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## DESIGNING AND EXPLAINING THE EMPLOYEES VOICE PATTERN IN GOVERNMENT ORGANIZATION: FUNDAMENTAL THEORY GRAUNDED

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### ABSTRACT

*The voice of the employees defines the relationship between management and employees, so that employees have the opportunity to express their concerns and interests. In the present day, listening to the voice of employees has become especially important for organizations, because, on the one hand, employees' ideas and opinions can solve many organizational issues and, on the other hand, reflect their interests and their desires to manage. Organization. The research orientation of the research, the qualitative research method, the research strategy, the data base theory, and the data from the deep and semi-structured interview were used to collect the data. After conducting interviews with 15 national sample managers, theoretical saturation was obtained and necessary data were collected and analyzed. The data collection was organized after the process of continuous comparison of open source, axial and selective data and coding using MAXQDA10 software in the form of 75 concepts, 13 categories and 5 classes. The final result of the analysis of the collected data was presented in the form of an initial fundamentals data theory called the Pattern of employees Voice in Government Organizations.*

**Keywords:** *Employees Voice, Theory Graunded, Open Encoding, Axial Encoding, Selective Encoding*

### INTRODUCTION

The Voice defines the relationship between management and employees, with the view that employees have the opportunity to express their concerns and interests (Bryson, 2004: 241-213). In the present day, listening to the voice of the employees has become especially important for organizations, because, on the one hand, the ideas and opinions of employees can be the source of many organizational issues and problems, and on the other hand, reflect their interests and their desires to manage the organization. Lee Pin, Wayne Dine, 1998: 108). When employees are convinced that they can make significant changes to their environment by expressing their ideas and ideas, they will be able to benefit from their organization. Therefore, organizations with such human resources that are sensitive to the organization and which express their ideas to the organization can have many advantages. Researchers have always emphasized on the importance of employee participation and expressing their opinions in terms of various concepts through the study of its effects and its positive outcomes. They have also reviewed the facilitators of the comment by the employees. In fact, one of the factors that researchers have found to be effective in sounding effective employees is effective communication in the organization. Organizations whose communication is weak are

nurturing a climate that dissuades people from commenting on issues and makes them refuse to express their ideas and opinions (Pin Deir & Harlose, 2001: 342).

Today, the voice of employees is considered as one of the main strategies in communication, and organizations provide employees with the opportunity to gain competitive advantage and continuous development so that they can get their ideas, opinions and information. Processes related to their work. In modern management knowledge, human resources are the valuable assets of organizations. In order to advance and achieve organizational goals, there must be a two-way communication between managers and employees. To this end, employees need to develop their ideas and constructive ideas in order to improve their outcomes. The organization expresses its opinion (Travis et al., 2011: 51).

Personnel voices in the field of citizenship behavior have a unique perspective, and in addition to direct, top, bottom, and horizontal comments expressly aimed at gaining benefit to the organization and the group is emphasizing. According to researches, the voice of the employees can be There is a positive behavioral effect on employees' performance, on the other hand, it will have negative results and negatives, as well as mention the job indifference as one of the negative effects of the employees' voice. In general, it should be noted that employees who have a better performance They consider speaking or expressing their opinions as one of their job responsibilities, and the level of employee performance is positively related to the persistence of beliefs (Kim et al., 2010, 394-371).

Therefore, considering that managers in the present-day world are in a situation where they need more than their employees' opinions and opinions in order to solve important organizational problems and decisions. In this research, it is planned to present a model for the employees voice in The public sector will be formed to create the feeling of employees ing that the organization pays off to express its employees' opinions. So the basic question of this research is that what is the ideal pattern of employee voices in government agencies?

### ***Theoretical Fundamentals and Research Background***

Albert Hirschman (1970) first introduced the term voice, defining the concept of any attempt to change, rather than escaping objectionable issues. He stated that employees react to unpleasant situations by leaving the organization or expressing their dissatisfaction (Hirschman, 1970). Personnel's voice, like employee silence, is a learning phenomenon in the organization, but silently the employees 's voice has received more scientific research while less silence has been taken into account in scientific research (Donnaghhigh et al., 2011: 67-51).

In contrast to Boxle and Pearson (2003), voice has defined voice as a complete spectrum of processes and structures that has the ability to empower employees to participate directly and indirectly in managerial decision making in educational organizations (Dannon and Gulan, 2007: 1198 -1182).

A glossary of employees voice literature, this term has been conceptualized in two ways. The first approach refers to the expression of employees when they actively propose suggestions for change, and the second refers to the employees 's voice to process procedures that facilitate employee participation and improve procedural justice.

Comprehensive literature review of voice has defined the word as the oral tool of ideas, information and comments about work, with the positive motive of partnering, inactive, positive, and other in the organization. According to the framework provided by Van Din et al. (2003), there are three types of employee voices that are: 1. Altruistic vocal based on other



motivation, 2. Defensive vocal based on self-supporting motivation, 3. Submissive vocal The basis for submission and satisfaction to existing conditions (Van Dine et al., 2003: 1392-1359).

In the present day, listening to the voice of employees has become especially important for organizations, because, on the one hand, the ideas and opinions of employees can be a lot of reasons. Of organizational issues and, on the other hand, reflect their interests and their desires to the management of the organization (Lee Pin, Vienna Den, 1998: 108).

Elizabeth Debilio Mo Reesean (2014) stated in an article entitled Voice and Employees Silence that when people volunteer to communicate with others, suggestions, information and concerns go hand in hand to high-profile people, and when silent employees take the organization from It dismisses useful information and comments, he examines the motivational factors in the incidence or silence of employees, and points out the personal and organizational effects of audio and organizational silence in this article (Morrison, 2014: 197-137).

Chris Reese Et al., (2013) in an article entitled "The Voice of Employees and Interactions", investigates the relationship between employee voice and organizational commitment in two organizations. They provided UK services. They found that employee perceptions of Voice could improve the performance of the groups and directly and indirectly affect the commitment of the employees. They also found direct connection between employee voices and trust between senior executives and employees (Rees et al., 2013: 22-1).

Zayed Alfid et al. (2017) investigated employee voices and job satisfaction using Herzberg's two-factor theory. They distributed a questionnaire to 300 non-executive employees of one of the largest private organizations in Jordan. Findings of the research showed a positive relationship between employee's voice and job satisfaction. They conclude that the organization needs to support ideas that through the expression of employees lead to the effectiveness of the organization (Alfed et al., 2017: 156-150).

Zayeb Zafar et al. (2017) investigated the relationship between ethical leadership and employees voice in Pakistan's banking sector. In their research of the 500 private and public banks in Pakistan, they concluded that the voice of the employees was once held in the organization so that the leaders would behave properly, intimate, and honestly with others. Research has shown that ethical leadership has a positive impact on employees voice (Zafar, A., Mashud, 2016: 261-246).

Mark Anthony Mickins (2016) in a research entitled Employees Voice: The Role of Organizational Identity, Information Justice, and Power Spacing, examines the relationship between employees' voices and organizational identity variables, information justice, and power gap. The results showed that the two variables of organizational identity, information justice, and employee's voice have a strong relationship with the power gap (Anthony Mitchins, 2016: 36-1).

## RESEARCH METHODOLOGY

The research findings of the present methodology are summarized as follows: Research orientation: Fundamental; Methodology: qualitative; research strategy: data theory of the foundation; research approach: inductive; purpose: exploratory; time horizons: single-sectional and method of collection Data: Deep and Semi-structured interviews.

As it was mentioned, the tool for data collection in this study was a deep and semi-structured interview, which took place between 30 and 40 minutes by questioning. First, the framework



of the interview, including referrals, the reason for the interview, and a general definition of communication skills were presented, then the research questions were asked based on the design of the interviewee.

Ethical considerations in the implementation of research have also been considered, which in fact reflects the degree to which researchers are respected by the participants. In this regard, along with interview questions, a letter with a researcher's signature on the ethical commitment to keep interviewing the content and the characteristics of the participants and to publish it was sent. Also, by informing the participants, all interviews were recorded and analyzed using the content analysis method in a row to the research and conceptualization line, categorized it, and finally, the classes were determined based on the similarity of the relationship between the categories.

The statistical population of this research includes public sector executives who have at least five years of senior management experience and have at least one of the following characteristics: to be elected as a national or an elected director at the Shahid Rajaei Festival, receive one of the government badges. Or, from the point of view of the managers of the supervisory agencies, in particular the vice presidents or the performance evaluation units of the ministry, as effective managers or superior executives. The main indicators of these units for effective managers are the following factors: proper implementation of programs and communication policies, good reputation, Hassan Khalq, constructive interaction with other units, administrative discipline, and so on.

In this study, with the goal of collecting the best-quality data and having the knowledge of effective managers, initial interviews were conducted with three top managers with a superior performance among a large number of managers. The initial questions that were listed along the main question of the study were reviewed. Therefore, the issues and interview questions were reviewed based on the feedback received from the initial interviews and gradually improved and finalized. In the following, by referring to the database of managers who were selected as sample managers at the Shahid Rajaei Festival, as well as referring to the experts who, in terms of organizational status and extensive communication with executive agencies, were familiar with effective managers, and also by referring to the offices Performance appraisal and office refinement and administrative transformation of executive agencies that are responsible for evaluating the performance of managers and implementing management development plans are achieved by the desired examples.

In addition, at each interview, participants presented one or two of the people who could help to foster this research. In this method of obtaining samples in the methodology literature, the so-called snowball method is called. It should be noted that the request for the introduction of the next person was presented at the end of the interview, and the participant could be introduced more closely to the next person in terms of familiarity with the research objectives and types of questions. The point to be made here is that in order to avoid focusing the study on a particular branch of organizations, in each area of government tasks, only two or three times the snowball method is used and after the interview with the second person from a field, the next sample is selected from a new field.

Considering that in this study, the basis of the research is based on the qualitative method and in particular the strategy of the theorizing of the data base used, sampling is also subject to the rules of the same method and is done in a purposeful and theoretical way. The sample size in this approach was determined during the work, and the sampling continued to saturate the



data, which means that the researcher concluded that the new data is a repeat of the previous data and that other new conceptual information requiring a new code or extending existing codes and classes. In this research, from the eleventh interview, the researcher reached the saturation level in terms of data, but interviews continued for up to 15 people to ensure adequate data collection. The general profile of the people who participated in this research is presented in Table (1).

**Table 1: General Characteristics of Participants in the Research**

education			Years of service			sexuality	
P.H.D	Master of Science	Bachelor	More than 30	21-30	10-20	Man	Female
3	9	3	3	7	5	14	1

### *How to determine the reliability of research*

Most qualitative methodologists use the reliability or reliability criteria instead of using verbs that are fundamentally and philosophically rooted in a few paradigms to refer to the quality assessment of quality (W., 2000, p. 10). Guba and Lincoln consider trustworthiness as four criteria of acceptability, transferability, reliability, and verifiability. (Skvvis et al., 2008: 691). In this research, the strategies of Table 2 were used to provide reliability.

**Table 2: Methods of reliability of present research**

Actions	Supply strategy	Subcategories		Criterion
Introduction of future interviewees by previous interviewees	Snowball sampling (Newman, 2000: 199)	Validity of input research data	Validity of research inputs	Acceptable
Selection of interviewees based on expert advice	Validity sampling (Osnova et al., 1981: 101-106)			
Provide descriptive descriptors to interviewees and receive corrective comments	Contributing feedback	Descriptive validity (Maxell, 1992: 279-300)	The validity of the analyzes carried out in the research	
Explaining descriptive phrases such as quotes in the interpretations	Use descriptors with Minimum intervention	Interpretative Validity (Maxell, 1992: 279-300)		
Selection of interviewees from among reliable individuals such as general directors and heads of organizations	Use of credit-based sampling method			Transferability
Provide an image of the context in which the research is conducted	Detailed description of all details			
Provide data, methods and decisions with the aim of reviewing and scrutinizing research by other researchers	Reliability audit (Twinning, 2000: 10)			Reliability



Provide interviews as well as explain the process of data analysis to achieve the results of the research	Provide details of research methods and data		Verification
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## ANALYSIS AND RESEARCH FINDINGS

### *Open coding*

In this research, each of the interviews after the implementation, the text was carefully extracted as a sentence, including the key message or key concept in each of the phrases. In some sentences, the interviewees used terminology that was directly applicable as a code, and in some cases, a concept beyond the hidden sentences that the researcher attributed to a notion according to the speaker's intention. All interviews were recorded and analyzed using open source, axial and selective coding using MAXQDA10 software, the results of which are presented in Fig. 1. A sample of interviews conducted with experts and the allocation of code and concept to each interview is presented in Table (3).

**Table 3: An Open Encoding Sample Related to the Conception of a Staff Voice**

ID Code	Data	Concept
R1	Employees talk to their supervisors for change	Talk with supervisors
R 2	The active staff is offering a solution and suggestion	Provide solutions and suggestions
R 3	Employees express their objections in opposition to working methods	Opposition to working methods
R4	The staff members comment on the organization's participation in the affairs of the organization	Participation in decision making
R5	Employees express their concerns by expressing dissatisfaction with organizational policies	Expressing dissatisfaction
R6	Employees, through solidarity with others, show leadership power	Showing solidarity
R 7	Collaborative meetings are useful to understand what happens in the organization	Collaborate with colleagues
R8	Managers should never neglect to create friendly relationships with employees	Interaction with the employer
R 9	Employees are trying to make the organization accept change by making a change	Trying to change
R 10	The committed employees are trying to influence and support them with the words and actions of their circles	Supporting others
R 11	Some show their voices through complaints	Complaints from the organization
R 12	Some employees are not interested in submitting organizational offers	Indifference in the organization
R 13	Some staff regularly distribute information among colleagues	Sharing information with others
R 14	Some are trying to avenge the organization through badging	Bad organization
R 15	Some people are trying to take revenge on the organization	Miserable organization
R 16	The dedicated staff will provide the organization with the full power of their skills for the growth of the organization	Applying individual skills
R 17	Some show their protest by leaving the organization	Quit serving protest
R 18	Employees disturb the organization through linguistic controversies	Linguistic aggression
R 19	The committed employees are working hard to solve the organization's problems.	An attempt to solve organizational issues



R 20	Useful comments are a tool for organizational excellence	Make constructive comments
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In order to ensure the reliability of the research findings and the accuracy of the data analysis process, the interviews continued until the fifteenth, despite reaching the theoretical saturation in the eleventh interview. Some of the initial codifications came to the attention of the interviewees, the results of the codifications were shared with several management experts, and the results of the work were shared by several managers of government agencies that were qualified and based on feedback provided. The strength of the process and the results were strengthened. In addition to these, the long-term conflict between researchers and the proper understanding of the text and the study space can help to validate the findings.

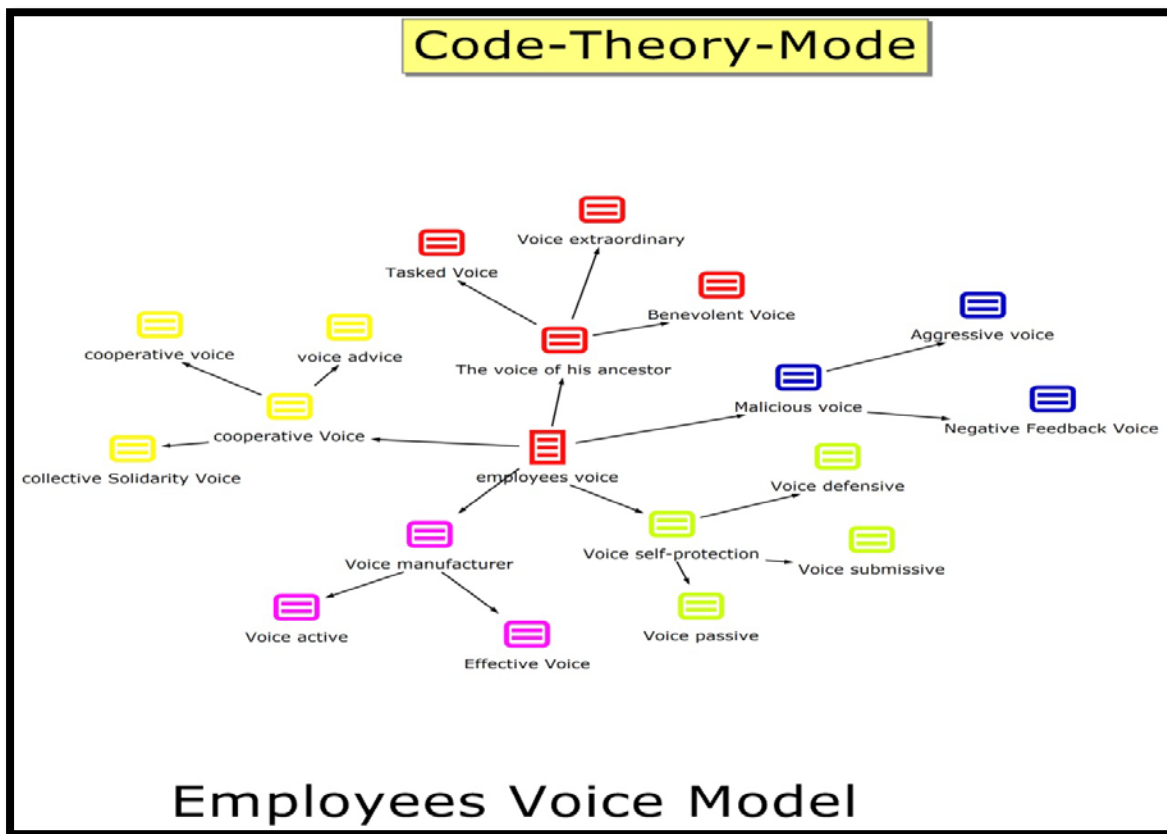


Figure 1: Model Employees Voice using MAXQDA10 software

**Axial Encoding**

The pivot encoding is the second stage of analysis in the foundation data theory. The goal of this stage is to establish a relationship between the produced classes (in the open coding step). This work is done according to the paradigm model and helps the theorist to facilitate the process of the theory (Alwani et al., 2004). Axis coding is the process of linking concepts to a category, and linking categories at the level of features and dimensions or classes. This coding is called a central reason for coding to occur around an axis (Strauss and Corbin, 1998). The axial coding paradigm model is shown in Fig. 2. (Danaee Far, Emami, 2007: 85).

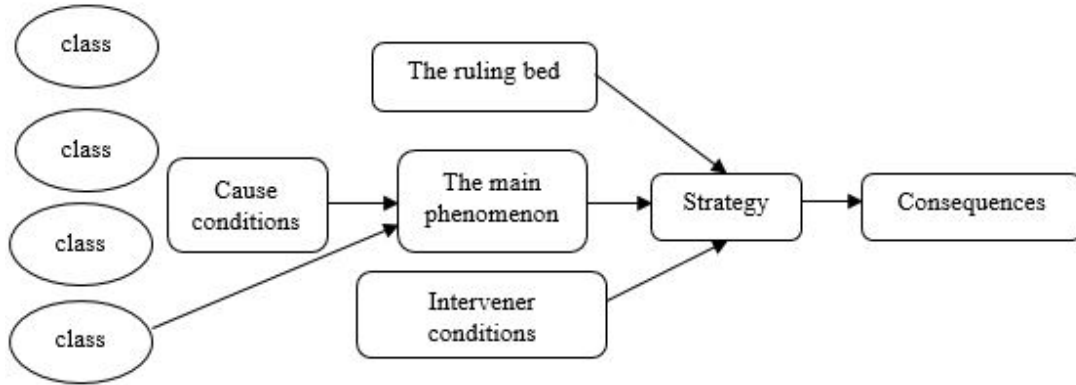


Figure 2. Axial coding paradigm model

Fig. 3 is the result of data re-analysis based on the paradigm model and shows the results of coding in this study. In the axial coding step, trying to select a class as the axis, the data were re-processed based on the structure of the paradigm model. In this regard, with regard to the above characteristics, which is presented by Strauss on the axis, in this research, the class of cooperative vocal was considered as the axial axis, and it was tried to use the classes produced in the coding step open, as well as Data collected, causative conditions, interventional conditions, context, outcomes for axial categories.

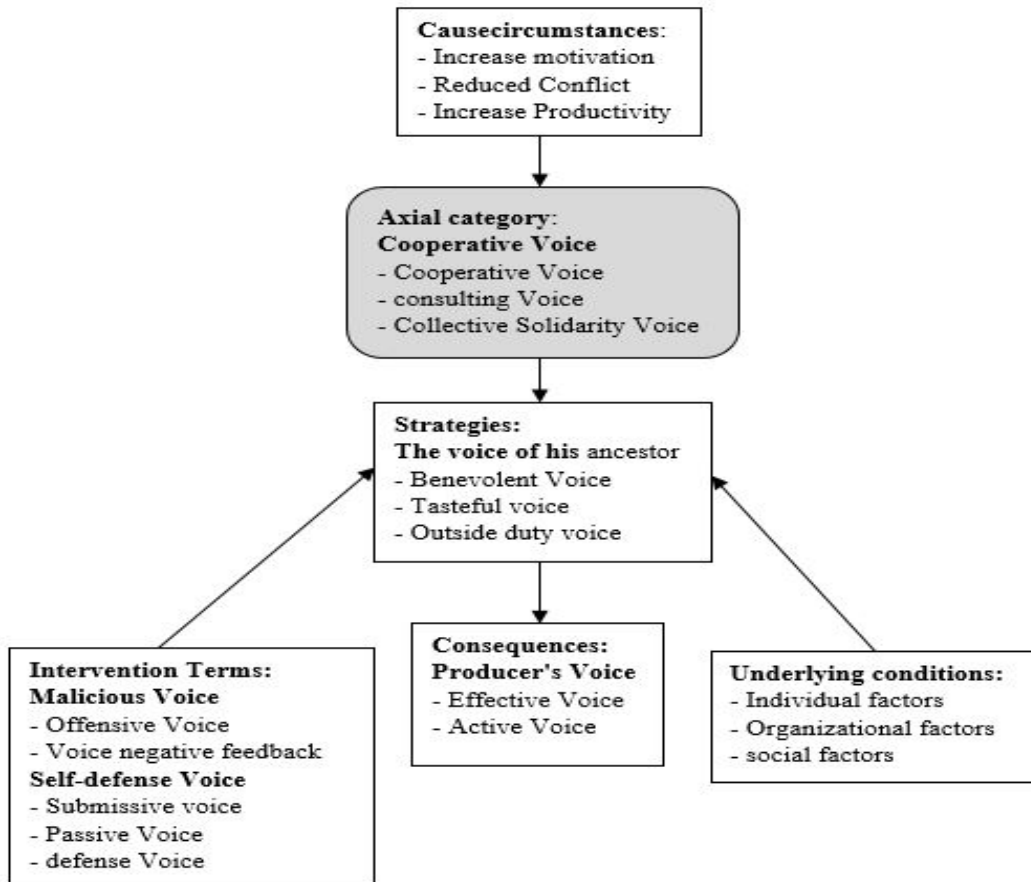
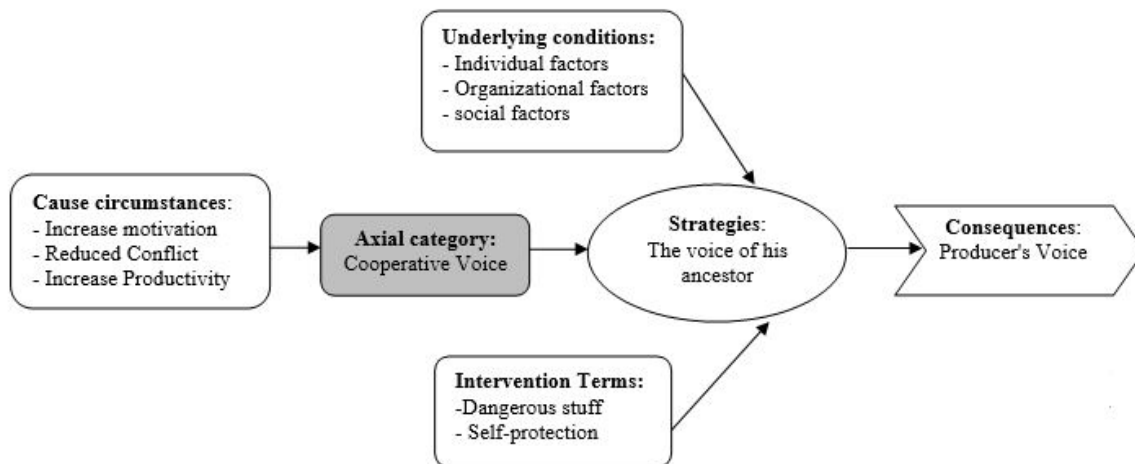


Figure 3: Axial coding based on paradigm model

**Selective coding (theorizing)**

As stated above, the goal of theorizing is the production of theory, not mere mere phenomenon. For the conversion of analyzes to the theory, classes must be linked regularly to each other. Selectable coding (based on the results of the two previous coding steps) is the main stage of theorizing. In this way, the class-leading relationship is systematically linked to other classes, and it corrects those relationships within the context of a narrative and refines classes that require further improvement. At this stage, the researcher, based on his own understanding of the text of the phenomenon studied, either presents the framework of the paradigm model as a narrative or fits the paradigm model and graphically depicts the final theory.

In this research, the researcher identified the common aspects of the components of the previous stages and, according to their commons, they organized them in a more general and more general categorization. In the following, considering that the design of the model is an exact and difficult task and requires skill and expertise, following the numerous consultations and implementation of multi-vote technique among the experts of the conceptual model of research appeared as follows.



**Figure 4: A comprehensive model of employee voice in government agencies**

**RESEARCH FINDINGS**

**Cooperative Voice**

Today, many of the issues that organizations face are a direct result of unprofitable conflicts of tasks or tasks that it is unclear which part it is responsible for. Different ways have been devised to help people address these issues, and these methods all depend on the effective work of the group. Because in such a situation, this is not just a solution that is important, but also the level of understanding and commitment of those who are involved in the process and actually act on it is also very important. The existence of a participatory system will provide the grounds for expressing a proposal and an opinion in the employees, and maintains a positive attitude and a belief in prosperity and perspectives in organizations. The collaborative vocabulary emphasizes the expansion of the mental and intellectual controversy of the employees in matters of direct relevance to their fate and puts a large number of personnel in a

comprehensive discussion of thought and analysis and their mental and intellectual abilities to improve the situation.

### ***The Voice of His Ancestor***

The behavior of the employees is divided into two categories, including the behavior of its inward and outsized behavior. Intrinsic behavior reflects the behaviors contained in the official job description, while his transcendental behaviors refer to voluntary, positive, voluntary behaviors, typewritten behaviors, beyond the description of the tasks of the official job and to assist the organization and others. Researchers have considered different aspects of divergent behavior, often with common concepts, behavioral transactional behaviors go beyond organizational tasks that are voluntary and without the need to perform, and at the same time, these multiplicities in a formal role Not yet

### ***MalicioUs Sounds***

Malicious behaviors, also called deviant behaviors in the workplace, are voluntary behaviors that violate organizational norms and endanger the health of the organization, members of an organization, or both. Such behaviors are voluntary and with the intent to harm the organization or its people or both. Examples of destructive behavior include: organizational invasion, revenge, abuse, diversion, anti-citizenship behavior, fraud, bullying, theft, sabotage, beating others, insulting and trying to demolish property, etc.

### ***Producer's Voice***

Behavioral is voluntary and conscious, which emphasizes constructive views with the aim of improving conditions. Researchers say that VOICE has decided on employees 'decision to protest the status quo rather than stay silent, and some researchers have broadened their goals for employee voices' behavior. They call the employees of the conversation about problems with supervisors, presenting solutions and suggestions to HR departments, presenting ideas for changing a working policy or consulting with unions or organizational professionals.

### ***Self-Protecting Voice***

This type of voucher is based on fear. Self-efficacy behaviors are those behaviors that are less well defined through safe and secure decision making and individual responsibility. In this type of behavior, individuals attribute outcomes to external factors. Justification, denial, apology, blaming and not accepting responsibility from self-defense strategies, and when they are faced with threatening factors, they use these strategies.

## **THEORIES SUPPORTING RESEARCH FINDINGS**

Given that the theory of data in the methodology of the data theory of the foundation is a basic theory, it is more credible to the extent that this theory is supported and supported by relevant existing theories (Adib Haj Bagheri, 2003: 18). In other words, in order to consolidate the theory of results, its differences and similarities with other research are examined, and if more researches confirm the components of this theory, the theory will be more robust. Looking at the subject literature and analysis, the findings of this study and the extensive examination of theories related to this domain, it seems that the theory formed in this study is most closely related to and supported by the following studies:



**Table 6: Studies related to research findings**

Row	Studies related to research findings	Studies related to research findings
1	It refers to behaviors that are less likely to be identified through safe and secure decision making and individual responsibility (Ganigel and McDonell, 2010: 418-395).	Dimensions of research periods
2	Gordon presented a model with two (active / passive) and (constructive / destructive) spectra. According to this model, employees statistics are categorized according to two criteria: active or passive and constructive or destructive in four years. These four dimensions are: productive voice, productive passive voice, destructive active voice and destructive passive voices (Gordon, 1998, 29: -283).	Self-defense sound
3	Employee participation or vocation is one of the important elements in the field of work relationships and high performance working systems. Research results show that when supervisors or managers consider their subordinates in their decisions and respect their wishes or opinions, they are motivated by employees and their attitudes and behaviors are improved (Kawas & Diswick, 2010: 141).	Producer's voice
4	Gordon presented a model with two (active / passive) and (constructive / destructive) spectra. According to this model, employees statistics are categorized according to two criteria: active or passive and constructive or destructive in four years. These four dimensions are: productive acoustic vocal, productive passive voice, destructive acoustic vocal and destructive passive voice (Gordon, 1998: 299-283).	Cooperative Voice
5	His anonymous vocal refers to voluntary, positive, voluntary behaviors, typewritten, beyond the description of the duties of the official job and to help the organization and others (Mortazavi and Kargozar, 2012: 85).	Malicious sounds



## DISCUSSION AND CONCLUSION

In modern management knowledge, human resources are the valuable assets of organizations. In order to advance and achieve organizational goals, there must be a two-way communication between managers and employees. To this end, employees are required to develop their ideas and constructive ideas in order to improve their outcomes. They give the organization a statement. In recent years, strategies for creating partnerships and expressing opinions and expressing employees' opinions in order to realize the voice of the employees as a key strategy for promoting competitiveness. The organization and management are considered by researchers.

In order to be able to use the ideas and ideas of the employees, it is necessary to provide the appropriate platform and infrastructure to hear the views of the employees.

Organizations that experience higher levels of employee voice are those who are committed to the organization, and employees are involved in organizational activities that identify the organization and are more committed to the goals and values of the organization, by increasing communication and partnership between. Exchange costs are lower and this is a competitive advantage for the organization. The presence of VOICE makes it easier for employees to discuss issues, communicate their ideas and ideas, share their knowledge with others, and help each other effectively. Strengthening and expanding the voice of the employees leads the organization to a higher future.

In this research, the design of the pattern of employees voice in governmental organizations, using a qualitative research and using open, axial and selective coding techniques, was

designed and explained by the employees voice model and the findings of the research were discussed. In general, in this research, a comprehensive model of research is extracted from the research due to the use of a paradigmatic model of data-based method that considers the causal, underlying, interventional, main phenomena, strategies and actions. Also, in presenting the model of researchers, they have tried to use the resources of highly experienced people who have had many successful experiences.

#### **Research Constraints**

1. Problems of access to national sample managers due to their plurality of employment and their time.
2. Lack of research resources in the field of qualitative research, especially data base studies.
3. Access to research services such as access to books, magazines, statistics, databases, etc.
4. Private view of research findings by individuals and in the absence of assistance in transferring experiences and research findings.

#### **Offers**

1. It is suggested that in the future research, the employees vocal pattern should be compiled according to personality bridges.
2. It is suggested that the results of the research and the present drawing model be tested quantitatively in selected government organizations.

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