

MEASURING THE PERCEPTION OF ORGANIZATIONAL DISSENT IN THE MANUFACTURING AND SERVICE SECTORS

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Abstract

Organizational dissent is defined as the disagreement between employees and the organization. This study was conducted to determine how the concept of organizational dissent, which is a limited number of studies in the literature, creates a perception on employees. Organizational dissent was evaluated under three factors as articulated, displaced and latent dissent. In this study, employees' perceptions of organizational dissent were examined in relation to their organizations. The research was carried out on the data collected through the survey method from 153 people working in the service and manufacturing sectors in Istanbul. The data were collected from the employees determined by simple random sampling method with a survey study and the hypotheses were tested using the SPSS program. In the research, confirmatory factor analysis was performed using structural equation modeling and it was seen that it met the appropriate goodness of fit index values. Independent samples t-test and one-way analysis of variance tests were used in the study. It was observed that the perception of articulated dissent was higher in both the service and production sectors. As a result, individuals' perception of organizational dissent was statistically significant for both service and manufacturing sectors.

Keywords: *Organizational Dissent, Manufacturing, Service, Perception, Dissent*

ÜRETİM VE HİZMET İŞLETMELERİNDE ÖRGÜTSEL MUHALEFET ALGISININ ÖLÇÜLMESİ

Öz

Örgütsel muhalefet, örgütte çalışanların örgütle yaşadıkları fikir ayrılıkları olarak tanımlanmaktadır. Bu çalışma, literatürde yer alan ve sınırlı sayıda çalışma konusu olan örgütsel muhalefet kavramının çalışanlar

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üzerinde nasıl bir algı yarattığını tespit etmek amacıyla yapılmıştır. Örgütsel muhalefet dışsal, örtük ve açık muhalefet olmak üzere üç faktör altında değerlendirilmiştir. Bu araştırmada çalışanların, buldukları örgütler açısından örgütsel muhalefet algıları incelenmiştir. Araştırma, İstanbul ilinde hizmet ve üretim sektörlerinde çalışan 153 kişiden anket yöntemi ile toplanan veriler üzerinden yürütülmüştür. Basit tesadüfi örnekleme yöntemi ile belirlenen çalışanlardan anket çalışması ile veriler toplanmış, SPSS programı kullanılarak hipotezler test edilmiştir. Araştırmada yapısal eşitlik modellemesi kullanılarak doğrulayıcı faktör analizi yapılmış ve uygun uyum iyiliği endeksi değerlerini karşıladığı görülmüştür. Araştırmada, bağımsız örneklem t-testi ve tek yönlü varyans analizi testleri uygulanmıştır. Hem hizmet hem de üretim sektörlerinde açık muhalefet algısının daha yüksek çıktığı görülmüştür. Sonuç olarak bireylerde örgütsel muhalefet algıları hem hizmet hem de üretim sektörü için istatistiksel olarak anlamlı bulunmuştur.

Anahtar Kelimeler: Örgütsel Muhalefet, Üretim, Hizmet, Algı, Muhalefet

Introduction

The concept of organizational dissent should be considered different from constantly voicing or complaining. Organizational dissent is mostly used to express disagreements about the decisions or activities taken within the enterprise. However, dissent is sometimes made openly, sometimes secretly and sometimes against the outside.

Organizational dissent refers to the expression of opinions or ideas that are in opposition to those of the majority or dominant group within an organization. It can include expressing disagreement with company policies, decisions, or actions, as well as suggesting alternative courses of action. Organizational dissent can take many forms, such as verbal or written communication, formal or informal protest, and even acts of sabotage or whistleblowing.

Dissent is often regarded as a negative force in organizations, as it can disrupt the status quo and challenge the authority of those in power. However, dissent can also serve as a valuable source of new ideas and perspective. By encouraging and paying attention to dissenting voices, organizations can improve their decision-making processes and establish a more inclusive and innovative culture.

One of the key benefits of organizational dissent is that it can help prevent groupthink. Groupthink occurs when members of a group focus on maintaining harmony and agreement that they are unable to consider alternative perspectives or ideas. This can lead to poor decision-making and a lack of creative thinking. By fostering a culture of dissent, organizations can ensure that a diversity of opinions and ideas are taken into consideration, leading to more well-informed and effective decisions.

Another benefit of organizational dissent is that it serves as a form of early warning system, alerting management to potential problems or issues before they become major crises. For example, a dissenting employee may raise concerns about a new product or process that could potentially be dangerous or ineffective. Paying attention to and addressing these concerns earlier enable organizations to avoid costly mistakes and maintain their reputation.

The aim of this study was to measure the organizational dissent perceptions of employees in the service and manufacturing sector. In this context, which type of dissent the employees had was examined on a sectoral basis.

When we study the concept of dissent, it is found to be Arabic-language, derived from the root "hl-f", meaning "for all to take a separate path, a difference of opinion," as is another root word, conflict (Ardogan, 2004: 172). The concept, if we look through the General Turkish Dictionary of the Turkish Language Authority, is a similar definition. Dissent by these definitions; it is defined as "a position, an opinion, a case against behavior, dissension" and "a community of people of opposite opinion, of attitude" (TDK, 2022).

The concept of organizational dissent basically means that employees must express different opinions about any decision taken within their organization or in effect. Although the concept of dissent conveys negative connotation, it is important that individuals, within the organization, express their dissent. It also has positive outcomes for the organization, such as providing quality-of-decision information, democratizing organizations and achieving a competitive advantage over competitors with the right administration, while reducing extinction and loss of labor, as well as improving work satisfaction.

However, there are also potential downsides to organizational dissent. If dissent is not handled properly, it can lead to conflict, resentment, and even the departure of valuable employees. It is important for organizations to create an environment in which dissent is not only tolerated but encouraged, and in which dissenting voices are heard and taken seriously. This may involve creating dedicated channels for employees to voice their opinions, such as employee suggestion boxes or town hall meetings, as well as providing training on how to handle dissent in a constructive manner.

Moreover, it is important to recognize that dissent can be motivated by a variety of factors, including personal biases or self-interest. Therefore, organizations must be able to distinguish constructive dissent from destructive dissent. Constructive dissent is motivated by a desire to improve the organization and is based on facts and sound reasoning. Destructive dissent, on the other hand, is motivated by personal biases or self-interest and is not based on facts or sound reasoning.

Organizational dissent is a complex and multifaceted concept. While it can be disruptive and difficult to manage, it also has the potential to bring significant benefits to organizations. By fostering a culture of dissent, organizations can improve their decision-making processes, prevent groupthink, and serve as an early warning system for potential problems. To fully realize these benefits, it is important for organizations to create an environment in which dissent is not only tolerated but encouraged, and in which dissenting voices are heard and taken seriously.

1. LITERATURE REVIEW

Organizational dissent can be broadly defined as a person's feeling of being separate from the institution. It is a widely held view that concept of dissent is always present in institutions and never goes down to zero. On the other hand, when the employee applies different dissent methods, there may be a perception that there is no dissent within the organization. It is thought that the way the employee expresses disagreement and views help to understand the type and extent of dissent (Kassing, 1997: 312). According to a definition provided by Kassing (1998: 183), dissent is "disagreement or conflicting views about organizational practices, policies, and operations". This definition highlights some points. First, dissent is an expressed disagreement and must be distinguished from employee resistance. Hidden resistance or unrevealed feelings cannot be defined as dissent. Second, the subject of dissent must be organizational practices, policies or operational. Customer complaints or conflicts between employees do not mean dissent. Finally, there are no restrictions on the way dissent is expressed. The fact that the person does not express opinions about organizational policies, practices and procedures to the supervisor does not change the fact that there is dissent (Garner, 2018: 1). Organizational dissent refers to the expression of opinions or disagreements with the decisions or actions of an organization by its members. It can take many forms, such as verbal or written complaints, refusal to comply with certain policies or procedures, or the formation of groups or committees to express opposition. Organizational dissent can be a positive force for change within an organization, but it can also create conflict and tension if not handled properly.

A three-stage model for organizational dissent was created by Garner (2013). Precipitation is the name for the initial phase. At this point, he defines what caused the so-called dissident discontent and considers his alternatives for expressing it. Dissidents voice their disapproval in the second stage. Because they serve as the foundation for the third stage, the dissident masses are crucial at this point. All contact regarding the dissension following the first meeting is now included in the third stage of communication. Presenting dissent as a pleasant or negative experience depends on the dissident viewers and possible outsiders (Garner, 2013).

Leaders and managers use contemporary management theories when describing their institutions and businesses. They even think about how well the candidates will adapt to the organization when recruiting. There will be those who criticize the methods or practices in the working principles of the organization. At this point, we come across people we call opponents. The dissent here is the person who is affiliated with the organization and tries to make his voice heard (Shahinpoor & Matt, 2007: 38).

There are a variety of reasons why organizational dissent may occur. Some of the major reasons include (Shahinpoor & Matt, 2007: 38)

- Disagreement with organizational policies or decisions: Members of an organization may disagree with decisions made by management or with the overall direction of the organization.

- Perceived injustice or unfairness: Members of an organization may feel that they are being treated unfairly or that the organization is not living up to its values and principles.

- Lack of communication or involvement: If members of an organization feel that they are not being kept informed about important decisions or that their opinions are not being considered, they may be more likely to dissent.

- Conflicting values: The values and beliefs of individuals within an organization may conflict with the values and beliefs of the organization as a whole.

- Ethical concerns: Some employees may dissent if they believe the organization's actions are unethical or inconsistent with their personal values.

- Self-interest: Organizational dissent may also be driven by self-interest or a desire for personal gain.

Withey and Cooper (1989), in their study, stated that in organizations where organizational dissent is experienced, employees may prefer to exhibit organizational dissent behaviors instead of leaving the organization they work for. They evaluated the consequences of such a situation as follows (Parker, 1997: 73):

- It takes a lot of effort to bring about the necessary change.
- While the organizational dissent behaviors in the organization are not sufficiently known by the superiors at higher levels in the organizational hierarchy; It is mostly known by the employee, relatives, superiors and supervisors.
- Although organizational dissent has the potential to bring about organizational change, it is perceived as a kind of conflict by the top managers due to its nature.

Organizational dissent is a phenomenon that refers to the expression of disagreement or contradictory opinions within an organization. This disagreement or contradiction may be related to policies, practices, decisions, or actions of the organization. Organizational dissent is not limited to open

and direct expressions of disagreement; it can also manifest itself in subtle ways, such as decreased productivity, absenteeism, or passive resistance. Organizational dissent can take many forms, ranging from constructive criticism to outright rebellion against the established norms and values of the organization. Regardless of the form it takes, organizational dissent is a natural and inevitable aspect of organizational life (Müceldili et al., 2021).

It can be a mechanism for organizational learning and growth, as dissenting viewpoints can challenge the status quo and lead to more innovative solutions. However, if not managed properly, organizational dissent can lead to negative consequences such as decreased morale and increased turnover. In extreme cases, dissent can lead to legal action or even violence within the organization. Therefore, organizations need to create a culture that encourages and supports constructive dissent while also providing mechanisms for managing and resolving conflicts that may arise in the workplace (Schram, 2021).

Employees in organizations where organizational dissent behaviors are perceived as bad or confrontational, as long as they maintain their understanding of organizational dissent, also risk low performance evaluation and not being promoted (Eroğlu & Alga, 2017: 148).

When employees want to express their dissent outside, businesses may fail to hear this criticism. But in such a case they also lose the potential corrective benefits. Businesses must develop a better understanding of the conditions under which employees will express their dissent to outside audiences. In addition, the organizational climate needs to regulate how to protect and encourage employee dissent (Kassing & DiCioccio, 2004: 113).

When people with different opinions, expectations, and objectives interact within an organization, it's doubtful that disputes will arise (Garner, 2006: 3). The worker tries to perceive the problem in the organization before expressing his dissenting views and then anticipate what reaction he will get if he expresses himself. The fact that the employee can express himself comfortably at this point is also about how much he communicates with his superiors. An employee who has a good relationship with his superiors has been found to be more successful in communicating his dissenting behavior directly to his manager than others (Kassing, 1997; Kassing, 2000).

While the employees of the organization want to express the organizational policies and practices that they are not satisfied with in line with the triggering factors, the dissent process begins. The employee chooses an appropriate strategy to determine how to react according to the triggering factor. This strategy; It is determined by taking into account individual, relational and organizational variables (Kassing, 1997).

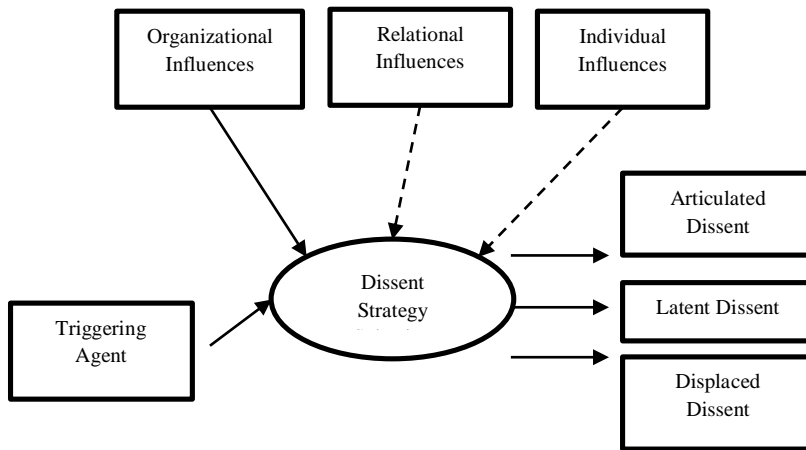
"Individual variables" is one of the factors behind the well-known organizational resistance. Individual-level organizational opposition behavior takes place when an employee feels alone and alienated from the workplace. Organizational members' traits, such as personality, gender, and educational

attainment, have an impact on their dissenting behavior. In addition to these, other individual characteristics include burnout, work satisfaction, belonging, and organizational commitment (Özdemir, 2010: 24).

"Relational factors" are another factor that influences the choice of organizational dissent approach. The employee's choice of dissent in this situation is influenced by the organizational structure and interpersonal relationships. Both vertical and horizontal communication between employees, i.e. communication within the organization between the subordinate and the superior, are possible. Vertical dissent is defined as when a member of the organization expresses his or her dissenting opinion directly to management, taking into account the subordinate-superior relationship. Instead of expressing their opinions directly to the management, employees engage in horizontal opposition when they discuss their ideas with their friends (Demiryürek, 2019).

Studies of organizational dissent were undertaken before Kassing (1997) re-conceptualized organizational dissent, but the organization's dissent was more focused on whistleblowing and employee vocality (Stewart, 1980; Redding, 1985; Sprague & Ruud, 1988; Gorden, 1988). Whereas news-flying means reporting conflict or disagreement within the organization to non-organization (Stewart, 1980). Redding (1985); Employee voice was also more broadly covered, with employees offering solutions, participating in discussions and providing support, even though it still involved the dissent (Gorden, 1988). According to Kassing (1998), only the organizational dissent within the organization is being held; they are notions in separate structures that are associated with news-flying and employee-voice, but need to be differentiated from each other. The organizational dissent is a mixed process, as employees are often at odds with different strategies, influenced by many different factors (Kassing et al., 2012: 238) and in previous studies, it was seen as a necessity to exonerate this complexity caused by the lack of addressing these phenomena of organizational dissent, and in this way Kassing modeled the concept as shown in Figure 1 (Kassing, 1997).

Figure 1. Organizational Dissent Model



Source: Kassing, 1997.

The proposed model goes beyond explaining when employees disagree. There are four components that make up the model. These are: what drives the formation of dissent is the choice of dissenting behavior, the choice of dissenting strategy, and how dissent is expressed (Kassing, 1997: 322).

Since that employees are unsure of whether their supervisors would view their organizational dissent as constructive or antagonistic, doing so is really very risky (Kassing, 1997, 1998). Because many different agency employees have found in the organization's hierarchy by power-wielding executives at higher levels to be considered unnecessary in their dissenting behavior, even in the case of being punished, and therefore forced to remain silent for fear of being sanctioned (Özdemir, 2010).

Employees must choose a specific strategy to express dissent. Individual, relational and organizational influences are involved in the choice of strategy. When choosing the dissent strategy, employees consider how it will be perceived and how it will be responded to. Dissent strategies may be divided into three main strategies. These are articulated, latent and displaced dissent (Kassing, 1997: 326-327).

Employees who communicate their dissatisfaction in the workplace in a way that disrupts organizational cohesion are said to be engaging in "articulated dissent." Employees express their disapproval when they think it will be noticed and they will not suffer any consequences. Direct and outspoken expressing of disapproval of the corporation is known as articulated disapproval. Employees who express their disagreement or displeasure with their managers or supervisors are said to be dissenting informally. This might be done either destructively or productively by making a complaint.

Latent dissent happens when workers fear being seen as unfriendly but yet know they may face punishment. Latent dissidents confront and question their organization head-on. The desire for institutional change is replaced by the drive to carry out and accomplish personal objectives. Employees who voice their disagreement or dissatisfaction with the situation to coworkers or those who cannot help the situation is known as latent dissent.

Displaced dissent is when staff members fear that their disagreement will be seen as unfriendly and that they will suffer punishment. Displaced dissidents agree with internal audiences and other workers while expressing their disapproval to exterior audiences ineffectively. The external audiences are family members, spouses, strangers, and pals who are not coworkers. Internal audiences that are incapable of handling the concept of dissent directly are unsuccessful. Displaced dissent is when an employee expresses their dissatisfaction to other parties, such as their family, friends, or in extreme circumstances the media. Social media is definitely a popular route for spreading discontent these days.

According to the receivers, there are three main categories of dissent: articulated (upward), latent (lateral), and misplaced. Dissent can be voiced to superiors directly (articulated dissent), to coworkers or other members of the organization with comparable rank (latent or lateral dissent), or to those outside the company such friends, family, or the media (displaced dissent) (Zeng et al., 2020).

When we examine organizational dissent strategies, we are confronted with four sub-dimensions. These are: open, implicit, extraneous, and whistleblowing strategies.

Open Dissent: It is the dissent of the members of the organization when they express their dissenting views to those who could influence the balance of the organization. The explicitly stated dissent includes direct and clear expression of dissenting opinions to the rulers (Kassing, 1998: 212). It's not the actions and activities that they argue are not true, but the reporting of the situation to management. This allows for early action because events are reported without leaving the organization and without conflict within the organization. Who or how members share their dissenting ideas depends on how they interact with others within the organization.

Implicit Dissent: Horizontal dissent means that employees often perceive problems as problems by expressing their critical and offensive language to a neutral party who will have no effect on solving the problem, rather than to those with power through organizational processes (Kassing, 1998). It is a method by which employees find problems in their workplace and want to present ideas on how to solve them, but only in the absence of a suitable environment.

External Dissent: Kassing and Armstrong describe external dissent as the transfer of members' opposing views to people outside the workplace or to people who work with them but do not have the sanctioning power associated

with the incident. Friends outside of co-workers to people outside of the organization, wife of the person, family members, etc. are entering groups (Kassing & Armstrong, 2002: 45). Dissenting members who work together, or who do not work in the same workplace but whose collective characteristics are the type of organizational dissent directed at individuals without sanctioning power, will not be able to obtain results that individuals report opposing views. This is because it is possible that the problem will not be able to reach the group of managers who can influence the issue (Kassing, 1997). Employees may opt for dissenting behavior if they feel that they will face retaliation and misdemeanor dissent within the organization (Kassing, 1997).

Whistleblowing: The concept of news-flying, which means 'whistling', 'whistleblowing', direct translation, comes from the British police who whistle to warn a person who is about to commit a crime (Reverend & Beduk, 2013: 5). Although morally correct, the concept of whistleblowing in Turkish is explained by negative phrases such as snitching, exposing, and discovering. The fourth dimension of organizational dissent is news-flying, which occurs when individuals who have worked or are still working in the mentioned company show behavior that does not follow the regulations and internal ethics set by the organization (Brown, 2005). In other words, news-flying is the ability of individuals with information to report unlawful and immoral behavior or actions within the organization to internal or external authorities who have the power and authority to solve problems so that they do not harm people and institutions inside and outside the organization (Aktan, 2015: 1).

2. METHOD

2.1. Purpose and Sample of the Research

The idea of organizational dissent illustrates how employees inside a company respond to the overall situation. The study's goal is to gauge how employees feel about organizational dissent. People who work in the manufacturing and service industries are included in the research. The hypotheses to be tested in the study are as follows;

- *H0: Perception of organizational dissent does not differ according to the employees in manufacturing and service businesses.*
- *H1: Perception of organizational dissent differs according to the employees in manufacturing and service businesses.*

Other topics to be investigated are as follows;

- *Do demographic factors affect the sub-dimensions of articulated dissent, displaced dissent, and latent dissent?*
- *Do manufacturing and service firms have different sub-dimensions of articulated dissent, displaced dissent, and latent dissent?*
- *Does the level of employees affect the sub-dimensions of articulated dissent, displaced dissent, and latent dissent?*

The study has limitations as it is applied to people working in the service and manufacturing sectors on the European side of Istanbul. In the study, it was aimed to measure perceptions about organizational dissent in general. A questionnaire was sent to 250 people selected by simple random sampling and responses were received from 153 people. The demographic characteristics of the participants in the study are given in Table 1.

The questionnaire form used in the research was approved by the Academic Research and Publication Ethics Committee of the Rectorate of Istanbul Ayyansaray University and an online questionnaire was applied in line with the permission.

Table 1. Demographic Characteristics of the Participants

	Categories	Frequency (N)	Percent (%)
Age Range	22 – 34	86	56,2
	35 – 46	52	34,0
	47 – 59	14	9,2
Sex	Female	78	51,0
	Male	75	49,0
Sector	Manufacturing	44	28,8
	Service	109	71,2
Positions	Employee	73	47,7
	Lower Level Manager	13	8,5
	Mid-Level Manager	38	24,8
	Senior Executive	29	19,0
Monthly Income	0- 3500TRY	24	15,7
	3501- 5000TRY	34	22,2
	5001- 6500TRY	24	15,7
	6501- 8000TRY	18	11,8
	8001TRY and more	53	34,6

56.2% (N=86) of the sample data were in the 22-34 age range, 34% (N=52) were in the 35-46 age range, and 9.2% (N=14) were in the 47-59 age range. 51% (N=78) of participants are female and 49% (N=75) are male.

28,8% (N=44) of participants work on manufacturing sector and 71,2% (N=109) work on service sector. 47,7% (N=73) of participants work as employee, 8,5% (N=13) work as lower-level manager, 24,8% (N=38) work as mid – level manager and% 19 (N=29) work as senior executive. 15,7% (N=24) of participants have income between 0-3500TRY, 22,2% (N=34) have between 3501-5000TRY, 15,7% (N=24) have between 5001-6500TRY, 11,8% (N=18) have between 6501-8000TRY and 34,6% (N=53) have 8001TRY and more.

2.2. Data Collection Techniques

Data for the study were gathered using a questionnaire approach. On a voluntary basis, the generated questionnaires were distributed to any employees who could be located within the parameters of the research universe. The survey form is divided into two main sections: a scale and questions to ascertain the demographic makeup of the sample. The scale in the questionnaire is the "Organizational Dissent Scale". Studies related to this scale are explained in detail below.

Organizational Dissent Scale: The “Organizational Dissent Scale” consisting of 20 items developed by Kassing (1998) was used to measure the phenomenon of organizational dissent; It has three sub-dimensions: articulated, displaced and latent dissent. In the original scale items 1, 4, 5, 9, 11, 13, 15, 17 and 19 comprise the articulated dissent, items 2, 7, 10, 14, 16 and 20 comprise the displaced dimension and items 3, 6, 8, 12 and 18 comprise the latent dimension. In the original scale, Cronbach Alpha values are 0.88 for articulated dimension, 0.87 for displaced dimension and 0.76 for latent dimension.

The 20-item organizational dissent scale was subjected to an exploratory factor analysis using principal components analysis and the varimax rotation technique to assess its structural validity. It was discovered that the KMO value was 0.693 and the Bartlett sphericity test was significant (Sig.=0.000). Three factors were identified throughout the research, which accounted for 55.281% of the variation. The research produced a factor structure that matches the scale's original in every way. Unlike the original scale, 8 variables were excluded from the study because their factor loads were low, and sub-dimensions were evaluated over the remaining variables.

Information on the items that make up the factors, factor loadings and explained variances are shown in Table 2.

Table 2. Factor Analysis

N	Articulated D.	Displaced D.	Latent D.
1	,694		
12	,471		

13	,820		
15	,766		
19	,777		
10		,819	
16		,877	
20		,884	
3			,640
4			,550
14			,639
18			,595
Cronbach's Alpha	,937	,988	,946
Percentage of Variance Explained	22,602	19,318	13,361
Percentage of Total Explained Variance		55,281	

The factorial structure of the organizational dissent scale, which was determined as 12 items and 3 dimensions by exploratory factor analysis, was tested with confirmatory factor analysis. Goodness of fit values obtained as a result of the analysis show that the model is acceptable (RMSEA= .068; $\chi^2/df= 1.70$; CFI=0.91; GFI=0.91; AGFI=0.87). In other words, the data obtained from the research agree with the predicted theoretical structure of the organizational dissent scale.

2.3. Findings

The highest mean among the sub-dimensions of organizational dissent is articulated dissent ($\bar{x}=3,95$; $sd=0,68$). This is followed by latent dimension ($\bar{x}=3,44$; $sd=0,68$) and displaced dissent ($\bar{x}=3,31$; $sd=1,04$). All sub-dimensions are above average. This situation reveals the existence of dissent in organizations in the service sector and manufacturing sector. In addition, when the sub-dimensions are analyzed on a sectoral basis, it is seen that the articulated dimension ($\bar{x}=4,10$; $sd=0,58$) in the production sector and the articulated ($\bar{x}=3,89$; $sd=0,71$) dimension in the service sector is high. This situation shows that dissent is made openly in both sectors.

For the sub-dimensions of organizational dissent, it was examined whether there was a gender difference in the manufacturing sector. An independent sample t-test was used in this review. Considering the articulated

dimension, it is significantly $t(42)=-2,730$, $p<0,05$ lower in women ($\bar{x}=3,81$; $sd=0,57$) than in men ($\bar{x}=4,27$; $sd=0,52$). It is statistically significant that men exhibit more open dissent than women. Considering the displaced dimension, it is significantly $t(42)=2,790$, $p<0,05$ higher in women ($\bar{x}=3,79$; $sd=0,81$) than in men ($\bar{x}=2,96$; $sd=1,01$). It is statistically significant that women exhibit more external dissent than men. Regarding the latent dimension, it is significantly $t(42)=-2,094$, $p<0,05$ lower in women ($\bar{x}=3,26$; $sd=0,58$) than in men ($\bar{x}=3,75$; $sd=0,83$). It is statistically significant that men show more latent dissent than women.

For the sub-dimensions of organizational dissent, it has been examined whether there is a gender difference in the service sector. An independent sample t-test was used in this review. Considering the articulated dimension, it is significantly $t(107)=-2,383$, $p<0,05$ lower in women ($\bar{x}=3,75$; $sd=0,69$) than in men ($\bar{x}=4,08$; $sd=0,71$). It is statistically significant that men show more open dissent than women. When the displaced dimension was examined, no significant $t(107)=-521$, $p>0,05$ difference was found in women ($\bar{x}=3,37$; $sd=0,97$) compared to men ($\bar{x}=3,26$; $sd=1,16$). Regarding the latent dimension, it is significantly $t(107)=-2,647$, $p<0,05$ lower in women ($\bar{x}=3,25$; $sd=0,64$) than in men ($\bar{x}=3,56$; $sd=0,58$). It is statistically significant that men show more latent dissent than women.

One-way analysis of variance was conducted to understand whether there was a difference according to the age of the participants in the study. When the age groups of the workers in the manufacturing sector are examined, no significant difference is observed for all three sub-dimensions. Likewise, when the age groups of those working in the service sector are examined, there is no significant difference for all three sub-dimensions.

To determine if there was a difference based on the participants' income level, a one-way analysis of variance was conducted. When the salaries of workers in the manufacturing industry are compared, there is no discernible variation for any of the three sub-dimensions. The displaced dimension and the income level, on the other hand, diverge significantly when the income levels of the workers in the service sector are looked at. The average of individuals with incomes ranging from 6501 to 8000 TRY is greater than the average of the other groups ($F:2,697$, $p0,05$).

To determine if there was a difference based on the positions of the participants in the institution, a one-way analysis of variance was undertaken. Examining staff roles in the manufacturing sector reveals no appreciable variation for any of the three sub-dimensions. The articulated dimension and the position in the institution, on the other hand, diverge significantly when the positions of the employees in the service sector are studied. The institution's "Senior Executive" employees had a higher average salary than the other employees ($F:2,779$, $p=0,05$).

When these findings are examined, it is seen that the perception of organizational dissent differs according to the manufacturing and service

sectors. Accordingly, the H0 hypothesis is rejected and the H1 hypothesis is accepted.

Conclusion

When someone publicly disagrees with the views, attitudes, positions, or ideas of the dominant group, this is known as dissent. When one engages in this behavior, one accepts all the social consequences for challenging group ideas or strategies in an effort to improve the structure or group strategy in some way. There are several benefits to empowering employees to express their dissent; these benefits apply to the individual as well as to the organization and work teams. Because they possess the qualities essential to the success and well-being of an organization—high motivation, competence, and commitment—dissenters are sometimes seen as its advocates. Dissenters had feelings of integrity, pride and excitement, relaxation, and confidence (Rothschild & Miethe, 1994).

Organizational dissent strategies can be grouped into four sub-dimensions: open dissent, implicit dissent, extraneous dissent, and whistleblowing. Open dissent involves members of an organization expressing their dissenting views directly and clearly to those with decision-making power. Implicit dissent involves employees expressing their views to neutral parties with no decision-making power. Extraneous dissent involves members taking their dissenting views outside of the organization to individuals without sanctioning power. Whistleblowing involves reporting unlawful or unethical behavior within an organization to internal or external authorities who have the power to resolve the issue.

As mentioned in the literature review, organizational dissent is a different perspective. Previous studies have noted the importance of organizational dissent. Very little was found in the literature on the question "Perceptions of organizational dissent do not differ according to employees in manufacturing and service industries". With respect to the first question, it was found that organizational dissent exists in both sectors. In line with the present findings, previous studies Avtgis et al. (2007), Kassing & Kava (2013), Ataç & Köse (2017) have shown that dissent exists on service sectors. An interesting finding is that the articulated dimension has the highest average in both sectors. In the study conducted by Yılmaz (2020) in a company operating in the services sector, it is seen that the level of organizational dissent is at a medium level and the dimension of displaced dissent has the lowest average. In the study conducted by Kul (2022), it is seen that latent dissent behavior is more common in a company operating in the service sector. In this study, no significant difference was found between the subdimensions of organizational dissent and the age variable. The same conclusion was reached in the study conducted by Yıldırım (2020). On the other hand, in the study conducted by Kul (2022), it is seen that those between the ages of 27-38 prefer articulated dissent strategies more. Another important finding was

that men have more dissent than women in both sectors. In the study conducted by Kul (2022), it is seen that there is no significant difference between gender and organizational dissent. On the question of monthly income, employees who have the income 6500 - 8000TRY in the service sector have more dissent. Another important finding was that senior executives in service sector have more dissent than other positions.

The purpose of the current study was to determine the perception of organizational dissent in the manufacturing and service sectors. This study has found that in general there is organizational dissent in the sectors. The most obvious finding to emerge from this study is that there is articulated dissent in both sectors. The findings of this study suggest that there is organizational dissent with sub-dimensions in both sectors. However, demographic characteristics do not have much impact on dissent.

Organizational dissent is a fascinating topic that could benefit from further study. More knowledge about organizational dissent would allow us to more accurately identify this issue. Repeating the research with other industries is recommended. Additional studies could examine other cultures and nations. This could include a contrast between two cultures or nations. There is a lot of room for improvement in determining the sub-dimension of dissent.

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