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İÇİNDEKİLER

THE EFFECT OF ORGANIZATIONAL DISSENT ON AFFECTIVE COMMITMENT AND JOB SATISFACTION……1

Esra ALNIAÇIK, Ezgi Fatma Erbaş KELEBEK

ENFLASYON HEDEFLEMESİ STRATEJİSİNDE GENİŞLETİLMİŞ TAYLOR KURALI'NIN GEÇERLİLİĞİ: TÜRKİYE ÜZERİNE AMPİRİK BULGULAR.....13

Seyhan TAŞ, Sefa ÖZBEK

SAĞLIK MESLEK LİSESİ SON SINIF ÖĞRENCİLERİNİN HASTA HAKLARI KONUSUNDAKİ TUTUMLARININ BELİRLENMESİNE YÖNELİK BİR UYGULAMA……...26

Hacı Hayrettin TIRAŞ, Berna TIRAŞ

TÜRKİYE'DE FİNANSALLAŞMA VE GELİR DAĞILIMI, 1990-2017……. 46

Mustafa BAYLAN

FOURİER YAKLAŞIMIYLA YENİLENEBİLİR ENERJİ TÜKETİMİ VE ENERJİ KAYIPLARININ EKONOMİK BÜYÜME ÜZERİNDEKİ ETKİSİ: ALMANYA ÖRNEĞİ…….59

Mustafa NAİMOĞLU

TALEP YÖNLÜ YAKLAŞIM ÇERÇEVESİNDE YENİLENEBİLİR ENERJİ: DİNAMİK PANEL VERİ ANALİZİ……..69

Sena TÜRKMEN

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THE EFFECT OF ORGANIZATIONAL DISSENT ON AFFECTIVE COMMITMENT AND JOB SATISFACTION[1]

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Abstract

Giving employees the opportunity to express their views on issues is considered as a prominent feature of modern management approach. Yet, besides positive, creative, knowledge-producing ideas, it is a frequent occurrence in the organizations that employees raise opinions that reflect opposite ideas to the organization or the managers. Employees' expressing of their disagreement or contradictory opinions on workplace policies and practices to different audiences is conceptualized as organizational dissent. Organizational dissent is related to the dissatisfaction of employees on organizational policies and managerial practices. Organizational dissent involves not only disagreement, but also expressing it in words. Expression can take place either explicitly or implicitly. Depending on how it arises and takes place, organizational dissent may affect employee satisfaction and organizational commitment. Thus, in this study, we inquired the effects of different forms of organizational dissent on affective commitment and job satisfaction. For this aim, we made a survey and collected data from 135 employees working in the banking industry. A series of regression analyses revealed that both articulated and latent dissent exert significantly negative effects on affective commitment and job satisfaction. Theoretical and managerial implications of the findings are discussed.

Keywords: *Organizational Dissent, Affective Commitment, Job Satisfaction.*

Jel Classification: *M1, M12, M54*

ÖRGÜTSEL MUHALEFETİN DUYGUSAL BAĞLILIK VE İŞ TATMİNİ ÜZERİNDEKİ ETKİSİ

Öz

Çalışanlara, işyerindeki sorunlar hakkındaki görüşlerini ifade etme fırsatı vermek, modern yönetim yaklaşımının öne çıkan bir özelliğidir. Olumlu, yaratıcı, bilgi üreten fikirlerin yanı sıra çalışanların kuruma veya yöneticilere zıt fikirleri yansıtan görüşler ortaya atması sıkça karşılaşılan bir durumdur. Çalışanların işyeri politikaları ve uygulamaları hakkındaki karşıt görüşlerini çeşitli kitlelere ifade etmesi, örgütsel muhalefet olarak tanımlanmaktadır. Örgütsel muhalefet, çalışanların örgütsel politikalar ve yönetimsel uygulamalar konusundaki memnuniyetsizliğiyle ilgilidir. Örgütsel muhalefet yalnızca karşıtlığı değil, aynı zamanda bunu kelimelerle ifade etmeyi de içerir. Muhalefet açıkça veya örtük olarak gerçekleşebilir. Nasıl ortaya çıktığına ve gerçekleştiğine bağlı olarak, örgütsel muhalefet, çalışanların iş tatmini ve örgütsel bağlılığını etkileyebilir. Bu çalışmada, farklı örgütsel muhalefet biçimlerinin duygusal bağlılık ve iş tatmini üzerindeki etkileri incelenmiştir. Bu amaçla bankacılık sektöründe çalışan 135 kişiden anket yöntemiyle veri toplanmıştır. Yapılan regresyon analizleri sonucunda, hem açık hem de gizli muhalefetin duygusal bağlılık ve iş tatmini üzerinde önemli ölçüde olumsuz etkiler yarattığı belirlenmiştir. Bulgular teorik ve uygulama açısından tartışılarak çeşitli öneriler sunulmuştur.

Anahtar Kelimeler: *Örgütsel Muhalefet, Duygusal Bağlılık, İş Tatmini*

Jel Sınıflandırılması: *M1, M12, M54*

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INTRODUCTION

The modern management approach considers human resources as a strategic asset that will provide a competitive advantage to the organization. According to this mind-set, employees are not only responsible for working towards organizational goals, but they also play an active role in determining the goals and objectives. As a strategic resource of organizations, participation of employees in decision-making processes increases their loyalty and commitment to the organization and contributes positively to job satisfaction and motivation. Although it is desired that employees should commit business goals and objectives, unconditional compliance with all decision-making policies and practices is not a rational expectation. Some decisions and policies may not satisfy employees, may not be appropriate for them or even may disrupt them. Therefore, in such situations, democratic management style requires to be able to communicate clearly to the relevant authorities and individuals. It is a requirement of the democratic management style that such situations can be clearly communicated to the relevant authorities and individuals. Employees' expressions of their disagreement and contrary opinions about business practices and policies are called organizational dissent or employee dissent (Kassing, 2008).

Employees perform three strategies when expressing their dissent: Articulated (upward) dissent includes directly communicating the disagreement with supervisors and management (upward). Latent dissent is "aggressive communication of dissent" to lateral co-workers and displaced (outward) dissent comprises "communicating to individuals outside the organization such as family and friends" (Kassing, 1997, 1998). All forms of organizational dissent have various consequences on employees' relations with the organization.

Organizational commitment is the desire of the individual to accept and to achieve organizational goals and values, and to maintain membership of the organization (Mowday et al., 1982). Allen & Meyer (1996) suggested three forms of organizational commitment: Affective commitment, continuance commitment and normative commitment. Affective commitment, which is defined as employees' feeling closer to the organization emotionally, is the most studied dimension and it is the ideal commitment in the employee firm relationship. It is a kind of psychological attachment with the organization and its goals. Hence, employees who have a strong affective commitment do not want to leave the organization (Allen & Meyer, 1996; Saygan, 2011), exert higher work performance and involve organizational citizenship behavior (Dutton, 1994). Commitment positively influences various in-role and extra-role behavior of employees and has a strong relationship with job satisfaction (Luchak et al., 2007; Khan et al., 2010). Job satisfaction is the most investigated job attitude (Judge & Church, 2000) and it refers to the pleasure a person gets from his job, the feeling of satisfaction and the quality of life (Chen & Spector, 1992).

In the human resources management and organizational behavior literature, many studies have been conducted on organizational, relational and individual variables that may have an impact on organizational dissent (Kassing, 1997; Kassing & Avtgis, 1999, 2001; Kassing & Armstrong, 2001; Kassing, 2008; Wang et.al, 2014, Ergun & Celik, 2019). Some studies have examined organizational commitment as an antecedent of organizational dissent (Shahinpoor & Matt, 2007). According to Kassing (1997), employees who have a higher commitment to their organizations will exhibit a higher articulated dissent. However, there may also be an inverse relationship between organizational commitment and dissent. Articulated or latent dissent to the organization may also affect employee commitment. However, the issue has yet to be studied in this respect. Accordingly, in this study, we investigated the effect of organizational dissent on affective commitment and job satisfaction. For this aim, we conducted a field research by using survey methodology on a

sample of employees working in the banking industry. Findings of this study may provide a new perspective on the relationships between organizational dissent, employee commitment and job satisfaction. In this context, a summary of the literature on organizational dissent, affective commitment and job satisfaction is presented in the next section. Following the literature review, research methodology and data analyses are provided. Finally, conclusion and discussions are presented along with the study limitations.

1. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

1.1. Organizational Dissent

Organizational dissent is described as expressing disagreement or opponent opinions on workplace practices, policies and operations (Kassing, 1998). Employees use different strategies when expressing their dissent. These strategies are related to the person that employees express their opposing ideas. According to Kassing, (1998) employee dissent can take place with three different strategies: a) Articulated dissent strategy comprises expressing dissent explicitly and clearly within the organization to the audiences that can effectually influence organizational adjustment. b) If employees want to voice their controversy but they cannot effectively enounce themselves, then latent dissent arises. In consequence of their inadequacy, they become frustrated and applicate to expressing their contradictory opinions and disagreements aggressively to uninfluential audiences across organizations or in accord with other frustrated employees. Latent dissent exists but it is not apparent to some organizational members. c) Displaced dissent includes making dissent explicit to some external audiences like non-work friends, spouses or partners, strangers, and family members, but not the media or political sources sought by whistle-blowers (Kassing & Avtgis, 1999).

Four components constitute the dissent model proposed by Kassing (1997): 1) triggering agent, 2) strategy selection influences, 3) strategy selection, 4) expressed dissent. The model suggests that the dissent process starts with a triggering-event (i.e., the issue that sets the expression of dissent in motion). Dissent occurs when the triggering event moves an employee to recognize incongruence between what employees expect and the actual state of affairs (Redding, 1985). Triggering agents of dissent may concern a variety of issues. Kassing & Armstrong (2002) have explained the triggering events that lead employees to dissent. Table 1 depicts a typology of triggering events.

Table 1: Typology of dissent-triggering events

Employee treatment	Dissenting about how employees are treated within the organization concerning fairness and employee rights
Organizational change	Dissenting about organizational changes and the implementation of those changes
Decision making	Dissenting about organizational decisions and how decisions are made within the organization
Inefficiency	Dissenting about inefficient work practices and ineffective processes
Role/Responsibility	Dissenting about one's work role and responsibilities or the roles/responsibilities of others
Resources	Dissenting about the use and availability of organizational resources
Ethics	Dissenting about unethical practices that exist within the organization or that employees are expected to enact within the organization

Performance Evaluation	Dissenting about how one's or others' work is being evaluated or about the performance evaluation process
Preventing Harm	Dissenting about things an organization may do to endanger self, coworkers, or customers

Source: Kassing & Armstrong, 2002, p:44.

Dissent factors/influences are categorized as individual, relational, and organizational (Kassing, 2008). These factors are considered as significant contributing factors to employees' dissent expression strategy. Individual influences are about personal behaviors within the organization. Dissent first begins at an individual level when an individual starts feeling apart or distanced from the organization (Kassing, 1997). Individual factors comprise predispositions/traits, association/affiliation with the organization and the organizational position. Verbal aggressiveness, argumentativeness, and locus of control (Kassing & Avtgis, 1999, 2001), employees' senses of powerlessness and preferences for avoiding conflict (Sprague & Ruud, 1988) found to effect willingness to dissent. Further; work experience, employee commitment, satisfaction and organizational identification were related to willingness to dissent (Kassing, 1997, 2000; Kassing & DiCioccio, 2004). Relational factors include the types and quality of interactions people have within the organization (Kassing, 2008). Employees prefer to express their disagreements easier in their face-to-face interactions with their managers (Sprague & Ruud, 1988). Employees who think they have relatively higher quality relationships with their managers tend to direct their opposition to their superiors, while others share their opposing views more with their colleagues (Kassing, 2000b). Thus, relationships between organizational members can be considered as an important determinant of how employees' choose to express dissent (Kassing, 2008). Organizational factors, including how employees perceive and understand their own organizational environment, employee voice, freedom of speech at work, and tolerance to opposition, reflect contextual constraints specific to organizational environments. Finally, dissenters, take some organizational factors such as organizational culture and climate into account in their decision to express their opposition (Graham, 1986; Hegstrom, 1990; Kassing, 1998, 2000a). Employees are more likely to express upward opposition when they perceive relatively greater freedom of expression in the workplace (Kassing, 2000a).

1.2. Affective Commitment

Organizational commitment is the desire of the individual to accept and to achieve organizational goals and values, and to maintain membership of the organization (Mowday et al., 1982). Allen and Meyer (1990) suggested an analytic view of organizational commitment, splitting it into three definable constituents – affective, continuance, and normative commitment. Although these approaches usually form a link between the organization and the employee, it is clear that the nature of this connection is different (Brown, 2003)

a) Affective commitment implies employees' emotional commitment, identity and participation in the organization. Employees with a strong affective commitment continue to work in the organization because they want to do so. (b) Continuance commitment mentions employees' evaluation of whether the costs of leaving the organization are greater than the costs of staying with. Employees, who think that the cost of leaving the organization is higher than the cost of staying, decide to stay in the organization because they need to. (c) Normative commitment refers to the obligations of employees towards the organization. Employees with high levels of normative commitment should stay with the organization because they think they should do so.

Affective commitment is defined as employees' feeling closer to the organization emotionally. It is a kind of psychological attachment with the organization and its goals. Employees who perceive strong emotional attachment do not want to leave the organization even in uncomfortable and negative situations. (Allen & Meyer, 1996; Saygan, 2011). Employees who feel committed to their organization will choose to speak up instead of leaving the organization, since leaving the organization will take away the chance to oppose, and change things. A dissenter with a high level of affective commitment does not want to leave the organization, but he does not allow himself to remain silent, either. True opponents feel a strong sense of loyalty, and it is this feeling of loyalty that drives opponents to speak up (Shahinpoor & Matt, 2007). As the organizational commitment of the employee increases, the desire to leave the organization will decrease and the desire to stay and fight will increase. As organizational commitment increases, employees will be more likely to turn to articulated dissent (Westin, 1986; Kassing, 1997; Kassing & DiCioccio, 2004; Kassing, 2008). However, the reverse may also be the case. Organizational dissent may influence employees' affective commitment to the organization. Employees who can express their opposing views openly can feel a stronger commitment to the organization with the expectation that these views will be taken into account. In this case, the cost of voice may turn into a benefit for the employee (Hirschman, 1980). Thus, employees who choose to use articulated dissent strategies typically are more committed to the organization (Kassing & Avtgis, 2001). Whereas; employees who think that their opposing views will not be taken into consideration or that they may be harmed because of their opposition and who refrain from opposing explicitly may weaken their commitment to the organization. Accordingly we propose the following hypothesis:

H1: Articulated dissent has a positive effect on affective commitment.

H2: Latent dissent has a negative effect on affective commitment.

1.3. Job Satisfaction

Job satisfaction is the most widely examined employee response in organizational behavior field (Judge & Church, 2000). There are different definitions in literature about job satisfaction. Some researchers express this concept as the happiness of the employee from his job; others conceptualize it as a general emotional reaction to the singular conditions (Testa, 1999). Locke (1976) presented the most commonly used definition of job satisfaction as "a pleasure or positive emotional state resulting from the evaluation of one's job or job experience". Job satisfaction predicate "the pleasure a person gets from his job, the feeling of satisfaction and the quality of life" (Chen & Spector, 1992). In other words, job satisfaction reflects the feelings of employees whether their expectations and desires concerning the different dimensions of the work are satisfied.

The source of job satisfaction is not only the position of the employee in the workplace, but also the physical & social environment, relations with managers and colleagues, group culture, management style, nature of the job, salary, and advancement opportunities. All of these factors may have effects on employees' job satisfaction levels (Rashid et al., 2012). Job satisfaction has a high impact on the intention to stay or leave, so it is also one of the key factors of organizational success. If employees are dissatisfied, they tend to leave the organization. In addition, low levels of job satisfaction can lead to high levels of absenteeism, job accidents, mental and physical health problems and early retirements. In turn, it reduces the productivity and efficiency (Chen & Spector, 1992).

The literature indicates that articulated dissent is positively associated with employee satisfaction and organizational commitment (Kassing, 1998). Employees who choose to use articulated dissent strategies are usually more satisfied with their job (Kassing & Avtgis,

2001). According to Kassing (2008) latent dissent is negatively associated with employee satisfaction, organizational commitment, as well as to employees' perceptions of both general organizational openness and top management's openness to employee input (Kassing, 1998). Employees use latent dissent when they perceive that organizational climates are not tolerant of open, upward expressions of dissent (Kassing & Avtgis, 2001). Accordingly we propose that organizational dissent affects job satisfaction.

H3: Articulated dissent has a positive effect on job satisfaction.

H4: Latent dissent has a negative effect on job satisfaction.

In order to test the research hypothesis, we conducted a field research. The next section provides research methodology and data analyses.

2. RESEARCH METHOD

2.1. Research Objective and Model

The main objective of this study is examining the effects of organizational dissent on affective commitment and job satisfaction. The following diagram shows the proposed research model and hypotheses.

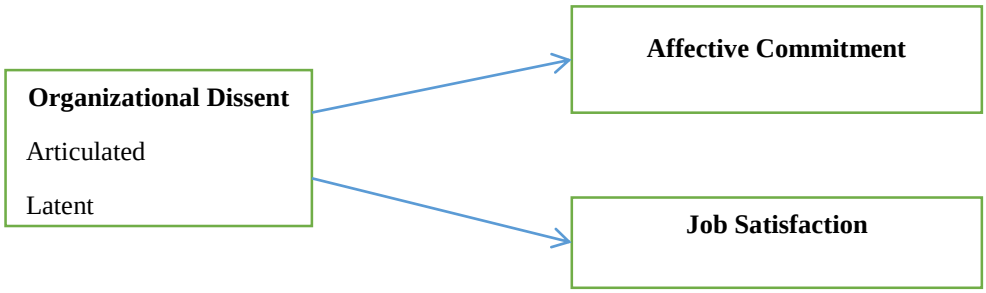

Figure 1: Research Model

2.2. Sample and Data Collection

Data is collected by using an online survey containing various questions measuring perceived organizational dissent, affective commitment and job satisfaction. Through a convenient sampling process, 135 individuals who were working in the banking industry participated in this study by voluntarily filling the online questionnaire. Questionnaires are coded and entered into a SPSS spreadsheet in order to perform the data analyses.

Organizational Dissent was measured by 24 items taken from the "Organizational Dissent Scale" developed by Jeffrey W. Kassing (Kassing, 1998). *Affective Commitment* was measured by 9 items taken from the "Organizational Commitment Scale" Meyer, Allen and Smith (1993). *Job satisfaction* was measured by "Global Job Satisfaction Scale" a 9 item scale developed by Quinn and Shepard (1974). Participants were requested to indicate their level of agreement or disagreement with the statements in all scales using five-point Likert type scales (1= strongly disagree; 5= strongly agree).

One hundred and fifty questionnaires were filled by volunteer participants. Fifteen questionnaires were excluded from data analysis due to missing data. The next section provides the analyses results and findings.

2.3. Analyses and Results

The mean age of the participants was 35.9 years (range: 24-60; sd: 7,3) and 50,4 % were female; 78,5 % were married, most of them had undergraduate degrees (73,3%). 87,4% were working for private banks. Mean organizational tenure was 8,5 years (range: 1-25; sd: 6,11) and mean tenure of working for the current position was 5,3 years (range: 1-20; sd: 3,74). Average monthly income was 7700 TL.

Before testing the research hypotheses, we run an exploratory factor analysis to control the dimensionality of the scales. Principal components analysis with varimax rotation and a factor extraction according to the mineigen criterion (i.e., all factors with eigenvalues of greater than 1) was used to control the factor structure of the study variables. Scale reliability was assessed by internal consistency using Cronbach's Alpha coefficient. Table 1 shows means, standard deviations and factor loadings of scale items along with the Cronbach Alpha coefficients of the subscales.

Principal components analyses revealed four factors explaining 69,78% of the total variance (KMO=,884 Bartletts test p<0,001). The first factor was comprised of affective commitment items and one item from the scale was excluded due to low factor loading and negative contribution to scale reliability. After deleting the item, this scale yielded a reliability coefficient of 0,95. The second factor was comprised of job satisfaction items and one item from this scale was also excluded due to low factor loadings and negative contribution to scale reliability. Cronbach's Alpha coefficient of this scale was calculated as 0.93.

Organizational dissent scale extracted two factors. Six items were loaded on the first factor named "articulated dissent" reflecting employees' explicit dissent behavior when they express their dissent openly and clearly within organizations to audiences that can effectively influence organizational adjustment. This factor has a reliability coefficient of 0,867. Five items were loaded on the second factor named "latent dissent" reflecting employees' latent dissent behavior when they desire to voice their opinions but they become frustrated because they couldn't effectively express themselves. This factor has a reliability coefficient of 0,836.

Table 1: **Scale Items, Descriptive Statistics and Principal Components Analysis**

Scale Items	**Mean**	**Std. Dev.**	**Factor Loading**	**Cronbach Alpha**
Affective Commitment				
I feel a strong sense of belonging to this organization.	2,76	1,186	,887	0,949
I would be very happy to spend the rest of my career in this organization	2,78	1,117	,850	
This organization deserves my loyalty	2,79	1,318	,840	
This organization has a great deal of personal meaning for me	2,65	1,205	,834	
I feel like part of my family at this organization	2,77	1,113	,809	
I am proud to tell people that I am part of this institution.	2,93	1,141	,792	
I feel emotionally attached to this organization	2,50	1,196	,640	
I owe a great deal to this organization	2,90	1,043	,559	
Job Satisfaction				

(Knowing what you know now) if you had to decide all over again whether to take job what would you decide?	2,86	1,052	,656	0,93
How does this job compare with your ideal job (job you would most like to have)?	2,63	1,070	,858	
Does your current job meet your general expectations when you first entered the business?	2,63	1,056	,803	
Does your current job meet your expectations in terms of promotion and development opportunities?	2,59	1,010	,735	
Does your current job meet your expectations in terms of working environment (colleagues, social relations)?	2,64	1,169	,871	
In your current job, do your supervisors (managers) meet your expectations?	2,50	1,152	,762	
All (in all) things considered, how satisfied are you with your current job?	2,66	1,114	,886	
In general how much do you like your job?	2,86	,865	,637	
Articulated Dissent				
I speak with my supervisor or someone in management when I question workplace decisions.	3,37	1,070	,794	0,867
I share my criticism of this organization openly.	3,60	,979	,782	
I bring my criticism about organizational changes that aren't working to my supervisor or someone in management.	3,70	,987	,776	
I tell management when I believe employees are being treated unfairly.	3,33	1,112	,772	
I make suggestions to management or to my supervisor about correcting inefficiency in my organization.	3,71	1,006	,768	
I let other employees know how I feel about the way things are done around here.	3,73	,924	,709	
Latent Dissent				
I am hesitant to question workplace policies.	3,00	1,159	,879	0,836
I don't tell my supervisor when I disagree with workplace decisions.	3,24	1,136	,691	
I do not express my disagreement to management.	3,10	1,171	,677	
I am hesitant to raise questions or contradictory opinions in my organization	2,89	1,090	,675	
I join in when other employees complain about organizational changes.	3,60	1,147	,663	

Based on the results from principal components and reliability analyses, we computed four composite variables by averaging the items under each factor in order to be used to test the research hypotheses. The means, standard deviations, and interrelations of all composite variables are presented in Table 2. As seen in Table 2, correlations among all variables revealed that articulated dissent had negative correlations with affective commitment and job satisfaction ($r = -0.267$, $r = -0.092$) respectively. However, the negative relationship between articulated dissent and job satisfaction is not statistically significant. Latent dissent is found to be significantly negatively related with affective commitment and job satisfaction ($r = -0.584$, $r = -0.285$, respectively; $p < 0.001$). Further, we found a positive correlation between affective commitment and job satisfaction ($r = 0.523$; $p < 0.001$).

Table 2: Means, Standard Deviations, and Interrelations of All Variables

	Mean	St. Dev.	Commitment	Satisfaction	Articulated Dissent	Latent Dissent
Affective Commitment	2,761	1,002				
Job Satisfaction	2,671	0,872	,523**			

Articulated Dissent	3,573	0,787	-,267**	-,092		
Latent Dissent	3,166	0,887	-,584**	-,285**	,124	

*Correlation is significant at the 0.05 level (2-tailed).
** Correlation is significant at the 0.01 level (2-tailed).

In order to test the effects of organizational dissent on affective commitment and job satisfaction, two consecutive regression analyses were performed.

Table 3: Regression Analyses

Model No	Dependent Variable	Independent Variables	Stand.β	t	Sig.	Adjusted R2	F Value	Model Sig.
1	Affective Commitment	Articulated Dissent	-,057	-,681	,497	0,071	6,102	0,003
		Latent Dissent	-,278	-3,315	,001			
2	Job Satisfaction	Articulated Dissent	-,197	-2,856	,005	0,370	40,298	0,000
		Latent Dissent	-,559	-8,090	,000			

The first line of Table 3 reflects the results of first regression analysis, where affective commitment is predicted by articulated and latent dissent. Two dimensions of organizational dissent account for 7,1% of the variance in affective commitment (F= 6,102 p=0,003). Articulated dissent exerted a weak and non-significant negative effect on affective commitment (β= -0,057 p=0,497). Thus, our first hypothesis proposing a positive effect of articulated dissent on affective commitment (H1) was not supported. On the other hand, latent dissent significantly negatively influenced affective commitment (β= -0,278 p<0,001). Thus, our second hypothesis proposing a negative effect of latent dissent on affective commitment (H2) was supported.

The second line of Table 3 shows the results of the second regression analysis; where job satisfaction is predicted by articulated and latent dissent. Two dimensions of organizational dissent account for 37% of the variance in job satisfaction (F=40,298 p<0,001). Articulated dissent is found to exert a significantly negative effect on job satisfaction, (β= -0,197 p=0,005). This is in contrary to our third hypothesis, proposing a positive effect of articulated dissent on job satisfaction; hence (H3) was not supported. Latent dissent exerted a significantly negative effect on job satisfaction (β= -0,559 p<0,001). Thus, our last hypothesis proposing a negative effect of latent dissent on job satisfaction (H4) was supported. The next section provides the conclusion and implication of these findings.

CONCLUSION, IMPLICATIONS AND LIMITATIONS

In this study we examined the effect of organizational dissent on affective commitment and job satisfaction. For this aim, we collected data from a convenience sample of employees working in the banking industry. Respondents' perception of organizational dissent, affective commitment and job satisfaction are measured by multi item scales. Factor structure of the organizational dissent scale was analyzed by principal component analysis. Factor analysis revealed two factors (articulated dissent, latent dissent) different from the original three factor structure (Kassing, 1998). This difference indicates that the structure of

the organizational dissent scale may be different in different cultures. Principal components analysis suggested single factor structure for affective commitment and job satisfaction scales. Based on the results from principal components and reliability analyses, we computed four composite variables by averaging the items under each factor in order to be used to test the research hypotheses. Correlations among all variables reveal that there are significantly negative relationships between articulated dissent and affective commitment and job satisfaction. Latent dissent is also found to be significantly negatively related with affective commitment and job satisfaction.

In order to test the effects of articulated and latent dissent on affective commitment and job satisfaction, two separate regression analyses were performed. In the first regression analysis affective commitment was predicted by articulated dissent and latent dissent. The results showed that latent dissent significantly negatively influenced affective commitment. This finding is in line with previous studies (Kassing, 1997; Kassing & DiCioccio, 2004). However, no significant effect of articulated dissent on affective commitment was detected. This is in contrary to the previous studies on employee dissent. A potential reason of this contrary finding may be due to the characteristics of the banking sector. Banking industry is on a slippery floor. Too many factors influence banking industry such as globalization, financial crisis, economic and political conditions. Especially in times of crisis, bank employees face the fear of layoffs. This may reduce their trust and commitment to their employer. Further, the sample of this study mostly consists of employees of private banks. In government owned public banks, the existence of a stronger job security may change the results.

The results of the second regression analysis, where job satisfaction is predicted by articulated and latent dissent showed that, both articulated and latent dissent negatively influenced job satisfaction. The negative effect of latent dissent was stronger than that of articulated dissent. According to the relevant literature, latent dissent is negatively associated with employee satisfaction, organizational commitment, as well as to employees' perceptions of both general organizational openness and top management's openness to employee input (Kassing, 1998). From this perspective, our finding on the effects of latent dissent is consistent with previous studies. Employees use latent dissent when they perceive that organizational climates are not tolerant of open, upward expressions of dissent.

The finding that differs from the previous ones in our study is about the negative effect of articulated dissent. Although the extant literature indicates that articulated dissent is positively related to employee satisfaction (Kassing, 1998), our findings suggested the opposite. Based on the exit-voice-loyalty theory (Hirschman, 1980) employees who choose to use articulated dissent strategies are expected to be more satisfied and committed (Kassing & Avtgis, 2001). However, it turned out that this assumption does not apply to the banking sector employees we examined in our research. The reason for this may be the difficult and stressful structure of the banking sector as well as the high unemployment rates in the current macroeconomic conditions in the country. It would be appropriate to reevaluate this finding in other contexts.

The study has a number of limitations. First of all, it was conducted with the use of a convenience sample of employees working in a particular sector. There is a need to replicate this research with the use of more representative random samples. Further researches would gain external validity by using probability samples of wider populations. Replicating the study in different sectors both concerning the public and private ownership status and the type of industry may also provide deeper insights. Finally, in our study, organizational dissent was emerged as a bi-dimensional construct, different from the original structure.

Further research is needed to examine the cross cultural validity of the organizational dissent scale.

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