

THE EFFECT OF ORGANIZATIONAL SILENCE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR WITH MODERATING ROLE OF TYPE OF EMPLOYMENT

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ABSTRACT

This study was conducted to investigate the effect of organizational silence on organizational citizenship behavior with the moderating role of type of employment in the labor and supply company of the Social Security Organization. The present study is a descriptive correlational descriptive and applied based on purpose. The population of the study consisted of 200 managers, senior experts and staff experts of the company. According to Morgan table, 132 people were selected. In this research, using structural equation modeling, the relationships between variables are investigated. Regarding the moderator of the type of employment, the results showed that there is a significant difference between the mean of organizational citizenship behavior and the dimensions of organizational silence and the type of employment at 5% probability level. Type of employment has no moderating role in the relationship between organizational citizenship behavior and submissive organizational silence.. The mean score of organizational citizenship behavior is lower in the type of contractual employment, so it can be concluded that the type of employment has a moderating role in the relationship between organizational citizenship behavior and defensive organizational silence. In addition, there is a significant difference between the mean organizational citizenship behavior and organizational silence at the 5% probability level, so it can be concluded that the type of employment has no moderating role in relation to organizational citizenship behavior and organizational silence.

Keywords: organizational citizenship, organizational silence, submissive organizational silence, defensive organizational silence, philanthropic organizational silence

INTRODUCTION

In recent years, the development of new technologies and the increasing global growth of the economy have led to increasing competition and rapid changes in the nature of the work of organizations and their employees (Zarei Matin and Taheri, 2011). As a result of these changes, there is a growing pressure on employees to accept responsibility for career planning, training, and salaries and benefits. In order to compete on the world stage, to meet the needs and expectations of customers, and to adapt to the changing nature of the job, organizations tend to select employees who go beyond their assigned roles and roles.

Organizational scholars refer to efforts that go beyond the defined tasks of employees, called "organizational citizenship behavior". Employee behavior that goes beyond the requirements described for the role and benefits the organization has been recognized as an inevitable necessity for effective organizational performance, which they interpret as organizational

citizenship behavior. In recent decades, management as an interdisciplinary science has been trying to come up with innovative ways to solve problems as well as improve the development and effectiveness of organizations as much as possible. Organizational Behavior Management as one of the most popular areas in the field of management is trying to accelerate the movement of organizations to achieve organizational excellence and achieve their high goals by focusing on human resource behaviors. An organization that strives to take effective steps by offering solutions to increase things like organizational commitment, performance improvement. Accordingly, attention to organizational citizenship behaviors is increasing and it is considered as one of the most important resources of the organization. Acknowledging that organizational citizenship behavior is subject to the individual leads us to conclude that citizenship behavior is a personality trait, and therefore a factor that, despite its value to the organization, is not easy to manage and control. (Khorasani and Kanaani Nayeri, 2012). Citizenship behavior in general is a valuable and useful behavior that individuals voluntarily and voluntarily exhibit. Thus, studying and studying such behavior in an organization known as organizational citizenship behavior is very important and necessary. The purpose of the present study is to investigate and identify the relationships between organizational citizenship behavior and organizational silence. It is hoped that by identifying the types of citizenship behavior and testing their correlation with organizational silence, organizations can lead organizations to establish environments that encourage and accept ideas, concerns and concerns. Staff, because so too As mentioned, in today's constantly changing world, organizations need such staff. In today's changing world, organizations need employees to express their ideas and break the silence culture, and they also choose employees for organizations that can give them the opportunity to comment. In organizations where silence is not dominated by both employees and managers, employees are often silent about work matters. Their silence in areas such as conflict with colleagues, opposition to organizational decisions, potential weakness of one's knowledge in the work process, concerns about Illegal behaviors and personal complaints are spreading. Recent research shows that over 85% of executives and professionals decide to remain silent, at least in terms of job concerns. Employee silence can also be helpful in reducing the burden on managers' information and interpersonal conflicts and enhancing employees' personal information; but often referred to as a harmful and painful phenomenon; employee silence directly reduces managers' access to critical information on organizational activities. It works. Studying and conceptualizing silence as a core phenomenon that derives from certain motivations and does not just mean talking is important for many reasons. Attention to silence as a deliberate behavior, especially with more complex motivations than silence, only means speaking without any motivation. Looks like It is believed that identifying the factors associated with this phenomenon can take effective steps to eliminate the barriers to employee comment in organizations.

Employees' perceptions of social justice and fairness of pay and equity in organizational practices, as well as fairness of interpersonal behaviors in the organization, play an important role in promoting and promoting organizational citizenship behavior. The terms used to describe such behaviors in recent decades include: pre-social behavior, extracurricular behavior and organizational spontaneity, and contextual performance. Although each of these concepts has a different appeal, they generally refer to the same concept, which is categorized as organizational citizenship behavior, and refers to activities related to the role of individuals



in the organization that go beyond a person's job expectations and job descriptions. It happens, and although the formal reward system of the organization does not recognize these behaviors, they are effective for the good functioning of the organization. Initial investigations into organizational citizenship behavior are more likely to identify employees' responsibilities or behaviors, but are often overlooked by formal assessments. Although these behaviors were incompletely measured or sometimes neglected in traditional job performance evaluations, they were effective in improving organizational effectiveness. Organ believes that organizational citizenship is individual and voluntary behavior that is not directly designed by formal reward systems in the organization, but nonetheless enhances the effectiveness and efficiency of an organization's performance, for example an employee may need to work overtime and until recently. Not having a work place to stay, but still staying in the organization for more time to help streamline things and facilitate the workflow of the organization and help others.

These behaviors go beyond the job description of individuals and are voluntarily and voluntarily performed by individuals to improve activities. On the other hand, an important factor in an organization that can influence organizational citizenship behavior is organizational silence. The manager of the organization knows best and knows the best, and that differences of opinion are inherently harmful to the organization. Although these are management beliefs and may not be true in any organization, they generate destructive emotions such as fear, deception, and anger in the organization's employees, and ultimately cause employee silence. Organizational silence is a damaging process that can waste all organizational effort and may occur in a variety of ways, such as collective silence at meetings, low levels of participation in proposal proposals, low levels of collective voice and the like (Zarei Matin and Taheri, 2011). Organizational silence can be defined as the deliberate refusal to express ideas and ideas on organizational issues related to the improvement and development of the organization. The employee sometimes chooses to speak and sometimes prefers to remain silent. However, it is important to understand how people in the organization decide to talk about organizational issues or problems, what types of issues employees are most likely to remain silent about, and why they are silent. Silence does not mean to speak or write, but to speak or write in short or in vain. Morrison and Milliken believe that when most members of the organization decide to keep silent about certain organizational issues, silence refers to a set of phenomena that lead to organizational silence.



Problem Statement

Conditions governing organizations, increasing competition, and the need for them to be effective in such conditions have made it increasingly clear to organizations the need for a valuable generation of employees, a generation referred to as organizational soldiers, these employees undoubtedly being part of effective organizations. Are ineffective. Because they see the organization as their home, and in order to achieve its goals, they do not overlook their formal role and do not hesitate to make any effort. They are looking for employees who go beyond expectations, engage in behavior that is not part of their official job duties and generally have high organizational citizenship behavior (Khorasani and Kanani Nayeri, 2012). Such behaviors are based on perceptions of reality, not reality itself. In this regard, if people's perception of reality is based on fairness and fairness, extracurricular behaviors or

organizational citizenship behaviors will emerge, and extracurricular organizational citizenship behaviors will place employees voluntarily beyond their job expectations and job descriptions. To act on their own. A careless person does not care about the rules of the organization and the proper use of the resources and facilities of the organization. In fact, organizational silence is an inefficient organizational process that wastes effort and expense and can be observed in many forms, including collective silence in meetings, low levels of participation in proposals, low levels of collective voice, and so on. This often makes employees feel that their ideas are not worthwhile. One of the manifestations of organizational disrespect is organizational silence; organizational silence can be defined as the deliberate refusal to express ideas and ideas about organizational issues related to organizational improvement and development.

Therefore, in this research, we intend to fully explore the concepts of organizational citizenship behavior and the effect of organizational silence on different layers of the organization with the role of moderating the type of recruitment. Does organizational silence relate to organizational citizenship behavior depending on the type of people employed (contractual, contractual, and formal)?

The main activity of the company is supplying simple human resources and specializing in all provinces and cities of the country with the priority of providing human resources to the Social Security Organization. Given that the company's activities are focused on human resources, the company can make the most of its findings in improving its human resources management and better manage its human resources. Therefore, this study was conducted to investigate the effect of organizational silence on organizational citizenship behavior by examining the moderating role of type of employment in labor and security firms.

In this research we seek to answer the following questions:

- A. Is there a significant relationship between organizational citizenship behavior and obedient organizational silence?
- B. Is there a significant relationship between organizational citizenship behavior and defensive organizational silence?
- C. Is There a Significant Relationship Between Organizational Citizenship Behavior and Organizational Silence?
- D. Does the type of employment have a moderating role between organizational citizenship behavior and obedient organizational silence?
- E. Does the type of employment have a moderating role between organizational citizenship behavior and defensive organizational silence?
- F. Does the type of employment have a moderating role between organizational citizenship behavior and organizational silence?

The importance of the subject and the necessity of the research

Nowadays, because employees are under a lot of financial pressure, their focus is on the economic issues of the work, but gradually the employees are interested in doing more conceptual work and wanting more independence in their work so that they feel valued. And if these employees are faced with obstacles to their job demands or not delivered by their



managers, they will be left in isolation in their organization, which in turn leads to phenomena such as organizational silence, silence, by many features. The organization is affected.

These features include decision making processes, culture management processes, and employee perceptions of the factors that influence silence, organizational management understands the best and know the best, and that differences of opinion are inherently harmful to the organization. Although these issues are management beliefs and may not be true in any organization, they create emotions such as fear, deceit in the employees, and ultimately cause the employees to remain silent (Alvani, 2012). The main activity of the company is supplying simple human resources and specializing in all provinces and cities of the country with the priority of providing human resources to the Social Security Organization. Since the company's activities are focused on human resources, the company can make the most of its findings in improving its human resources management and better manage its human resources.

Specific concepts and vocabulary

Organizational Silence: Organizational silence is the inability of employees to express behavioral, cognitive, and affective evaluations of organizational situations. **Submissive Silence:** When the majority of people refer to a person as a silent person, they often mean that he or she does not actively communicate, when the majority of people refer to a person as a silent person, often referring to him or her actively, Does not communicate The silence resulting from this type of behavior is called obedient silence, and refers to refusing to submit ideas, information or opinions based on submission and satisfaction to any situation. Therefore, submissive silence indicates withdrawal behavior is more passive than active (Zarei Matin and Taheri, 2011).

Defensive Silence: Defensive silence is similar to a situation where individuals avoid publishing bad news because of disturbing individuals or causing negative consequences for the reporters. Defensive silence is a deliberate and passive behavior used to protect oneself from external threats, but this kind of silence, unlike obedient silence, is more inactive and involves greater awareness of the superiority and choice available in decision-making, while avoiding Information and feedback is the best strategy at the right time. Defensive silence is similar to a situation where individuals avoid publishing bad news because of disturbing individuals or causing negative consequences for the news person (Delavari, 2013).

Silence of altruism: Refusing to express ideas, information, or ideas related to working with others to benefit the organization on the basis of altruistic, cooperative, and cooperative motivations. Typical, intentional, and passive silence, which focuses primarily on others, is based on the literature of citizenship behavior, refusing to express ideas, information, or ideas related to the purpose of benefiting others in the organization and based on motivations. This kind of silence is intentional and inactive, intentional and inactive, and is focused on others (Zarei Matin and Taheri, 2011).

Organizational Citizenship Behavior: Individualized behaviors that go beyond role requirements and are not explicitly recognized by formal reward systems but enhance the effectiveness of organizational functions (Moghimi, 2011).



THEORETICAL FOUNDATIONS

Organizational silence generally refers to a lack of expressing employees' ideas, information, and opinions, but given the employee's motivation for silence, its nature will be different. Sometimes silence can be due to one's submission to any circumstances, sometimes due to fear and conservative behaviors, and sometimes to opportunities for others to express their opinions. Managers try to constantly control their employees on a variety of issues. They assume that when hiring a person in one place he must accept all the conditions of that organization. (Mirsepasi and Rahimi Nik, 2010).

Organizational silence is defined as the refusal of employees to express behavioral, cognitive, and affective evaluations of organizational situations. Morrison and Millikan also regard organizational silence as a social phenomenon in which employees refuse to express their concerns and concerns about organizational problems. Silence is influenced by many organizational characteristics, including employees' decision making processes, cultures, and perceptions of factors influencing silence; expressing ideas (organization voice) or delaying their presentation (organization silence) may behave in two opposing ways. The point is, because silence requires not speaking, while Ava needs to express the issues and problems in the organization, but the fact is that silence is not necessarily a phenomenon in contrast to the organization's voice. Motivate people to refrain from providing information, ideas and ideas There are three types of motivation associated with silence and ava: withdrawal behavior based on giving in and consent to everything, self-protective behavior based on fear and selfish behavior for the sake of interest in others, and the opportunity to partner with them. (Danaei Far, 2012).

There are some implicit beliefs in organizations that lead to an environment in which employees do not feel comfortable commenting on specific issues. The idea that managers influence employees' beliefs and assumptions is not new. Managerial beliefs can have a powerful effect on how managers and employees behave. For example, when managers assume that employees hate the job, they cannot be trusted to do the job, so managers will establish control mechanisms to prevent dodging. They also find that employees do not trust management, and that cold-hearted search for a way out of the system reinforces managers' early beliefs. When the current ideology in an organization fails to comment: (1) employees are selfish, (2) management knows the best, and (3) opposition is unfavorable, management will then put in place structures and policies that will outperform. This will facilitate the willingness of managers to avoid any threat or feedback. The two common structural features of organizations created by these beliefs are the focus on decision making and the lack of formal feedback mechanisms. (Moghimi, 2011).

Therefore, if the prevailing belief in the organization is that employees must be opportunistic and have no valid knowledge of the organization's fit, then it is advisable for managers not to engage them in the decision-making process. Keeping employees away from decision-making is also a way of preventing negative votes and negative feedback, resulting in a lack of opposition and fear of feedback. Although participatory decision-making (committees, task forces) may seem important, but in fact, top decision-making is far superior to the organization. When managers believe that employees are arrogant, opportunistic, and inferior, and that they agree to preferring disagreement, they tend to justify their negative beliefs in



their daily behavior with employees. For example, if employees express concern about the proposed organizational change, management will assume that employees resist change and see it as a threat to themselves. Managers will reject employees' opinions and feedback, especially when those opinions are different from theirs. Management also deliberately or unknowingly ignores bad news.

When senior management's implicit beliefs are that employees are self-centered, management knows best, and opposition is unfavorable, organization managers reject entrances and demand less from subordinates. Since only senior managers have the power to determine effective structures and policies in organizational silence, therefore, managers at all levels are preventing upward communication in everyday practices. (Negative feedback to employee input, failure to review feedback) This means that employees will receive hints about the safety of their comments, both from senior executives and from immediate supervisors. If the manager of a department does not encourage and respond to hostile communications in a high level, the employees of the department lose the desire to express their views on organizational policies and practices, thus there will be widespread silence at the departmental level. Came (Mirsepasi and Rahimi Nik, 2010)

The factors influencing the emergence of organizational silence include environmental and organizational variables and a number of individual variables. The consequent silence is due to managers' fear of negative feedback and a set of implicit beliefs; Environmental as well as individual variables. (Alvani, 2012).

Fear of senior executives receiving negative feedback, especially from subordinates, is a critical factor that facilitates the creation of a silent environment in the organization. Strong evidence suggests that people feel fearful of negative feedback, whether it be about their personal information or what they have done, many managers fear or shy away from ashamed, threatened, and vulnerable or incompetent. Therefore, they refrain from hearing information that may compromise their current actions or threaten their credibility. (Keshavarzi, 2012).

Types of organizational silence

Obedient Silence

When the majority of people refer to a person as a silent person, they often mean that they are not actively communicating. Submission and satisfaction apply to any situation, so obedient silence indicates withdrawal behavior that is more inactive than active. Behavioral characteristics of people with this type of silence include low participation, neglect, neglect, and stagnation. Pinder and Harlow consider this type of silence to be a factor in contrast to AVA, which is usually a form of passive acceptance. People with this kind of silence have succumbed to the current situation and have no desire to try to talk, participate or try to change the status quo. (Delavi, 2013).

Defensive silence

The motive for this kind of silence is the fear of giving information. In fact, people may sometimes refuse to provide relevant ideas, information or opinions in order to protect their situation (self-protection motivation). Defensive silence is a deliberate and passive behavior used to protect oneself from external threats, but this kind of silence, unlike obedient silence, is more passive and involves more awareness of the choices and options available to decision-



makers while avoiding. Ideas, information and ideas are the best strategy at the right time. Defensive silence is similar to a situation where people avoid publishing bad news because they are upset or have negative consequences for the reporters themselves. (Amiri, M. 2014).

The silent kindness

Philanthropic silence is the refusal to express ideas, information or ideas related to the work of others to benefit the organization on the grounds of philanthropy, partnership, and cooperation. It is a kind of intentional, intentional and passive silence that basically focuses on others. Like organizational citizenship behaviors, it is a kind of rational behavior that is not rational and can be enforced through organizational commands and commands, such as defensive silence based on considerations and awareness of alternatives in decision-making and at the same time refusing to provide ideas. , Is information and opinions, but on the contrary, defensive silence is achieved by observing others rather than simply fearing the negative personal consequences of presenting ideas (Vatankhah et al., 2012).

Organizational Citizenship Behavior

Organizational citizenship behavior is the behavior of an individual who is voluntary, not explicitly or implicitly promoted by the formal remuneration system, and will increase the efficiency of the organization, as well as the willingness of employees to perform behaviors that go beyond the formal requirements of their role and status. The key elements of organizational citizenship behavior are identified,. Oregon and other early scholars have viewed this type of behavior as transcendental behavior. As such, the contributions of individuals in the workplace go beyond the requirements of the role assigned to them and are not directly and explicitly acknowledged through the organization's formal remuneration system. A review of the literature shows that there are two main approaches to defining the concept of employee citizenship. Transcendental behavior is one of those behaviors that contribute to the social and psychological-cognitive context in which job justice is to be done. This definition of organizational citizenship behavior suggests that such behaviors have a significant impact on the overall effectiveness of the organization by enriching the social context of the workplace. Organizational citizenship behavior (employee citizenship) has been conceptualized using the term "urban citizenship" in political philosophy. Graham, using classical philosophy and modern political theory, highlighted several instances of beliefs and behavioral tendencies that were combined and called them "active citizenship signs", which included three essential interconnected areas of urban citizenship responsibilities. . The first section deals with respect for orderly structures and processes, meaning that citizens recognize the responsibility of rational-legal authority and obey the law. The second part is loyalty, in which the citizen generally cares about the interests of society and the values embedded in it. Loyal citizens promote their communities, protect them, and exert a great deal of effort. The third part involves the responsible and active involvement in community governance under legal conditions. Citizens are aware of the general issues affecting society, exchange information and ideas with other citizens, help manage the community, and encourage others to do so. The three most important communication features are unlimited commitment, mutual trust and shared values. The term corporate citizenship was first coined by Organ et al. The



development of this notion has resulted from Katz's willingness to collaborate and to study spontaneous and innovative justice and behavior. (Khorasani and Kanani Nayeri, 2012).

Organizational citizenship behaviors are those behaviors that, although not compelled by the organization to perform them, create benefits for the organization through their employees, organ and Graham obedience, employee loyalty, and content participation. Describe an organization that is the result of a liaison relationship and that these passive behaviors represent citizenship responsibilities, while the body considers these behaviors as extracurricular behaviors. In the last decade, many terms have been used to describe such behavior, such as organizational citizenship behavior, socialist behavior, extracurricular behavior, organizational spontaneity, and even antinociceptive, role-related activities that go beyond the individual's expectations of being defined as extracurricular behaviors. This type of behavior is, in some cases, regarded by some authors as citizenship. Socialist behaviors encompass a wide range of supportive behaviors and include organizational citizenship behaviors, but the important point is that while socialist behaviors are beneficial to members of the organization, they may have functional aspects for the organization, such as the individual. Help with hiding a work problem.

However, such a definition of socialist behavior sometimes has difficulty distinguishing it from subconscious behavior or organizational citizenship behavior because of its conceptual overlap with other forms of auxiliary behaviors. Organizational spontaneity, like organizational citizenship behavior, involves functional behaviors, except that organizational citizenship behavior is not directly recognized by formal reward systems while organizational spontaneity is part of the reward system in an organization. Other researchers who have studied employee citizenship, its origins and evolution have found similar results. In the meantime, Vigoda sees the roots of employee citizenship formation in Katz and Kahn's work as saying that an important and expected behavior of employees to play their effective role in the organization is to move beyond spontaneous and innovative needs beyond pre-defined role requirements. In her study of organizational citizenship behavior, Denis Organ defined common behaviors. In this study, he stated that productivity and effectiveness will increase when these collaborative behaviors are displayed in a group setting. Although psychologists nowadays have identified several common organizational citizenship behaviors, the 4 organ-defined behaviors are still considered. These 3 behaviors are: Kindness, respect, fairness, conscientiousness and social virtue.

Philanthropy: The tendency to help and help others without expecting rewards or compensation is called "philanthropy". A common example of philanthropy outside the business environment is, for example, a person arriving at work because of a neighbor's car crash and not expecting gas money or compensation to do so. In business, philanthropic behavior is generally related to the work or project people are working on. Behavioral group behavior can include volunteering to work on a particular project, volunteering or assisting other employees in their tasks and other tasks, or volunteering to help reduce other staff's workload. Kindness in the workplace will increase productivity and effectiveness because it will foster a good relationship between employees. Altruism also reduces the stress of other employees' workloads and increases their productivity (Danaeifar, 2012).

Respect: Polite and considerate treatment of others is called "respect". Out-of-work respect includes behaviors such as asking about the situation of others or asking about the health of a



neighbor's child. In the business environment, respect may be in the form of behaviors, such as asking about a coworker's case, asking a coworker about project work problems or informing coworkers about past commitments or any problems that may cause their workload has been reduced or they have not been in the workplace. Respect not only fosters positive social interactions among employees and improves the work environment, but can also reduce the stress of employees who do not have the humility to inform their colleagues about issues such as future absences from the workplace and so on. (Same)

Fairness: "Fairness" means not displaying negative behavior when nothing is defined by a plan or when something unpleasant, difficult, frustrating or negative happens. In a business environment, fairness is usually related to issues such as work complaints, workloads or negative work-related events. Suppose, for example, that an employee who made a proposal to his or her top official opposes it while expecting a warm welcome. This employee demonstrates selflessness by not complaining about the status quo (speaking to other employees or people who may report this behavior to others). (Same)

Conscientiousness: "Conscientiousness" is a behavior that exhibits an acceptable level of self-discipline and discipline that exceeds the expected minimum requirements. In the business environment, conscientiousness is observed when an employee not only fulfills his or her employer's demands, such as being present and fulfilling his or her duties on time, but also exceeding it. For example, exceeding expectations and thus demonstrating conscientiousness can be seen in an employee who is planning ahead so that he or she and his colleagues will not face a severe workload in the future. Social Virtue: "Social virtue" means the behavior that an individual represents on behalf of his or her organization and in support of the organization outside the formal space. Examples of civic virtue in the business environment include the benefits and benefits of a work environment in the presence of friends, family and acquaintances, attending organization events such as charity events or fundraising parties, and overall support for the organization and its capabilities even outside of the environment. Work Creates civic virtue and unity in the workplace that are directly related to performance enhancement among employees (same).

Type of research

Hypotheses

- A. There is a significant relationship between organizational citizenship behavior and obedient organizational silence.
- B. There is a significant relationship between organizational citizenship behavior and defensive organizational silence.
- C. There is a significant relationship between organizational citizenship behavior and philanthropic silence.
- D. Type of employment has a moderating role between organizational citizenship behavior and submissive organizational silence.
- E. The type of employment has a moderating role between organizational citizenship behavior and defensive organizational silence.
- F. The type of employment has a moderating role between organizational citizenship behavior and organizational silence.



Research Area

Since the main focus of the company is on human resources, the company can make the most of its findings in improving its human resources management and better manage its human resources. Therefore, this study was conducted to investigate the effect of organizational silence on organizational citizenship behavior by examining the moderating role of type of employment in the labor and supply company.

Timezone: The six-month study period consists of selecting a topic and exploring one month's problem statement, two months library studies, choosing one month's appropriate statistical method, distributing one month's questionnaires, analyzing hypotheses, and The demographic survey took a month and the research and conclusion suggestions took a month. Research activities have been conducted in parallel to obtain better results from the research.

Location Territory: This study was carried out in a karotamin company owned by the Social Security Organization.

Methods: The present study is descriptive in terms of data collection and is purpose-based.

Research population: The population consisted of 200 managers and employees of social security and karotamin organization.

The main activity of the company is supplying simple human resources and specializing in all provinces and cities of the country with the priority of providing human resources to the Social Security Organization.

Data analysis method: In this study, after collecting the necessary information and converting it to numerical quantities using statistical tables containing frequency, percentage and type of response; and to analyze the data obtained from statistics Descriptive and inferential are used.

Descriptive statistics: Includes frequency, percentage, percentage and graph of tables and graphs

Inferential Statistics: Data analysis using structural equation modeling and analysis of variance to investigate the relationships between variables.



Describe and analyze research data

Quantitative description of research variables

In this section the values of the descriptive indicators of the study variables are given in the following table.

Table 1: Descriptive index values for the research variables

| Minimum Maximum | | Elongation | Skewness | Standard deviation | Average | Middle | mode | Dimensions | Variable |
|--------------------|-----|------------|----------|-----------------------|---------|--------|------|--|---------------------------|
| 3/7 | 1/0 | -0/545 | 0/134 | 0/53 | 2/19 | 2/3 | 2/7 | Obedient organizational silence | Organizational Silence |
| 4/0 | 1/3 | -0/348 | 0/088 | 0/54 | 2/42 | 2/3 | 2/7 | Defensive organizational silence | |

| | | | | | | | | | |
|-----|-----|--------|--------|------|------|-----|-----|---------------------------------|-----------------------|
| 4/3 | 2/0 | 0/154 | -0/188 | 0/47 | 3/36 | 3/3 | 3/3 | Friendly organizational silence | |
| 4/7 | 2/5 | -0/616 | 0/084 | 0/52 | 3/60 | 3/7 | 3/7 | Staff behaviors | Corporate Citizenship |
| 4/7 | 2/3 | -0/771 | -0/184 | 0/56 | 3/72 | 3/7 | 4/0 | Organizational behaviors | |

The mean and standard deviation for the obedient organizational silence variable were 0.9 and 1.2, respectively, for the defensive organizational silence variable equal to 1.5 and 1.5, respectively, for the altruistic organizational silence variable, respectively Calculated. The mean and standard deviation for employee-focused behaviors were calculated to be 3.1 and 2.3, respectively, and for the behaviors focused on the organization to be 0.8 and 3.1, respectively. On the other hand, since the skewness and elongation values are in the range (-, 2), the data are not far from the normal distribution.

Investigating research hypotheses in the form of structural equation modeling

Structural equation modeling was used to investigate the causal relationships between the study variables. Due to existing constraints (abnormal residual distributions, lack of spatial and relative scales, and low sample size) it is not possible to fit the model and examine the influence of variables on each other and explore possible paths based on covariance methods (Lisrel, Amos and EQS software); Therefore, partial least squares (PLS) and SmartPLS software were used to check the conceptual model fit to the data. The model fitting results are presented below. In the first step, we evaluate the measurement model, structural model and general model, and in the second step, we test the research hypotheses.

Examining the status of the studied variables

One-sample t-test was used to check the status of the studied variables (due to the normality of the variable). The results of this test are presented in the table below.

- H0: mean = 3
- H1: Mean \neq 3

Table 2: Sample t-test results to check the status of the study variables

| Theoretical average =3 | | | | | variable |
|------------------------|--------------------|--------------|--------------------|---------|----------------------------------|
| p | Degrees of freedom | T statistics | Standard deviation | avarage | |
| $\leq 0/001^*$ | 131 | -17/436 | 0/53 | 2/19 | Obedient organizational silence |
| $< 0=/001^*$ | 131 | -12/394 | 0/54 | 2/42 | Defensive organizational silence |
| $\leq 0/001^*$ | 131 | 8/672 | 0/47 | 3/36 | Friendly organizational silence |
| | | | | | |
| $\leq 0/001^*$ | 131 | 13/293 | 0/52 | 3/60 | Staff behaviors |

| | | | | | |
|------------|-----|--------|------|------|--------------------------|
| $<0.001^*$ | 131 | 14/809 | 0/56 | 3/72 | Organizational behaviors |
|------------|-----|--------|------|------|--------------------------|

At the 0.05 level of significance

Given the results of the one-sample t-test and the larger t-statistic of the critical area, the hypothesis H_0 (equals 3) is rejected for the variables of organizational silence and organizational citizenship and its components.

Positive t-statistic and empirical mean greater than 3 for the variables of obedient organizational silence, altruistic organizational silence, organization-oriented behaviors, and its components indicate that the status of these variables is desirable ($p = 0.9$ and average observed higher than 3/0). Negative t-statistic and empirical mean of less than 3 for the variables of defensive organizational silence and employee-centered behaviors indicate that the status of these variables is below average ($p = 0.5$ and $p = 0.3$).

Testing the main research hypotheses

After examining the fit of the measurement models, the structural model and the general model, the hypotheses are examined and tested.

Hypothesis 1: There is a significant relationship between organizational citizenship behavior and submissive organizational silence.

According to the presented statistical tables, the relationship between the standardized effect of organizational citizenship behavior and obedient organizational silence ($\beta = -0.1$, $P < .05$) is negative and significant, so the hypothesis is confirmed. The regression coefficient between these two variables indicates that for one unit increase in the level of citizenship behavior, obedient organizational silence will decrease by 2.5 units of standard deviation.

Hypothesis 2: There is a significant relationship between organizational citizenship behavior and defensive organizational silence.

According to the presented statistical tables, the relationship between the standardized effect of organizational citizenship behavior and defensive organizational silence ($\beta = -0.1$, $P < .05$) is not significant, so the hypothesis is not confirmed.

Hypothesis 3: There is a significant relationship between organizational citizenship behavior and organizational silence.

According to the presented statistical tables, the relationship between the standardized effect of organizational citizenship behavior and organizational silence ($P = 0.9$, $\beta = 0.5$) is positive and significant, so the hypothesis is confirmed. The regression coefficient between these two variables indicates that per unit increase in the level of organizational citizenship behavior and organizational silence will increase by 2.5 standard deviations.



Table 3: Direct effects on the final model to examine relationships

| P | t | Parameter Standardized | Error Standard | Estimate Parameter | Relation |
|-----------|-------|------------------------|----------------|--------------------|--|
| $<0.05^*$ | 2/744 | -0/170 | 0/062 | -0/135 | Obedient organizational silence; organizational citizenship behavior |
| >0.05 | 1/030 | -0/121 | 0/118 | 0/098 | Defensive organizational silence; |

| | | | | | |
|--------|--------|-------|-------|-------|--|
| | | | | | organizational citizenship behavior |
| <0/05* | 14/616 | 0/551 | 0/038 | 0/549 | Typical Organizational Silence; Organizational Citizenship Behavior |

Finally, based on multiple determination coefficients of $R^2 = 0.39$, organizational citizenship behavior changes were explained by the components of organizational silence (obedient organizational silence, defensive organizational silence, kindly organizational silence).

Moderating study of research hypotheses in a completely randomized design

The factorial analysis of variance in completely randomized design was used to evaluate the moderators. The results are as follows

Hypothesis 4: Type of employment has a moderating role between organizational citizenship behavior and submissive organizational silence.

H0: Type of employment has a moderating role between organizational citizenship behavior and obedient organizational silence.

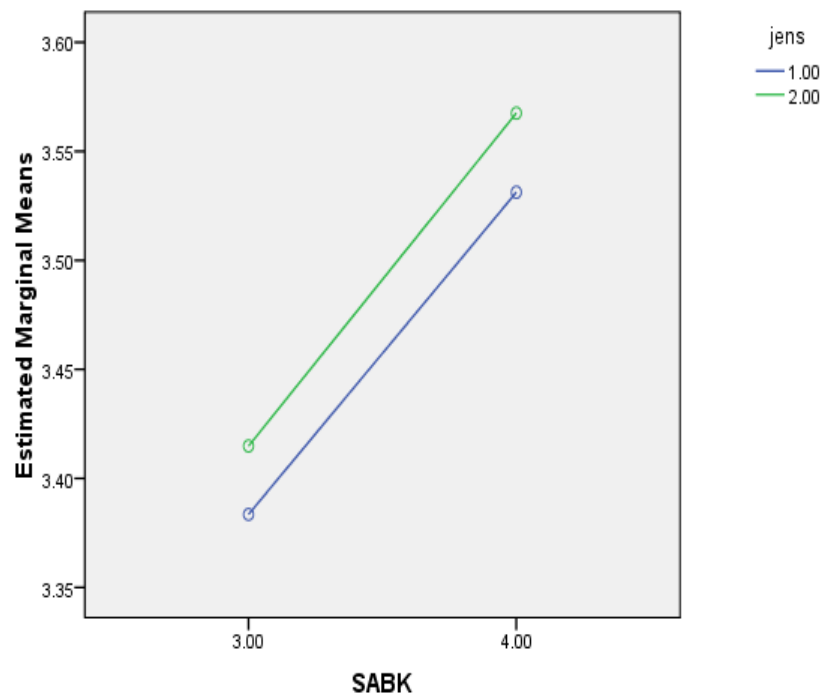
H1: Type of employment has no moderating role between organizational citizenship behavior and obedient organizational silence.

To investigate the moderating role of type of employment in the relationship between organizational citizenship behavior and obedient organizational silence, a factorial experiment variance analysis in a completely randomized design was used. The results of this test are presented in the table below.

Table 4: Results of Factorial Analysis of Variance in a Completely Randomized Design for Comparing the Average Organizational Citizenship Behavior and Different Dimensions of Organizational Silence and Different Employment Types - Obedient Organizational Silence

| p | F | average of squares (MS) | Degrees of freedom (Df) | sum of squares | Sources of changes (S.O.V) |
|--------|-------|-------------------------|-------------------------|----------------|---|
| 0/038* | 5/039 | 0/643 | 1 | 0/643 | Citizenship behavior |
| 0/614 | 0/255 | 0/033 | 1 | 0/033 | type of employment |
| 0/971 | 0/000 | 0/000 | 1 | 0/000 | Citizenship behavior; types of employment |
| - | - | 0/128 | 128 | 16/322 | Error |

At the 0.05 level of significance



Graph 1: Average Organizational Citizenship Behavior and Different Dimensions of Organizational Silence and Different Employment Types ~ Obedient Organizational Silence

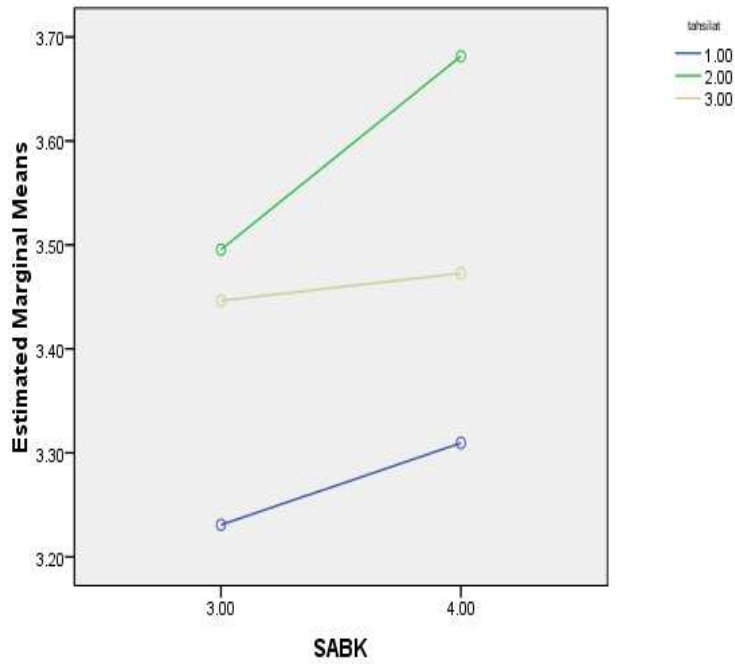


The results of analysis of variance in Table 5 showed that there is a significant difference between the mean of organizational citizenship behavior and different dimensions of organizational silence and different type of employment at 5% probability level. The presence and adjustment of the type of employment in the model is significant; on the other hand, the interaction is not significant; therefore, it can be concluded that the type of employment does not have a moderating role in the relationship between citizenship behavior and organizational silence.

Table 5: Results of Factorial Analysis of Variance in a Completely Randomized Design for Comparing the Average Organizational Citizenship Behavior and Different Dimensions of Organizational Silence and Different Employment Types ~ Defensive Organizational Silence

| p | F | average of squares (MS) | Degrees of freedom (Df) | sum of squares | Sources of changes (S.O.V) |
|---------|-------|-------------------------|-------------------------|----------------|---|
| 0/126 | 2/372 | 0/260 | 1 | 0/260 | Citizenship behavior |
| <0/001* | 8/575 | 0/940 | 2 | 1/880 | type of employment |
| 0/530 | 0/639 | 0/070 | 2 | 0/140 | Citizenship behavior; types of employment |
| – | – | 0/110 | 126 | 13/812 | Error |

At the 0.05 level of significance



Graph 2: Average Organizational Citizenship Behavior and Different Dimensions of Organizational Silence and Different Types of Employment - Organizational Silence

The results of the analysis of variance in the table above show that there is no significant difference between the mean organizational citizenship behavior and defensive organizational silence at the 5% probability level, but there is a significant difference between the mean citizenship behavior in different types of employment at the 5% probability level. The mean score of organizational citizenship behavior is lower in the type of contractual employment, so it can be concluded that the type of employment has a moderating role in the relationship between organizational citizenship behavior and defensive organizational silence.

Hypothesis 5: Type of employment plays a moderating role between organizational citizenship behavior and defensive organizational silence.

H0: The type of employment has a moderating role between organizational citizenship behavior and defensive organizational silence.

H1: Type of employment has no moderating role between organizational citizenship behavior and defensive organizational silence.

Hypothesis 6: Type of employment has a moderating role between organizational citizenship behavior and organizational silence.

H0: Type of employment has a moderating role between organizational citizenship behavior and organizational silence.

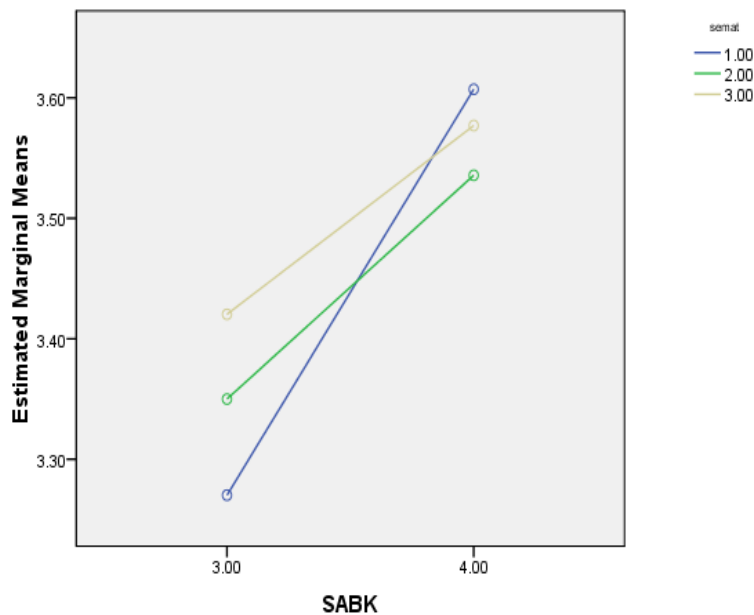
H1: Type of employment does not have a moderating role between organizational citizenship behavior and organizational silence.

To investigate the moderating role of recruitment type in the relationship between organizational citizenship behavior and altruistic organizational silence, a completely randomized design of factorial analysis of variance was used. The results of this test are presented in the table below.

Table 6: Results of Factorial Analysis of Variance in Completely Randomized Design for Comparing the Average Organizational Citizenship Behavior and Different Dimensions of Organizational Silence and Different Employment Types - Organizational Silence

| p | F | average of (MS) squares | Degrees of (Df) freedom | sum of squares | (S.O.V) Sources of changes |
|--------|-------|-------------------------|-------------------------|----------------|---|
| 0/003* | 9/069 | 1/132 | 1 | 1/132 | Citizenship behavior |
| 0/688 | 0/374 | 0/047 | 2 | 0/094 | type of employment |
| 0/616 | 0/486 | 0/061 | 2 | 0/121 | Citizenship behavior; types of employment |
| – | – | 0/125 | 126 | 15/731 | Error |

At the 0.05 level of significance



Graph 3: Average Organizational Citizenship Behavior and Different Dimensions of Organizational Silence and Different Employment Types - Friendly Organizational Silence

The results of the analysis of variance in the table above show that there is a significant difference between the mean of organizational citizenship behavior and organizational silence at the 5% probability level.

Research suggestions



The main activity of the company is supplying simple human resources and specializing in all provinces and cities of the country with the priority of providing human resources to the Social Security Organization. Given that the company's activities are focused on human resources, the company can make the most of its findings in improving its human resources management and better manage its human resources.

Suggestion to other researchers

A. Conducting similar research on organizational silence in different statistical population and sample size

B) Using the results of this research in managing organizations and companies to improve citizenship behavior and reduce the effects of organizational silence.

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