Acceptance of Dissent in Organizations

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Introduction
Previous literature on employee voice and organizational dissent have defined a model of the relationship between employee voice and dissent, and researchers have developed a measure of dissent.

Testing the measure, researchers found a positive correlation between dissent, employee commitment, and satisfaction.

My research tested the validity of the dissent measure and its correlation to both commitment and satisfaction, and also investigated environmental influences on dissent including psychological safety and organizational system designs.

Research Hypotheses
Hypothesis 1 - Acceptance of organizational dissent and organizational commitment are positively correlated
Hypothesis 2 - Acceptance of organizational dissent and employee satisfaction are positively correlated
Hypothesis 3 - Organizational systems are correlated to the acceptance of organizational dissent

Methods
1. Literature Review
2. Hypothetical Model Development
3. Quantitative Study - using social snowball sampling
   - 18-question Organizational Dissent Scale (α=.89)
   - 15-question Employee Commitment Questionnaire (α=.93)
   - 1-question measure of Employee Satisfaction
   - Questions related to respondent's organizational setting, size, and cultural design
   - Questions relating to respondent's demographics
   - 186 respondents, 96 complete and included in analysis
     - 64% female, 36% male
     - All > 3 years work experience
     - All > 2 people in their organization
     - 88% full-time, 8% part-time, 4% other
     - 54% Supervisors, 46% non-Supervisors

Respondent verbatim comments indicate dissent is very relevant to employees
"How, when, and where [you dissent is] always calculated to maximize the potential for dialogue and discussion."
"You dissent, you are punished, demoted or fired."
"Open communication is promoted and received, except certain team levels have experienced retaliation."

Organizational Systems and Dissent
Mechanistic → Organic → Open
Opposed to dissent → Resource-focused → Accepting of Dissent

Results
Hypothesis 1 - No correlation
Hypothesis 2 - No correlation
Hypothesis 3 - No correlation

Other Significant Findings
Acceptance of dissent well distributed, Respondents were satisfied, Commitment and Satisfaction positively correlated

Conclusions
- Measure of Organizational Dissent was proven to be unreliable
- Dissent was not correlated to Commitment, Satisfaction, or Organizational Metaphors
- Dissent’s impact on Organizational Culture is important to respondents
- Measures of Commitment and Satisfaction were shown to be both correlated and reliable
- Constructs related to the acceptance of Organizational Dissent are less defined than those of Commitment and Satisfaction

Key Literature Cited

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