



# The relationship between organizational silence and organizational culture in Yasouj University of Medical Sciences based on Denison model in 2015

Faraj Alah Heidari Orojlo<sup>1\*</sup>, Syed Ehsan Amirhosseini<sup>2</sup>

<sup>1</sup>Department of Management, Yasouj Branch, Islamic Azad University, Yasouj.

<sup>2</sup>Department of Management, Yasouj Branch, Islamic Azad University, Yasouj

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## ABSTRACT

**Objective:** When creativity is the only stimulus to survive, sustain and improve the organizations, the leading organizations are trying to develop it further. Organizational silence is a phenomenon which stands against the intellectual participation of employees and their creativity and hinders the progress of the organization towards perfection. Organizational culture is one of the important factors that can change the phenomenon of silence. Identification and analysis of organizational culture and the relationship of each of the cultural dimensions with the phenomenon of organizational silence can help managers and decision makers to be able to manage the phenomenon of silence well and remove it from the organization. **Methodology:** The research methodology is a descriptive and correlational study that has investigated the studied phenomena as cross-sectional. In this study the two phenomena of organizational silence and organizational culture were studied and the relationship between them was measured. The population was the staff of Yasouj University of Medical Sciences that was estimated about 770 people. That according to Cochran formula (Morgan and Krejcie table), a sample of 260 members of staff and managers of this organization were selected. To gather the data, Denison Organizational Culture questionnaire (2006) and organizational silence questionnaire by Vakola & Bouradas (2005) was used. **Results:** The four dimensions and twelve indicators of organizational culture of Denison model in Yasouj University of Medical Sciences was moderate and between 50 and 60 percent. Also the organizational silence in Yasouj University of Medical Sciences was moderate. Also organizational silence has a significant positive correlation with all indicators and dimensions of organizational culture ( $p < 0.001$ ). **Conclusion:** The findings suggest that by improving the indicators of organizational culture the phenomenon of organizational silence can be managed and eliminated. Accordingly with the use of culture management tools it can be expected that the phenomenon of organizational silence can be eliminated in the organization.

## 1. Introduction

To achieve the final goals in organizations in order to having a competition with other organizations strategy should be used. Strategy can have a commercial reason for.

Successful organizations have recognized the need and importance of intellectual participation of employees in organizational decisions. Therefore, these organizations are always trying to encourage staff to express ideas and incentives. But in some cases, people prefer not to express their opinions and this caused the loss of intellectual capital of organization. This capital is the intellectual participation of the employees, which, if their ideas not expressed,

\* Corresponding author: Faraj.Alahheidariojlo@gmail.com

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causing a phenomenon called organizational silence and consequently incorrect organizational decisions. Senior Managers of organizations have various tools to stimulate the intellectual participation of employees. It seems that one of these tools is organizational culture and its components. If the relationships between organizational culture and organizational silence proved, administrators can use organizational culture tools to manage and reduce the phenomenon of organizational silence. In the phenomenon of organizational silence, employees prefer not to express ideas and concerns about organizational issues. Primary insights about organizational silence knew it as the equivalent of employee loyalty to the organization and believed that if there is no problem, no one will talk about it and knew silence as the equivalent of the lack of problem in the organization (Vakola & Bouradas, 2005). But now, researchers have shown that the climate of silence, in contrast to the traditional view, will be an obstacle to achieving the organization's goals. In the health issues that the wrong decision makes irreparable costs to the society, it is necessary that the opinions be expressed freely to be able to make appropriate decisions in this regard.

Silence is influenced by many organizational features. These features according to Vakola & Bouradas (2007) can include decision-making processes, culture management processes, and perceptions of employees, organizational climate, and how to manage the organization in general. The relationship between organizational culture and organizational silence is theoretically discussed in the literature frequently (Blackman & Sadler-Smith, 2007; Danaeifard et al., 2011). According to Danaeifard & Panahi (2010), managerial ideas can affect beliefs and assumptions of employees and may create an environment where employees tend not to comment on organizational issues.

As mentioned, in theory, organizational culture can have an impact on the phenomenon of silence. So the organizational culture as an effective factor can be studied and through it the phenomenon of organizational silence can be managed (Danaeifard et al., 2011). Many researchers have studied organizational culture as a source of competitive advantage and considered it as an essential factor for the success of modern organizations (Van Dyne & LePine, 1998; Barney, 1986). Harrison (1993) knows organizational culture as a landscape of the organization that it makes a special feeling about the organization. In general we can say that the culture in an organization plays the role of a person's personality and culture is hidden, but has the power to create concepts and direct movements and efforts (Green, 1989). In many theories, this organizational character is referred to organizational culture that arises as a shared system of meanings, beliefs and values which ultimately forms the employees' behavior (Jacobus, 2005). The message and perceptions of organizational culture is closely associated with organizational strategies and has a huge impact on the people who work in the organization (Denison & Life, 2005). Denison & Life (2005) have also stated that the culture system is not easily visible and contactable but organizational members significantly know it well and the law of culture is stronger than any other law in organizations.

Now that recovery of large enterprise systems is taken into consideration and in the meantime attention to the creativity and intellectual participation of staff has become important, organizational culture has become as the source of all abilities and disabilities of the organization. A culture that can break the climate of organizational silence and improve intellectual participation and expression of opinion by the staff can greatly affect the financial and non-financial performance of the organization (Shafie & Masoudi, 2006). Some experts believe that if the desirable and sustainable changes are supposed to occur in an organization, organizational culture must be changed. In other words, the success and failure of organizations must be sought in their organizational culture (Tusi, 1993). Therefore to manage the phenomenon of organizational silence we should focus on the organizational culture.

Health organizations that today see themselves in a changing world should also pay special attention to the creativity and intellectual participation of staff. As we've discussed, organizational silence is a major obstacle in the way of creativity and the improvement of decision-making on issues related to youth. One of the important factors affecting the negative phenomenon of organizational silence is organizational culture that for managing silence and confrontation with it, organizational culture must first be identified and analyzed. There are many models to study and identify organizational culture. One of the newest and most practical models of organizational culture is Denison model. Denison, professor of organizational behavior in University of Michigan, in his model knows culture includes four characteristic that each of these four properties includes three indexes of management activity. This model horizontally and vertically bisected to indicate the dimensions: the focus in / out and fixed / flexible (Denison & Fisher, 2005; Denison, 2000).

Due to the negative effects that organizational silence can have on organizational performance, it is necessary to study organizational silence phenomenon and its causes. On the other hand the organizational culture and its management tools can be effective on organizational silence. Therefore, in order to help the University of Medical Sciences to manage the phenomenon of organizational silence, this research investigates and analyzes the organizational culture in Yasuj University of Medical Sciences and also will investigate the relationship between each of the dimensions of organizational culture with organizational silence. The results of this study will help managers that in addition to better identification of the status quo, be able to take effective steps to reduce the phenomenon of organizational silence. It will also measure the relationship between each of the dimensions of organizational culture and organizational silence that the intensity of relations can also prioritize organizational culture management tools to eliminate the phenomenon of silence. As a result of the removal of organizational silence from this organization, Yasuj University of Medical Sciences, which requires the Intellectual participation of all employees for its improvement, will achieve its goals more quickly.

Problems and issues that University of Medical Sciences deals with are mainly the issues that have a significant impact on society, now and in the future. The consequences of wrong decisions in the field for many years suffered the society. So it is necessary to use the intellectual participation of all to solve problems related to this field to adopt informed decisions based on public comments. But in this direction, organizational silence is a phenomenon which stands against the intellectual participation of employees and their creativity and hinders the progress of the organization towards perfection. However, the organizational silence in health organizations has been neglected and very little researches have been done in these organizations. The institutional silence has many negative consequences for the organization. Among the unpleasant consequences of organizational silence for the organization are: restrict information in the organization, the lack of analysis of ideas and thereby reducing the effectiveness of decision-making processes, reduce the ability of organization to identify and correct mistakes, employees' feelings about the lack of appreciation, weakening the commitment and trust of employees to the organization, reduced motivation, staff isolation and even sabotage (Zareie Matin et al., 2011; Donaghey et al., 2011; Nikolaou et al., 2011). Considering the negative consequences of corporate silence, it is necessary to identify the causes of organizational silence and plan to reduce the phenomenon of organizational silence.

On the other hand the corporate culture is one of the factors affecting the financial and non-financial performance of organization. The appropriate Identification of corporate culture based on a comprehensive model is of the needs of any organization. Corporate culture as a guide for decision-makings and actions must always be in front of managers. Also organizational culture is one of the important factors that can change the phenomenon of silence. Identification and analysis of organizational culture and the relationship of each of the cultural dimensions with the phenomenon of organizational silence can help managers and decision makers to be able to manage the phenomenon of silence well and remove it from the organization. It is therefore essential that managers be able to analyze the relationship between culture and organizational silence and use the corporate culture management tools to increase intellectual participation of employees.

## 2. Materials and methods

### 2.1 Research Methodology

The study in terms of the methodology is a descriptive and analytical study and in terms of goal is an applied research which was done as a field study and has investigated the studied phenomena as cross-sectional. In this study the two phenomena of organizational silence and organizational culture were studied and the relationship between them was measured. In this study, all the staff of Yasouj University of Medical Sciences was considered as the population and their numbers were estimated about 770 people. In order to achieve the objectives of the survey, due to the high number of the population and also costly evaluation of the entire population, sampling technique was used. Stratified sampling method was used for the sampling up to the sample be selected so that the different organizational units and assistance be equally participated in the study. The number of samples selected from each unit was based on its share of the population. Then within the units and deputies, the samples were selected as simple random and questionnaires were distributed among them. The sample size, after estimating and determining the number of employees of Yasouj University of Medical Sciences and based on the sample size table Krejcie and Krejcie & Morgan (1970), which is based on Cochran formula, was determined. Accordingly, the total number of employees of Yasouj University of Medical Sciences was estimated about 770 people, that according to the above formula, the sample of 260 members of staff and managers of the university were selected and the approved questionnaire was distributed among them. After collecting the questionnaires, the questionnaires that more than thirty percent of the questions had not been answered and the questionnaires that all the answers were similar did not enter into the statistical analysis. Thus, by eliminating 29 questionnaires, 229 questionnaires were analyzed. The present study was conducted in two phases of library studies and field studies. In the first phase, literature and relevant researches and variables were studied. According to conducted studies, the appropriate questionnaire was selected and designed and developed. After that, the questionnaire was tested up to its reliability and validity be confirmed. Then the approved questionnaire was distributed among those who have been chosen as the sample. Based on distributed questionnaires and collected data through the questionnaires, the relationship between the variables was checked. Based on the literature review, the primary questionnaire of organizational silence by Vakola & Bouradas (2005) has been translated and it was used as the basis for gathering the necessary information. The questionnaire contains 18 questions that 5 questions are about the attitude of senior management to silence, 5 questions about the attitude of the head to silence, 4 questions about communication opportunities and 4 questions are also about the behavior of silent of employees. In order to collect information about organizational culture the standardized questionnaire of Denison was used. In this regard, Denison, a professor of organizational behavior in University of Michigan, has designed a questionnaire that measures four main dimensions of organizational culture (mission, adaptation, integrity and partnership). Each of these main aspects has also three dimensions. In other words, the Denison model of organizational culture measures twelve sub-dimensions and includes 60 questions that there are five questions for each of the sub-dimensions. In this study, the translation of the mentioned questionnaire was used. The answers of the questions in the mentioned questionnaires was as five-option Likert scale from strongly agree to strongly disagree that after coding the responses, data were entered into SPSS software for analysis. Sufficient information in relation to the objectives of the project and its importance, with emphasis on the confidentiality of information obtained along with the demographic characteristics of participants in the study was given at the beginning of the questionnaire. After obtaining verbal consent, the questionnaires were completed by the individuals. A sample of questionnaire is given in the Appendix. The estimated time to complete the questionnaire is estimated to be about 30 minutes.

## 3. Discussion and results

### 3.1 Research Findings

#### 3.1.1 Check the normality of data:

The results of the normality test of the main variables of the study which are the dimensions and indicators of organizational culture and organizational silence and its components, are listed in this part.

**Table 1. Results of the normality test**

Significant level in Shapiro-Wilk test	Significant level in Kolmogorov-Smirnov test		Organizational silence Questionn
0.000<	0.000<	Senior management's attitude toward silence	
0.011	0.000<	Head attitude toward silence	
0.018	0.002	Communication opportunities	

0.007	0.001	Silence behavior	Organizational Culture questionnaire
0.315	0.2	partnership	
0.061	0.019	adaptation	
0.313	0.2	mission	
0.006	0.001	integrity	

In the normality test output a table like table above is presented that shows two significant level values for each variable separately. These values are crucial in determining the normality of data. If a significant level in the Shapiro-Wilk test or Kolmogorov-Smirnov test be more than 0.05, the data can be considered normal with high confidence. Otherwise we cannot say that the data distribution is normal. In this study, more than 75% of samples have a normal distribution

### 3.2 inferential findings

The analytical findings of the correlation test between research main variables which are dimensions and indicators of organizational culture and organizational silence and its components are listed in this part. In each of the four table listed in the following, the correlation between one of the dimensions of organizational culture and indicators related to it with organizational silence are presented. Accordingly, the results of correlation test between the indicator participation and its dimensions (empowerment, team orientation, and capability development) with organizational silence and its components are presented in Table 4-28.

**Table 2. Correlation matrix of organizational participation and its dimensions with organizational silence**

8	7	6	5	4	3	1	Variables
0.286**	0.573**	0.409**	0.396**	0.904**	0.609**	0.376**	1-empowerment
0.336**	0.621**	0.443**	0.434**	0.915**	0.671**	1	2-team oriented
0.391**	0.573**	0.428**	0.41**	0.84**	1		3-capability development
0.394**	0.677**	0.47**	0.468**	1			4-Participation
0.307**	0.553**	0.472**	1				5-The attitude of senior management
0.443**	0.647**	1					6-The attitude of Head
0.511**	1						7-Communications
1							8-Silence behavior

\*\* Correlation is significant at the 0.001 level

Based on what can be seen in Table 2, there is a high correlation among all indicators of organizational participation and organizational silence and its components. The correlation between the variables in Table 2 has been approved at the level of 0.001. In this table, the highest correlation coefficients are related to participation and its dimensions that are approximately 0.8 and 0.9.

In the following, the findings of the correlation test between organizational integrity and its Dimensions (fundamental values, consensus, and cohesion) with organizational silence and its components are shown in table 4-29.

**Table 3. Correlation matrix of organizational integrity and its dimensions with organizational silence**

8	7	6	5	4	3	1	Variables
0.344**	0.578**	0.547**	0.346**	0.853**	0.54**	0.56**	1-fundamental values
0.263**	0.496**	0.392**	0.333**	0.848**	0.531**	1	2-consensus
0.322**	0.503**	0.432**	0.249**	0.829**	1		3-cohesion
0.385**	0.657**	0.565**	0.409**	1			4-integrity
0.307**	0.553**	0.472**	1				5-The attitude of senior management
0.443**	0.647**	1					6-The attitude of Head
0.511**	1						7-Communications
1							8-Silence behavior

\*\* Correlation is significant at the 0.001 level

Based on what can be seen in Table 3, there is a high correlation among all indicators of organizational integrity and organizational silence and its components. The correlation between the variables in Table 3 has been approved at the level of 0.001. In this table, the highest correlation coefficients are related to integrity and its dimensions that are approximately 0.8.

Table 4 shows the correlation matrix between organizational adaptation and its indexes (Create Change, Customer Orientation, and organizational learning) with organizational silence and shows its components.

**Table 4. Correlation matrix of organizational adaptation and its dimensions with organizational silence**

8	7	6	5	4	3	2	Variables
0.321**	0.564**	0.392**	0.419**	0.858**	0.599**	0.581**	1-Create Change
0.303**	0.568**	0.415**	0.386**	0.857**	0.642**	1	2 -Customer Orientation
0.262**	0.568**	0.481**	0.404**	0.878**	1		3 -organizational learning
0.382**	0.694**	0.49**	0.5**	1			4 -adaptation
0.307**	0.553**	0.472**	1				5 -The attitude of senior management
0.443**	0.647**	1					6 -The attitude of Head
0.511**	1						7 -Communications
1							8 -Silence behavior

\*\* Correlation is significant at the 0.001 level

Based on what can be seen in Table 4, there is a high correlation among all indicators of organizational adaptation and organizational silence and its components. The correlation between the variables in Table 4 has been approved at the level of 0.001. In this table, the highest correlation coefficients are related to adaptation and its dimensions that are approximately 0.8.

Table 5 shows the correlation matrix between organizational mission and its dimensions (strategic intent, goals and objectives, and Outlook) with organizational silence and its components.

**Table 5 correlation matrix of organizational mission and its dimensions with organizational silence**

8	7	6	5	4	3	2	Variables
0.32**	0.527**	0.405**	0.415**	0.882**	0.632**	0.689**	1 -strategic intent
0.438**	0.633**	0.507**	0.373**	0.914**	0.734**	1	2 -goals and objectives
0.303**	0.58**	0.482**	0.419**	0.904**	1		3 -Outlook
0.417**	0.665**	0.553**	0.459**	1			4 -mission
0.307**	0.553**	0.472**	1				5 -The attitude of senior management
0.443**	0.647**	1					6 -The attitude of Head
0.511**	1						7 -Communications
1							8 -Silence behavior

\*\* Correlation is significant at the 0.001 level

Based on what can be seen in Table 5, there is a high correlation among all indicators of organizational mission and organizational silence and its components. The correlation between the variables in Table 5 has been approved at the level of 0.001. In this table, the highest correlation coefficients are related to mission and its dimensions that are approximately 0.8 and 0.9.

**Table 6. The odds ratio of organizational culture and its dimensions with organizational silence in Yasuj University of Medical Sciences, 2015**

Significant level	Confidence interval 0.95		Exp(B) The odds ratio	Variable
	Maximum	Minimum		
0.05	1.333	-0.001	0.666	Fundamental values
0.000<	2.232	0.926	1.629	Organizational Learning
0.016	1.369	0.146	0.757	Outlook
0.043			0.7624	Consonant
331.81				-2 LL
0.33				Cox & Snell R squer
0.563				Negelkerke R squer

In Table 6, the Odds ratios of organizational culture and its dimensions with organizational silence in Yasuj University of Medical Sciences in 2015 has been calculated; in the model, the significant variables of chi-square test by using backward method were entered to the model and was shown in the output of variables that were effective in organizational silence, after 10 stages regression analysis it was seen that the regression model indicates the effectiveness of the variable Fundamental values, organizational learning and the outlook and the lack of impact of the variable team orientation, capability development, empowerment, coordination and coherence, create change, customer orientation, goals and objectives, and strategic intention and direction in organizational silence. Based on the odds table, the impact of the fundamental values on organizational silence is about 1/50 times more than other variables of organizational culture. Also the chance of impact of organizational learning variable on organizational silence is 1/629 times and outlook variable is 1/32 times more than other variables of organizational culture.

## 4. Conclusion

### 4.1 Discussion and conclusion

In this study, two important variables in terms of the organization literature and management in Yasuj University of Medical Sciences were studied. These main variables include organizational culture and organizational silence. According to the purposes of study, these two variables were measured in Yasuj University of Medical Sciences and the relationships between them were investigated. In the previous chapter the findings from data obtained were analyzed. What will explain in this chapter, will be the description of the results of research and discussion about them. Also it is tried that the findings of this study be compared with findings of similar studies. Based on the findings and conducted discussion, practical recommendations will be presented. In the end, due to the limitations of this study, recommendations for researchers who wish to provide more complete studies on the issue of this study are presented. The two variables of organizational culture and organizational silence in the organization literature and management are important issues. In an important organization such as University of Medical Sciences, this issue is particularly important. Hence, due to the need to reduce the phenomenon of organizational silence and also the relationship of corporate culture with silence, this research was done for descriptive investigation of these two variables and finally the correlation between them.

This Study was done on a sample of 260 members of staff of Yasuj University of Medical Sciences and to collect the necessary information, the two questionnaires of Organizational Culture by Denison (2000) and organizational silence by Vakola & Bouradas (2005) were used. Validity and reliability of questionnaires were confirmed in a pilot study first and then were distributed among the employees who were selected for the sample, to collect data. Data analysis was done by using descriptive statistics and inferential tests.

In summary it can be stated that this study showed that the four dimensions and twelve indicators of organizational culture of Denison model in Yasuj University of Medical Sciences was moderate and between 50 and 60 percent. Also the organizational silence in this organization was moderate. The four main hypotheses were tested in this study. These assumptions include: (1) there is a relationship between organizational silence and organizational participation in Yasuj University of Medical Sciences. (2) there is a relationship between organizational silence and organizational integrity in Yasuj University of Medical Sciences. (3) there is a relationship between organizational silence and organizational Adaptation in Yasuj University of Medical Sciences. And (4) there is a relationship between organizational silence and organizational mission in Yasuj University of Medical Sciences. Spearman correlation test revealed that organizational silence with all indicators and dimensions of organizational culture has a significant positive correlation ( $p < 0.001$ ) and all hypotheses were confirmed. Accordingly, the main hypothesis of the research about the relationship between organizational silence and dimensions of organizational culture was also approved. In continuing this chapter, the findings of this study were analyzed.

### 4. Suggestions for future researches

The following suggestions are offered to researchers who want to do effective measures and researches, after this research:

- Conduct similar researches in other related organizations to Yasuj University of Medical Sciences and compare their results with these results
- Modeling the effect of organizational culture and other related variables on organizational silence by using structural equation modeling
- Investigate the phenomenon of organizational silence and explain the process of organizational silence by using qualitative research methods
- Check the variables by using other methods besides closed questionnaire such as observation and interviews to better and more complete identification of research variables
- Conduct educational interventions and research proposals and assess the impact of interventions on organizational culture and organizational silence in Yasuj University of Medical Sciences.

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