INVESTIGATION OF ORGANIZATIONAL DISSENT BEHAVIOR VIA STRUCTURAL EQUATION MODELING: A RESEARCH ON HOSPITALITY BUSINESS EMPLOYEES

ÖRGÜTSEL MUHALEFET DAVRANIŞININ YAPISAL EŞİTLİK MODELİ İLE İNCELENMESİ: KONAKLAMA İŞLETMELERİ İŞGÖRENLERİ ÜZERİNE BİR ARAŞTIRMA

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ABSTRACT

Organizational dissent may sound negative. However, it may be regarded as a kind of communication between the management and the employees, and by which a kind of feedback is obtained about the organization. The aim of this study is to find out the organizational dissent behavior of the employees of the hospitality business operating in Rize. To achieve this this goal, 330 employees working in the hospitality businesses have been surveyed. The obtained data were analyzed with LISREL and SPSS programs. Confirmatory factor analysis was conducted to determine the participants' organizational dissent behavior. According to the results, significant differences were found among the dimensions of organizational dissent behavior. In this context, it was determined that "I can voice the issues I disagree with the management" variable has been the most influential on the upward dissent dimension with a ratio of 0.83 while "When I am not satisfied with the practices at work, I share it with other employees" variable has been the most effective on the lateral dissent dimension with a ratio of 0.87. Finally, it was discovered that "I talk about my work-related concerns with people outside of work." variable is effective on the displaced dissent dimension with a ratio of 0.71. It was also detected that there is a negative effect of -0.23 between upward dissent dimension and the lateral dissent dimension. In conclusion, as a result of the analysis, it was figured out that there are significant differences among the demographic characteristics of the participants such as age groups, educational status and marital status and their organizational dissent behavior and the displaced dissent dimension.

Key Words: Organizational Dissent Behavior, Hospitality Businesses, Structural Equation Modeling, Rize.

ÖZ

Örgütsel muhalefet kulağa olumsuz gelebilir. Bununla birlikte örgütsel muhalefet yöneticiler ve çalışanlar arasında bir çeşit iletişim olarak nitelendirilebilir. Ki bu yolla da örgüt hakkında bir çeşit dönüt sahibi olunabilir. Bu araştırmanın amacı Rize ilinde faaliyet gösteren konaklama işletmeleri işgörenlerinin örgütsel muhalefet davranışlarını belirleyebilmektir. Bu amaçla söz konusu konaklama işletmelerinde görev yapan 330 işgörene anket uygulanmıştır. Elde edilen veriler LISREL ve SPSS programları ile analiz edilmiştir. Katılımcıların örgütsel muhalefet davranışlarını belirlemeye yönelik doğrulayıcı faktör analizi sonucunda örgütsel muhalefet davranışı boyutları arasında anlamlı farklılıklar bulunmuştur. Bu bağlamda, dikey muhalefet boyutu üzerinde 0,83 oranında en etkili değişkenin "aynı fikirde olmadığım konuları yönetime karşı dile getirebilirim"; yatay muhalefet boyutu üzerinde "işyerindeki uygulamalarla ilgili memnun olmadığımda bunu diğer çalışanlarla paylaşırım" değişkeninin 0,87 oranında ve yer değiştirilmiş muhalefet boyutu üzerinde en etkili değişkenin "iş dışındaki kişilerle işle ilgili kaygılarımı konuşurum" değişkeninin 0,71 oranında etkili olduğu saptanmıştır. Ayrıca dikey muhalefet boyutu ile yatay muhalefet boyutunun birbirleri arasında -0.23 oranında negatif yönlü bir etkiye sahip oldukları görülmüştür. Son olarak yapılan analizler sonucunda katılımcıların demografik özelliklerinden yaş

gurupları, eğitim durumları ve medeni durumları ile örgütsel muhalefet davranışının yer değiştirilmiş muhalefet boyutu arasında anlamlı farklılıklar olduğu görülmüştür.

Anahtar Kelimeler: Örgütsel Muhalefet Davranışı, Konaklama İşletmeleri, Yapısal Eşitlik Modellemesi, Rize.

1. INTRODUCTION

The concept of dissent, which is frequently used in Turkish, is of Arabic origin and is derived from the root of h-I-f. The word, "hilaf" derives from the same root and has the meanings of "contradictory, opposing and adverse". Likewise, derived from the same root, the word "ihtilaf" means taking a separate path and to having differences of opinion (Ardoğan, 2004). In the Turkish Language Association (TDK) glossary, the concept of dissent is defined as disagreeing with an attitude, an opinion and an action.

As it was made clear by Kassing (1998), organizational dissent is the set of attempts in terms of expressing different opinions, contradictory ideas and opposing thoughts about the organizational methods and general policies of the organization; and revealing new perspectives in the organization. In different words, organizational dissent is defined as the expression of disagreements and differences of opinion among the management and employees on organizational policies, practices and procedures uttered by the employees (Kassing vd., 2015: 2). Based on these definitions, it is possible to liken the organizational dissent concept to an umbrella consisting of two basic elements called as differences of opinion and expressing them (Özdemir, 2010: 34).

Kassing (1997) stated that researchers emphasized the following points in making the definition of organizational dissent. They are:

- ✓ Dissent behavior emerges as a result of dissatisfaction of the employees with their immediate situation.
- ✓ The employees believe that the organization should be at a different point from the current situation,
- ✓ Dissent behavior is used to express protest and objection.
- ✓ Dissent is structurally negative,
- ✓ In general, dissent includes the problems towards principles.

Hegstrom (1991: 141) states that the duties and responsibilities of the members within the organization, together with the privileges granted to the members of the organization, may lead to dissent. Organizational dissent can occur when a triggering event takes place, exceeding the individual tolerance threshold of the employees and pushing them to share their dissenting opinions with other people in a provocative language (Goldman and Myers, 2015: 26). Additionally, organizational dissent can also arise as a result of differences of opinion among employees (Graham, 1986: 2). For this reason, different goals and expectations of people in organizations bring about some conflicts and disagreements (opposition) (Garner, 2006: 3). There are several reasons for the dissenting behavior exhibited by members of the organization. In the organizational dissent literature, the causes leading to the dissent are called as the triggering event. Based on an examination of the related literature, Kassing and Armstrong (2002) gathered the triggering events under nine titles that lead to organizational dissent. Events that trigger organizational dissent can be listed as follows:

- ✓ Behaviors towards organization members,
- ✓ Organizational change,
- ✓ Taking decision,
- ✓ Ineffectiveness,
- ✓ Duties and responsibilities,
- ✓ Resources,
- ✓ Ethics,
- ✓ Performance evaluation,
- ✓ Prevention of damage.

There are three strategies proposed for the employees in order to express their organizational dissent behavior. These strategies are examined in three main dimensions as upward dissent, lateral dissent and displaced dissent (Kassing, 2001: 445, Kassing, 1998: 192-193).

Upward Dissent refers to explaining the dissent idea to the management team or managers clearly and directly. Upward dissent is used when it is believed that the criticism will be perceived as constructive criticism by the administrators and that the dissent will not cause negative results.

Lateral Dissent occurs when the members of the organization express their dissenting opinions to other members of the organization who do not have any effect on the balances in the organization. The demonstration of lateral dissent behavior comes out mainly when the members of the organization think that they are perceived as enemies or opponents within the organizion.

Displaced Dissent strategy takes place when the members of the organization prefer to transfer their dissenting opinions to those outside the organization. The members of the organization, who have good relations with the power centers outside the organization, prefer this strategy more.

The concept of organizational dissent has an important place in the formation and development of democracy within the organization. However, the organizational dissent also contributes greatly to the solution of the problems that arise in the organization and the prevention of possible problems before they occur (Kassing and Armstrong, 2002). While the organizational dissent contributes to the development of democracy in the organization, it is also of great importance to examine the problems that may occur within the organization (Kassing, 2002: 190).

2. MATERIAL AND METHOD

2.1. Structural Equation Modeling

The SEM applications, whose both importance and use in social areas and behavioral science have gone up, have become an integral part of a large number of scientific research initiatives. Now can almost be named as a research method in its own right, SEM provides quite different advantages to the researchers (Simsek, 2007).

SEM has become one of the most important methods of analysis in the social fields in the last 25 years. Today SEM has been widely used in explaining the relationship between variables and formulating the theories in the social sciences (Kaplan, 2000).

The discussions in the historical course of the structural equation modeling are chronologically related with the four types of developments. These are regression analysis, path analysis, confirmatory factor analysis and structural equation modeling, respectively. The first model includes the linear regression model for the correlation coefficient and the calculation of regression weights using the Least Squares criterion (Schumacker and Lomax, 2004). Structural Equation Model (SEM) is formed by combining path analysis and confirmatory factor analysis. That is, SEM is the combination of latent variables with observed variables. Firstly, SEM was developed by some scientists, namely Karl Joreskog 1973, Ward Keesling 1972 and David Wiley 1973. Hence, it is known as the JKW model, which is the initial of these scientists. However, it is known as the linear structural relation with the development of LISREL, the first computer program in 1973 (Schumacker and Lomax, 2004).

The first general structural equation modeling was developed by Karl Jöreskog 1970, 1973, Keesling 1972 and Wiley 1973. Wright's path analysis lacks the ability of testing a hypothetical causal structure that is taken into consideration. In addition to path analysis, the conceptual synthesis of latent variable and measurement models were the basis of contemporary SEM. The SEM models actually combine confirmatory factor models and path models. SEMs include latent and observed variables. The development of models of prediction on the latent variables obtained from covariances between observed variables has continued in sociology in the 1960s (Çelik, 2009).

Different names and different fit indices are used according to the package program used in SEM analysis. The results of LISREL package program are generally interpreted by the researchers according to fit criteria such as chi-square value AGFI, GFI, RMSEA, NNFI and CFI (Sümer, 2000).

Table 1: Compliance Criteria for the Model

CRITERIA	GOOD FIT	ACCEPTABLE FIT
GFI	$0.95 \leq GFI \leq 1$	$0.90 \leq GFI \leq 0.95$
AGFI	$0.90 \leq AGFI \leq 1$	$0.85 \leq AGFI \leq 0.90$
CFI	$0.97 \leq CFI \leq 1$	$0.95 \leq CFI \leq 0.97$
NNFI	$0.97 \leq NNFI \leq 1$	$0.95 \leq NNFI \leq 0.97$
NFI	$0.95 \leq NFI \leq 1$	$0.90 < NFI \leq 0.95$
RMSEA	$0 < RMSEA < 0.05$	$0.05 \leq RMSEA \leq 0.10$

Source: Akıncı, 2007.

2.2. The Application

The population of the study consists of the employees of the hotel businesses operating in Rize. According to the data provided by Rize Provincial Directorate of Tourism and Culture (2018), as of 2018, there are 70 hospitality facilities in total, 11 of which are the certified tourism hospitality establishments, 14 are public institution facilities and 45 belong to other hospitality facilities. According to the data by Rize Provincial Directorate of Culture and Tourism (2018), the hospitality facilities in Rize have a total of 1876 rooms and 3895 bed capacity. According to the "Labor Force Survey in the Hospitality and Tourism Industry" study conducted by the Ministry of Tourism in 1989, the number of personnel per room has been computed as 0.70 while the number of personnel per bed has been calculated as 0.35, covering overall star hotels and other facilities in Turkey. When the number of personnel is calculated according to the number of rooms in Rize based on total averages, it gives the result of 1313,2 (1876 x 0.70) staff. On the other side, when the number of personnel is calculated according to the number of beds (3895 x 0.35), 1,363,25 staff is obtained. According to the achieved results, it has been accepted that calculating the number of personnel according to the number of beds will be more appropriate for the population of the study, and then the population of the research has been accepted as 1363 hotel employees. Because of the large number of units that make up the population and due to the cost limitations, sampling process has been selected. In connection with the ± 0.03, ± 0.05 and ± 0.10 sampling errors, the sample sizes required to be taken out from different population sizes are given in Table 2 (Yazıcıoğlu and Erdoğan, 2004: 49-50).

Table 2. Sample Sizes

Population Size	±0.03 Sampling Error (d)			±0.05 Sampling Error (d)			±0.10 Sampling Error (d)		
	p=0.5 q=0.5	p=0.8 q=0.2	p=0.3 q=0.7	p=0.5 q=0.5	p=0.8 q=0.2	p=0.3 q=0.7	p=0.5 q=0.5	p=0.8 q=0.2	p=0.3 q=0.7
100	92	87	90	80	71	77	49	38	45
500	341	289	321	217	165	196	81	55	70
750	441	358	409	254	185	226	85	57	73
1000	516	406	473	278	198	244	88	58	75
2500	748	537	660	333	224	286	93	60	78
5000	880	601	760	357	234	303	94	61	79
10000	964	639	823	370	240	313	95	61	80
25000	1023	665	865	378	244	319	96	61	80
50000	1045	674	881	381	245	321	96	61	81
100000	1056	678	888	383	245	322	96	61	81
1000000	1066	682	896	384	246	323	96	61	81

Source: Yazıcıoğlu and Erdoğan (2004:50).

In this context, simple random sampling method (Ural and Kılıç, 2006: 41) has been made use of, and a total of 409 surveys were conducted onto the employees of the hotel businesses in Rize. It was thought that there would be incomplete questionnaires or may be faulty and non-returning questionnaires. Like it was supposed, 79 questionnaires were excluded since they were incomplete and incorrect. 330 questionnaires were considered as valid for evaluation and then were subjected to analysis. A review of the literature about organizational dissent has been performed and survey implementation was conducted between 7 March and 5 July, 2018 in order to determine the organizational dissent perceptions of the employees in the hotels operating in Rize.

Within the framework of the application of study, a questionnaire was used as data collection technique and this questionnaire includes of two parts. In the first part of questionnaire, the demographic and some other individual characteristics of the employees of the hospitality enterprises have been given. The second part of the questionnaire consists of a scale to determine employees' perceptions of organizational dissent. The scale developed by Kassing (1998) used in the second part has been translated into Turkish for the research conducted by Aksel (2013), and it was noticed as a result of the factor analysis and related tests that both the reliability and validity of the scale expressions and the reliability and validity of the dimensions are high. The scale was included in the study as it was used by Aksel in that research.

These expressions included in the study have been graded with a five-point Likert scale, which are "Strongly Disagree, Disagree, Neither Agree nor Disagree, Agree, Strongly Agree"; and were coded as follows: "1=Strongly Disagree, 2=Disagree, 3=Neither Agree nor Disagree, 4=Agree, 5=Strongly Agree". High scores located in the organizational dissent scale indicate the increase in the organizational dissent perception of the employees. The participants were invited to mark the answer that was most appropriate to them.

3. FINDINGS

In this part of the study, the analyses related to whether the factors such as upward dissent, lateral dissent and displaced dissent differ statistically according to demographic characteristics of the employees have been presented.

Table 3: Differences Among Factors by Gender

Variables	Factor	Group	n	$\bar{x}$	Std.	(p)
Gender	Upward Dissent	Female	198	2,70	0,69	0,600
		Male	132	2,66	0,68	
	Lateral Dissent	Female	198	2,98	0,87	0,594
		Male	132	3,03	0,79	
	Displaced Dissent	Female	198	3,09	0,63	0,478
		Male	132	3,04	0,63	

*p<0.05

According to Table 3, there is a general distribution of women and men participating in the study. As can be seen, there are 132 men and 132 women, respectively. In addition, there is information about whether the factors such as upward dissent, lateral dissent and displaced dissent factors are statistically different in terms of gender. According to this table, it was noticed that there is no difference between the genders in terms of the mentioned factors. In this context, it can be stated that the gender differences of employees working in hospitality enterprises operating in Rize do not have an effect on their organizational dissent perception.

Table 4: Differences Among Factors by Age Groups

Variables	Factor	Group	n	$\bar{x}$	Std.	(p)
Age	Upward Dissent	20 and below	28	2,69	0,73	0,217
		Between 21 – 25	118	2,75	0,70	
		Between 26 – 30	89	2,70	0,66	
		31 and over	95	2,55	0,67	
	Lateral Dissent	20 and below	28	3,15	0,80	0,650
		Between 21 – 25	118	2,95	0,84	
		Between 26 – 30	89	3,02	0,78	
		31 and over	95	3,04	0,85	
	Displaced Dissent	20 and below	28	3,00	0,39	0,002*
		Between 21 – 25 [AA]	118	2,91	0,65	
		Between 26 – 30	89	3,11	0,63	
		31 and over [AA]	95	3,24	0,62	

*p<0.05

Table 4 shows that the information as to whether the distribution of age groups used in the study differ in terms of factors such as upward dissent, lateral dissent and displaced dissent. According to Table 4, 28 employees are 20 years old and under, 118 employees are in the 21 to 25 age range, 89 employees are in the 26 to 30 age group, and 95 employees are aged 31 and over. Based on the evaluations, it has been detected that there are significant differences between displaced dissent and age groups. It can be expressed that the participants aged 31 years and older exhibit more displaced dissent behavior compared to participants aged between 21 and 25.

Table 5: Differences Among Factors by Educational Status

Variables	Factor	Group	n	$\bar{x}$	Std.	(p)
Educational Status	Upward Dissent	Primary education	69	2,81	0,70	0,202
		High school education	93	2,69	0,70	
		University education	100	2,59	0,67	
		Other	68	2,63	0,67	
	Lateral Dissent	Primary education	69	2,99	0,78	0,238
		High school education	93	2,89	0,87	

		University education	100	3,03	0,76	
		Other	68	3,16	0,86	
	Displaced Dissent	Primary education [AA]	69	3,22	0,65	0,021*
		High school education	93	3,13	0,61	
		University education [AA]	100	2,94	0,65	
		Other	68	3,01	0,58	

*p<0.05

According to Table 5, there are 69 people with primary education, 93 people with high school graduates, 100 with university degrees and 11 with other educational backgrounds. When the related table is examined, it can be stated that there were significant differences between the educational status and the displaced dissent behavior, and can be added that primary school graduates exhibit more displaced dissent behavior than university graduates. In other words, it can be worded that as the education levels of the employees of hospitality businesses in Rize go down, they tend to exhibit more organizational dissent behavior.

Table 6: Differences Among Factors by Marital Status

Variables	Factor	Group	n	$\overline{x}$	Std.	(p)
Marital Status	Upward Dissent	Single	117	2,69	0,77	0,810
		Married	134	2,68	0,65	
		Other	79	2,63	0,63	
	Lateral Dissent	Single	117	3,00	0,78	0,984
		Married	134	3,02	0,84	
		Other	79	3,01	0,87	
	Displaced Dissent	Single	117	3,07	0,68	0,009*
		Married [AA]	134	3,16	0,62	
		Other [AA]	79	2,89	0,55	

*p<0.05

According to Table 6, 117 people are single, 134 are married and 79 people are in the other group. As we go through the table, it can be realized that there are significant differences between marital status and displaced dissent dimension. In this context, it can be stated that the married participants display more dissent behavior than the participants with other marital status.

Table 7: Differences Among Factors by Departments

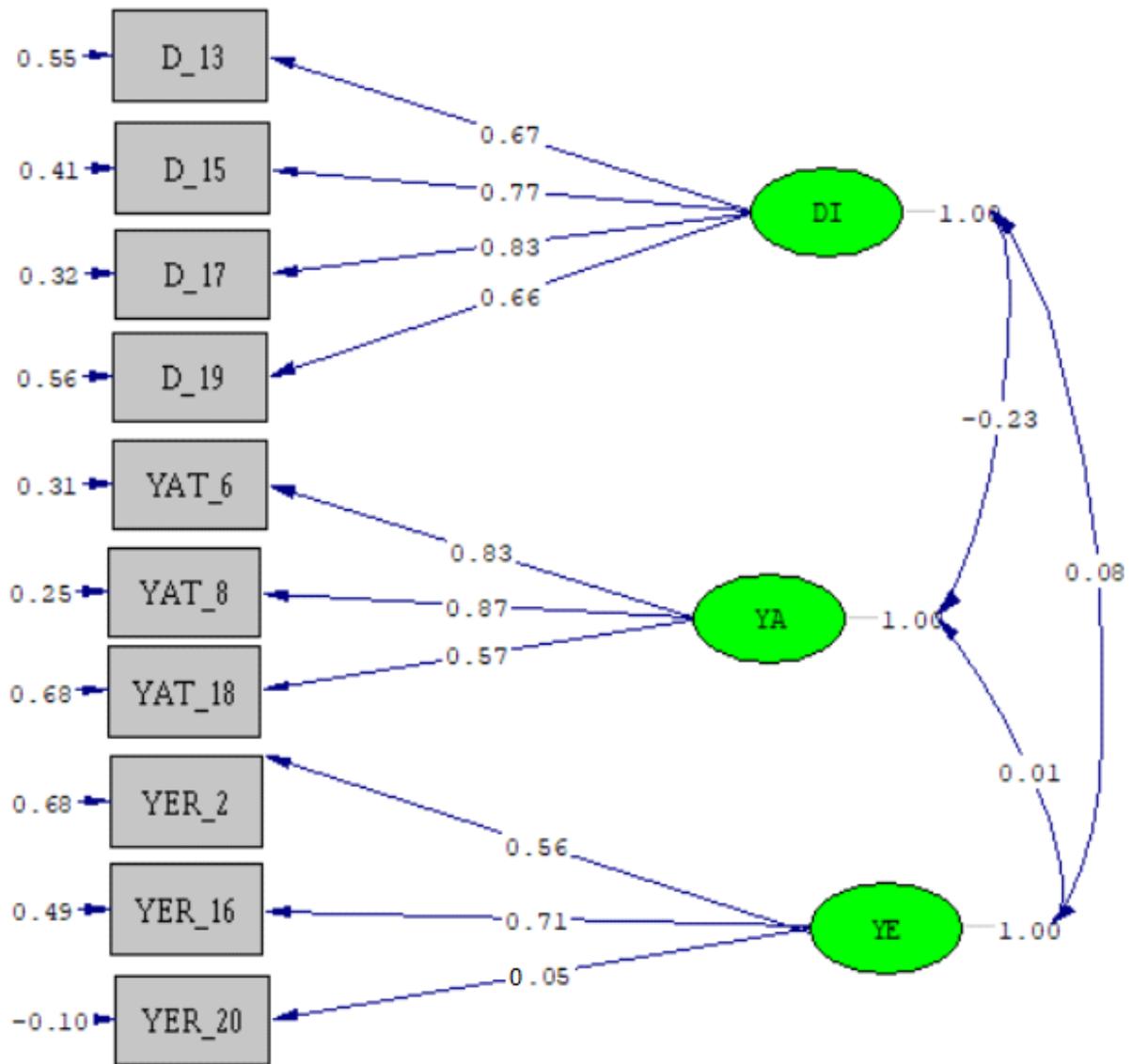| Variables	Factor	Group	n	$\overline{x}$	Std.	(p)
Departmant	Upward Dissent	Front Office	40	2,61	0,59	0,778
		Food & Beverage	54	2,67	0,73	
		Housekeeping	65	2,74	0,67	
		Sales and marketing	42	2,57	0,60	
		Accounting	39	2,62	0,64	
		Human resources	36	2,79	0,70	
		Other	54	2,72	0,82	
	Lateral Dissent	Front Office	40	2,92	0,82	0,902
		Food & Beverage	54	3,10	0,84	
		Housekeeping	65	2,95	0,79	
		Sales and marketing	42	3,06	0,78	
		Accounting	39	3,10	0,96	
		Human resources	36	3,02	0,71	
		Other	54	2,98	0,88	
	Displaced Dissent	Front Office	40	3,02	0,62	0,331
		Food & Beverage	54	3,17	0,69	
		Housekeeping	65	3,08	0,60	
		Sales and marketing	42	2,90	0,63	
		Accounting	39	3,13	0,77	
		Human resources	36	3,19	0,55	
		Other	54	3,00	0,57	

*p<0.05

Table 7 presents the general distribution of people working in various departments and provides some information as to whether the factors such as upward dissent, lateral dissent and displaced dissent differ statistically among the related groups. According to Table 7, 40 employees work in front office department, 54 employees work in food & beverage department, 65 employees work in housekeeping department, 42 employees work in sales department, 39 employees work in accounting department, 36 employees work in human resources department and 54 in other departments. It has been observed that there were no statistically significant differences among these departments in terms of factors such as upward dissent, lateral dissent and displaced dissent.

Table 8: Results of the Explanatory Factor Analysis

Factors		Factor Loadings	Eigen value	% variance explained	α
(DI)	**UPWARD DISSENT**		**2,908**	**29,079**	**0.820**
D_13	When I question the decisions taken at the workplace, I talk to my supervisor or other managers about them.	0.693			
D_15	I make suggestions to my superior and the management team to improve the inefficiency of the organization.	0.713			
D_17	I can voice the issues I disagree with the management.	0.765			
D_19	When I think employees are not treated fairly, I would tell it to the management.	0.697			
(YA)	**LATERAL DISSENT**		**1.865**	**18.653**	**0.793**
YAT_6	When other employees complain about the workplace, I also participate in the talk.	0.692			
YAT_8	When I am not satisfied with the practices at work, I share it with other employees.	0.687			
YAT_18	I often make work-related complaints to my colleagues.	0.638			
(YE)	**DISPLACED DISSENT**		**2.176**	**21.758**	**0.808**
YER_2	I refrain from talking about workplace issues at home.	0.762			
YER_16	I talk about my work-related concerns with people outside of work.	0.810			
YER_20	I talk to my family and friends about business-related decisions about which I don't feel comfortable discussing.	0.873			

Figure 1 shows the relationship between the 3 factors and their variables found in the organizational dissent behavior scale, and the relationship of factors with each other have been shown. According to Figure 1, D represents the "Upward Dissent" dimension of organizational dissent behavior, while YAT represents the "Lateral Dissent" dimension and YER represents the "Displaced Dissent" dimension of organizational dissent behavior. Accordingly, D_13, D_15, D_17, D_19 represent the variables of Upward Dissent dimension, YAT_6, YAT_8, YAT_18 represent the variables of Lateral Dissent dimension and YER_2, YER_16, and YER_20 represent the variables of the Displaced Dissent dimension. Prior to establishing structural equation modeling, explanatory factor analysis is required. In this analysis, the variables in the theory should be located below the related factors. Therefore, in order to ensure the validity of this structure, some questions had to be excluded from the analysis.

Chi-Square=65.91, df=32, P-value=0.00039, RMSEA=0.057

Figure 1: Structural Equation Modeling of Organizational Dissent and its Sub-dimensions

The results of the structural equation modeling examining the perceptions of employees regarding the impacts of tourism can be observed in Figure 1. The results show that the developed structural equation model was congruent with the empirical data. The value of /sd., which is used to evaluate the model's compliance, is less than 3, and then it means that the model's compliance is acceptable (Yılmaz et al., 2011).

As a result of these analyses, factor analysis was applied to the data to ensure the validity of the structural equation modelling approach. The calculation of the KMO value about 0.70 shows that factor analysis can be applied to the data. The ratio of total variant explanation was determined to be approximately 70% (Schermelleh-Engel and Moosbrugger, 2003).

Table 9: Values Concerning Compliance Criteria for the Established Model

CRITERIA	GOOD FIT	ACCEPTABLE FIT	MODEL
GFI	0.95 ≤ GFI ≤ 1	0.90 ≤GFI ≤ 0.95	0.96
AGFI	0.90 ≤ AGFI ≤ 1	0.85 ≤ AGFI ≤ 0.90	0.93
CFI	0.97 ≤ CFI ≤ 1	0.95 ≤ CFI ≤ 0.97	0.97
NNFI	0.97 ≤ NNFI ≤ 1	0.95 ≤ NNFI ≤ 0.97	0.96
NFI	0.95 ≤ NFI ≤ 1	0.90 < NFI ≤ 0.95	0.95
RMSEA	0 < RMSEA <0.05	0.05 ≤ RMSEA ≤ 0.10	0.05

The package software used in the Structural Equation Modeling (SEM) analysis shows different results for the compliance indices. LISREL users usually interpret the results based on the compliance indices such as GFI, AGFI, RMSEA, CFI and NNFI in addition to the Chi-Square value (Şimşek, 2007). As a result of the analysis, Table 9 indicates that the model's compliance indices show good compliance. In addition, corrections were made in line with the modifications suggested by the software.

In this context, when the Figure 1 is examined, it can be noticed that a 1-unit of increase in "When I question the decisions taken at the workplace, I talk to my supervisor or other managers about them" D_13 variable has a positive effect of 0.67 on the upward dissent dimension (DI). Additionally, a 1-unit of increase in "I make suggestions to my superior and the management team to improve the inefficiency of the organization" D_15 variable has a positive effect of 0.77 on the upward dissent dimension. Furthermore, D_17, "I can voice the issues I disagree with the management" variable has an effect with a ratio of 0.83 while D19 "When I think employees are not treated fairly, I would tell it to the management" variable has a positive effect with a ratio of 0.66 on the upward dissent dimension.

On the other hand, it can be observed that a 1-unit of increase in YAT_6 "When other employees complain about the workplace, I also participate in the talk" variable has a positive effect on the lateral dissent dimension with a ratio of 0.83. In addition to that, YAT_8 "When I am not satisfied with the practices at work, I share it with other employees" variable has a positive effect on the lateral dissent dimension with a ratio of 0.87. Lastly, every 1 unit of increase in YAT_18 "I often make work-related complaints to my colleagues" variable causes positive effect on the lateral dissent dimension.

As the Figure 1 is surveyed, it may be seen that YER_2 "I refrain from talking about workplace issues at home" variable has a positive effect of 0.56 and YER_16 "I talk about my work-related concerns with people outside of work" variable has a positive effect of 0.71 on the displaced dissent dimension. Finally, every 1 unit of increase in YER_20 "I talk to my family and friends about business-related decisions about which I don't feel comfortable discussing" variable leads to a positive effect with a ratio of 0.05 on the displaced dissent dimension.

When the relationship among the dimensions of organizational dissent behavior is examined, it can be spotted that a one-unit of increase in both dimensions, (DI) "Upward Dissent" and (YA) "Lateral Dissent", has a negative effect with a ratio of -0.23. Also, as the relationship between (DI) "Upward Dissent" and (YE) "Displaced Dissent" is examined, it may be realized that a one-unit of increase in both dimensions has a positive effect with a ratio of 0.08 for both dimensions. On the other side, when the relationship between (YA) "Lateral Dissent" dimension and (YE) "Displaced Dissent" is examined, it may be discovered that a one-unit of increase in both dimensions has a positive effect with a ratio of 0.01 for both dimensions.

The study performed by Biçkes (2017) on hospitality establishments expressed that the level of organizational dissent of the participants is high even if it seems low. When the study is evaluated in terms of the sub-dimensions of organizational dissent, it is identified that the participants exhibited upward dissent behavior most, which was followed by lateral dissent behavior. It was concluded that among the dissenting behaviors, the least exhibited behavior was the displaced dissent opposition behavior. It was also expressed that the participants mostly tended to transfer their dissenting opinions to their managers, and the level of interpersonal aggression of participants is slightly above average. In their research, Oral Ataç and Köse (2017) reached the conclusion that there are significant differences among the current region, sector, current position, age groups, institution size, education level and organizational dissent. Ağalday, Özgan and Arslan (2014) conducted a study on the employees of educational institutions. The study obtained that the participants exhibited dissenting behaviors against the tasks they were given. What is more, it was concluded that the participants preferred the lateral dissent strategy. Another study on the employees of educational institutions by Dağlı and Ağalday (2015) identified that the participants, in general, regarded the behavior of the executives as the reason for "occasional dissenting". It was figured out according to the participants' opinions that the highest-level executive behavior that causes the participants to dissent is "Managers take decisions on issues without consulting teachers, which are certainly of interest to teachers.", whereas the lowest-level executive behavior that causes the participants to dissent is "Managers clearly show their political views". As for the average of the participants' views on the reasons of the organizational dissent, it was found out that there was no significant difference according to variables such as educational status, seniority, gender, union membership and school size. The research conducted by Özdemir (2013) on teachers shows that the most frequently displayed behavior by the participants is objecting to the executive directly and therefore the executives try to oppress dissident teachers.

4. CONCLUSION AND COMMENT

Compared to the studies conducted in past few years, similar results have been reached with regard to the organizational dissent behavior that makes the topic of the study. In this context, it noteworthy to bring the reasons to light why the organizational dissent behavior emerge. As a result of that, the steps to take necessary measures may provide confirming benefits to the employees and the executives working at the hotels. Additionally, determining the causes lying behind the organizational dissent behavior may provide important contributions to facilitate the operation of hospitality businesses.

When the relationships among the dimensions of the organizational dissent behavior were examined, it was seen that the mutual effects of the relationship among all dimensions were low. As a result of the participants' questioning the decisions taken at the workplace, it was learnt that some organizational dissent behavior such as "Participants talk to their supervisor and other managers about the related issue.", "Participants make suggestions to their supervisors and management team to correct the inefficiency of the organization.", "Participants can express issues they disagree with to the management." and "When the participants think employees are not treated fairly, participants would say this current situation to management team." take place moderately and have positive effect in the upward dissent dimension.

On the other hand, it was found out that some organizational dissent behaviors such as "Participants also participate in talk when their colleagues have complaints about the workplace.", "When the participants are not satisfied with the practices in the workplace; they share this with other employees." and "Participants often make work-related complaints to their colleagues." have positive and high degree of influence on the lateral dissent dimension. Besides, some behaviors like "Participants avoid talking about workplace issues at home.", "Participants discuss work-related concerns with non-business people." and "Participants talk to family and friends about business-related decisions about which they don't feel comfortable discussing." have positive and moderate degree of influence on the displaced dissent dimension.

As a result of the research, it was revealed that the employees of the hospitality businesses had some perceptions about the organizational dissent behavior. It seems that employees are ready to contribute to the objectives of the hospitality businesses when the necessary working environment and conditions are met. In this context, it is advised that managers should carry out the organizational change together with their members, should include each member of the organization in decision-making process and share the decision, should reduce employees' feeling of ineffectiveness and support them in gaining necessary self-confidence, should not be unfair about their duties and responsibilities and should act fairly in the use of resources, should not ignore moral values and should be fair in performance evaluation in order to reduce organizational dissent behavior and create a positive working environment.

It is natural that this current study has some limitations and shortfalls. However, it is believed that as it has approached the subject in terms of the sub-dimensions of organizational dissent behavior, it has the ability to close a significant gap in the literature. It is recommended that similar studies on this subject be carried out in the future, especially with different sample masses. Moreover, it may be commented that performing similar studies in different sectors may be beneficial to the related parties and may allow us all to better understand the organizational dissent behavior.

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