16/03	4/60	17/47	3/67	17/33	2/72
	22 years old or more	16	1/89	14/84	4/08	19/48	2/73
Education	College attendance	17/20	3/07	17/12	3/37	18/84	2/45
	Ba	15/51	4/32	17/07	4/07	17/66	2/57
	Ma or higher	14/38	3/27	15/47	2/85	16/19	2/78

According to the results, the mean of means opinions in all of the elements, the mean of age below 30 is all of the elements, the mean of employees, opinions with work years of 8 years in two elements of passive and prosocial silence and the mean of employees with work years of 21 and more in the element of passive silence and the mean of employees opinions with college education or higher were higher than the other groups.

Table (7): Result of F test, comparing the mean of elements of organizational silence for employees of tax office based on anthropological variances.

Variance	Resource	Total mean	Df	Squares mean	F	Meanfulness level	Atacoefficient
Sex	Prosocial silence	144/09	1	144/09	9/24	0/003	0/14
	Passive silence	3/78	1	3/78	0/26	0/61	0/001
	Defensive silence	43/60	1	43/60	6/20	0/01	0/12
Age	Prosocial silence	25/03	3	8/34	0/52	0/66	0/007
	Passive silence	393/48	3	131/16	10/46	0/001	0/13
	Defensive silence	501/72	3	167/24	31/41	0/001	0/31
Work background	Prosocial silence	729/21	3	243/07	19/18	0/001	0/22
	Passive silence	496/12	3	165/37	13/53	0/001	0/16
	Defensive silence	138/58	3	46/17	6/59	0/001	0/12
Education	Prosocial silence	197/65	2	98/82	6/70	0/002	0/6
	Passive silence	94/04	2	47/2	3/49	0/03	0/13
	Defensive silence	170/54	2	85/27	12/65	0/001	0/20

The observed F at the level of $p < 0/05$ based on the sex for two element of defensive and prosocial, based on age for two elements of passive and defensive silence, based on work background and employee's education in all of the elements, there is meaningful difference.

9. Conclusion and Suggestions

Organizational silence is a current phenomenon in organizations and it is a real and usual thing for managers and employees. The important notion is that various motivations of employees has a kind of silence and as a result of it, employees deliberately refuse to present information, ideas and opinions and a kind of silence comes to exist that most of researchers and experts of management and organization from their own point of view consider it and they have noted to its sequences. Researchers have explained that what causes silence in organizations is following a process which a series of organizational and management variances have effect on it. The research results show that there is a meaningful and positive relation between internal marketing and organizational silence, the effect of internal marketing on the element of prosocial silence has a meaningful and positive relation, and the effect of internal marketing elements on passive silence element shows that there is no meaningful relation between payments and defensive silence, work environment has a reverse and meaningful relation with defensive silence and involvement of employees and defensive silence have a reverse and meaningful relation and there is no meaningful relation between management styles and defensive silence. The result of this research are the same as the results of the other researches in different countries but since organizational silence is a new subject in organizational and management field and specially in Iran field has not been done. It's necessary to consider the other researches with numerous samples. According to the results of research hypothesis and analysis we can present the following suggestions for decreasing silence:

- Presenting plans for promoting management of human resources in order to train decision making skills and involvement in problems.
- Decision making in a group and noticing the groups and quantities in organizations.
- Forming workshops for training skills to create relations between managers and supervisors.
- Changing the culture of organizations in the direction of learned organizations and organizational learning.
- Recognizing the abilities of people and using them in performing and decision making.
- Establishing rewarding system suitable for creative opinions and suggestions.
- responsibilities to them
- Compiling by lows to protect the opinions of employees and encouraging them to present their ideas.

In addition, it is suggested that organizational silence is considered by internal researchers because the current literature in this field are only based on the oversea researches.

So it is better to consider and study this phenomenon and its causes regarding to organizational culture and value system governed the organizations of the country and regarding the environmental, behavioral and grounded conditions in organizations of Iran. These considerations should be localized and presented to the managers. These researches could be guidance for methods of shared management, establishing suggestion

systems, blooming the employee's creative power, increasing the productivity of organizations and in general their success would be enhanced.

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