Acceptance of Dissent in Organizations
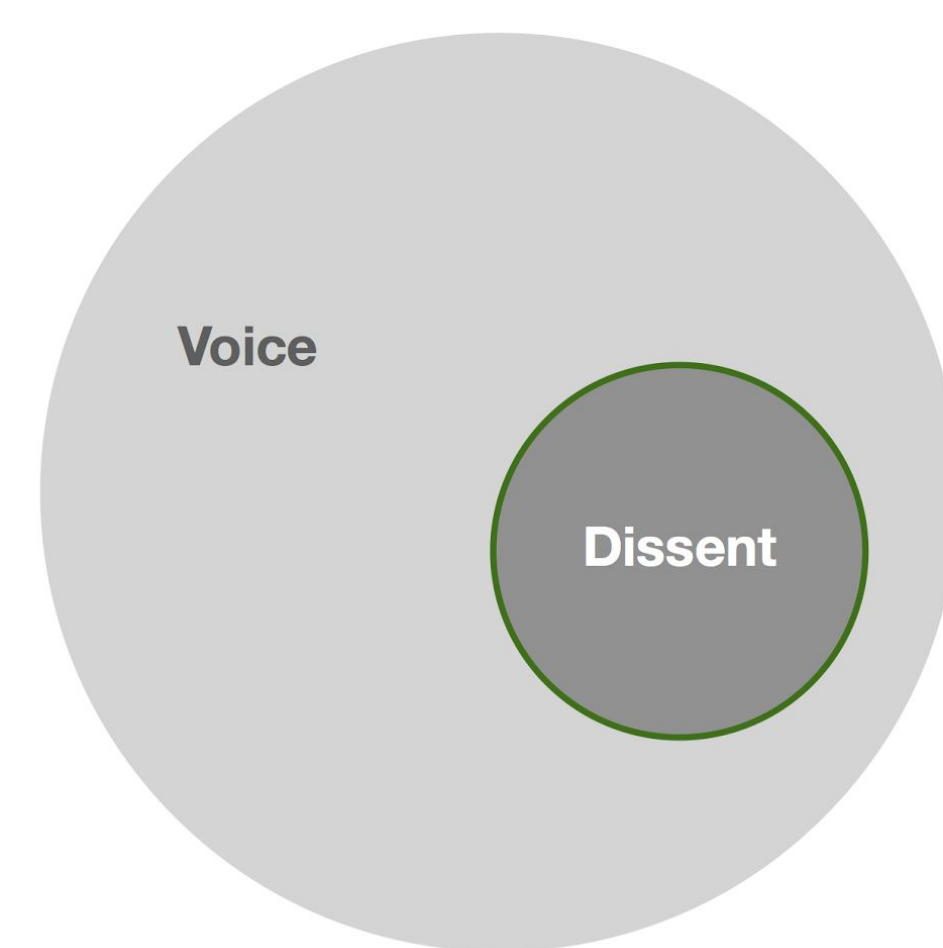
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Introduction

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.
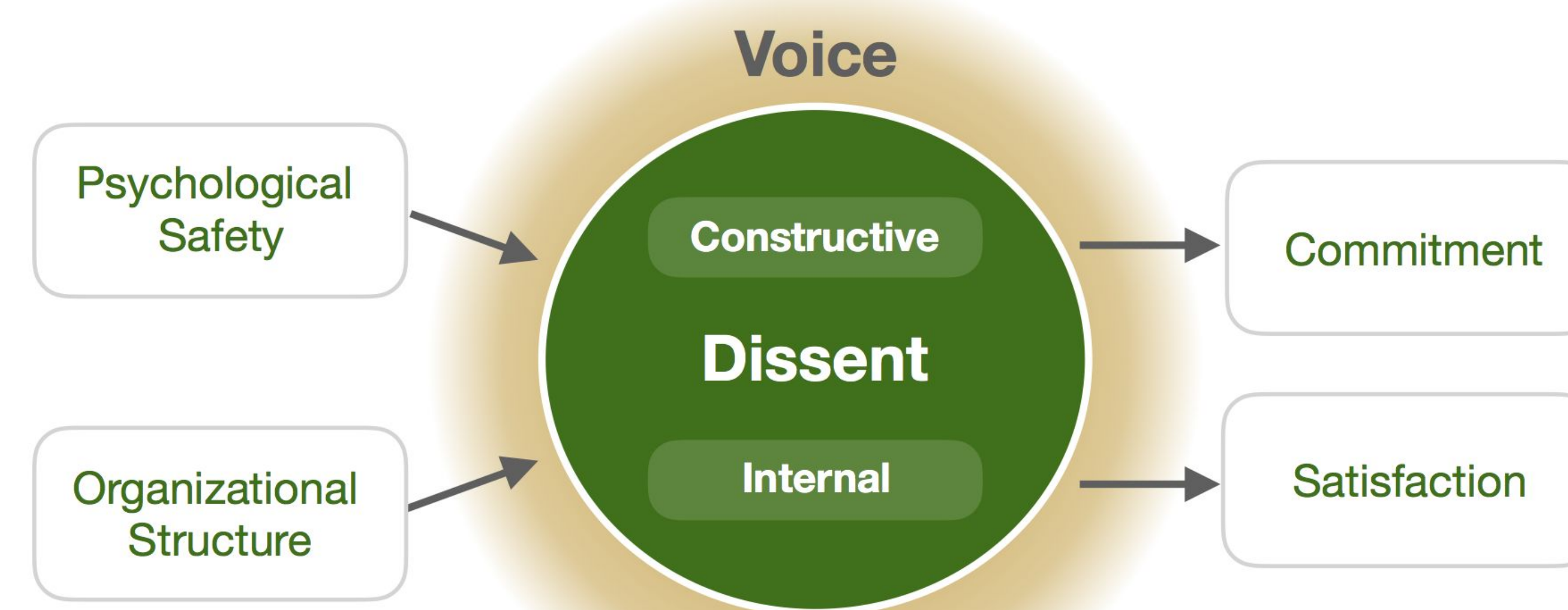
Kassing Organizational Dissent Model

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.

Doerr Organizational Dissent Model

Voice

Psychological Safety → **Dissent** (Constructive / Internal) → Commitment

Organizational Structure → **Dissent** → Satisfaction

Organizational Systems and Dissent

Mechanistic → Organic → Open
Transactional ———————→ Resource focused
Opposed to dissent ——————→ Accepting of Dissent

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."

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
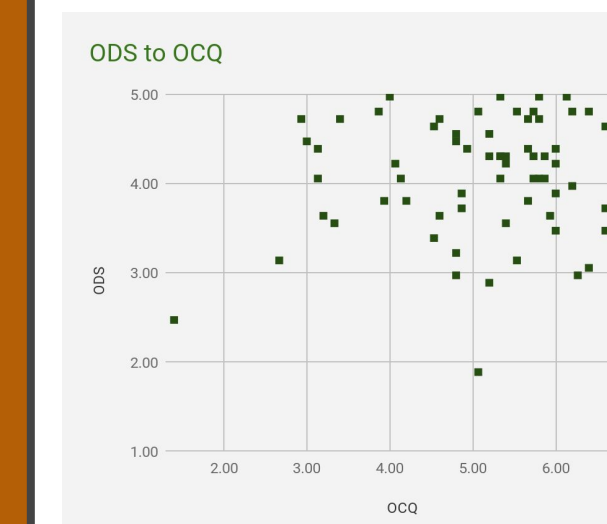
Hypothesis 3 - Organizational systems are correlated to the acceptance of organizational dissent

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
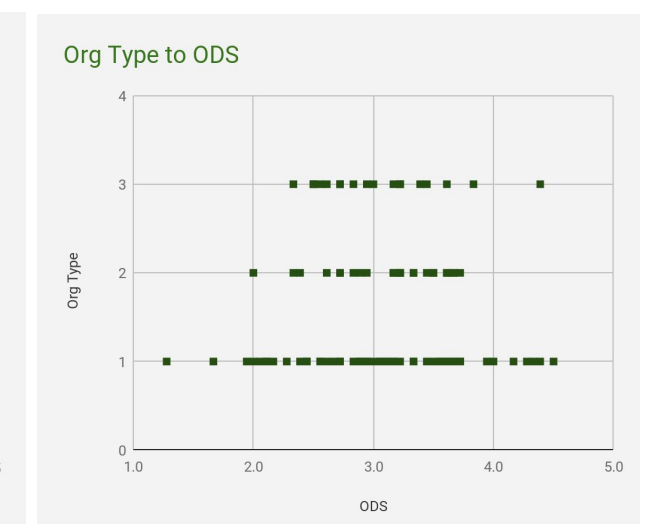
Results

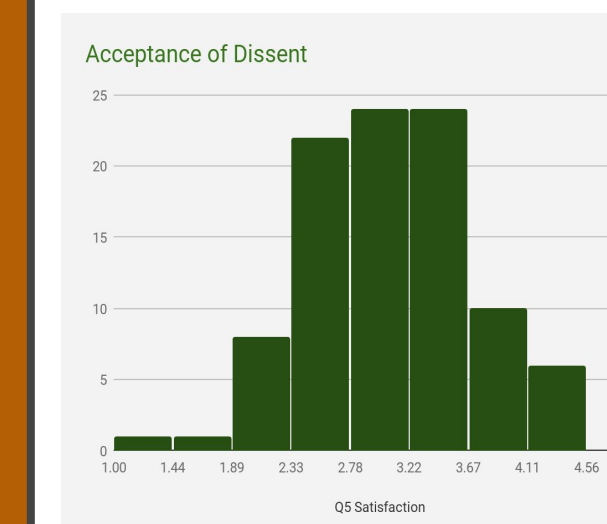| Hypothesis 1 No correlation	Hypothesis 2 No correlation	Hypothesis 3 No correlation

$r(94)=-.04, p=.71$ $r(94)=.02, p=.82$ $t(95)=.00, p=.76$
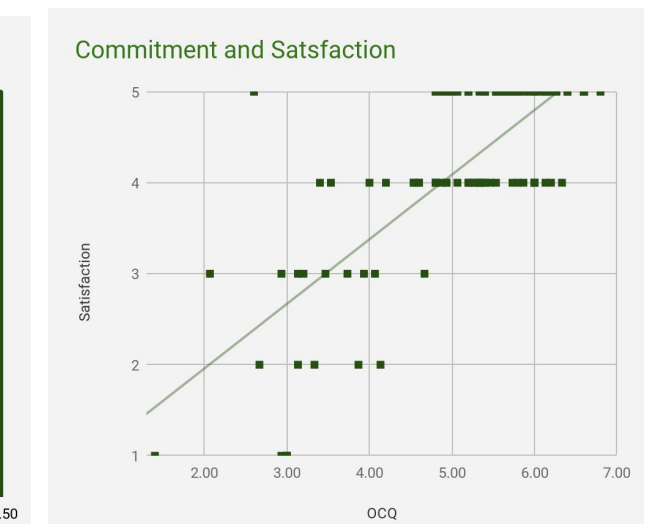
Other Significant Findings

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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Acknowledgments

Further Information

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