RELATIONSHIP BETWEEN WORKPLACE DEMOCRACY AND ORGANIZATIONAL DISSENT BEHAVIOR

Yüksek Lisans Tezi

SEVİNÇ FATOŞ AKSEL

İstanbul, 2013

T.C.
MARMARA ÜNİVERSİTESİ
SOSYAL BİLİMLER ENSTİTÜSÜ
İNGİLİZCE İŞLETME ANABİLİM DALI
ORGANIZATIONAL BEHAVIOR BİLİM DALI

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SOSYAL BİLİMLER ENSTİTÜSÜ MÜDÜRLÜĞÜ

TEZ ONAY BELGESİ

İŞLETME (İNGİLİZCE) Anabilim Dalı ÖRGÜTSEL DAVRANIŞ (İNGİLİZCE) Bilim Dalı TEZLİ YÜKSEK LİSANS öğrencisi SEVİNÇ FATOŞ AKSEL'nın RELATIONSHIP BETWEEN WORKPLACE DEMOCRACY AND ORGANIZATIONAL DISSENT BEHAVIOR adlı tez çalışması, Enstitümüz Yönetim Kurulunun 30.05.2013 tarih ve 2013-18/15 sayılı kararıyla oluşturulan jüri tarafından oy birliği / oy çokluğu ile Yüksek Lisans Tezi olarak kabul edilmiştir.

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ABSTRACT

In today's competitive business world organizations search for management tools that will lead them to sustainable growth. Implementing workplace democracy practices is an important aspect that shapes the organizational communication climate.

The current study aims to investigate the relationship between workplace democracy and organizational dissent expression strategies. In addition to this, the moderating effects of self-esteem and organizational-based self-esteem are also analyzed. The data for this study is gathered from 280 full time employees of companies that are located in Istanbul and Izmir and analyzed by using SPSS. The analysis of the data showed that perceived workplace democracy has an effect on the employees' choice of dissent strategy. Furthermore, the results reveal that while organization-based self-esteem slightly moderates this relationship, no moderating effect is found for self-esteem. The findings are discussed in the final section and managerial implications are also presented.

Keywords: Workplace Democracy, Organizational Dissent, Self-Esteem, Organization-Based Self-Esteem

ÖZET

Günümüz rekabetçi işdünyasında şirketlerin en önemli hedefi sürdürülebilir büyüme sağlayacak yönetim araçlarını bulmaktır. Bu hedefe parallel olarak örgüt yönetiminin demokratik özellikler göstermesi, kurum içi iletişim ikliminin önemli bir belirleyicisi olmaktadır.

Mevcut araştırma çalışanların, işyerinde demokrasi algıları ile örgütsel muhalefet stratejileri arasındaki ilişkiyi incelemektedir. Buna ek olarak özsaygı ile örgüt temelli özsaygının bu ilişki üzerindeki şartlı değişken ilişkisi de araştırılmaktadır.Çalışmanın verileri İstanbul ve İzmir'de yer alan, 280 adet tam zamanlı çalışandan, anket yöntemiyle toplanmış ve SPSS programında analiz edilmiştir.Araştırmanın sonucu, çalışanların kurumsal demokrasi algısının tercih edilen muhalefet iletişim stratejisi üzerinde anlamlı bir etkisinin olduğunu göstermektedir. Örgüt temelli öz saygının bu ilişki üzerinde kısmi şartlı değişken etkisi bulunurken, özsaygının herhangi bir moderatör etkisi saptanmamıştır. Araştırmanın bulguları tartışma bölümünde detaylı olarak ele alınırken, kurumlara yönelik uygulama önerilerine de yer verilmiştir.

Anahtar Kelimeler: Kurumsal Demokrasi, Örgütsel Muhalefet, Öz-saygı, Örgüt temelli Öz-saygı

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1. INTRODUCTION

In today's business world, the organizations make structured attempts to increase employee involvement as a result of organizational democracy. These attempts include employee empowerment and employee participation practices. In these practices the general assumption is that the more involved the employees become, the more satisfied and committed to the organization they will be.

There are several surveys realized on the workplace democracy in industrial settings, factories and plants. In these researches, most of the time blue collar workers are interviewed. These researches aim to find or propose ways to develop efficiency and production performance or reduce occupational accidents. However it is an important fact that in modern office settings, white collar workers need environments or corporate cultures that will enable them to improve their competencies. Following this path, for an organizational development to take place, individual input is crucial. From this point of view, it is necessary to ask the questions on how to improve individuals and the communication between the individuals in workplaces? For an organizational development, constructive feedback of employees is indispensable. For a constructive feedback to occur there should be no barriers on communication avenues between the employees and their supervisors and/or management teams. The corporate culture should encourage employees to bring up opinions or suggestions for the betterment of the company and take an active role. The idea is that if the employees perceive their work environment to be democratic, they will be more eager to voice their ideas and share their opinions and as a result they would provide constructive feedback.

Departing from this idea, the purpose of this study is to analyze the impact of perceived workplace democracy on the dissent behavior of employees. The assumption is that if the employees perceive high workplace democracy they will choose a dissent strategy that will bring constructive feedback to the company.

It is also envisioned that it would be useful within the scope of this research to analyze whether there may be some other factors that have an impact on this assumed relationship. These may be individual, relational or organizational factors. The characteristics of a person, his/her relations with

coworkers, peers and managers, how he/she feels him/herself within an organizational context or whether he/she is happy with him/herself may play a role on this assumed relationship. Departing from this point of view, the moderating effect of self-esteem and organization based self-esteem over this assumed relationship between the perceived workplace democracy and organizational dissent will also be analyzed.

As the purpose implies, perceived workplace democracy is the independent variable of this research and organizational dissent is the dependent variable. Self-esteem and organization based self-esteem are the moderating variables that are included in this study.

Hopefully the results of this research will serve the organizational behavior literature in a sense to bring up new practices for the improvement of individuals, organizations and culture as a whole.

2. LITERATURE REVIEW

2.1. WORKPLACE DEMOCRACY

The term democracy originated from Greek word demokratia, where demo means people, and kratia referring to power or rule, so democracy means rule of the people (Powley et al. 2004).

In terms of level of development, societies are measured by their establishment of democratic principles and whether they have internalized democracy within their culture. In line with this approach, modern societies pursue democracy in political arenas. However this understanding seldom exists in business world; in workplaces and in organizations. Workplace democracy has generally followed the evolution of industrial relations and authority in the workplace.

The interest in industrial democracy has increased over the past decade; however it is still difficult to visualize the mechanisms of democratization and the outcomes of the democratic practices that are being deployed in organizations.

According to Greenberg (1981), from a societal perspective, the emergence of democratic and fully developed human beings is possible but only in a fully participatory society. He claims that participation is the principal social process by which human beings practice the acts of self-direction, cooperation and responsibility, through which they liberate their capacities and become integrated persons. Furthermore, through the practice of democratic social relations at workplaces, people gain confidence, knowledge and perspectives that enable them to be effective citizens at the national level.

The term workplace democracy is used interchangeably with organizational democracy and industrial democracy in this paper. By all means, the term refers to the principles, policies and practices that are integrated in an organizations' culture that are perceived as democratic by its employees.

Workplace democracy is closely related to many other notions within organizational behavior studies. These can be regarded in two categories. Individual concepts as the name implies, approach the subject from an individual perspective such as employee engagement, identification, commitment,

involvement, satisfaction and many others. The second approach is from an organizational perspective including concepts such as organizational structure, empowerment, leadership, innovation, organizational climate, communication and likewise.

The aim of this research is to analyze the effects of workplace democracy from an organizational perspective and making a study on the choices employees make when voicing their opinions.

2.1.1. Definition of Workplace Democracy

In the organizational democracy literature, there are various definitions of workplace democracy proposed by different researchers.

Harrison and Freeman (2004, p.49) defines organizational democracy as the members of an organization participate in the processes of organizing and governance. It is also stated that corporate democracy refers to a "system of democratic governance that embedded in a supportive organizational structure that includes shared residual claims by all members in combination with democratic decision making rules".

According to Hatcher (2006), workplace democracy means that employees should have a voice in decisions and matters that affect them in the workplace. Furthermore, employees at all hierarchical levels should be empowered and have control over major organizational decisions.

In another study done by Cheney workplace democracy is defined broadly as a "system of governance which truly values individual goals and feelings as well as typically organizational objectives which actively fosters the connection between those two sets of concerns by encouraging individual contributions to important organizational choices, and which allows for the ongoing modification of the organization's activities and policies by the group" (Cheney, 1995, p.170).

According to Weber et al. (2009), organizational democracy refers to on-going, broad-based, and institutionalized employee participation that is not ad hoc or occasional in nature.

In the study realized by Unterrainer et al. (2011), it is argued that democracy in an organization can only exist if it is structurally anchored in organization's policies and practices. In this sense, participation should not only be institutionalized and observed but actually experienced and practiced by

employees. Therefore, organizational democracy applies to substantial democratic structures, where employees have the possibility to exercise influence over critical decision making concerning tactical and strategic issues in the organization. The participation is institutionalized in organizations by written rules, regulations and employees' substantial influence on tactical and strategic decisions.

This approach opens the discussion for inauthentic or pseudo participation. Pseudo participation, as the name implies, gives the employee the feeling of taking part in organizational decision making while in reality the employee has no influence over the decision since it is not the management's intention. For example, the employees may be asked to give their opinion on a certain matter while the decision has already been taken. This creates disillusion of the employee and future resistance against other participation systems. Trust between the management and the employees would also be harmed. Even though there has been evidence on the positive effects of participation on employee commitment, job satisfaction and decreased turnover; negative effects of pseudo participation also exist. As a result, it is argued that positive consequences of organizational participation will only be achieved if democratic principles are embedded in a structurally supported systems framework or human resource policies.

In their book named "The Cooperative Workplace: The potentials and Dilemmas of Organizational Democracy and Participation" (1986), Rotschild and Whitt states that organizational democracy cannot be applied across each and every organization. There are certain prerequisites that facilitate the implementation of democratic principles. According to them, one of those prerequisites or so called internal conditions is the existence of a corporate culture in which constructive mutual respect and self-criticism can grow. Another requirement is, possessing a team culture that will enable the employees to share ideas or thoughts more willingly and openly. Also having a leader who can create an internal environment where trust is the ultimate value among all employees is an essential component for the execution of democratic principles. According to Rotschild and Whitt (1986), organization structure is also a crucial element for the implementation of a democratic culture. Horizontal and flat organizations when compared to tall and vertical organizations are more capable

of carrying democratic principles. This may be explained by less hierarchy and thus less strict authority within those organizations.

From this point of view, it is proposed by Yazdani (2010) that organic organizations with horizontal communication, employee participation, less vertical hierarchies and decentralization would be more suitable for the deployment of democratic principles.

It is also proposed that organizational democracy would be implemented more successfully in organizations where the leadership style is that of empowering or transformational type.

Out of all these definitions made by numerous researchers, it can be resumed that essential conditions for organizational democracy principles are participative management practices and tolerance for increased voice of employees.

Perception of democracy may differ from one employee to another. In the same organization, one employee may perceive a climate that is highly democratic whereas another employee may perceive the opposite. Thus, in this research, workplace democracy should be the one that is perceived by the employee.

Accordingly, the operational definition of workplace democracy for this research is how employees perceive their current organizations considering the practices on participation, recognition, authority and tolerance for voicing their disagreements.

For participative decision making, Weber et al. (2009) defines three types of democratic decision making. The first type is strategic decision making which refers to long-term decisions with high importance for the whole company. They include company politics and policies. Examples of strategic decisions would be distribution of profit, product planning, major capital investments, budget planning, restructuring of the firm, election of board members, and election of CEO. The second type is tactical decision making that includes intermediate term decisions with medium importance for the whole company or high and critical importance for certain parts of the organization. The examples of tactical decisions are decisions on manufacturing technologies, system of education, personnel planning, reduction in working hours, engagement of a management consultancy and election of a spokesperson for a work group. The last type is operational decision making which refers to short-term decisions with high

importance for a group of workers. These types of decisions are decisions on work scheduling, personnel placement or assignment of activities. Also in his work, he defines 6 different participation levels from no participation to self-management or self-governance.

Even though we are in the age of participative management and leadership, most business organizations still rely on the traditional hierarchy for most of their strategic decisions (Harrison & Freeman, 2004). For daily business operations and decision making, there seems to be more delegation and initiative provided to the lower level employees in the organizational chart. However, whenever there is a need for more strategic business decisions, top management comes into the picture and takes control of the decision making process.

According to Kerr (2004), the more hierarchical an organization is (the more power in higher-level managers), the more likely it will fail in a full-scale democratization process. He also argues that it is much harder for an organization to implement democratic processes if they are not in place early in the history of the organization. Kerr points out that, democracy is much more likely to work in business settings in which work requires creativity and innovation rather than in more routine settings. Democracy will also be more successful if the work force is better trained, motivated to get involved in the decision-making process, and willing to accept responsibility for the outcomes from those decisions.

The most common understanding of workplace democracy is the practice of employee participation. In workplace democracy literature, most of the studies concentrated on participative management or participation in decision making while analyzing the concept of democratic management. Traditionally participation has been viewed as the most visible, measurable and dominant variable that determines workplace democracy. In this current study, democratic management refers to a style that includes employees in decision making, fosters open communication and puts forward justice and fairness in all operations. In a workplace that is perceived as democratic, managers are open to discuss organizational issues with employees. Management welcomes criticisms and views all kinds of ideas as an opportunity for improvement. Supervisors are willing to share their authority and power with their subordinates. Employees can easily and openly discuss their contradictory opinions and managers welcome these kinds of contributions. Communication is

strong between higher and lower levels of management and among peers. Collaboration and cooperation is strongly desired among employees and different teams. In democratic management employees are encouraged to convey their opinions to the management regarding important issues; this makes the employee feel significant to the company. The manager does not give orders and instructions but instead he/she includes the employees in the process and values each opinion. While including employees in the process, fairness and treating equally to all employees is also promoted. Justice is the key element while sharing resources.

Although participation and communication are necessary conditions for democratic management, it is not sufficient. For the current study, mainly two other notions are also injected in the democracy perception of the employees. One of the notions is perception of authority.

Authority refers to the rights inherent in a managerial position to give orders and expect them to be obeyed (Robbins & Judge, 2011). In organizations managers are equipped with a certain degree of authority in order to fulfill their responsibilities. This is the legitimate power that is provided to the managers in order to give orders and make decisions. In a normal organizational structure, authority is held by the positions but not by the people. This means that authority is defined for a specific position in an organization and if the person who holds that position change, the authority and power stays with the position. Another important factor concerning authority is the subordinates' acceptance of managers' defined authority. This means that manager has the authority only if subordinates choose to accept his/her commands. From this point of view, leader characteristics play an important role. In certain cases the leaders can show an autocratic style whereas in some other cases leaders can have a democratic style. An autocratic leader tends to centralize authority and rely on legitimate, reward and coercive power. On the other hand, a democratic leader delegates authority to others, encourages participation and relies on expert and referent power to influence subordinates (Daft, 2000). Perception of authority in this sense refers to the employees' perception of the level of authority that is imposed while they realize their responsibilities. In a work environment that is perceived as authoritarian, employees have the feeling that they are being closely monitored. They feel that the management is very strict and dominant. In this kind of a work environment obedience is valued rather than initiative.

Management is perceived to be highly conservative, exposing discipline and prefers to keep the structure and decision making systems centralized. In this kind of an environment employees are more hesitant to speak up since there is high discipline and punishment. In addition to this, employees feel that their opinions are of no value. As a result, if the management of an organization is perceived to be highly authoritarian, lower levels of opinion expression that is directed towards the management would be expected.

The second notion that will be analyzed along with participation is individual respect. Individual respect refers to the concept that each and every person is worthy for his/her own beliefs and values. Opinions and ideas are evaluated regardless of a persons' ethnicity. People from different cultures, habits, origins are welcomed and treated equally. From an organizational perspective, individual respect means that every employee is accepted and valued regardless of their backgrounds. In an environment where there is individual respect, there is no prejudice or favoritism. Private life of an employee is respected. Family matters, life styles, personal choices are kept in absolute privacy.

From this perspective, in democratic organizations, each member is particular and valuable. In these kinds of organizations, corporate culture is shaped by the understanding that every employee is treated equally regardless of their family backgrounds, religion or ethnicity. Different life styles of different cultures are harmonized within the organizational culture.

Equality is the core of democracy. Therefore, in a democratic work environment, the employee should feel that his/her ideas are valued and respected equally with others. The corporate understanding should be that each and every employee is equal even though they come from different human qualities that belong to various cultures. From this aspect, each employee should be free to voice his/her opinions. There should be tolerance for diversity and discrepancy. Freedom of speech should exist not only for the ones who support the management but also for the ones who challenge them. Managers can promote democracy by treating employees like human beings, by considering their differences, feelings and fears, and by directly confronting immoral practices. People should be free to live with their own beliefs and values.

As a result, if the employees feel that they are respected and that they are valuable as an individual in their company, this would increase their perception of democratic climate in the workplace and thus the employee voice will be more audible.

2.1.2. Outcomes of Perceived Workplace Democracy

In workplace democracy literature, there are various researches on the outcomes of organizational democracy practices in workplaces. Among these studies many of them take participation or participatory management as the most essential element of organizational democracy and build the research on that specified construct. Therefore, in most of the studies the effects of participatory management has been discussed.

In a study conducted by Holtzhausen (2002), the relationship between workplace democracy and the improvement of internal communication is discussed. The findings of the study confirmed that democratic communication is vital for improvement of trust among employees and management in the workplace. Also support was provided for the hypotheses that democratic communication process will improve information flow in the organization. Another finding of the study was that, face-to-face communication was improved through democratic communication as well as the quality of communication between employees and their superiors. Another important finding of the study was that democratic communication process improved open and honest communication and reduced the fear to communicate in the workplace. In the same study, these results were linked theoretically to an organization's ability to change which would increase its competitive advantage.

According to Castrogiovanni & Macy (1990), direct employee participation positively affects workers' ability to process information which in turn improves their coordination and communication skills.

In a study done by Miller and Monge (1986), which analyzes the effects of participation shows that participatory involvement, when institutionalized, has a positive relationship to job satisfaction and to a lesser extent to productivity.

Along with this finding, Miller (2006) in her book cited two models that explain the outcomes of participation process. The affective model states that participation in decision making satisfies the employees' higher order needs, which result in job satisfaction. Increase in job satisfaction is expected to lead to

higher motivation and increased productivity. On the other hand, cognitive model suggest that participative decision making increase upward and downward information flow. As a result, decisions are made with higher quality information, which will lead to more productivity and thus more job satisfaction.

It is also found that increased "voice" of employees – as a result of democratic principles – would lead to higher level of organizational commitment (Yazdani, 2010; Fenwick, 2005). Voicing an opinion on an organizational matter is getting involved and taking responsibility. With this finding, it is shown that as employees get more involved and take more responsibility, their level of commitment to the organization increases.

According to Weber et al. (2009), democratic organizational practices promote the development of socio-moral climate at work. Socio-moral climate refers to certain elements of organizational climate such as, organizational and leadership principles, mechanisms of communication, cooperation and conflict resolution. In a work setting where socio-moral climate is positive, employees are involved in social problems and conflicts, there is reliable appreciation and support from colleagues and supervisors, there is open and free communication, and high trust. In the study, it was found that organizational commitment was positively influenced by socio-moral climate. In an organizational environment where socio-moral climate is perceived to be positive, employees feel that they are valued, their opinions even disagreements are welcomed and their way of thinking is respected by the supervisors and coworkers.

In an organizational functioning where participation is encouraged, natural outcome would be that employees become more involved with organizational matters. As employees become more involved with organizational matters they will have more to say as how those functions should be realized and they may also begin to bring out more disagreements and contradictory opinions.

Within this framework, it can be assumed that as employees perceive a democratic climate in their workplace that enables them to voice their opinions, their dissent expression will be increased.

From this point on, the dependent variable of the current research, "organizational dissent" will be analyzed. Following that section the expected relationship between workplace democracy and organizational dissent will be elaborated.

2.2. ORGANIZATIONAL DISSENT

Literature on dissent in organizations usually exists under communication studies since it is a way of exchanging ideas or giving information that would bring about a change in organizational policies, practices, attitudes and behavior.

The work "dissent" comes from Latin, "dis" meaning apart and "sent/ir" meaning to feel. Thus, dissent means "feeling apart".

Kassing (1998) proposes the definition of organizational dissent as the expression of disagreements and contradictory opinions that result from the experience of feeling apart from one's organization. Within this definition, he underlines that dissent is a multi-step process, as feeling apart from one's organization (experience of dissent) in the first step and expressing disagreements or contradictory opinions about the organization (expression of dissent) in the next step.

In today's business world, still many organizations approach dissent as an unwanted behavior. Employee feedback, especially which contains disagreements or conflicting opinions, may be seen unnecessary or even as a challenge to management's authority. In some workplaces, employees may even be penalized for expressing dissent. As a result, employees may choose to remain silent since they perceive a threat of being labeled as a troublemaker or they fear of sanctions and punitive actions which may affect their career in the future. In some other cases, employees may think that dissent is futile and will bring neither change nor improvement to organizational practices. Nevertheless, it is an organizational fact that as people with different goals and expectations interact, disagreements and conflicts are inevitable.

Garner (2012) states that organizational dissent is employee feedback that questions current organizational policy and/or practices. Even though dissent contradicts management's expectations, it can be expressed to supervisors, coworkers, or even friends and family members outside of the organization (Kassing, 1997). Dissent then, is related to, though not synonymous with, employee voice. As Garner (2012) argues, this definition of dissent overlaps with ideas about "complaint" or "gripe" in some ways, as each includes the idea of expressing dissatisfaction. However, dissent expressions focus exclusively on dissatisfaction with managerial imperatives, which are the policies and practices endorsed by either one's supervisor or the management of an

organization. This excludes many complaints about customers, competitors, or other dissatisfaction because one's manager might already agree on those issues. In this sense an employee may dissent about certain human resources practices in an organization. Likewise there might be dissent on the decision making policies that a certain department manager follows. These can be considered as examples of dissent. However when there are voices that rise from certain commercial rules or regulations that should be followed this is not considered as employee dissent. As an example, if the government publishes certain regulations on the protection of consumer rights, this may increase the work load of an employee in a related department. If the employee complains about this additional workload this is not considered as organizational dissent since the decisions are made out of the organizational borders.

2.2.1. Theoretical Basis for Organizational Dissent

As dissatisfying events occur in the workplace, employees choose either to say something or remain silent. Throughout the dissent literature, one of the significant models on how employees make their choice in this situation is Hirschman's (1970) Exit-Voice-Loyalty. In his model, Hirschman argues that, while dealing with workplace frustrations, employees have two choices: they can leave the organization or they can voice their dissatisfaction. According to Hirschman, this decision will depend on the loyalty level of the employee, where higher loyalty will lead to choose voice over exit. In this sense, Hirschman in his model considered loyalty to be a moderating variable that influences the behavior of the employee. In this model exit involves escaping the undesirable situation whereas voice involves dealing with the situation and making an attempt to resolve it.

Following Hirschman's model, Graham and Keeley (1992) argued that exit and voice are conceptually different but not mutually exclusive. Thus, employees must choose whether or not to exit as well as whether or not to voice. In addition to this, even though exit is a split choice as to leave or to stay, voice may vary in level from very soft tones to violent complaints.

Moving from this point, Farrell (1983) expanded the model and included the neglect construct which entails absenteeism, reduced efforts and increased errors. Following the same path, Farrell and Rusbult (1992) suggested that employee reactions to dissatisfaction follow two main dimensions:

constructiveness/destructiveness and activity/passivity. Within this framework, they labeled voice and loyalty as constructive, exit and neglect as destructive, exit and voice as active and loyalty and neglect as passive.
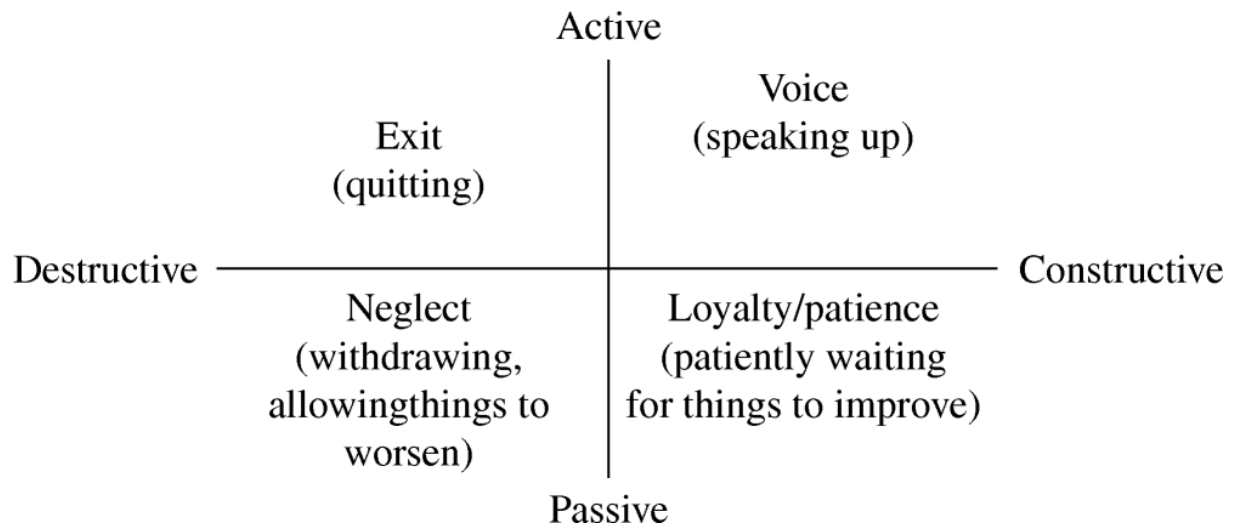
Figure 1: Model of Exit-Voice-Loyalty-Neglect (Farrell, 1983)

In the model of EVLN, exit refers to quitting, transferring, sabotage, searching for a different job, or thinking about quitting. Voice is explained as discussing problems with the supervisor or co-workers, taking action to solve problems, suggesting solutions, seeking help from an outside agency, and participative decision making. Loyalty construct refers to giving quiet nonverbal support to the organization, waiting and hoping for improvement, trusting the organization to do the right thing, being a "good soldier." And finally, neglect is suggested as reduced interest or effort, withdrawal, chronic lateness or absenteeism, using company time for personal business, and increased error rate.

From this point of view, Gorden (1988) argued that voice construct is the only one that can exist on both dimensions. Voice can be active-passive as well as constructive-destructive. Thus, passive constructive voice would be listening, quiet support, compliance and cooperation. On the other hand, active constructive voice is explained as making suggestions, propositions, arguments, giving support and principled dissent. Passive destructive voice entails murmurings, silence and withdrawal whereas active destructive voice involves

complaining to coworkers, verbal aggression, bad mouthing and antagonistic exit.

2.2.2. Model of Organizational Dissent

Kassing explains organizational dissent as a "particular form of employee voice that involves the expression of disagreement or contradictory opinions about organizational practices and policies" (2002, p.189).

According to Kassing (1997), dissent is always present to some degree within organizations; employee dissent cannot be completely absent. The strategies that the employees use to express dissent can, however, create the perception that dissent is relatively absent. That is, dissent cannot be heard when it is expressed in channels where the organizations will not hear employees' contradictory opinions.

In the dissent model that is developed by Kassing (1997), the manner in which employees express dissent is explained as well as when the employees express dissent. According to him, there are four components that constitute the model: triggering agent, strategy selection influences, strategy selection and expressed dissent (see Figure 2).

Triggering agent:

In the model proposed by Kassing (1997), the dissent process begins with a triggering agent which may concern a variety of issues. It is this triggering event that push employees to speak out and share their contradictory opinions about the organizations practices or policies. Triggering agents of dissent may be ethical concerns or harm/risk to self and others. Redding (1985) suggests that dissent could result from various reasons but one certain cause would be poor decision making. When an employee perceives a decision to be clearly illegal, immoral, unethical, inefficient or impractical, irritating or annoying, this perception triggers the urge to dissent.

Sprague and Ruud (1988) found that the majority of employees' dissent accounts were reactions to inefficiency, insensitivity, and incredible stupidity. Specifically, they found that the greatest number of dissent episodes occurred as a result of employees' resistance to change. Additional dissent triggering events included office politics, career advancement, and unjust treatment of employees.
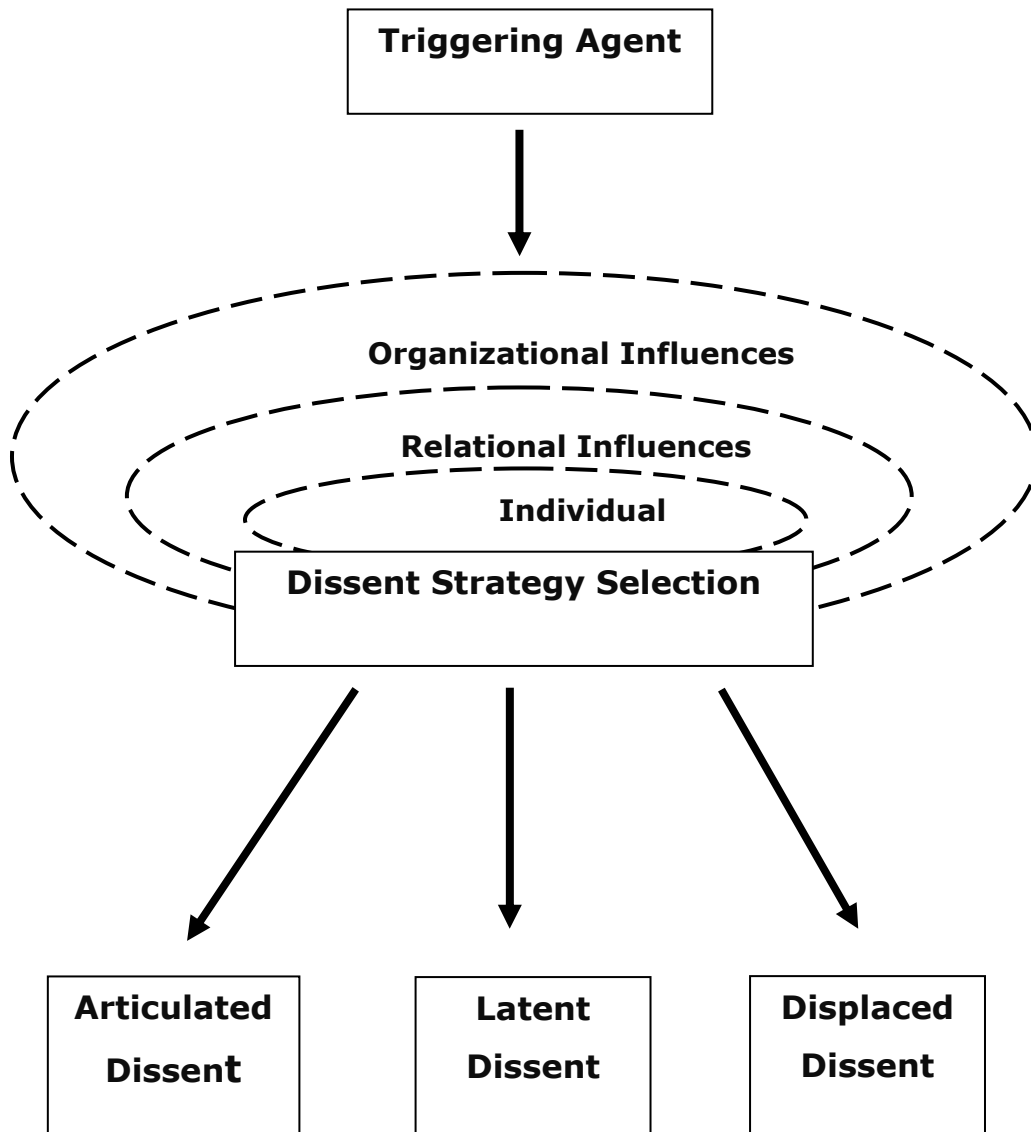
Figure 2: Model of Organizational Dissent (Kassing, 1997)

Strategy Selection Influences:

In the state of strategy selection for dissent, the process is rather complex due to numerous environmental factors. According to Kassing (1997), expression of dissent is influenced by individual, relational and organizational elements.

Individual influences include predispositions, traits, values, behaviors and acts in a particular manner within the organization. In a research realized by De Dreu et al. (2000), personality characteristics proved to be a powerful determinant for organizational dissent. Personality traits such as self efficacy, self-esteem, extraversion, verbal aggressiveness, argumentativeness also were found to have an impact on strategy selection for dissent.

Research findings indicate that employees' association or affiliation with their respective organization has an impact on their choice of dissent strategy.

Managerial position that the individual holds in the organization – managerial or nonmanagerial- was also found to have an impact on the strategy choice of dissent.

This finding may be assumed to be coherent with the finding of Kassing & DiCioccio (2004) which presents that overall work experience has an effect over the choice of dissent strategy.

Relational influences on dissent strategy selection concerns the types and quality of relationships people maintain within organizations. Employees may choose to dissent in face to face interactions with their supervisors, however they may also choose to dissent in meetings, via e-mails or letters or over the telephone (Sprague & Ruud, 1988). From this perspective, the quality of the relationship with the supervisor plays a determining role over the choice of the dissent strategy.

Expressing conflicting thoughts or contradictory opinions to a supervisor can be perceived as risky since the supervisor usually has the power to influence an employee's work status, promotion, pay increases. As cited in the study of Landau (2009), professionals were reluctant to voice their concerns to their superiors because they feared that their career progress would be blocked. Employees are only likely to voice to management if they perceive that the benefits of speaking up outweigh the costs, and that their suggestions will be treated seriously.

Saunders, Sheppard, Knight and Roth (1992) identified two different dimensions of supervisory voice management, approachability and responsiveness. Approachability or receptivity refers to the extent employees feel they can bring their concerns to their supervisors without being penalized (Saunders et al., 1992). Responsiveness refers to the extent to which supervisors are prompt and willing to take action to deal with the issues voiced by employees (Saunders, Sheppard, Knight & Roth, 1992). Employees are more likely to voice if they believe those in authority take their opinions into account when decisions are made (Parker, 1993).

Organizational influences concern how people relate to and perceive organizations. Participation in the communication network of an organization has an influence on the employee's perception of the organizational climate. Communication climates in organizations influence choices employees make about voicing their dissent (Kassing, 2000a). This incorporates how employees identify with their organizations and how tolerant of dissent they perceive their organization to be. For example, Hegstrom (1990) found that when organizations suppressed dissent, people tended to remain silent and only dissented about clearly unethical issues.

Although some individuals may have predispositions towards speaking up in the workplace, the organizational culture may inhibit open communication. Several researchers have emphasized the importance of an organizational culture that is conducive to employee voice (Landau, 2009; Kassing, 2000a). There are various mechanisms that organizations provide to employees to voice their ideas or to express their dissent. These systems include open-door policies, regular team meetings, suggestion boxes, hotlines, grievance procedures, lunch with the CEO. There are even special positions established in human resources departments that are dedicated to manage effectively and govern these systems. All these efforts can be seen as attempts to build a more democratic environment for the employees. A study by Spencer (1986) showed that high numbers of voice mechanisms were positively related to employees' expectations for problem resolution.

It is suggested by Gorden and Infante (1987) that employees prefer supervisors who afford subordinates freedom of expression and affirm subordinates' self-concepts and that as a result subordinates become more productive, satisfied, and committed to organizations. In another study, Gorden

and Infante (1991) found that employees who believed their organizations provided them more freedom of speech perceived their organizations to be more participative in decision making, more committed to work-life and product quality, and more committed to employee rights. Furthermore, employees perceived these organizations to be more economically stable and reported higher levels of organizational commitment and satisfaction with their supervisors, pay, and coworkers.

In another study done by De Dreu et al (2000), it was found that higher work load positively associates with willingness to dissent.

Workplace freedom of speech relates to employees levels of organizational identification and strategies for dissent (Kassing, 2000a). Employees who perceive more workplace freedom of speech in their organizations report higher levels of organizational identification than employees who perceive less workplace freedom of speech exists in their organizations.

Within the efforts of building up a democratic work environment, participation in decision making, workplace freedom of speech, organizational climate and whether it tolerates dissent are major elements. Thus, it may be assumed that increased perception of democracy in the workplace will lead to increased dissent expression which will probably be constructive in content and manner.

Dissent Strategy Selection:

In the light of various influences at individual, relational or organizational levels, the employee chooses a particular strategy for expressing dissent. These influences prepare the background for dissent strategy selection. While making a dissent selection, employees also consider how their dissent will be received and responded to. According to Kassing (1997) employees assess the risk of retaliation and the likelihood of being perceived as either adversarial or as constructive before choosing an audience for dissent.

Dissent Expression:

Kassing in his dissent model (1997, 1998), proposes 3 strategies for expressing dissent, namely articulated (or upward), latent (or lateral) and displaced (or outward). These strategies are also named as communication channels since they refer to the audience that the employee selects to express his/her dissent.

Articulated Dissent:

According to Kassing (2002), articulated, or upward, dissent expression involves the selection of upward channels for dissent expression, that is, expressing dissent within organizations to audiences that employees perceive can effectively influence organizational adjustment. In this strategy, employees dissent to someone in the organization who has the power to bring about effective change and relieve the dissatisfying situation. Thus, in this channel, the employee chooses to communicate his/her disagreement to supervisors or management.

Employees use this strategy when they believe that their expression of contradictory thoughts will be perceived as constructive rather than destructive and their dissent will not lead to retaliation. In articulated dissent, thoughts are expressed directly and openly to management or supervisors. Employee chooses articulated dissent with a perspective that it will serve as a corrective feedback to management.

Articulated dissent resembles "voice" in the model of Hirschman(1970), as it involves active efforts to change and improve organizational practices through the most effective and appropriate channels.

Latent Dissent:

In some cases, upward channels seem to be unreachable to employees, so they prefer to share their contradicting ideas or disagreements with their coworkers. Thus, latent, or lateral, dissent occurs when employees desire to voice their opinions but lack opportunities to express their dissent upward. Lateral channels are used when employees believe that upward channels are absent or blocked. As a result, they choose to express their conflicting thoughts with their coworkers. Research indicated that employees engage more in lateral dissent when they believe that management or the direct supervisor is not open to employee input (Kassing, 2000a). When expressing latent dissent, employees believe that they may be perceived as adversarial but also they feel that they have some safeguard against retaliation which may be familial relationships, expertise, seniority or likewise.

Latent dissent incorporates elements of voice and neglect. Employees who engage in latent dissent want to change certain practices within their organization; however, they try to do it in an ineffective way. Therefore, their efforts can be considered as neglectful (Kassing, 1997).

Displaced Dissent:

Finally, displaced dissent is evoked when employees express their dissent to some external audiences such as family members, friends that are out of their workplace or to complete strangers other than public media members or regulatory forces. However, the goal of displaced dissent is not to bring attention to the organization but to serve as an emotional discharge, a ''catharsis'' for employee frustration.

When engaging in displaced dissent, employees believe that their dissent may be perceived as adversarial and will probably lead to some kind of retaliation. Employees choose to express their dissent to external audiences since the risk of retaliation decreases when they choose to do so.

Displaced dissent can be considered to resemble neglect and exit in Hirschman's model (1970). It resembles neglect since the employees do not choose the effective audiences that may come up with a solution or corrective actions. Displaced dissent also resembles exit because employees choose to dissent to external audiences rather than internal audiences which may symbolize a psychological form of exit. Employee may not have the choice to actually leave the organization so that they leave it psychologically when they express their dissent outside of the organizational boundaries.

2.2.3. Antecedents of Organizational Dissent

There have been numerous studies done by researchers that show the relation between individual, relational, organizational factors and the employees' choice of dissent strategy.

In a study realized by De Dreu et al., (2000), extraversion was found to be the key to whether or not individuals in organizations stand up and voice their dissenting positions. Employees who were high on extraversion had higher levels of dissent expression when compared to employees who score low on extraversion.

According to the findings of a study that analyzes the relationship between self efficacy and dissent, the hypothesis that self-efficacy is positively related to dissent was supported. Thus, workers who are confident about their skills report that they will attempt to "fix" their organizations when injustice occurs through legitimate avenues of protest (Parker, 1993).

In a research done by Payne (2007), it was found that employees with high levels of organization based self esteem are more likely to express their dissent to their managers or supervisors. On the other hand, employees with low levels of organization based self esteem are more likely to dissent laterally. This finding may lead us to assume that self esteem and OBSE may have an impact on the relationship between perceived democratic environment and dissent expression.

In another research realized by Kassing and Avtgis (1999), it was found that people high in argumentativeness and low in verbal aggressiveness show a tendency to choose articulated dissent strategy. In this finding, argumentativeness refers to people's tendencies to argue about controversial issues. People high in argumentativeness show a tendency to approach arguments and discussions whereas people low in argumentativeness prefers to avoid arguments. In this approach, argumentativeness is perceived as a constructive disagreement style. As supervisors prefer constructive disagreement style to unconcerned and complaining style (Gorden, Infante, &Graham, 1988), in an organization argumentativeness can be promoted and this can lead to a work environment where ideas and opinions are shared more openly. An environment where ideas are shared more openly can be perceived a democratic.

In a study realized by Kassing (2000a), it is found that employees who engage in articulated dissent strategies also report being more committed to the organization and satisfied in the organization and perceive that they have more influence on organizational practices.

Another finding by Kasssing & Avtgis (2001) suggests that managers when compared with nonmanagers have a preference to use articulated dissent. This finding can be explained by the fact that managers often find themselves in more democratic settings in terms of the extent of actual influence and in terms of their level within organizations (Cheney, 1995).

Research findings indicate that employees who engage in articulated dissent strategies also report higher quality relationships with their supervisors (Kassing, 2000b).

It is also reported that employees who perceive more workplace freedom of speech in their organizations use more articulated dissent and less latent dissent than employees who perceive less workplace freedom of speech (Kassing, 2000a).

In another research done by Kassing and Avtgis (2001), employees who have internal locus of control are more likely to use articulated dissent whereas employees with external locus of control are more likely to use latent dissent.

Displaced dissent is more used by employees who have lower levels of organizational commitment, perceive low levels of influence, younger in age and have less work experience (Kassing & DiCioccio, 2004).

In a research done by Costigan et al. (2006), it was found that employees in high power distance cultures are less likely to voice their opinions and they are afraid to disagree with their superiors. In high power distance cultures individuals are much more likely to believe that the boss is right merely because he or she is the boss (Hofstede, 1980). Everyone has his/her rightful place in society and the organizational hierarchy is very important. Employees in high power distance culture seem to be less integrated in decision making processes which is one of the major elements for democratic management.

As Turkey scores high in perception of power distance (Aycan et al., 2000), it can be expected that employees may abstain from expressing their dissent. It was found in the study done by Aycan et al (2000) that managers who perceive high power distance in the socio-cultural environment assumed employee reactivity and did not provide job enrichment and empowerment. However, if the employee perceives his/her workplace to be democratic, he/she can be more willing to voice his/her contradictory opinions or disagreements. Furthermore, this willingness may appear in the form of articulated dissent via democracy mechanisms that the organization provides to the employees. Thus, we can assume that perceived democracy in the workplace will increase articulated dissent expression.

2.3. RELATIONSHIP BETWEEN PERCEIVED WORKPLACE DEMOCRACY AND ORGANIZATIONAL DISSENT

Thus, as Kassing (1997) suggests involvement may lead to dissent due to increased domain of issues about which employees may experience discordance. Also increased involvement may also lead to dissent when employees recognize that in fact there are limitations to their involvement. One of the limitations might be that the managers open the doors for employee involvement and provide mechanisms for it such as open-door policies, regional meetings, suggestion boxes, but do so with no intention of actually responding to employee

feedback. Similarly, in some other cases, employees may be invited to share opinions as a part of participation, however later find out that the immediate supervisor fail to communicate employee concerns to higher levels of management in the organization. Furthermore, employees may perceive that their leaders approve participation more for some members than for some other members and that management acknowledge, embrace and accept some, but not all, employees' participations.

According to Cheney (1995) and Hunt (1992), employee dissent is an indispensable component of organizational democracy. Also Eisenberg (1994) and Gorden (1988) state that organizational democracy is realized communicatively through the open dialogue of members within the organization and the creation of an environment where dissent is valued. According to Gorden et al. (1988) organizational democracy exists when employees can freely disagree with management without fear of being punished. In his research, he found that communication patterns in a democratically rich work environment tended toward seeking consensus and avoiding confrontation, avoiding difficult and embarrassing situations, and providing feedback. Thus dissent may or may not exist in democratic work environments.

Departing from this point, in this research the aim is to analyze the existence of dissent expression of the employees depending on their perception of democracy level in their organizations. Additionally, the strategies that the employees choose when voicing their opinions will also be studied.

Gorden (1988) states that individual voice is encouraged by corporate openness. Corporate efforts to facilitate upward communication includes making management visible, appointment of ombudsmen, group speak-up sessions with supervisors, confidential complaint hotlines, and question-answer columns in company newspapers which can be viewed as mechanisms to create a democratic work environment. Therefore, organizational democracy is realized communicatively through the open dialogue of members (Eisenberg, 1994) and the creation of a dialectic environment where dissent is valued (Gorden, 1988).

If the employees perceive the organization as a democratic one, where the channels of communication are open, argumentativeness is promoted and there is tolerance for voicing disagreements, they will more likely to express their dissent in an articulated manner. On the contrary, if the employees feel that the channels of communication do not exist and there is low or no tolerance for

contradictory opinions, they will choose latent or displaced dissent expression. Therefore, it is assumed that depending on the perceived democracy level in an organization, employees will make their strategy selection for dissent expression. In an environment where perceived democracy is high, employees will be voicing their disagreements to their managers or supervisors without feeling any discomfort. This leads us to assume that if the employee perceived democracy in his/her work environment, then he/she will choose articulated dissent strategy and will voice his/her ideas to the managers. If the employee has a low perception of workplace democracy then it is expected that he/she will choose either latent or displaced dissent strategy. Thus it is assumed that according to the level of workplace democracy perceived, the dissent strategy selection will be made by the employee. Therefore, the first hypothesis of this research is that there will be a positive relationship between perceived workplace democracy and dissent expression strategy.

There might also be other factors which will have an effect over this assumed relationship between perceived workplace democracy and dissent expression strategy. In an organizational environment there are individual and organizational factors that affect employees while they make their decisions or take actions. Among the individual factors, personality traits may play a role. One of the personality traits that can have a role is self-esteem. Self-esteem level of a person may have an influence on the assumed relationship between workplace democracy and dissent expression. It can be proposed that higher the self-esteem level of a person, more likely that he/she will be voicing his/her ideas.

Likewise, organization-based self-esteem, which can be considered as an organizational factor might also affect the assumed relationship between perceived workplace democracy and dissent expression. If the employee feels that he/she is valued in an organizational context, then he/she will be more willing to give constructive feedbacks. In the next sections, self-esteem and organization-based self-esteem, and their possible moderating effects will be discussed.

2.4. SELF-ESTEEM

Self-esteem refers to an individual's overall self-evaluation of his/her competencies (Rosenberg, 1965). In the definition of Steffenhagen & Burns (1987), self-esteem is perceived as the self-evaluation that individuals make and maintain with regard to themselves. More simply, Rosenberg (1965) explains self-esteem as "a favorable or unfavorable attitude toward the self" (p.15). In this sense individuals develop negative or positive views about themselves by making comparisons with other people. It is what people think of themselves as individuals.

Brown and Mankowski (1993) define self-esteem as a person's global orientation toward the self and suggest that it plays a central role in the psychological life and behavior of the person.

Cited in the study by Payne (2007), brief but meaningful definition of self-esteem is proposed by Schutz (1994, p.22) and it is as follows: "Self-esteem is the core of each person, the center from which all creativity, motivation and productive work issue"

Simpson & Boyle (1975) state that self-esteem construct is usually conceptualized as a hierarchical phenomenon, as it exists at different levels of specificity, commonly seen in terms of global, specific and task or situation-specific and role specific self esteem. Most of the time our understanding of the self-esteem concept is the global one which is the overall evaluation of the self worth. Specific self-esteem is defined as the evaluations made in certain life situations such as in social relations, male-female interactions, organizational relations, education or based on specific aspects of the individual such as physical characteristics, intelligence, personality. Task or situation specific self-esteem refers to evaluations of more restricted sets of behaviors in specific situations, representing a person's competence in a task just performed.

According to Brown and Mankowski (1993) self-esteem differences matter most when people confront various life events. As he suggests, usually, low self-esteem people respond to positive and negative experiences in a balanced, complementary manner: Positive events produce positive reactions; negative events produce negative reactions. High self-esteem people show a different pattern. They embrace positive events but reject, limit, or otherwise

attempt to offset negative events. Consequently, although they benefit from positive experiences, their reactions to negative experiences are less severe.

Employees with high self-esteem are likely to have a strong sense of self-efficacy (Bandura, 1977). Thus, they have the belief that they can execute the required behaviors that are needed to accomplish a certain task. Those individuals who have developed high self-efficacy may believe that they have a significant influence over the decisions that are taken in the workplace which may lead them to speak up and show articulated dissent behavior.

Research (Ganster & Schaubroeck, 1991; Mossholder et al., 1981, 1982) using global self-esteem measures provided some support that low self-esteem individuals reacted more than high self-esteem individuals to the quality of their work environment. Departing from this point of view, we can assume that in a work environment that is perceived as democratic, high self-esteem individuals will be more likely to bring up an articulated dissent behavior when compared with low self-esteem people since reactions to negative experiences are less severe for high self-esteem individuals. As the emotional load is less for a high self-esteem person, it will be easier to cope with the situation and speak up with the superiors.

On the other hand, research on generalized self-esteem shows that low self-esteem employees are more influenced by peers, more susceptible and more reliant on others for positive evaluations (Brockner et al., 1998). In a research done by Glauser (1984), it was found that low self-esteem individuals protect themselves from criticism and disagreements, they prefer to receive rather than provide information and they are generally uncomfortable about expressing themselves. Departing from this finding, we may assume that self-esteem may moderate the relationship between perceived workplace democracy and organizational dissent. It is assumed that high self-esteem people will be more confident in presenting their ideas or voicing their disagreements. As high self-esteem people are more open to receive criticisms, they are expected to be more open to make criticism and feel no discomfort while doing so. High self-esteem employees, who perceive workplace democracy in their organization, will choose to make articulated dissent. Thus, the second hypothesis of the current research is that self-esteem will moderate the relationship between workplace democracy and organizational dissent.

As stated earlier, besides self-esteem, another factor which may moderate this relationship is organization-based self-esteem. In the next section, OBSE and its possible moderating effect on the relationship between workplace democracy and dissent expression will be discussed.

2.5. ORGANIZATION-BASED SELF-ESTEEM

Organization-based self-esteem (OBSE) is separate from global self-esteem in that it focuses on one's feeling of worth in specific roles within specific contexts, as an organization member.

Following Korman's work on employee self-esteem done during the 1970's, Pierce et al. in 1989 introduced the concept of organization based self-esteem. Korman (1970,1971) suggested that an individual's self-esteem, formed around work and organizational experiences, would play a significant role in determining employee motivation, work-related attitudes and behaviors. In line with Korman's approach to self-esteem, people who are high on organization-based self-esteem satisfy their needs through their organizational roles.

Pierce, Gardner, Cummings, and Dunham (1989) define organization-based self-esteem as the degree to which organizational members believe that they can satisfy their needs by participating in roles within the context of an organization.

Also in the work by Pierce & Gardner (2004), the OBSE concept is defined as the degree to which an individual believes him/herself to be capable, significant, and worthy as an organizational member. In this sense organization-based self-esteem demonstrates a self- perception of an individual in an organizational environment as being important, competent, valuable and capable. Employees with high organization-based self-esteem develop beliefs such as "I count around here" and "I am a valuable part of this place" as appears in the organization-based self-esteem scale which is presented by Pierce et al. (1989). Thus, organization-based self-esteem is a self-evaluation of one's personal adequacy (worthiness) as an organizational member.

According to Pierce et al. (1989), OBSE differs from perceptions of self-efficacy because it reflects an individual's self-perceived competence within an organization and self-efficacy reflects a belief that self-perceived competence can be translated into actions that will result in successful performance.

Organization-based self-esteem is determined by environmental, relational and individual variables. Among the environmental factors, work environment structures play an important role. Pierce et al., (1989) confirmed that employees working in mechanistically designed systems tend to develop lower levels of self-esteem. As highly mechanistic structures rely upon rigid systems, hierarchy, centralization and formalization; individuals have no possibility to self-regulate and self-direct their work. In an organic structure on the other hand, higher levels of self-esteem is likely to build up because work context places employees as competent, valuable, contributing individuals who can take their own responsibilities. As the system become more externally controlled, the employees receive the message that they have no competence within the organizational framework. On the other hand, people centered systems with complex job designs and high involvement tend to see individuals as highly valuable organizational resources. As a result, employees with high OBSE perceive themselves as important, meaningful, effectual and worthwhile within their employing organization.

OBSE has been shown to be related to a range of positive employee attitudes and behaviors at work. There are several researches which provide information on the relationship between OBSE and employee attitudes. In their study, Pierce et al. (1989) confirmed that OBSE has influence on intrinsic motivation, job performance, general job satisfaction, organizational citizenship, organizational commitment and organizational satisfaction. These findings implicate that employees with high levels of OBSE are more committed to their organizations than their low OBSE counterparts. Likewise, high OBSE employees show higher organizational identification and they are more involved in organizational citizenship behavior.

Several researchers have investigated the moderating effects of OBSE. In most of the work, it has been found that OBSE moderates the relationship between two other variables such that low OBSE employees are more reactive to environmental cues than high OBSE individuals (Pierce & Gardner, 2004). This means that high OBSE employees remain unaffected by the environmental cues as they have confidence in themselves and their role within the organizational context. On the other hand low OBSE employees give reactions, show high levels of stress and sometimes their reactions may even get outside the organizational

boundaries as they have low confidence in themselves and not clear about their value within the organization.

In a study done by Hui and Lee (2000), it was found that employees with high levels of organization-based self-esteem were less responsive to the perception of organizational uncertainty. In other words, during times of ambiguity or when roles are not clearly defined, high OBSE employees cope with the situation better than low OBSE individuals. This can be explained by the trust and confidence that high OBSE employees feel about themselves and about their organizations. As they feel competent, uncertainty will stress them less as they have the reasoning that they are capable of coping with ambiguity and managing the situation.

In a research done by Brutus, Ruderman, Ohlott and McCauley (2000), influence of OBSE on managers' response to various degrees of job challenge was explored. It was proposed that OBSE would moderate the relationship between job challenge and individual development. They found that as job challenge increased, low OBSE managers saw more personal development, while high OBSE managers reported feeling personal development irrespective of the degree of challenge present in their jobs.

Researchers interested in organizational justice have also explored the moderating effects of OBSE in their studies. Participation in decision making process, often referred as voice, is one of the factors which has influence on the perception of procedural justice. Brockner, Heuer, Siegel, Wiesenfeld, Martin & Grover (1998) bring together the results from five studies which test the hypothesis that higher levels of voice are likely to elicit more positive reactions from people who have relatively high levels of self-esteem. Self-esteem is believed to moderate this relationship because people who have high OBSE are more likely to believe that their perspectives are correct and that their actions will make a difference (reinforcing their OBSE). They found support for the moderating effects of OBSE in the voice-organizational identification relationship. There was a significant relationship between voice and organizational identification for high self-esteem employees and no relationship among participants with low self-esteem.

In a research realized to analyze the effect of OBSE on dissent selection strategy, the results indicated that employees high in OBSE are likely to choose articulated dissent since they have the belief that they are capable of changing

certain practices and their opinions will be valued by the management. They are more committed and they identify more with their organizations; as a result they have the propensity to offer constructive feedback to their organizations (Payne, 2007, Kassing, 2002).

Employees' level of OBSE may impact their choice of dissent strategies. According to Graham (1986), self-esteem influences one's confidence in one's ability to communicate dissent. Literature on OBSE present that employees with high OBSE are more committed and satisfied with their job, and also engage more in citizenship behaviors. Additionally, according to Kassing (2000b), employees with high levels of job satisfaction are more likely to use articulated dissent. Therefore, since these findings show similarity we may expect OBSE to moderate the relationship between workplace democracy and organizational dissent. Employees who are high in OBSE will feel more valuable within their organizations. They feel that their ideas are valued and taken into account. On top of this, as they show high levels of organizational commitment, they will be more likely to make comments for the betterment of their company. Employees who show high levels of OBSE will be more eager to provide constructive feedback. Therefore, we might expect that employees who have high levels of OBSE, and who perceive workplace democracy will tend to choose articulated dissent strategy. Thus, the third hypothesis of the current research is OBSE will moderate the relationship between workplace democracy and organizational dissent.

3. RESEARCH MODEL AND HYPOTHESES

3.1. RESEARCH MODEL

The purpose of this research is to analyze the relationship between perceived workplace democracy and organizational dissent expression strategies. In addition to this, the possible moderation effects of self-esteem and organization based self-esteem will also be examined. It is proposed that self-esteem and organization based self-esteem are moderating variables that have an effect on the assumed relationship between perceived workplace democracy and organizational dissent expression.
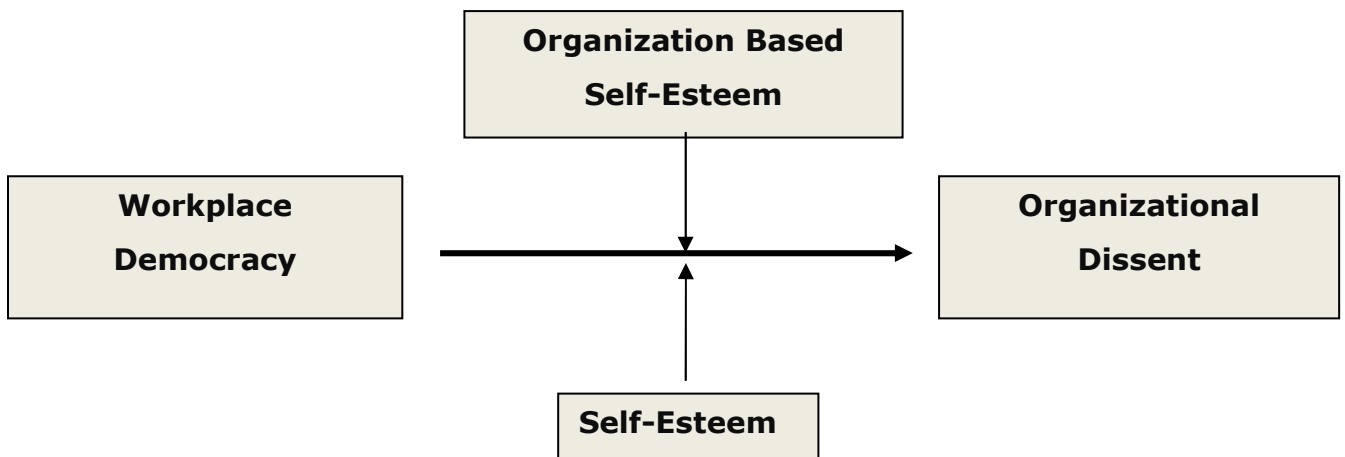
Figure 3: Research Model; Proposed relationships between workplace democracy, organizational dissent, self-esteem and organization based self-esteem.

3.2. HYPOTHESES

Following the theoretical framework, the hypotheses of this study are as follows:

Hypothesis 1: There will be a positive relationship between perceived Workplace Democracy and Organizational Dissent.

Hypothesis 2: Self-Esteem will moderate the relationship between perceived Workplace Democracy and Organizational Dissent, such that the higher the self-esteem, the stronger the relationship between workplace democracy and organizational dissent behavior.

Hypothesis 3: Organization based Self-Esteem will moderate the relationship between perceived Workplace Democracy and Organizational Dissent, such that the higher the organization based self-esteem, the stronger the relationship between workplace democracy and organizational dissent behavior.

4. METHODOLOGY

4.1. SAMPLE AND DATA COLLECTION

The data were collected from 280 full-time employees from different companies. 35 surveys had to be discarded due to incomplete information. 255 surveys were included in the analysis. The data were provided by convenience sampling.

In the sample 55% were female (n=140) and 45% were male (n=115). Average age of participants was 37.7 (range 21-68). Average total tenure was 14.4 years (range 1-44 years). The participants were from a wide array of fields, from public and private sectors with 18% and 82% respectively. The 61% of the company capital was domestic, 22% foreign and 16% joint capital.

Table 1 shows the detailed information about the participants.

Table 1: Demographic Information

		Frequency	Percent
Gender	Female	140	55%
N= 255	Male	115	45%
Age	21-30	52	20%
N= 255	31-40	113	44%
	41-50	74	29%
	51-60	14	5%
	61 -	2	1%
Marital Status	Married	155	61%
N= 255	Single	100	39%
Education Level	High School	28	11%
N= 255	University	144	56%
	Graduate	83	33%
Tenure	Total	14,4 years	
	Current		
N= 255	position	6,5 years	
Sector	Public	47	18%
	Private	208	82%
Company Capital	Domestic	156	61%
	Foreign	57	22%
	Joint	42	16%

4.2. INSTRUMENTS

Four different instruments were used to gather information about the variables included in the research. The surveys were used to measure;

a) Employee's perception of workplace democracy
b) Organizational dissent strategy that is preferred by the employee
c) Employee self-esteem
d) Employee organization based self-esteem

The participants answered a total of 85 questionnaire items and additional 10 demographic questions. Demographic questions included items such as gender, age, marital status, education level, tenure, job title, sector, and type of investment capital.

4.2.1. Perceived Workplace Democracy scale

Perceived workplace democracy was measured by using a scale that consisted of 5 dimensions (45 items) and developed by Tutar et al (2009). The internal consistency of the original workplace democracy scale was found to be 0.93 and the reliability was 0.85. Five-point Likert scale that ranged from "strongly agree" (5) to "strongly disagree" (1) is used. The dimensions of the original scale were individual respect, democratic attitude, democratic management, democratic conduct and perceived authority. For the items that measure perceived authority, reversed scoring was done. As a result of this reversed scoring high scores imply low perceived authority.

Sample items for individual respect are; "In this organization, people are valued as individuals", "Employees are valued as members of these company", "Different life styles, cultures or beliefs are respected", "Thoughts and beliefs are respected in an equal manner". The first 12 items of the democracy scale measures the individual respect dimension.

Following individual respect dimension, items between 13-19 measures democratic attitude dimension. The sample items are "People are treated with a sense of justice and equality", "There is tolerance for critical thinking", and "Solidarity is encouraged between employees".

Items 20-32 measure democratic management dimension and the sample items are the following. "There are no barriers on communication avenues between managers and employees", "Management is open to change", There is participative management on decision and planning of activities", "Relationships between superiors and subordinates are democratic", "Management is open to criticism and sees it as an opportunity for development".

Following democratic management, items 33-38 measures democratic conduct dimension and sample items are as follows. "People are listened without any prejudice", "There is fair distribution of resources", "Individual differences and competencies are provided with different developmental opportunities".

Finally perceived authority is measured with items 38-45, samples are; "People feel that they are monitored closely", "There is a strict and authoritarian management style" and "Rather initiative, obedience is valued by the management".

4.2.2. Organizational Dissent scale

The original Organizational Dissent scale which was developed by Kassing (1998) was used to measure organizational dissent. The translation of the scale is done by the researcher and reviewed by Organizational Behavior Instructors at Marmara University OB Graduate Program.

Organizational Dissent Scale was used to measure articulated, latent, and displaced dissent. This 20-item scale asks participants to consider how they express concerns at work using a five-point Likert scale that ranged from "strongly agree" (5) to "strongly disagree" (1). Articulated dissent is measured by items such as, "I speak with my supervisor or someone in management when I question workplace decisions", "I tell management when I believe employees are being treated unfairly". Sample items for the measurement of latent dissent are as follows: "I criticize inefficiency in this organization in front of everyone", "I join in when other employees complain about organizational changes". Likewise displaced dissent is measured by items such as;" I discuss my concerns about workplace decisions with family and friends outside of work", "I talk about my job concerns to people outside work".

4.2.3. Self-Esteem scale

The Rosenberg Self-Esteem Scale (RSES) is a 10 item Likert scale originally developed by Rosenberg (1965). The scale includes items such as "I am proud of myself", "I take a positive attitude towards myself".

Rosenberg (1979; as cited in Chubb, Fertman, & Ross, 1997, p. 120) studied thescale's reliability and validity on two small college samples and had two week test retest reliability coefficients of r = .85 and .88.

RSES is adapted to Turkish by Çuhadaroğlu (1986) and it is reported that the correlation coefficient between psychiatric interview scores and scores of RSES was .71.

4.2.4. Organization Based Self-Esteem scale

The Organization Based Self-Esteem scale that was used in the present research was developed by Pierce, Gardner, Cummings and Dunham (1989) and adapted to Turkish by İslamoğlu. This is a five point Likert scale with 10 items. Participants were asked to rate their belief by a scale that ranged from "strongly agree" (5) to "strongly disagree" (1). The scale included items such as, "I count around here", "I am a valuable part of this place". This instrument has shown high levels of reliability (average alpha .88) with a single factor solution(Pierce et al., 1989).

4.3. PROCEDURE

The respondents were asked to complete the surveys either in the paper and pencil form or the electronic form. 117 participants filled out paper questionnaire forms, 138 participants filled the questionnaire via computer and sent the form to the researcher via electronic mail.

The respondents were informed that all the information gathered will be kept confidential and will be used for academic purposes only.

The paper pencil form of the questionnaire had total of 5 pages, including the cover page and the demographic questions. In the cover page, the purpose of the research was explained; the directions about how to complete the survey and the estimated completion time were given. (Appendix 1)

4.4. DATA ANALYSIS

The data analysis was conducted by the following steps:

1.   Factor and Reliability analysis were conducted.

2.   Correlation analysis was done including all variables and all dimensions.

3.   Multiple regression analysis was done to check the relationship between independent and dependent variables.

4.   Hierarchical regression analysis was conducted to test the possible moderation effect that is proposed in the hypothesis.

5. RESEARCH FINDINGS

5.1. FACTOR ANALYSIS AND RELIABILITY TESTING

Factor Analysis was conducted for all of the scales that were used in the study. The following results were obtained:

5.1.1. Factor analysis for Perceived Workplace Democracy

As a result of the factor analysis, 45 items of perceived democracy scale were reduced to 34 items and 3 dimensions were obtained. The dimensions were named as individual respect, democratic management and perceived authority. The factor reliabilities for dimensions were 0,95 for individual respect, 0,97 for democratic management and 0,91 for perceived authority. Total variance explained after factor analysis was 68.5. The results are presented in Table 2.

Table 2: Factor analysis results for Perceived Workplace Democracy

Factor 1: Individual Respect		Variance explained: 21,005
Item No	**Item**	**Loading**
d7	Kişilerin inanç ve değerlerini özgürce yaşamasına hoşgörü gösterilir.	0,852
d5	İnsanın kişiliğine saygı gösterilir.	0,813
d6	Farklı kültürlerin ve inançların yaşam biçimlerine saygı gösterilir.	0,812
d8	Her tür düşünce ve inanca eşit mesafede saygı gösterilir.	0,805
d4	İnsanın hak ve özgürlüklerine saygı gösterilir.	0,783
d11	Irk, din, cinsiyet, toplumsal sınıf vb. ayrımı yapmadan her insanın değerli olduğuna inanılır.	0,775
d10	"İnsanın özgürlük algısının yükselmesine" özen gösterilir.	0,758
d1	İnsan birey olarak değerli kabul edilir.	0,737
d9	Kurumsal kültürün oluşturulmasında bireysel inanç ve değerler göz önünde bulundurulur.	0,635
	Cronbach's alpha 0,945	

Factor 2: Democratic Management		Variance explained: 33,231
Item No	Item	Loading
d21	Yöneticiler sorunların çözümünde yönetilenlerle karşılıklı olarak tartışır ve onların çözüm önerilerine değer verir.	0,795
d22	Yöneticiler, yetkilerini astlarıyla paylaşma konusunda isteklidir.	0,794
d30	Yönetim eleştiriye açıktır ve bunu gelişmenin fırsatı olarak görür.	0,79
d24	Değişime açık bir yönetim anlayışı vardır.	0,785
d25	Bireyler ve gruplar arası işbirliği teşvik edilir.	0,761
d29	Ast-üst arasında iletişim güçlüdür ve eşitlik esasına dayanır.	0,753
d36	İyi bir yönetim geliştirmek için demokratik karar sürecine etkin katılabilme olanağı vardır.	0,752
d27	Bireyin kendini yönetme ve inisiyatif geliştirmesine izin verilir.	0,752
d26	Faaliyetlerin kararlaştırılması ve planlanması konusunda katılımcı bir yönetim anlayışı vardır.	0,728
d39	Yeniliklere açık ve esnek bir sistem mevcuttur.	0,725
d28	Ast-üst ilişkileri demokratik bir zeminde yürür.	0,716
d23	Yöneticilerle iletişimin önünde herhangi bir engel yoktur.	0,698
d37	İmkanların paylaşımında ayrım yapılmaz.	0,688
d33	İnsanlar önyargılardan arınmış olarak dinlenir.	0,685
d31	Denetim hata bulma amacıyla değil, kişiyi geliştirme amacıyla yapılır.	0,683
d34	İmkanların paylaşımında adaletli davranılır.	0,68
d19	Demokratik katılım göstermeye özen gösterilir.	0,675
d16	Eleştirel düşünceye hoşgörüyle bakılır.	0,675
d17	Verilen kararlarda kişilerin bireysel hedefleri dikkate alınır.	0,618
	Cronbach's alpha 0,971	

Factor 3: Perceived Authority		Variance explained: 14,278
Item No	Item	Loading
d41	Kişiler yakından izlendiği hissine kapılırlar.	0,827
d43	Katı ve otoriter bir yönetim anlayışı vardır.	0,816
d44	Zaman zaman yakından denetlendiğim ve gözetim altında olduğum hissine kapılırım.	0,79
d40	Tutucu ve her şeyi kontrol altında tutan merkezi bir yönetim anlayışı vardır.	0,751
d42	İnisiyatifi değil, itaati vurgulayan bir yönetim anlayışı vardır.	0,74
d45	İnsanlar inanç ve düşüncelerini başkalarıyla paylaşma konusunda çekingenlik gösterirler.	0,632
	Cronbach's alpha 0,91	

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0,961
Bartlett's Test of Sphericity	Approx. Chi-Square	8213,376
	df	561
	Sig.	,000

5.1.2. Factor analysis for Organizational Dissent

In the factor analysis for organizational dissent, all the items were forced into 3 dimensions as they existed in the original scale. As a result, all 20 items were grouped into 3 factors: namely, articulated dissent, latent dissent and displaced dissent. Total variance explained by these three factors was 51,996. The reliability scores for the factors were 0,87 for articulated dissent, 0,73 for latent dissent and 0,71 for displaced dissent.

Table 3: Factor analysis results for Organizational Dissent

Factor 1: Articulated Dissent		Variance explained: 25,469
Item No	Item	Loading
t17	Aynı fikirde olmadığım konuları yönetime karşı dile getirebilirim.	0,889
t11	Yürümediğini düşündüğüm organizasyonel değişikliklere ilişkin eleştirilerimi amirime veya yönetimden birine yaparım.	0,877
t13	İşyerinde alınan kararları sorguladığımda bu konuyu amirim veya diğer yöneticilerle konuşurum.	0,873
t9	İşyerinde alınan kararlarla hemfikir olmadığımda bunu amirime söylerim.	0,824
t19	Çalışanlara adil davranılmadığını düşündüğümde yönetime bunu söylerim.	0,806
t4	Yönetimi sorgulayabilirim.	0,665
t5 (R)	İşyeri politikalarını sorgulamakta çekimser davranırım.	0,604
t15	Amirime veya yönetime organizasyondaki verimsizliği düzeltmek adına önerilerde bulunurum.	0,523
t1 (R)	İşyerimde soru sormaya veya karşıt görüş belirtmeye çekinirim.	0,467
		Cronbach's alpha 0,873
Factor 2: Latent Dissent		Variance explained: 14,084
Item No	Item	Loading
t12	Diğer çalışanlara işyerindeki uygulamalar ilgili hislerimi belli ederim.	0,709
t8	İşyerindeki uygulamalarla ilgili memnun olmadığımda bunu diğer çalışanlarla paylaşırım.	0,7
t6	Diğer çalışanlar işyeriyle ilgili şikayetlerde bulunduğu zaman ben de katılırım.	0,683
t18	İş arkadaşlarıma sık sık işle ilgili şikayetlerde bulunurum.	0,655
t3	İşyerimdeki verimsizliği diğer çalışanların önünde eleştiririm.	0,596
		Cronbach's alpha 0,726

Factor 3: Displaced Dissent		Variance explained: 12,443
Item No	Item	Loading
t2 (R)	Evde işyeriyle ilgili konuları konuşmaktan kaçınırım.	0,709
t20	Tartışma açısından rahat hissetmediğim işle ilgili kararlar hakkında ailem ve arkadaşlarımla konuşurum.	0,682
t7 (R)	Ailemin önünde işle ilgili şikayetlerde bulunmamayı tercih ederim.	0,673
t10	İşyerinde alınan kararlar ile ilgili kaygılarımı ailem ve iş dışındaki arkadaşlarımla tartışırım.	0,623
t16	İş dışındaki kişilerle işle ilgili kaygılarımı konuşurum.	0,561
t14 (R)	Ailemin ve iş dışındaki arkadaşlarımın yanında işyeri ile ilgili sıkıntılarımı nadiren dile getiririm.	0,508
	Cronbach's alpha 0,709	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0,846
Bartlett's Test of Sphericity	Approx. Chi-Square	2091,052
	df	190
	Sig.	,000

5.1.3. Factor analysis for Self-Esteem

In line with the original Self-Esteem scale, items were collected under one dimension. The reliability was 0,85.

5.1.4. Factor analysis for Organization Based Self-Esteem

In line with the original OBSE scale, items were collected under one dimension. The reliability was 0,89.

5.2. CORRELATIONS

For the purpose of finding the relationship between the variables, correlation analysis was conducted. The results are presented in Table 4.

Table 4: Correlation Analysis Results

Correlations

		total democracy	democratic management	individual respect	perceived authority	articulated dissent	latent dissent	displaced dissent	self-esteem	obse
total democracy	Pearson Correlation	1	,901**	,812**	,827**	,465**	-,213**	-,111	,167**	,408**
	Sig. (2-tailed)		,000	,000	,000	,000	,001	,078	,007	,000
	N	255	255	255	255	255	255	255	255	255
democratic management	Pearson Correlation	,901**	1	,663**	,637**	,455**	-,202**	-,133*	,118	,367**
	Sig. (2-tailed)	,000		,000	,000	,000	,001	,033	,059	,000
	N	255	255	255	255	255	255	255	255	255
individual respect	Pearson Correlation	,812**	,663**	1	,428**	,334**	-,111	-,148*	,195**	,419**
	Sig. (2-tailed)	,000	,000		,000	,000	,076	,018	,002	,000
	N	255	255	255	255	255	255	255	255	255
perceived authority	Pearson Correlation	,827**	,637**	,428**	1	,391**	-,222**	-,009	,115	,260**
	Sig. (2-tailed)	,000	,000	,000		,000	,000	,890	,067	,000
	N	255	255	255	255	255	255	255	255	255
articulated dissent	Pearson Correlation	,465**	,455**	,334**	,391**	1	,045	-,081	,139*	,338**
	Sig. (2-tailed)	,000	,000	,000	,000		,471	,197	,026	,000
	N	255	255	255	255	255	255	255	255	255
latent dissent	Pearson Correlation	-,213**	-,202**	-,111	-,222**	,045	1	,166**	-,070	-,103
	Sig. (2-tailed)	,001	,001	,076	,000	,471		,008	,263	,100
	N	255	255	255	255	255	255	255	255	255
displaced dissent	Pearson Correlation	-,111	-,133*	-,148*	-,009	-,081	,166**	1	,039	-,056
	Sig. (2-tailed)	,078	,033	,018	,890	,197	,008		,532	,374
	N	255	255	255	255	255	255	255	255	255
self-esteem	Pearson Correlation	,167**	,118	,195**	,115	,139*	-,070	,039	1	,385**
	Sig. (2-tailed)	,007	,059	,002	,067	,026	,263	,532		,000
	N	255	255	255	255	255	255	255	255	255
obse	Pearson Correlation	,408**	,367**	,419**	,260**	,338**	-,103	-,056	,385**	1
	Sig. (2-tailed)	,000	,000	,000	,000	,000	,100	,374	,000	
	N	255	255	255	255	255	255	255	255	255

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

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

In the correlation analysis in addition to the relation between the main variables, the positive or negative correlations were also checked between the dimensions. This means that in addition to checking the relation between perceived democracy and articulated dissent, correlation between each dimension of democracy, namely individual respect, democratic management, perceived authority, and articulated dissent were also analyzed.

Generally, all significant correlation coefficients imply weak to moderate relationships, ranging from -.22 to .47, and they are all in the anticipated direction for the variables.

Results show a significant positive correlation between total perceived workplace democracy and articulated dissent expression (r=.47, p<0.01). Likewise, significant positive correlations can be seen between the 3 dimensions of perceived workplace democracy (individual respect, democratic management and perceived authority) and articulated dissent expression. For individual respect r=.33, p<0.01; for democratic management r=.46, p<0.01; perceived authority r=.39, p<0.01.

As for the latent dissent expression, results reveal negative, weak but significant correlations with total perceived workplace democracy (r=-.21, p<0.01), democratic management (r=-.20, p<0.01), and perceived authority (r=-.22, p<0.01).

Finally, negative correlations that are significant at the 0.05 level were found between displaced dissent expression and individual respect (r=-,15, p<0.05) and democratic management (r=-,13, p<0.05).

As for the moderating variables, there are some correlations that are significant as well. Self-esteem shows significant positive correlations with total democracy, individual respect and organization based self esteem. Likewise organization based self esteem show positive significant correlations with all of the democracy dimensions namely, democratic management, individual respect, perceived authority as well as total democracy score. Organization based self esteem is also positively correlated with articulated dissent and self-esteem.

5.3. MULTIPLE REGRESSION ANALYSIS

Correlation analysis had shown statistically significant relationships between variables. In order to see how much of variance in the dependent variable is explained by independent variable, multiple regression analysis was conducted. In this research, multiple regression analyses were conducted for the purpose of testing the effect of employees workplace democracy perception on his/her dissent expression. The results of the multiple regression analysis are presented in Table 5.

Table 5: Multiple Regression Analysis results for Articulated Dissent

Coefficients [a]							
Model	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	1,918	0,217		8,835	0,000		
individual_respect	0,052	0,069	0,056	0,749	0,454	0,561	1,784
democ_management	0,287	0,080	**0,311**	3,577	0,000	0,408	2,449
perceived_authority	0,141	0,060	0,169	2,354	0,019	0,595	1,681

a. Dependent Variable: articulated dissent expression

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,476[a]	,226	,217	,75752

a. Predictors: (Constant), perceived_authority, individual_respect, democ_management

In the factor analysis, 3 dimensions were found for perceived democracy. Likewise, for dissent expression 3 different types were resulted in the factor analysis. For the regression analysis, all 3 dimensions of perceived workplace democracy were regressed on each dissent expression style namely; articulated, latent and displaced.

In the first analysis, dimensions of workplace democracy which are individual respect, democratic management and perceived authority were regressed on articulated dissent expression. All three dimensions can explain 23% of the variance in the dependent variable. (R square=, 226, p<0.01). As presented in Table 5, for the dependent articulated dissent expression, only democratic management (β=, 31, p<0.05) and perceived authority (β=, 17, p<0.05) have significant contributions to the proposed model. As reversed coding was done for items of authority, this means that as employees perceive

democratic management and low authority, they tend to choose articulated dissent. Thus, the first hypothesis which proposes positive relationship between perceived workplace democracy and articulated dissent expression is partially supported since only 2 dimensions of democracy – democratic management and perceived authority- are found to have an impact on articulated dissent behavior.

In the second analysis, dimensions of workplace democracy were entered into regression test to see their contribution to latent dissent expression. Results revealed that there was no significant contribution of perceived workplace democracy to the latent dissent expression. However, among the dimensions of perceived democracy, perceived authority was found to be related on the 0.05 significance level (β=-, 15, p<0.05). This means that as employees perceive high authority, they tend to choose latent dissent.

Table 6: Multiple Regression Analysis results for Latent Dissent

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	3,370	,196		17,190	,000		
	individual_respect	,032	,062	,042	,516	,606	,561	1,784
	democ_management	-,099	,073	-,131	-1,362	,174	,408	2,449
	perceived_authority	-,107	,054	-,156	-1,968	,050	,595	1,681

a. Dependent Variable: latent dissent expression

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,237[a]	,056	,045	,68419

a. Predictors: (Constant), perceived_authority, individual_respect, democ_management

In the third analysis, dimensions of workplace democracy were entered into regression test to see their contribution to displaced dissent expression. Results showed that there was no significant contribution of perceived workplace democracy to the displaced dissent expression.

5.4. HIERARCHICAL REGRESSION ANALYSIS

The research model proposes moderating effects of Self-Esteem and Organization Based Self-Esteem on the relationship between Perceived Workplace Democracy and Articulated Dissent expression. These possible effects were tested by conducting Hierarchical Regression Analysis.

For the moderation test, rather than the dimensions of perceived workplace democracy, a total score of perceived workplace democracy is also calculated and entered into hierarchical regression analysis.

5.4.1. Moderation effect of Self-Esteem on the relationship between Perceived Workplace Democracy and Articulated Dissent

Hierarchical regression analysis was conducted in order to test the moderating effect of self-esteem on the relationship between perceived workplace democracy and articulated dissent expression.

In order to test the moderating effect of self-esteem, first perceived workplace democracy is taken as a total score, then self-esteem and the interaction score of the two variables. Then the scores are entered into a three step hierarchical regression analysis.

According to the results of hierarchical regression analysis, there is no moderation effect of self-esteem on the relation between perceived workplace democracy and articulated dissent expression. Thus H2 is not supported.

5.4.2. Moderation effect of Organization Based Self-Esteem (OBSE) on the relationship between Perceived Workplace Democracy and Articulated Dissent

In order to test the moderating effect of OBSE, first perceived workplace democracy is taken as a total score, then organization based self-esteem and the interaction score of the two variables. Then the scores are entered into a three step hierarchical regression analysis.

The results are shown in the following tables and the moderating relations are shown by plot table in the following figure.

Table 7: Hierarchical Regression Analysis results for the moderation effect of OBSE on the relationship between Perceived Workplace Democracy and Articulated Dissent

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1,814	,209		8,668	,000		
	democracy_total	,491	,059	,465	8,359	,000	1,000	1,000
2	(Constant)	,881	,376		2,346	,020		
	democracy_total	,414	,063	,392	6,537	,000	,834	1,200
	obse	,287	,097	,178	2,968	,003	,834	1,200
3	(Constant)	,567	,395		1,434	,153		
	democracy_total	,425	,063	,403	6,751	,000	,829	1,206
	obse	,346	,099	,214	3,491	,001	,783	1,278
	total democracy x obse	,192	,081	,136	2,381	,018	,907	1,102

a. Dependent Variable: articulated dissent expression

	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			
					R Square Change	F Change	df2	Sig. F Change
1	,465[a]	,216	,213	,75935	,216	69,870	253	,000
2	,493[b]	,243	,237	,74790	,026	8,808	252	,003
3	,509[c]	,260	,251	,74107	,017	5,668	251	,018

a. Predictors: (Constant), democracy_total
b. Predictors: (Constant), democracy_total, obse
c. Predictors: (Constant), democracy_total, obse, total democracy x obse
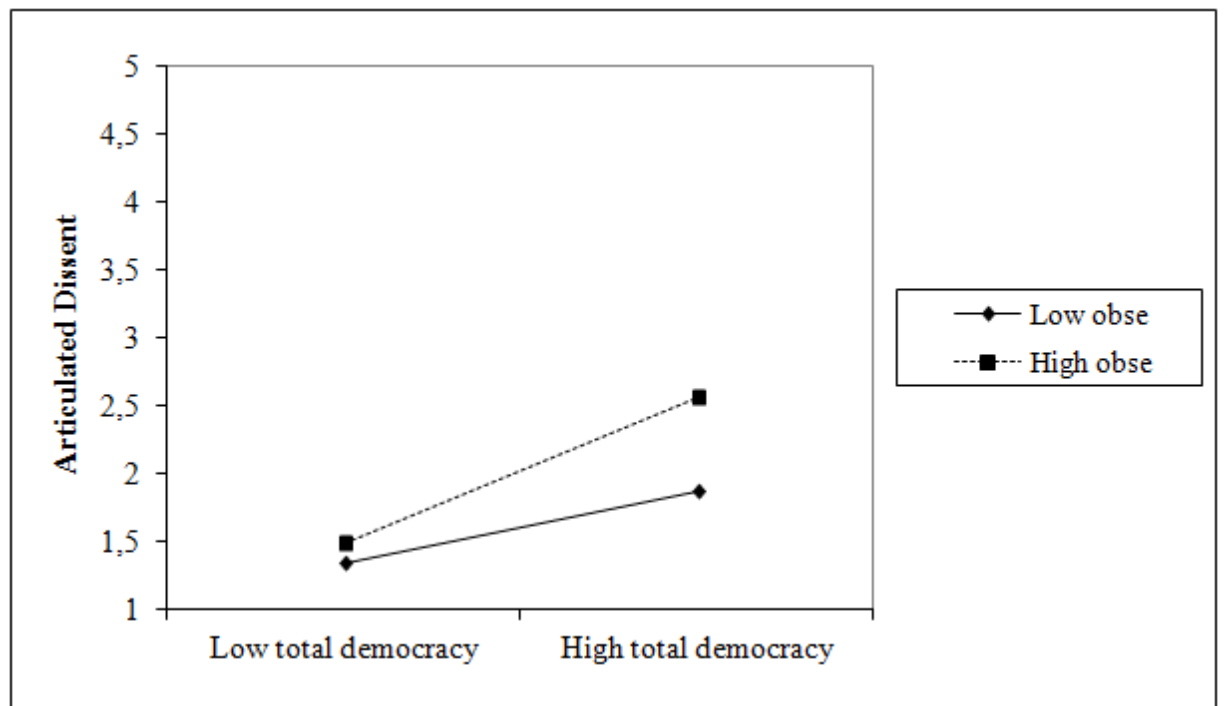
Figure 4: Moderating effect of OBSE on the relationship between Perceived Workplace Democracy and Articulated Dissent

According to the results of hierarchical regression analysis, there is a moderation effect of OBSE on the relation between Perceived Workplace Democracy and Articulated Dissent expression.

Taking into regard the moderation analysis, OBSE positively moderated the relationship between perceived workplace democracy and articulated dissent expression. The results reveal that employees with higher OBSE shows higher articulated dissent expression when perceived workplace democracy is higher. Thus H3 is supported.

On the other hand, no significant results are found for the moderation effect of Organization Based Self-Esteem (OBSE) on the relationship between the dimensions of workplace democracy (democratic management, individual respect and perceived authority) and Articulated Dissent.

6. DISCUSSION AND CONCLUSION

6.1. DISCUSSION OF FINDINGS

This section consists of a discussion that is based on the empirical findings as well as the implications of study's findings for organizations.

The purpose of this study was to analyze the relationship between perceived workplace democracy and the dissent expressions. While analyzing this relationship, the moderating effects of self-esteem and organization-based self-esteem were also investigated.

The factor analyses for perceived workplace democracy showed three dimensions, namely democratic management, individual respect, perceived authority where the original scale developed by Tutar et al. (2009) showed additional two dimensions namely democratic attitude and democratic conduct. The items 16, 17 and 19 of democratic attitude were found to be under democratic management. The rest of the items for democratic attitude were eliminated in the factor analysis. Likewise the items 33, 34, 36 and 37 also found under democratic management and the rest were eliminated in the factor analysis. The reason for this might be that the items on democratic attitude and conduct were not dissociated from items of democratic management in terms of meaning or application of practices in the work environment. In an organizational context, management is perceived as a whole with its attitudes and behaviors. As a result, the items of the latter two dimensions were combined in the former three dimensions.

The factor results showed similarity with the original dimensions of the dissent scale. The factor structure of dissent scale was consistent with Kassing's (1998) study and showed clearly the 3 strategies that were earlier explained.

The results of the regression analysis showed significant positive relationships between perceived workplace democracy (taken as a total score) and articulated dissent expression as expected. In other words, when the employees perceived high levels of democracy in their work environment, they were more likely to choose articulated dissent strategy. This finding can be interpreted as the perceived democratic climate enables employees to grow more confidence in their management and they share or voice their opinions more

freely. Employees feel that in a democratic management style, their contribution to organizational issues are welcomed and will be taken into consideration. Therefore, when they do not feel comfortable with certain practices, they tend to share this discomfort with their supervisors rather than with their peers or subordinates. Likewise they do not choose to reflect this dissatisfaction outside the organizational boundaries. Employees feel that in a democratic workplace, they are able to create the solutions within the organization, by working with their managers. They feel no threat or see no risk of voicing their contradictory ideas directly to the management.

In order to elaborate this finding, all three dimensions of workplace democracy were also entered into the analysis. Among the three dimensions, democratic management was found to have the highest positive correlation with articulated dissent expression. Perceived authority was found to have negative relationship with articulated dissent and individual respect showed no relation.

As stated democratic management was the dimension which has the highest impact on the dissent strategy selection. This finding is coherent with the expectation that when employees perceive their supervisors or/and top management seizing democratic principles and show tolerance for disagreements, they will be more courageous to express their dissent and voice their opinions upwardly instead of searching for other channels. Democratic management can be perceived as the avenues for communication. When the employees feel that there are no barriers on those avenues, they will prefer to use them which will lead to articulated dissent. If the perception is that the management has no tolerance for voicing disagreements, then it is likely that the employee will choose either latent or displaced dissent.

In the results of the hypotheses testing, perceived authority was found to have negative relationship with articulated dissent as expected. This finding is in line with the understanding that when the employees feel that their management is highly authoritarian, they hesitate to voice their opinions. They fear of being punished or alienated. Another factor for not bringing up their opinions directly to supervisors might be that employees do not believe that the management will really listen and take into consideration. Therefore as the level of perceived authority increases, the tendency for choosing articulated dissent decreases. In this case, the employees will search for other audiences for voicing their dissatisfaction.

On the contrary, individual respect dimension showed no relation with articulated dissent. This finding can be interpreted as individual respect is not an aspect that is related to the strategy selection of organizational dissent for employees. This may mean that, even though the employee perceives that he/she is individually respected in an organization, he/she may still choose latent or displaced dissent strategy for expressing his/her opinions. From this point of view, respect is not seen as a factor which will make an impact on the dissent strategy selection of an employee. Employee may feel that he/she is being respected and treated equally with other employees but when organizational practices are concerned, he/she may choose to remain silent or choose different audiences other than management. So the level of perceived individual respect has no impact on the dissent expression strategy of an employee.

In order to understand the moderating effect of self-esteem and organization-based self-esteem on the relationship between perceived workplace democracy and dissent expression, hierarchical regression analysis was conducted. The assumption was that if the employees perceive their workplace as democratic, they will be more likely to show articulated dissent. Furthermore, this relationship will be stronger if the employee is high on self-esteem and OBSE. The results showed that self-esteem had no significant moderating effect on the mentioned relationship. However analyses supported the assumption that OBSE has an effect on the relationship between perceived workplace democracy and articulated dissent expression since the results showed slight moderation.

According to the findings, the level of self-esteem of an employee makes no difference on the strength of the relationship between perceived workplace democracy and organizational dissent expression. On the other hand the OBSE level of an employee moderates the mentioned relationship. This finding can be explained by the fact that by nature OBSE is linked to organizational factors, such as relations with supervisors, leadership style whereas self-esteem is much broader as a concept. Even though the two notions are closely linked, there might be certain cases where the individual is high in self-esteem but low in OBSE in that specific work context. The reason for this controversy might be the mismatch between the corporate culture and the individual. The individual may not feel valuable within that specific work environment. The reversed cases might as well exist where employee might score high on OBSE by means of his/her tenure, position held, positive relations with supervisors or other

organizational factors, even though he/she might score low on self-esteem. With the findings of this research, it can be stated that high OBSE employees will tend to show more articulated dissent expression when they perceive that their work environment is democratic when compared with their low OBSE counterparts. The reason for this might be that high OBSE employees have the belief that their opinions are valuable for the company and will be definitely taken into account. The managerial implications of these findings are discussed in the next section.

6.2. MANAGERIAL IMPLICATIONS

This research has some practical implications for the democratic practices in Turkish firms.

Even though the findings of this research support the relationship between perceived workplace democracy and articulated dissent expression, it is again useful to discuss the strengths and weaknesses of organizational democracy. Although the research shows that, by perceived democracy constructive feedback from employees can be obtained, there might still be certain drawbacks of workplace democracy.

In literature, organizational democracy is frequently associated with increased employee involvement and satisfaction, higher levels of innovation, increased stakeholder commitment, and, ultimately, enhanced organizational performance. However, democratic processes can also absorb significant time and other organizational resources, which may lead to reduced efficiency. (Harrison et al, 2004). Furthermore, it would be a wise question to ask whether lower levels in the organization have the sufficient training, experience or competence before they are provided with decision-making power.

Another important point would be that, while implementing democratic principles in the organization, there might be certain resistance from middle and upper level managements. The reason for this resistance can be either new skills that are required to develop or loss of traditional authority. (Bozkurt, 2011). Even lower level employees may resist due to the increased demands and involvement which is expected.

Even though it may seem to be the right thing to do from a moral perspective, even this can be discussed. If the performance is reduced due to

democratic processes, then the shareholders, suppliers and even the employees themselves might be negatively affected.

Therefore, it can be resumed as organizational democracy should be pursued only if there is some practical or economic rationale for doing so.

With the revolution of communication technologies, democracy (or participation, voice) can be achieved more efficiently. With the current technology level achieved, it is much easier, practical, and cost effective to build certain mechanisms. However, it should also be stated that these technology based systems and mechanisms, if used extensively, may also result in loosening of some traditional social bonds. So, it should always be in the scope of the human resources professionals in an organization to promote social gatherings, in order to keep face-to-face interactions to a certain extent.

Even though the drawbacks of pursuing workplace democracy are also discussed in this paper, predominantly for sustainable performance variety of opinions should be welcomed in an organization.

Organizations who want to promote articulated dissent should work on improving workplace climate that shall be perceived as democratic. In order to build this working environment, managers play the vital role with their leadership capabilities. Also, training to managers can be provided on communication skills, relationship management or positive leadership in order to become more approachable and more receptive.

Furthermore, the organization should always provide the sources in terms of budget and timing in order to build strong relations and communication patterns among the employees. These may include team building activities, social gatherings, events, cross-functional projects or sharing a social responsibility.

The question is to be able to build solid mechanisms to manage the outcomes of workplace democracy, promoting the advantages and eliminating or resolving the disadvantages.

Organizations should make structured efforts to build their mechanism to provide and preserve the democratic climate in the workplace. By injecting the mechanisms and harmonizing them with the corporate culture, the organizations may benefit from the positive outcomes and embrace a more positive management and sustainable performance.

Findings reinforce the importance of creation of a democratic climate to foster/increase articulated employee dissent for more positive organizational outcomes.

It is apparent that implementation of organizational democracy is a time consuming process. While chasing democratic principles, there might be fierce resistance from certain groups, clash of different interests or priorities of corporate players. Just like the society the organizations are not homogeneous in the sense of expectations, motivations of the different groups such as top, middle or lower level management.

Then again, the question might be that whose role is it, to promote democracy in the organization?

Proposition of creation of a special position such as "CDO" just like popular "CEO", meaning Chief Democracy Officer would be quite relevant with the findings of this research. The CDO would be responsible for the creation and deployment of voice mechanisms, making innovations for the betterment of perceived democracy culture within the organization. The mission of this post would be to pursue democratic mechanisms within the organization and increase the performance of the organization through human resources that are managed with democratic principles.

It is evident that the CEO of the organization would be the governor of the democratic principles. However, in this case CDO would be responsible for implementing these practices into daily business.

Dissent is an indispensible of an organizational life. It may foster innovation, creativity and as a result productivity and sustainable growth if it is realized in a constructive manner. Therefore, the organizations should focus on different ways to make dissent a more constructive form of deviance, provide a wide range of avenues to benefit from employees beneficial feedback. These avenues that are provided can be visible through implementing workplace democracy practices in all levels of the organization.

6.3. LIMITATIONS

The findings and the contributions of the current research must be evaluated taking into account the potential limitations of the research design.

The main limitation of the study is the sample of the research. The convenience sampling limits the generalizability of the results. The data was collected from Istanbul and Izmir, so the results cannot be generalized across the nation.

Another limitation might be the perceptional nature of workplace democracy scale which was used in this study. As a result of the factor analysis, the 5 dimensions that existed in the original scale were merged into 3 dimensions. This may lead us to think that the perception of items from one employee to another may differ very much and as a results dimension do not get clearly separated from each other.

A second issue concerning the scales would be the effect of self-reporting data. For dissent expression, self-esteem and organization-based self-esteem participants' own declarations were taken. People tend to see themselves more positive and more appropriate especially in organizational environments so that participants in this study may have responded in the way it should be rather than the way they really behave.

6.4. RECOMMENDATIONS FOR FUTURE RESEARCH

In the future, research should be conducted in order to analyze the relationship between perceived workplace democracy and concepts such as engagement, employee involvement, and satisfaction.

Also relation between organizational democracy and innovation, creation, new product development can give interesting results. Employees may dare to be more open minded if they perceive a more democratic management.

Another approach would be to analyze in detail what workplace democracy means for employees in different sectors and in different management levels.

In this current highly competitive business world, can implementations of democratic principles provide an advantage for organizations? Searching for an answer to this question might not be easy but it will surely be useful.

Hopefully this study will open the doors for more questions of democratic principles in workplaces, for positive management and organizational life.

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APPENDICES

Appendix 1: SURVEY FORM

Değerli Katılımcı,

Aşağıdaki anket formu Marmara Üniversitesi İngilizce İşletme Bölümü, Örgütsel Davranış Yüksek Lisans Programı kapsamındaki akademik bir çalışmaya veri sağlamak amacıyla hazırlanmıştır.

Vereceğiniz cevaplar sadece bilimsel bir araştırmada kullanılacak olup, kesinlikle kurumunuz ya da başkalarıyla paylaşılmayacak ve farklı amaçlar için kullanılmayacaktır. Buna bağlı olarak lütfen anket formuna adınızı yazmayınız.

- Anket yaklaşık 10 dakikanızı alacaktır.
- Soruların doğru ya da yanlış cevapları yoktur. Akademik açıdan bizim için önemli olan kendinize uygun ya da yakın gördüğünüz ifadeyi özgürce işaretlemenizdir.
- Lütfen hiçbir soruyu atlamadan ve **boş bırakmadan** değerlendirme yapınız.

Bize zaman ayırarak, bilimsel araştırmamıza yaptığınız katkı için teşekkür eder, başarı dolu bir iş yaşamı dileriz.

Danışman: Doç Dr. Nurdan Özarallı
Araştırmacı: Fatoş Aksel

BÖLÜM I

	Aşağıda yer alan ifadelerin sizin için ne derece geçerli olduğunu ilgili kutucuğa **X** işareti koyarak belirtiniz.	Hiçbir zaman	Nadiren	Ara sıra	Çoğunlukla	Her zaman
		1	2	3	4	5
1	Çalıştığım yerde sözü geçen biriyim.					
2	Çalıştığım yerde ciddiye alınan biriyim.					
3	Çalıştığım yerde benim söylediklerime inanılır.					
4	Çalıştığım yerde bana çok güvenilir.					
5	Çalıştığım yerde işe yarar biri olarak tanınırım.					
6	Çalıştığım yerde değerli biriyimdir.					
7	Çalıştığım yerde verimliyimdir.					
8	Çalıştığım yerde önemli biriyim.					
9	Çalıştığım yerde yaptığım işlerle farklılık yaratabilirim.					
10	Çalıştığım yerde işbirliği içerisinde çalışırım.					

BÖLÜM II

	Aşağıda yer alan ifadelerin sizin için ne derece geçerli olduğunu ilgili kutucuğa **X** işareti koyarak belirtiniz.	Hiçbir zaman	Nadiren	Ara sıra	Çoğunlukla	Her zaman
		1	2	3	4	5
1	Kendimi en az diğer insanlar kadar değerli buluyorum.					
2	Bazı olumlu özelliklerim olduğunu düşünüyorum.					
3	Genelde kendimi başarısız bir kişi olarak görme eğilimindeyim.					
4	Ben de diğer insanların birçoğunun yapabildiği kadar birşeyler yapabilirim.					
5	Kendimde gurur duyacak pek çok şey buluyorum.					
6	Kendime karşı olumlu bir tutum içindeyim.					
7	Genel olarak kendimden memnunum.					
8	Kendime karşı daha fazla saygı duyabilmeyi isterdim.					
9	Bazen kesinlikle kendimin bir işe yaramadığını düşünüyorum.					
10	Bazen kendimin hiç de yeterli bir insan olmadığımı düşünüyorum.					

BÖLÜM III

Bu bölümde işyerinizdeki "demokratik ortama" yönelik ifadeler bulunmaktadır. Önergelere ne derece katıldığınızı sağ tarafta bulunan derecelendirme üzerinde belirtiniz.

- *Eğer bazı sorularda kararsız kalırsanız, aklınıza ilk gelen cevap, sizin için doğru olan cevaptır.*

Çalıştığım bölümde...		Hiç katılmıyorum	Pek Katılmıyorum	Kısmen katılıyorum	Oldukça katılıyorum	Tamamen Katılıyorum
		1	2	3	4	5
1	İnsan "**birey olarak**" değerli kabul edilir.					
2	İnsan "**çeşitli grupların üyesi olarak**" değerli kabul edilir.					
3	İnsan "**kurumun bir üyesi olarak**" görülür ve değerli kabul edilir.					
4	İnsanın hak ve özgürlüklerine saygı gösterilir.					
5	İnsanın kişiliğine saygı gösterilir.					
6	Farklı kültürlerin ve inançların yaşam biçimlerine saygı gösterilir.					
7	Kişilerin inanç ve değerlerini özgürce yaşamasına hoşgörü gösterilir.					
8	Her tür düşünce ve inanca eşit mesafede saygı gösterilir.					
9	Kurumsal kültürün oluşturulmasında bireysel inanç ve değerler göz önünde bulundurulur.					
10	"**İnsanın özgürlük algısının yükselmesine**" özen gösterilir.					
11	Irk, din, cinsiyet, toplumsal sınıf vb. ayrımı yapmadan her insanın değerli olduğuna inanılır.					

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BÖLÜM III devam…						

<table>
<tr><td colspan="2" rowspan="2">Bu bölümde işyerinizdeki "demokratik ortama" yönelik ifadeler bulunmaktadır. Önergelere ne derece katıldığınızı sağ tarafta bulunan derecelendirme üzerinde belirtiniz.
• Eğer bazı sorularda kararsız kalırsanız, aklınıza ilk gelen cevap, sizin için doğru olan cevaptır.

Çalıştığım bölümde…</td><td>Hiç katılmıyorum</td><td>Pek Katılmıyorum</td><td>Kısmen katılıyorum</td><td>Oldukça katılıyorum</td><td>Tamamen Katılıyorum</td></tr>
<tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr>
<tr><td>12</td><td>Kişinin hak arama bilincine saygı gösterilir.</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>13</td><td>Hak eşitliği ve insan hakları konusunda özel bir duyarlılık vardır.</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>14</td><td>Kişinin kendisine ve başkalarına karşı sorumluluk duygusu geliştirmesine hoşgörü gösterilir.</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>15</td><td>İnsanlara adalet ve eşitlik duygusuna göre davranılır.</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>16</td><td>Eleştirel düşünceye hoşgörüyle bakılır.</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>17</td><td>Verilen kararlarda kişilerin bireysel hedefleri dikkate alınır.</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>18</td><td>Bireyler arası dayanışma teşvik edilir.</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>19</td><td>Demokratik katılım göstermeye özen gösterilir.</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>20</td><td>Yaratıcı düşünme teşvik edilir.</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>21</td><td>Yöneticiler sorunların çözümünde, yönetilenlerle karşılıklı olarak tartışır ve onların çözüm önerilerine değer verir.</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>22</td><td>Yöneticiler, yetkilerini astlarıyla paylaşma konusunda isteklidir.</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>23</td><td>Yöneticilerle iletişimin önünde herhangi bir engel yoktur.</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>24</td><td>Değişime açık bir yönetim anlayışı vardır.</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>25</td><td>Bireyler ve gruplar arası işbirliği teşvik edilir.</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>26</td><td>Faaliyetlerin kararlaştırılması ve planlanması konusunda katılımcı bir yönetim anlayışı vardır.</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>27</td><td>Bireyin kendini yönetme ve inisiyatif geliştirmesine izin verilir.</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>28</td><td>Ast-üst ilişkileri demokratik bir zeminde yürür.</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>29</td><td>Ast-üst arasında iletişim güçlüdür ve eşitlik esasına dayanır.</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>30</td><td>Yönetim eleştiriye açıktır ve bunu gelişmenin fırsatı olarak görür.</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>31</td><td>Denetim hata bulma amacıyla değil, kişiyi geliştirme amacıyla yapılır.</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>32</td><td>Çalışanlar mesailerinde üzerlerinde "yönetim baskısı" hissetmeden çalışırlar.</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>33</td><td>İnsanlar önyargılardan arınmış olarak dinlenir.</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>34</td><td>İmkanların paylaşımında adaletli davranılır.</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>35</td><td>Herkesin gelişme ve mutlu olma hakkına saygı gösterilir.</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>36</td><td>İyi bir yönetim için demokratik karar sürecine etkin katılabilme olanağı vardır.</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>37</td><td>İmkanların paylaşımında ayrım yapılmaz.</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>38</td><td>Bireysel farklılık ve yeteneklere göre farklı gelişim olanakları sunulur.</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>39</td><td>Yeniliklere açık ve esnek bir sistem mevcuttur.</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>40</td><td>Tutucu ve her şeyi kontrol altında tutan merkezi bir yönetim anlayışı vardır.</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>41</td><td>Kişiler yakından izlendiği hissine kapılırlar.</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>42</td><td>İnisiyatifi değil, itaati ön plana çıkartan bir yönetim anlayışı vardır.</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>43</td><td>Katı ve otoriter bir yönetim anlayışı vardır.</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>44</td><td>Zaman zaman yakından denetlendiğim ve gözetim altında olduğum hissine kapılırım.</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>45</td><td>İnsanlar inanç ve düşüncelerini başkalarıyla paylaşma konusunda çekingenlik gösterirler.</td><td></td><td></td><td></td><td></td><td></td></tr>
</table>

BÖLÜM IV		Hiç katılmıyorum	Pek Katılmıyorum	Kısmen katılıyorum	Oldukça katılıyorum	Tamamen Katılıyorum
*Aşağıda yer alan ifadelere ne derece katıldığınızı ilgili kutucuğa **X** işareti koyarak belirtiniz.*		1	2	3	4	5
1	İşyerimde soru sormaya veya karşıt görüş belirtmeye çekinirim.					
2	Evde işyeriyle ilgili konuları konuşmaktan kaçınırım.					
3	İşyerimdeki verimsizliği diğer çalışanların önünde eleştiririm.					
4	Yönetimi sorgulayabilirim.					
5	İşyeri politikalarını sorgulamakta çekimser davranırım.					
6	Diğer çalışanlar işyeriyle ilgili şikayetlerde bulunduğu zaman ben de katılırım.					
7	Ailemin önünde işle ilgili şikayetlerde bulunmamayı tercih ederim.					
8	İşyerindeki uygulamalarla ilgili memnun olmadığımda bunu diğer çalışanlarla paylaşırım.					
9	İşyerinde alınan kararlarla hemfikir olmadığımda bunu amirime söylerim					
10	İşyerinde alınan kararlar ile ilgili kaygılarımı ailem ve iş dışındaki arkadaşlarımla tartışırım					
11	Yürümediğini düşündüğüm organizasyonel değişikliklere ilişkin eleştirilerimi amirime veya yönetimden birine yaparım.					
12	Diğer çalışanlara işyerindeki uygulamalar ilgili hislerimi belli ederim.					
13	İşyerinde alınan kararları sorguladığımda bu konuyu amirim veya diğer yöneticilerle konuşurum.					
14	Ailemin ve iş dışındaki arkadaşlarımın yanında işyeri ile ilgili sıkıntılarımı nadiren dile getiririm.					
15	Amirime veya yönetime organizasyondaki verimsizliği düzeltmek adına önerilerde bulunurum.					
16	İş dışındaki kişilerle işle ilgili kaygılarımı konuşurum.					
17	Aynı fikirde olmadığım konuları yönetime karşı dile getirebilirim.					
18	İş arkadaşlarıma sık sık işle ilgili şikayetlerde bulunurum.					
19	Çalışanlara adil davranılmadığını düşündüğümde yönetime bunu söylerim.					
20	Tartışma açısından rahat hissetmediğim işle ilgili kararlar hakkında ailem ve arkadaşlarımla konuşurum.					

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BÖLÜM V

1. Cinsiyetiniz : ☐ Kadın   ☐ Erkek

2. Doğum Yılınız: ☐

3. Medeni haliniz: ☐ Bekar   ☐ Evli   ☐ Diğer ☐

4. Eğitiminiz : ☐ İlkokul   ☐ Lise   ☐ Üniversite

☐ Ortaokul   ☐ Yüksek lisans   ☐ Doktora

5. Şu anki işyerinizde ne kadar zamandır çalışıyorsunuz? : ☐ Yıl (ay ise belirtiniz)

6. Toplam kaç yıldır iş yaşamındasınız?   : ☐ Yıl

7. İş yerinde çalıştığınız pozisyon (ünvanınız)
☐ Asistan / Uzm. Yrd.
☐ Uzman
☐ Yönetici adayı
☐ Orta düzey yönetici
☐ Üst düzey yönetici
☐ Diğer ☐

8. Çalıştığınız kurum hangi sektörde?
☐ Kamu
☐ Özel

9. Çalıştığınız kurumun faaliyet gösterdiği alan :
☐ Üretim   ☐ Hizmet
☐ Satış   ☐ Diğer ☐

10. Kurumunuzun sermayesi
☐ Türk   ☐ Yabancı ortaklı
☐ Yabancı

11. Kurumunuzda gelecek dönemde en çok katılmak isteyeceğiniz kişisel gelişim veya mesleki gelişim eğitimleri nelerdir, 3 adet başlık sıralayabilir misiniz?

1.	
2.	
3.	

Anketimiz sona erdi, katıldığınız için teşekkür ederiz ☺