

T. C.
MARMARA ÜNİVERSİTESİ
SOSYAL BİLİMLER ENSTİTÜSÜ
İŞLETME ANABİLİM DALI
ÖRGÜTSEL DAVRANIŞ BİLİM DALI

**A QUALITATIVE STUDY ON THE ANTECEDENTS AND
CONSEQUENCES OF ORGANIZATIONAL DISSENT IN
THE IT SECTOR**

Doktora Tezi

HAZEL AGUN

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Danışman: Prof. Dr. AYŞE ALEV TORUN

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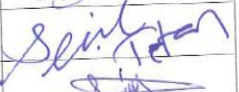
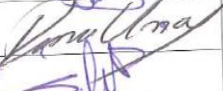
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ÖZET

ÖRGÜTSEL MUHALEFETİN ÖNCELLERİ VE SONUÇLARI ÜZERİNE BİLİŞİM SEKTÖRÜNDE NİTEL BİR ARAŞTIRMA

Bu çalışmanın amacı, çalışanların işyerinde yaşadığı örgütsel muhalefet deneyimlerini ortaya çıkarmaktır. Bu çerçevede, ilk olarak örgütsel muhalefeti tetikleyen konuların ve çalışanların muhalif davranışlarını etkileyen nedenlerin saptanması planlanmıştır. Çalışanların muhalif görüşlerini kimlere, neden ve nasıl ifade ettikleri tespit edilerek, görüşlerini paylaştıkları kişilerden aldıkları yanıtlar belirlenmiştir. Sonrasında, örgütsel muhalefetin birey ve örgüt düzeyindeki sonuçları incelenmiş ve çalışanların muhalif davranış sürecinin gelecekteki muhalefet davranışlarıyla olan bağlantısı tespit edilmeye çalışılmıştır.

Muhalif davranışa ilişkin ayrıntılı bir kavrayış geliştirebilmek için nitel araştırma yöntemi tercih edilerek, yarı-yapılandırılmış derinlemesine mülakatlar gerçekleştirilmiştir. Araştırma örneklemi İstanbul'daki farklı bilişim örgütlerinde çalışan çeşitli mesleklere mensup 20 katılımcıdan oluşturulmuştur. Örneklemden toplanan örgütsel muhalefete ilişkin vakaların sayısı 22'dir.

Araştırma sonucunda örgütsel muhalefeti tetikleyen olayların sırasıyla; yönetimle ilgili konular (üst yönetim politikası, istihdam, kaynaklar, yeniden

yapılandırma), yöneticiyle ilgili konular (çalışana davranış biçimi, yetkinlik) ve görevle ilgili konular (iş süreçleri, çoklu görevler) olduğu tespit edilmiştir. Ayrıca, katılımcıların muhalif davranış sergileyip sergilememesiyle ilgili çeşitli özellikler belirlenmiştir. Bunlar arasında; muhaliflerin kişisel özellikleri (özerk benlik ihtiyacı, takdir görme ihtiyacı, iç kontrol odağı, güçsüzlük hissi, örgüte bağlılık, iş hedefleri, iş deneyimi), örgütsel özellikler (katılımcı iş ortamı, kurumsal yapı, yetersiz yenilikçilik yönelimi), muhalif davranış sergilenen kişiye dair özellikler (yaş/kıdem/deneyim, yönetici ve takımla ortak amaç, misillemeye bulunma riski) ve ilişkisel özellikler (yakın ilişki, takım desteği) bulunmaktadır. Çalışma sonucunda, bilişim örgütlerinde çalışanların aynı fikirde olmadıkları konuları açıkça ve doğrudan paylaştıkları görülmüştür. Çalışanlar örgüt içinde muhalif görüşlerini sırasıyla kanıt gösterme, çözüm sunma, amirinin üstlerine ulaşma, güç birliği kurma, duyguları dışa vurma, talepleri yineleme ve istifa tehdidi davranışları aracılığıyla iletmişlerdir.

Çalışanların deneyimlerinden elde edilen örgütsel muhalefet vakalarında gelecekte aynı veya benzer sorunlarla karşılaşıldığında stratejik bir muhalif davranış sergileneceği tespit edilmiştir. Bu çalışmada, bilişim örgütlerinde çalışanların örgütsel muhalefet stratejilerinin geliştirilmesinde, özerk-benlik ihtiyacı, iç kontrol odağı, dışadönüklük, çalışma hedef ve değerleri, katılımcı örgüt ortamı, iş güvencesi, şeffaf örgüt iklimi, yöneticilerin farklı fikirlere açık olması ve hızlı çözüm oluşturma özelliklerinin önemi vurgulanmıştır.

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ABSTRACT

A QUALITATIVE STUDY ON THE ANTECEDENTS AND CONSEQUENCES OF ORGANIZATIONAL DISSENT IN THE IT SECTOR

This study aims to reveal the experiences of employees in the workplace in terms of organizational dissent. In this context, firstly, it was planned to identify the dissent-triggering events and the factors that influence employees' dissent expressions. The expressions of dissent to whom, why, and how were determined and the responses of the audiences were identified. Lastly, individual and organizational level outcomes of organizational dissent were examined and the relationship of the process of dissent behavior with future dissent behavior was sought to uncover.

To get a comprehensive approach related to organizational dissent, qualitative methodology with a semi-structured in-depth interview technique was adopted. The sample of this study consists of 20 participants who hold various professions in different IT sector-based organizations in İstanbul. The number of organizational dissent cases collected from the sample is 22.

According to the study results, dissent triggering events were documented as; management issues (top management policy, employment, resources, restructuring), supervisor-related issues (employee treatment, competence), and task issues (work

processes, multitasking). Factors influencing employees' dissent expressions were determined as; dissenter characteristics (need for autonomy, need for recognition, internal locus of control, sense of powerlessness, organizational commitment, work goals, work experiences), organizational characteristics (participative work environment, institutional structuring, lack of innovativeness), audience characteristics (age/tenure/experience, common goals, threat of retaliation), and relational characteristics (quality of the relationship, team support). It became clear that employees in IT organizations shared their disagreement directly and openly. The ways of dissent expressions displayed by employees were determined as; direct factual appeal, solution presentation, circumvention, coalition building, venting, repetition, and the threat of resignation.

Based on the dissent cases, it has been found that employees will exhibit strategic dissent behaviors in case the same or similar issues are encountered in the future. In terms of developing strategic dissent behaviors, need for autonomy, internal locus of control, extraversion, work goals and values, participative work environment, work security, transparent organizational climate, managers' receptiveness and responsiveness on dissent expression, and finding quick solutions appeared as critical.

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ABBREVIATION LIST

<i>e.g.</i>	exempli gratia
<i>etc.</i>	et cetera
<i>EU</i>	European Union
<i>EVL</i>	Exit-Voice-Loyalty
<i>EVLN</i>	Exit-Voice-Loyalty-Neglect
<i>HR</i>	Human Resources
<i>ICT</i>	Information Communication Technologies
<i>IT</i>	Information Technologies
<i>i.e.</i>	id est
<i>SIP</i>	Social Information Process
<i>TÜBİSAD</i>	Turkish Informatics Industry Association
<i>USA</i>	United States of America

1. INTRODUCTION

Individuals have different goals, opinions, and expectations within the organizational environment. Such divergent thinking along with environmental dynamics leads to the emergence of contradictory opinions in the workplace. By extension, individuals also face many experiences that cause dissatisfaction or disagreement concerning work and organizational issues. To cope with these kinds of situations, they may prefer to display various behaviors. For instance, a person may choose to remain silent about workplace-related issues, quit the job, exhibit negligent behaviors against organizational wrongdoings, or speak up about workplace concerns (Hirschman, 1970). As mentioned before, dissenting views may occur in terms of supporting the opposite situation from the ongoing situation within the organization. In this sense, it is called organizational dissent which involves the expression of disagreements and dissatisfaction about organizational policies, procedures, and operations (Kassing, 1997).

Although organizational dissent has a negative connotation due to the political meaning of the word of dissent observed during the history, it is defined as a constructive communication act in the organization as a sub-concept of employee voice behavior (Yee, Sandaran, & Razka, 2018). Scholars point out that dissent expression is a subject placed under the concept of employee voice behavior but organizational dissent has different aspects as well (Kassing & Armstrong, 2002). Since the expression of different opinions for improving working conditions seems to be an important communication process, the results of dissent expression carry importance both for individuals and organizations (Ötken & Cenkci, 2013). In other words, studies indicate that expressing disagreement openly in the work environment has been associated with increased job satisfaction, organizational commitment, in-role performance, internal motivation, as well as decreased turnover intentions and counterproductive work behaviors (Lutgen-Sandvik, Riforgiate, & Fletcher, 2011; Teo & Caspersz, 2011; Zhao, Wayne, Glibkowski & Bravo, 2007).

Employee voice behavior appears to be outspread everywhere in all types of organizations and it is aimed to deepen the understanding of the types of employee

voice behavior. However, the research focus on employee dissent behavior still appears insufficient in the organizational behavior literature. Therefore, it is important to identify organizational dissent in terms of both disclosing the issues within the organization and providing organizational perspectives for the solution. At the same time, the expression of different opinions in the workplace can be perceived as threatening and destructive. On that note, dissent in the organization is a concept that has many aspects. Thus, it seems important to uncover the antecedents and consequences of organizational dissent to contribute to employee voice behavior literature.

Since the organizational dissent model (Kassing, 1997, 1998) has been carried out as a concept in itself, it is still examined under the organizational communication literature. Organizational dissent model consists of stages including the events triggering people to dissent and why and how they express their disagreements in the organization (Garner, 2009). Many factors influence dissent expressions and they occur to express issues to management, managers, co-workers or outside sources. Kassing (1998) has stated that dissent behavior is affected by many factors such as traits, attitudes, and workplace experiences. However, Garner (2016) points out the fact that organizational dissent is not a concept that is based on a limited number of factors and may start with a single triggering event. Further, Garner (2013, 2016) has emphasized that organizational dissent is a process of communication. The communication process in the workplace is shaped by the rules or practices of organizational communication channels (Croucher, Parrott, Zeng, & Gomez, 2014). From this aspect, it is also important to identify the nature of individuals' dissent experiences, determine the reasons causing the dissent issues, discover the communication channels used to express dissent, and predict future dissent expressions.

It is essential to conduct new studies on the issues of dissent-triggering events, and the aspects that affect on dissenter's views, and the whole dissent process with the context of different cultures, organizations, sectors, and industries (Kassing & Armstrong, 2002). It is stated that new research will enrich too many perspectives on the employee voice literature. With this respect, it is aimed to provide a framework the

organizational dissent process within the single industry. This study will explore whole organizational dissent process within the Information Technologies (IT) or Information Communication Technologies (ICT) industry context. Organizations in the IT industry are expected to give opportunities employees have voice with different ideas, alternative approaches, and convey disagreements in the workplace (Maudgalya, Wallace, Daraiseh, & Salem, 2006). Even though the employees in these organizations have different kinds of professions, it is thought that managerial desire is to increase employees' critical thinking on the work, and employee dissent. In addition, IT sector is based on technology and knowledge oriented where the usage and reproduction of information extensively. So, environmental changes and the uncertainty of the system require people to adapt to organizational environment. IT environment seems to have open for challenging employee voices, but it might be questionable that employees will able to convey dissent issues openly to managers and management. Another word, it will be worth and applicable to examine dissent process in such kind of industry. More specifically, this research focuses on the dissent events, influencing factors on dissent expressions, dissent channels, dissent behaviors, how the channels react to disagreements of the employees, outcomes of the dissent expressions in the workplace, and the enactments of future dissent behavior how and why. There are studies about dissent process, especially in Western settings rather than non-Western settings. Not many works have addressed the forms of employee dissent conversation in the past and their dissent act in the future with terms of context specific. Eventually, it had been determined that scholars did not specifically examine dissent process in the IT industry.

From this point of view, it is thought that qualitative approach with in-depth interview technique provide new data for deepen knowledge in the dissent process with organizations which have active organizational communication practices. It is notable to compare the concept' differences from other concepts. The problem of this research will aim to reveal the events that trigger organizational dissent in IT organizations, the factors behind the dissent expressions, and the consequences of the dissent process with the narrations of organizational dissent experiences by the employees.

1.1. Statement of the Study

This study aims to explore the antecedents which lead employees to dissent behavior and the consequences of this behavior on the individual and organizational level. In recent years, organizational dissent has been studied comprehensively (Kassing, 1997, 1998). Throughout the studies, organizational dissent is defined as “*a multistep process that involve: “(a) feeling apart from one’s organization (i.e., the experience of dissent), and (b) expressing disagreement or contradictory opinions about organizational practices, policies, and operations (i.e., the expression of dissent)”*” (Kassing, 1997, p. 312).

Dissent has been examined in many other disciplines such as political sciences, social sciences, and cultural studies (Argyres & Mui, 2007; Gillman, 1976; Hirschman, 1970; Moorhead & Montanari, 1986). However, organizational dissent is viewed as a communicative phenomenon that occurs at the organizational level (Kassing, 1997, 1998). Thus, organizational scholars have examined dissent as a subset concept of voice behavior in the organization (Kassing, 2002; Redding, 1985). Although organizational dissent was often viewed as the expression of dissent to internal channel of the organization or to public institutions with terms of principled issues (protest to unethical policy or practices) (Dozier & Miceli, 1985; Graham, 1986), the main point of employee dissent is analyzed with individual level, so the subject contains personal issues (Kassing, 1998). Organizational scholars and management analysts had discussed the complex way of the definitions on organizational dissent. Eventually, Kassing (1997) examined the development of organizational dissent, and reduced confusion about the concept. Considering this fact, in this study, Kassing’s (1998) model of organizational dissent has been used.

Employee dissent behavior has been seen as intentional behavior but its nature and triggers are much complex to examine (Garner, 2012; Kassing, 1997; Redding, 1985). Therefore, it is important to identify the composition of organizational dissent and deeper look for a meaningful understanding of this subject is required. Also, it is important to examine why employees need to express their opposite opinions for the conceptualizations of dissent behavior (Graham, 1986; Hegstrom, 1999; Kassing, 1997;

Redding, 1985; Sprague & Ruud, 1988). At the same time, it is important to identified how employees express their disagreements with the terms of organizational dissent concept.

The concept of dissent in an organization is a communication process that consists of series of stages. Researchers have conceptualized that organizational dissent starts with dissent triggering events, factors (individual, relational and organizational) influencing dissent expression, and then it continues the audiences (upward, lateral and displaced) to whom dissent is expressed (Kassing, 1998; Kassing & Armstrong, 2002; Sprague & Ruud, 1988). There are several organizational events that trigger organizational dissent (Kassing & Armstrong, 2002) but these events are not just enough for people to express their contradictory opinions to management. Such factors might increase or decrease the tendency to display employee dissent behavior. Although there are several studies related to this topic, it needs more theoretical, empirical and qualitative research methods for investigation to deepen understanding of employee dissent behavior in the organization.

Researchers have observed that dissent events are not one time events in the organization, and the expression of dissent evolves over time (Garner, 2009; Garner, 2013; Garner, 2016; Kassing & Avtgis, 2001) It is stated that dissent expression is conversational process in the organization that employees express contrary opinions and another person responds to that expression (Garner, 2015). These causal relationships reflect how employees experience dissent in the workplace actually. Employees may decide to express their dissent, but sometimes they do not want to display their experience openly to the manager or organization (Garner, 2013; Stohl & Redding, 1987). Based on the outcomes of dissent process, they might choose other alternative dissent strategies to express dissent. Thus, this process approach reflects how dissenters' past dissent experiences influence future dissent strategy (Garner, 2013; Milliken, Morrison, & Hewlin, 2003). It is important to identify the distinction between how employees' real experiences (dissent events and factors influencing dissent), how they express to which audiences, and responses to their expressions are crucial for the determination of the future dissent behavior in the organization. Considering these

issues, at this research study, the dissent process has also been examined for understanding deeply of the concept.

Scholars emphasized that dissent-triggering events and the process of dissent might be organizational or industry - specific (Kassing, 2000; Kassing & Avtgis, 1999). It is stated that dissent expression may be shaped by the practices and rules of organizations or industries. Thus, how these rules, practices and communication culture identify which dissent-triggering events, what types of dissent expression, to which audiences, and in which contexts are worth to examine. Considering these issues, at this research study, information technology (IT) industry and its environment for employees' dissent expression to IT organizations have been examined. In demanding job environment of IT industry, IT employees need to deal with the numbers of organizational based issues, and they are expected to create solutions for business issues (Maudgalya et al., 2006). Thus, they need to have more voice of dissatisfaction and disagreement in such IT workplace environment. Because of the reasons as mentioned above, employees in IT organizations are chosen for this study.

With this aim, in this study, based on a qualitative design, self-reports of the employees were used for exploring how they experienced dissent in the organization actually. Researchers have stated that operationalization of organizational dissent also needs to measure the perceptions and reports of dissenters. Behavioral intentions may differ from actual behavior (Garner, 2013; Kassing, 2009; Zaini, Elmes, Pavlov, & Saeed, 2017). So, with the in-depth exploration of the participants is examined to facilitate real experiences of dissenters and what they really want to say when they have dissent experiences are also investigated. Finally, since the role of the formal/informal communication channels of organizations, and other channels options for dissent expression of employees and their choices are not known very well, so these channels are also examined.

Basic research problems which this study seeks to address are as follows: (a) what kinds of events trigger organizational dissent? (b) which factors influence dissent expression to which audience and in what types of behavior? (c) what are employees'

perceptions of communication channels for expressing dissent through formal voice system? (d) what are the consequences of organizational dissent?

This study consists of five chapters. *Chapter 1* includes basic information about the research subject (organizational dissent), the importance and rationale of the study, as well as research fields and research questions.

Chapter 2 introduces the literature review on the study concepts. It starts with the definitions of organizational dissent, history, and perspectives of dissent in organizations. This is followed by the literature review on the theoretical basis for organizational dissent, the model of organizational dissent, and the dissent process in organizations. Existing research findings that indicate the consequences of dissent expression in organizations are also presented in this chapter.

Chapter 3 is devoted to the methodology and defines the research design, sample and participants, procedures, and the data analysis used for the research.

Chapter 4 will be presenting the qualitative findings of the study and finally, *Chapter 5* includes the discussion about the research findings, conclusion, limitations, and recommendations.

1.2. Rationale of the Study

In organizations, employees can face dissatisfying conditions (Hirschman, 1970) and in response, they may choose to remain silent or leave the organization or voice their disagreement about unsatisfactory situations related to organizational dynamics (Kassing, 1997). A response to dissatisfaction in an organization is called employee dissent (Hirschman, 1970; Kassing, 1997). Recent reviews about the literature on organizational dissent provide some assumptions and conditions for dissent to happen. The first one is that dissent is caused by dissatisfaction and disagreement with organizational practices and policies, thus dissent refers as the objection of employees (Garner, 2013; Kassing, 1997; Kassing, 1998; Kassing, 2002; Kassing & Avtgis, 1999). The second one is that dissent expression results from the feeling apart from one's organization. Employees feel that they must speak out contradictory opinions to

someone. And the other one is that employees' expression of dissent can be risky, and organization might not tolerate opposite opinions in workplace, as result dissent expression can be strategic or tactical (Kassing, 2011; Redding, 1985). So, the suggestions of organizational communication scholars noted that it is essential to consider those assumptions for researchers who will study in this field (Hegstrom, 1999; Kassing, 1997; Redding, 1985).

The assumption that employees' express dissatisfaction about workplace-related issues is called as organizational dissent throughout the literature. For example, some researchers have shown in their studies that "*a particular form of employee voice that involves the expression of disagreement or contradictory opinions about organizational practices and policies*" (Kassing, 2002, p. 189), that "*talk that expresses disagreement with authority*" (Sprague & Ruud, 1988, p.171), that "*interactive process that occurs as a result of one or more subordinates expressing disagreement with policies, practices, or imperatives*" (Garner, 2013, p. 376). In 2009, Landier, Sraer, and Thesmar reported that dissent is important for organizations in decision making process, decision-makers are not the implementers, and implementers are dissenters who may have the information for need to make decisions. Arthur and Aiman-Smith (2001) showed that employees, who dissent about disagreement in compensation, helped their organizations to gain more information and change their environments. According to another study, which was researched by Teo and Caspersz (2011) dissent can display unethical behavior and wrongdoings at organizations in advance, and in turn, it increases better outcomes for individuals and organizations as well. These studies support the idea that even the word of dissent perceived as adversarial, organizational dissent entails presenting solutions to problems, correcting perceived wrongdoings, and led to the effective work environment (Garner; 2016; Graham, 1986; Kassing, 2002).

The other assumption in the literature underlines the importance of employees' dissent expression starting with triggering events that lead people to distance from organizations (Garner, 2013). In the literature, there is extant research documenting triggers within the workplace such as employee treatment, organizational change, inefficiency, role-responsibility, resources, ethics, career advancement, violating human

feelings, insensitivity, preventing harm, etc. (Graham, 1986; Hegstrom, 1999; Kassing & Armstrong, 2002; Özdemir, 2010; Redding, 1985). Considering this fact, researchers suggest that these events are not enough and scholars need to determine other triggers associated with organizational dissent concept (Cranmer & Buckner, 2017; Garner, 2009; Kassing, 2008). So, the purpose of this study is to determine the mentioned and unmentioned events of dissent.

The final assumption also consists of the triggering events. Since employees are aware of the events that trigger the contradictory opinions to management, it is not enough to be motivated for dissent expression (Kassing, 2002). Graham (1986) stated that “he or she weighs the perceived seriousness of the issue, the degree of personal responsibility tied to the issue, and his or her possession of the necessary skills and resources to act.” (cited in Kassing, 2002, p.34). Thus, studies underline that a person decides to express dissent to the audience, after the self-assessment of whom to dissent. Assessment of people depends on motives or factors that might lead the dissenters to choose to express someone and also based on whether their dissent will be perceived as constructive or adversarial in the organization (Kassing, 2000a). Some employees might decide to talk wrongdoings to management or by someone in authority and display their concerns directly and openly. However, some people might decide not to talk about it publicly. They assumed that the voice of dissent will make no difference, or it will result in negatively (Detert & Burris, 2007; Morrison & Milliken, 2000). According to this information, scholars suggested that it is important to consider why and how people express dissent (Avtgis, Thomas-Maddox, Taylor, & Patterson, 2007; Garner, 2009; Goodboy, Chory, & Dunleavy, 2008; Gorden, 1988; Payne, 2007).

As mentioned before, employees may feel that dissent to supervisors or management is a risk or they feel that it is necessary for disclosure of wrongdoings in the organization (Kassing, 2011). In Kassing’s (1998) organizational dissent model indicated that people choose three strategies for dissent expression; *upward dissent* (expressing dissent directly to an audience that is assumed to have responsibility or to be in a position to take effective action, e.g. managers), *lateral dissent* (expressing dissent to less effective audience members, e.g. coworkers when employees feel a

safeguard against retaliation), and *displaced dissent* (expressing dissent to ineffectual audience members, e.g. non-work friends and family members, when high levels of retaliation are perceived by employees as being realistically possible). It is noted that people express their dissent to those types of audiences are based on factors related to the individual, relational and organizational context. Despite several studies conducted on this topic, uncertainty is still remain about the nature of dissent behavior and the motives behind the decision to the expression of dissent. So, the purpose of this study is also to clarify factors which influence the dissent. Although several studies have defined dissent motives e.g. verbal aggressiveness (Kassing & Avtgis, 1999), locus of control (Kassing & Avtgis, 2001), freedom of speech and organizational identification (Kassing, 2000a), superior–subordinate relationships (Kassing, 2000b) and organizational justice (Goodboy et al., 2008), and workplace experience (Kassing & DiCioccio, 2004), at present curiosity exists about the reasons leading to these kinds of employees choices, and whether the factors assume any particular role between the antecedents of organizational dissent and actual employee dissent behavior. Thus, in the present research, it was preferred to conduct an interview and self-report on participants' perceptions, feelings, and reactions. They were asked to share their experiences on which they decided to dissent about organizational policies and/or practices at their workplace, and with what kind of events and factors they did so.

This study also intends to discover the process of dissent in the organization. In addition, Garner (2013) stated that dissent is an interactive phenomenon. The way of examining dissent conversation based on the content of the dissent messages or dissent strategies that employees use to express their dissent and outcomes of dissent conversations. The process model highlighted that dissent conversations start with events, and then it continues with the individual's choice to express dissent, dissent messages, and feedback from the audiences. The process approach is used for causal relationships between dissent events as past experiences and the process that evolves over time. So, it shapes the understanding of organizational dissent as a framework of sequences of events that how dissenters' past dissent experiences influence future dissent behavior. (Garner, 2009, 2013; Kassing, 2000; Milliken, Morrison, & Hewlin, 2003). On the other hand, scholars pointed out that the understanding of connections

between events and the role of the audiences' respond would expand dissent research and make researchers see complete picture of the dissent process. Besides, less research has explored how previous dissent events influence future dissent. Thus, in the present study, via the self- reports of participants, multiple dissent events were asked to interpret dissent in light of past experiences and to display dissent as a continues process. So, another aim of this study is to draw attention to the future dissent strategy of employees in organizations.

As the number of communication technologies used in the organization, the form of communication in the workplace has become transformation. E-mail, Intranet, and other technological instruments are used for interactive communication tools to support the internal communication process of the organization (Mazzei, 2010). Since, dissent can be seen as a communication concept in the organization, scholars studied for new channels of dissent expression (Al Busaidi, 2014; Garner, 2017; Gossett & Kilker, 2006). As proposed in previous studies, types of dissent audiences are divided into upward, lateral and displaced (Kassing & Avtgis, 2001), new channels for dissent may be included. Besides this, Gossett and Killer (2006) found online dissent channels through counter institutional web sites. They examined that employees used online channels to express organizational frustrations, grievances, and oppositions. With such websites, dissenters are not feasible, and they can express their dissent anonymously in public online portal with less fear from retaliation (Turnage & Goodboy, 2016). Though, dissent might be expressed via social media (e.g., Instagram, Facebook, LinkedIn) or websites, besides it is expressed by formal communication channels of organization, publicly or union (King, 2014). Since there is less research to examine whether employees prefer to dissent to different audiences in response to various events, it appears to be worth exploring other communication channels for dissent expression in this study, too.

Besides, dissent triggering events can be context or organization-specific that involves the subjects about policies, practices, and procedures of the organizations (Garner, 2013). So, in this study, based on organizational communication scholars, information technology organizations were studied as context-specific (Cranmer &

Buckner, 2017). Studies identified dissent events and motives of dissent in a number of contexts, organizations, and sectors. For example, a context-specific research based on dissent, is conducted in a Church. The members of the Church expressed their disagreements about church operations, religious celebrations, personal beliefs, others' behaviors (e.g., member behavior, leader behavior), and social environment (Garner, 2012). Another example of context-specific study is conducted in the education sector. Students dissented about classroom justice, instructor behavior, and peer behavior (Goodboy, 2011). Garner (2016) pointed out that it is essential to examine connections between dissent events, past experiences, expression strategy, and contexts which shape the communication types in the workplaces. So, it seems to worth to explore information technology (IT) environment and employee dissent behavior. Studies showed that employees in the IT environment have knowledge-oriented works, the competence of their job, challenging tasks, immediate feedback and rewards, unique ideas (Lumley, Coetzee, Tladinyane, & Ferreira, 2011; Ross, Beath, & Goodhuetz; 1996). In the nature of IT works, employees have workload, freelance jobs, night shifts, and the need to update their skills. Since IT employees need to deal with several issues, i.e. long work hours, market pressure, lack of work-life balance, the tight deadline of projects, and budget limitations of the organization (Maudgalya et al., 2006), they need to have more opportunities for voicing dissatisfaction and disagreement in such an IT work environment. Considering these issues, in this study, information technology (IT) industry and its environment for employees' dissent expression is also worth to examine.

Due to the rapidly growing environment of information technology, IT organizations divided broad types of organizations, generally de-bureaucratized, and have open, consultative, and interactive organizational culture (Rose, 2009; Tapscott & Caston, 1993). As mentioned before, dissent expression can be affected by the context of the organizations (Kassing, 2011). For example, open environment in the workplace led employees to encourage dissent openly. However, Harlos (2001) questioned whether open environment or organizational democracy truly indicates upward dissent expression in the organization. Due to IT environments seemed to have open for challenging employee voices, it is worth to investigate employees' actual dissent

behavior and to examine the dissent tolerance level of IT organizations. Furthermore, it will be investigated dissent behaviors of the employees in IT organizations with Turkish cultural context. Also, researches in the Western and Eastern settings found that organizations can be intolerant of dissent, and employees may reluctant to voice about organizational problems or wrongdoings (Morrison & Milliken, 2000; Sprague & Ruud, 1988; Vakola & Bouradas, 2005). Clearly, there is a need for research for the relationship between employee voice forms and the environment of IT organizations.

In addition, Kassing's (1997) dissent model is used for this study. Kassing's (1998) study is based on Western culture and its communication values. In particular, members of cultures with a low power distance will be willing to display contradictory opinions. Whereas employees from collectivistic cultures might not directly or verbally express dissent (Al-Busaidi, 2014). In other words, there are different communicative dynamics between individualistic and collectivistic. Since dissent is intentional behavior, and response to conflict and disagreement, difficulties arise to attempt understanding dissent behavior in the other cultures. In collectivist societies like Turkey (Hofstede, 1985), employees are more engaged to sustain interpersonal harmony and avoiding conflict (Cortina & Wasti, 2005), rather than confrontation. Thus, it is crucial to examine organizational dissent in non-Western cultural settings.

Finally, it is also observed that organizational dissent studies have recently started to be conducted in Turkish culture. Most of the studies have been conducted in the education sector. This study is implemented in the Turkish IT industry. Based on the properties of the Turkish business culture, IT organizations and IT employees in Turkish society may be expected to show different examples of dissent behavior in organizations.

1.3. Research Questions

Previous dissent research has been observed to indicate that context-specific dissent studies create different perspectives in terms of the dissent process in the organization. Thus, this study is mainly based on the question of; *how employee dissent behavior is characterized in IT organizations?*

To obtain in-depth knowledge in the process of dissent, sub-steps are proposed to reach basic research questions. The sub-steps for understanding dissent behavior are categorized as;

The first step is asking for any issue/issues about the decisions and practices in the workplace that employees disagreed/questioned/thought that could have been improved.

The second step is asking for how they express their opinions.

The third step is asking for how the audiences respond to it.

The fourth step is asking for their attitudes and feelings after they conveyed the issues.

The final step is asking for past dissent experiences and future dissent behavior.

Hence, the basic research questions below are formulated;

Q1. What kinds of events trigger organizational dissent?

Q2. Which factors influence dissent expression to which audience and in what types of behavior?

Q3. What are the consequences of organizational dissent?

Q4. What are employees' perceptions of organizational communication channels for expressing dissent through formal voice system?

Q5: What are employees' future dissent strategies?

2. LITERATURE REVIEW

2.1. Organizational Dissent

2.1.1. Concept Definition

Dissent is to be able to feel, say, and act against something. And it is expressed in varied ways by individuals (Gillman, 1976; Kassing, 2011). It is a phenomenon in societies, cultures, groups or organizations. Because of the limitations by the institutions that have the control or the power, the voice of dissent occurs as a remarkable topic to examine. Therefore, there has always been dissent in all historical processes of societies and in the life of people (Gillman, 1976; Whelan, 2013). The concept of dissent is mainly studied in social and political sciences, and also in cultural issues, management studies, and social psychology (Argyres & Mui, 2007; Hirschman, 1970). In political terms of dissent, it is based on the relation of power between the government and opposition. Essentially, political dissent is a form that is against the political system, political decisions, and policies (Nwogu, 2015). So, dissent embodies challenges to actions, attitudes, behaviors, or institutions. On the other hand, in management studies, the term of dissent is the individuals' actions toward the organization and their expressions of disagreement to workplace dynamics (Graham, 1986). People have different kinds of expectations, desires, and goals. These kinds of differentiation may cause disagreement and diverse voice between people who live together. Definition of dissent has primarily been associated with questioning authority or contradictory opinion (Garner, 2009; Kassing, 1997; Redding, 1985), so that we can examine dissent definition on different kinds of disciplines in the literature.

According to Morris (1969), the word of dissent comes from the Latin "*dissentire*", the meaning of "*dis*" is apart and "*sentire*" means to feel (cited in Kassing, 2011, p. 29). In Turkish Language Association (2018), dissent meaning "*a state against an attitude, an opinion and behavior, contradiction*", "*group with opposing views or dissident*". Thus, the whole meaning of dissent in the organizational context is, "*feeling apart from one's organization*" (Kassing 1997). So, the root of the word shows that dissent is about having a different opinion from something or

someone, but does not imply conflict (Deetz, 1998; Morrison, 2011). Dissent may non-verbal communication behavior that depends on individuals' experiences in the organization (Kassing, 1997). According to Kassing's framework of dissent (1997), organizational dissent is a communicative act as the expression of opinions, concerns, and criticisms that are contrary to policies, practices, and standards of the organization. Dissent is mainly a verbal expression individually or collectively stated by employees to the organization as a whole.

Over the past thirty years, there have been studies on organizational dissent (Kassing, 2011). And, organizational scholars have provided several definitions of dissent which are shown in detail below in Table 1.

Table 1
Definitions of Organizational Dissent

Redding (1985)	Expressing dissent, as a form of communication, i.e. boat rocking and whistleblowing, to the badness of managerial decisions.
Graham (1986)	"The effort by individuals in the workplace to protest and/or to change the organizational status quo because of their conscientious objection to current policy or practice" (p.2).
Sprague and Ruud (1988)	"The expression of dissent in an organization can be conceptualized as a moral obligation, a political right, an enlightened management practice, a minor inconvenience, or a punishable violation of loyalty" (p.190).
Gorden (1988)	A particular form of employee voice that involves the expression of disagreement or contradictory opinions about organizational practices and policies.
Hegstrom (1990)	A dissent is an act of voice attempting to alter dissatisfactory conditions within organizations.
Kassing (1998)	"Expressing disagreement or contradictory opinions about organizational practices, policies, and operations" (p.183).
Payne (2007)	A communication strategy that changes the behavior, policies, and practices of organizations.
Shahinpoor and Matt (2007)	One of the key factors in building a democratic and effective organization.
Kassing (2011)	"Dissent can lead to conflict, be directed to management, center on ethical issues, involve protest, evolve from dissatisfaction, and be adversarial" (p.29).
Garner (2013)	"An interactive process that occurs as a result of one or more subordinates expressing disagreement with policies, practices, or imperatives" (p.376).

The definitions from the table above are examined in a general conception of dissent. Five elements about organizational dissent (Kassing, 1997) are emphasized according to the early stages of dissent studies in the literature. 1) Dissent is caused by dissatisfaction with current conditions. 2) Dissent requires a different position from the organizational status quo. 3) It comprises to protest openly and raise an objection. 4) Dissent becomes adversarial by itself. 5) It contains issues of principle. Since organizational scholars have suggested and examined several definitions about organizational dissent, these studies approach in a complex way to the conceptualizations of employee dissent. Kassing's (1998) concept of dissent and the development of organizational dissent scale have impacted on other studies to increase in the appeal of the concept, and to reduce the confusion about it. According to Kassing (1998), organizational dissent definition is "*the expression of disagreements and contradictory opinions that result from the experience of feeling apart from one's organization*". This definition involves individuals' *feeling apart* from their organization, their *contradictory opinions* toward the organization's policies and practices, and their *expression of disagreement or dissatisfaction* in the organization (e.g., upward, lateral, external) (Kassing, 2011).

Kassing (1997, 1998, 2000) explored the scope of organizational dissent revising previous studies, and he investigated some nuances not mentioned by the previous traditional concepts of organizational dissent. For instance, early studies of dissent focus on the expression of dissent to the internal formal channel of organization or to industrial governing bodies about principled issues (e.g., unethical practices and behavior) (Dozier & Miceli, 1985; Graham, 1986). Unlike Graham's (1986) principled dissent, Kassing (1998) discussed that dissent behavior contains personal advantages such as employee may disagree about work hour or task in extra duties. So, organizational dissent embodies both personal advantages issues and principled issues (Kassing & Avtgris, 1999). These issues are the reasons why employees feel dissent. Also, it is important to examine why employees need to express these feelings in terms of the conceptualizations of dissent behavior (Graham, 1986; Hegstrom, 1999; Kassing, 1997; Redding, 1985; Sprague & Ruud, 1988). At the same time, how employees express dissatisfaction is an important issue to examine the organizational dissent

concept. Thus, Kassing's (1998) work makes researchers think of organizational dissent within a wide spectrum (Garner, 2013). As a result, the concept of dissent in the organization is a communication process that consists of a series of stages. And within this process, the distinction between how employees experience and how they express it is a clue for the emphasis of the concept of employee dissent (Garner, 2012, 2013; Kassing, 2011).

2.1.2. History and Perspectives of Dissent in Organizations

In this period of time, organizations are transformed into structures where employees have more participation in decision-making. Modern organizations have become more supportive for employee participation in management. There is a need for employee dissent to bring suggestion or criticism, in order to identify wrongdoings regarding to decision, policy, and implementation of the organization (Ataç & Köse, 2017; Derber & Schwartz, 1983; Kassing, 1998; Pacanowsky, 1988; Westin, 1986). Thus, employees have become to express their disagreement and able to raise their voice in organizations as result of participation in management or decision-making (Derber & Schwartz, 1983), employee empowerment (Marshall & Stohl, 1993), and organizational democracy (Cheney, 1995; Westin, 1986). Here all these concepts are related and linked to the historical development of organizational dissent. Therefore, the historical processes and perspectives which make impact on the evaluation of organizational dissent should be briefly discussed.

Organizational democracy is the principles, policies, and practices that are perceived as democratic by the employees in the organization (Clarke, 2011). According to Harrison and Freeman (2004), workplace democracy refers to *"the 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"*. There are two basic approaches under the idea of organizational democracy. The first one is the industrial democracy approach which supports democracy as a way of providing system of values, class struggle, and individual's freedom of speech. And the second is about managerial approach, namely participation in management (Kanter, 1982). It provides information sharing between

two or more parties influencing each other in making decisions and focuses on the attitudes and behaviors of employees to increase organizational effectiveness (Ataç & Köse, 2017; Pausch, 2013; Taştan, 2011). Participation in management has been identified as a human relations approach to management. It is identified as the workers' influence on the processes of decision making which is a form of structural empowerment in the workplace (Taştan, 2011). Organizational democracy is based on the history of employees' efforts to participate in management. The basis of the idea of employees' participating in the workplace started with the development of industrial democracy which is the starting point of workers' movement and industrial revolution in the nineteenth century (Cam, 2013). After the industrial revolution, unhealthy working conditions, long working hours, and low wages have emerged in the workplaces. After these difficult conditions, the conflict has occurred between workers and managers. As a result, a new modern society has been built by respecting each other's rights. Then, the industrial democracy emerged in the societies which laid the ground for the participation of the employees in the decisions (Purcell, 1993). Participation in the decisions of management is result of industrial democracy. It refers that employees have voice and are more effective in managerial decision-making in the organization. According to the researchers, industrial democracy is a structural phenomenon, whereas employee participation is a behavioral phenomenon (Bass & Shacleton, 1979). They examined the interaction between dissent behavior and employee participation which is final form organizational democracy. Researchers found that dissent is a form of employee participation, but dissent reveals both democratic and hierarchical organizations (Gorden, Holmberg, & Heisey, 1994; Kassing, 1997). Thus, organizational dissent can be examined in such a structural environment where organizational democracy is formed (Kassing & Armstrong, 2002). As a consequence of democratic practices in the organization, employee empowerment, and the realization of organizational improvements towards participation have provided an environment for employees to express their dissenting views. In addition, the concept of organizational dissent has an important place in the formation and development of democracy where organizations have less democracy (Cheney, 1995; Kassing, 1997; Marshall & Stohl, 1993). So, historically the evolution of workers' movements and the structural

transformation process of modern organizations have led to dissent being expressed in the workplace.

The evolution of organizational dissent concept discovers about how employees struggle with modern organization's restrictions. At the same time, the concept has also examined employee rights in the organizations. From this point of view, researchers began to explore more specific types of dissent with terms of organizational communication forms. The development of organizational dissent is also related to these types of forms (Redding, 1985). Organizations have the power and control mechanisms. In this case, dissent is the subject for the researchers that employees would express their human rights and have freedom of speech (Kassing, 1998). The underlying mechanism of dissent has been examined in terms of how employees will have free speech under the control and power mechanism of the organization (Kassing, 1997). It was observed that the employees, who spoke clearly to the management, received positive feedback in their organizations (Hegstrom, 1995). Positive feedback poses positive organizational environment. The voice of the employees within the organization leads to an increase in the effectiveness of their environments. In turn, there would be creative ideas and suggestions at the workplace (Gorden, 1988; Hegstrom, 1995; Redding, 1985). As a result, organizational communication scholars and management studies have examined the need for more specific types of employee voice in the field of organizational communication.

The following studies of dissent in organizational communication began with Redding (1985) and Hegstrom (1995). According to Redding (1985), the voice of disagreement within the organization is a human right for employees in the context of industrial democracy. Studies on organizational dissent emerged with this sense and laid the ground on how to measure the expression of dissent in the organizations. Historically, there are very few scales directly measure organizational dissent (Hegstrom, 1995; Kassing, 1997; Sprague & Ruud, 1988).

Kassing (1998) examined a new organizational dissent scale and re-defined the concept by considering the historical development and evaluation of dissent within the organization. Thus, organizational dissent has been conceptualized as a behavior that

can be measured in the workplace. While Kassing (1997) assessed the meaning of organizational dissent, he pointed out that there are some nuances between dissent and the other concepts in organizational behavior and management literature.

Dissent is often considered synonymous with the employee voice and the whistleblowing (Kassing, 1998). In the human resources management and industrial relations literature, voice has been examined in terms of the inclusion of employees in the management process through trade unions (Dundon et al, 2004). In later years, the concept has been evaluated by the organizational behavior literature by the terms of an independent concept rather than as a trade union process. In other words, employee voice was started to be examined as a way of participation in management (Boxall & Purcell, 2003). Employee voice is referred to improve the work environment, to express opinions clearly to the manager, to attempt to change positively the working conditions in the organization and to offer suggestions (Morrison & Milliken, 2003; Van Dyne & Le Pine, 1998). Therefore, employee voice has a larger concept of organizational communication that entails dissent behavior as well, at the same time voice is about providing support and expression of agreement (Gorden, 1988; Wilkinson et al., 2014). According to Kassing (1997, 1998), when employees express their contradictory opinions about work-related issues, it refers to organizational dissent. Although dissent seems to be a destructive term, the rationale of dissent concept contains presenting solutions to problems (Kassing, 2002). Thus, dissent is a subset form of employee voice which includes the expression of disagreement in the workplace (Kassing, 1998; Yee, Sandaran, & Razka, 2018).

Whistleblowing represents a unique form of dissent (Kassing, 1998). It contains reporting disagreement and opposition about organizational activities i.e. unethical decisions, public interests to external institutions (Dozier & Miceli, 1985). Organizational dissent contains whistleblowing, but internal disagreements are not reported to outside the organization (Kassing, 2011). Thus, employee dissent is mainly about the expression of disagreement about organizational practices and policies to the management, colleagues or outside of the organization (i.e. family and friends). As a result, employee voice, organizational dissent, and whistleblowing are closely related.

Employee voice takes the widest range, dissent is in the middle, and whistleblowing is more extreme form of the other two concepts (Sprague & Ruud, 1988).

Principled dissent and organizational dissent are also used interchangeably. Principled dissent is based on the expression of the employees against the policies implemented (Graham, 1986). Premeaux (2001) argues that the principled dissent stems from the employee's assessment based on non-personal issues. Other scholars have suggested that dissent involves both personal and principled issues (Hegstrom, 1999; Kassing & Armstrong, 2002).

Organizational dissent has similar characteristics to some aspects of organizational conflict. Organizational conflict is defined as a state of disagreement between at least two people or between more people or groups (Rahim, 2002). As a result of the disputes, the concept of dissent may emerge, but the situation of conflict should be considered as a more extreme concept than the dissent (Kassing, 2011). And also, upward influence and employee resistance are considered to have similarities with and differences from dissent. Dissent is part of upward influence wherein dissent behavior is expressed to the management or managers. Other types of dissent expression, on the other hand, are oriented towards co-workers or family and friends outside of the organization. Dissent behavior is a sub-form of employee resistance, but these two concepts are not the same. When employees voice their disagreement to the organization, they might show their reactance to new implementations of the organization or restriction from decision-making rules, etc. Resistance, however, may involve negative behaviors against the organization such as deviance (Kassing, 2011; Olison & Roloff, 2012).

It is noticed that organizational cynicism seems to be similar to organizational dissent. However, these two concepts differ from each other. Cynicism is referred to as *"person's negative attitudes consist of cognitive, affective and behavioral dimensions to his/her organization"* (Dean, Brandes, & Dharwadkar; 1998, p.345). Organizational cynicism is a person's negative attitudes to the organization whereas organizational dissent is feeling apart from the organization due to disagreement about the policy and practices. The reason behind the expression of dissent can vary depending on

employees' level of identification (Kassing & Armstrong, 2002). One of the reasons behind the attitude of cynicism is pessimism about the organization (Dean et al., 1998). In terms of the behavioral dimension of organizational cynicism, employees can behave in humiliating ways (Dean et al., 1998). Dissent as a prosocial behavior, on the other hand, presents examples such as suggestions stated positively (Kassing & Avtgis, 1999).

2.1.3. Theoretical Basis for Organizational Dissent

Three basic theories explain the aspects of organizational dissent. These three theories are included by Kassing's (1997) dissent model: 1) the Exit-Voice-Loyalty (EVL) model of employee dissatisfaction developed by Hirschman (1970); 2) the Theory of Unobtrusive Control (Tompkins & Cheney, 1985); and 3) the Theory of Independent-mindedness (Infante & Gorden, 1987). These theories provide a theoretical background for understanding why employees experience dissent, why they feel the need to express these feelings, and how they express their dissent.

2.1.3.1. Exit-Voice-Loyalty-Neglect Model

In order to experience dissent about any issues in the organization, it is stated that employee must feel dissatisfied with the current work environment (Kassing, 1997). Since dissent behavior is a subset concept of employee voice, Hirschman's (1970) Exit-Voice-Loyalty (EVL) model explains the dissent term (Kassing, 1997). The EVL model describes how employees react to events that are related to dissatisfaction in the organization (Hirschman, 1970). The model suggested that employees react in different way to the dissatisfaction they experienced in the organization. According to Kassing (1997), dissent is a communication act to reveal employees' dissatisfaction when they feel apart from their organization. Thus, this model provides a theoretical basis for interpreting possible ways in terms of employee dissent behavior (Kassing, 1998).

Hirschman (1970) firstly examined that employees respond to the dissatisfaction condition in two different ways. He posited that employees could decide whether to have voice or not. In other words, they have two choices when they are faced with workplace frustrations; they can leave the organization or express their

dissatisfaction. Employees' exit from the organization is a situation that reveals resignation from the relationship with the organization. The reason behind leaving the organization is that the person has no hope for the satisfying conditions that last consistently. Voice, however, involves employees' reactions to the change of dissatisfactory situations of the organization, instead of ignoring the negative conditions. Another type of behavior related to reaction of dissatisfaction is loyalty. Loyalty is to stay in the organization by believing that things will get better and waiting for the solution of dissatisfaction within the workplace (Garner, 2009; Hirschman, 1970). The choice of these responses differs according to the loyalty of the employee towards the organization. Employees who have high loyalty to their organization may prefer to voice than to leave the organization, while employees with less loyalty may be able to leave from their organization (Kassing, 1997, 1998).

After Hirschman's (1970) model, Farrel expanded this model in 1983 and added the concept of neglect, and the theory was extended as "exit-voice-loyalty-neglect" (EVLN). The neglect construct refers to being late to work, absenteeism, withdrawal, reduced interests of work, and using the working time for personal business. After the participation of Farrell (1983) and Farrell & Rusbult (1992) studies, the final EVLN model has occurred by the terms of dissatisfaction conditions within the organization.

According to EVLN model, as the job satisfaction increases, the rate of voice and loyalty display increases. On the other hand, neglect and exit behaviors display decrease. Following the same path of the EVLN model, responses to dissatisfaction were categorized as active/passive and constructive/destructive axes (Farrel, 1983; Gorden, 1988). (Figure 1)

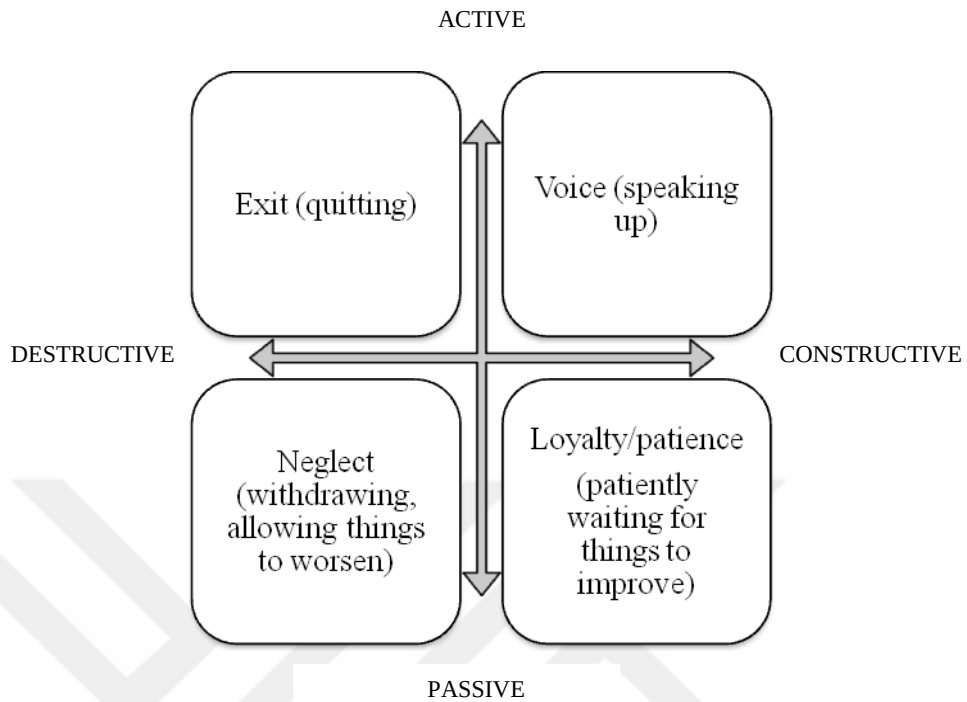


Figure 1: Model of Exit- Voice- Loyalty- Neglect

Reference: Farrell, 1983.

The figure shows that voice is constructive/active; loyalty is constructive/passive while neglect is destructive/passive; and exit is destructive/active. Furthermore, Gorden (1988) suggested that the construct of voice can be constructive or destructive and active or passive. For example, an active constructive voice involves making suggestions, union bargaining, and principled dissent. The passive constructive voice comprises listening, quiet support, and cooperation. Active destructive voice refers to verbal aggression and bad-mouthing. Passive destructive voice covers murmurings, purposive silence, and withdrawal. As a consequence of this model, dissent emerged as a constructive and active response of employees when they are faced with dissatisfactory conditions in the organization (Gorden, 1988; Kassing, 1998).

2.1.3.2. Theory of Unobtrusive Control

The other theory which has developed the basis for the organizational dissent was introduced by Tompkins and Cheney (1985). The theory of unobtrusive control entails the meaning of how employee dissent process begins. The basic assumption of

this theory is to explain how organizational control techniques enable employees to behave in accordance with organizational goals. Organizational control as communicative practice consists of verbal or physical actions of management to establish control on the employees' behavior. There are various mechanisms for managers to control employees' behavior. Organizational control consists of certain techniques such as simple, technical, bureaucratic, and unobtrusive control (Akada, 2015; Kassing, 1998; Tompkins & Cheney, 1985). According to Tompkins and Cheney (1985), simple control is "*exercise of power openly, arbitrarily, and personally*", technical control "*control embedded in the physical technology of the firm, designed into machines and the physical apparatus of the workplace*", and bureaucratic control is "*embedded in the social organization of the enterprise*" (cited in Kassing, 1997, p. 316).

However, modern organizations need new generation control techniques due to the inadequacy of these three control techniques for new organizational structures. As a result, the fourth phase of the control mechanism called "unobtrusive" or "conservative control" was suggested by Tompkins & Cheney (1985) (cited in Kassing, 1997, p.317). The unobtrusive control technique is formed by flat hierarchies, teamwork and coordination, face-to-face interaction, lost importance of written rules and regulations, common organizational values, and blurred lines between the staff and the management (Tompkins & Cheney, 1985).

This theory explains the reason behind the employees' dissent and their experiences in different circumstances. Managers try to establish control over the decisions of employees by the terms of organizational identification. As a result of that, employees will be identified with their organization when they accept the core values and goals of the organization, and act according to them. However, some employees resist organizational identification, do not act in line with organizational goals and decisions, and defend their own goals and decisions against the organizational rules (Kassing, 2000, 2001; Özdemir, 2010). According to Kassing (1997), the process of organizational dissent, based on unobtrusive control theory, begins from the moment employees start to oppose the organization's decision-making process.

2.1.3.3. *Theory of Independent-Mindedness*

The third theory is developed by Infante and Gorden (1987) which is called as the theory of independent-mindedness. Researchers put forward the concept of “management by argument” (Kassing, 1997). The theory suggests that when employees express their opinions about organizational policies or practices in a comfortable and free way; they will be more committed, more satisfied, and more productive (Infante et al., 1987). According to Kassing (1997), this theory leads to an explanation related to how employees experience dissent and how they express it to the organization.

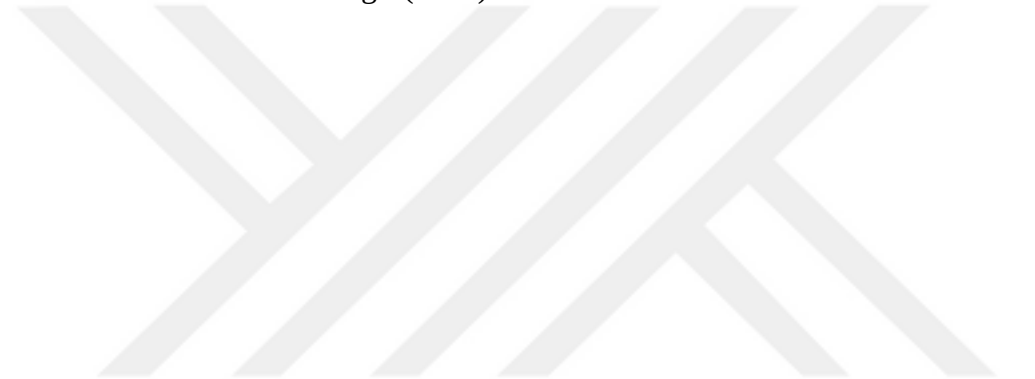
Kassing (1997) stated that this theory developed in an individualistic culture like USA (United States of America) and added that *"U.S. organizations should foster independent-mindedness by encouraging individualism through the communicative act of argumentation. Argumentation entails disagreeing and expressing contradictory opinions (i.e. expressing dissent)"* (p. 317). So, dissent model was mostly adapted to the theory of independent-mindedness.

The basis of the theory relies on employees' demands managed by decision-makers who are respected people and who provide them such an environment in which they can express themselves comfortably. When employees have the opportunity to express their opinions clearly and freely, the level of organizational commitment, productivity, and job satisfaction will increase. Generally, when employees want to express their opinions in the organization comfortably and to participate in decisions, there may be more likely to express dissent in the organization (Infante & Gorden, 1987). In this context, the theory of independent-mindedness is examined as a way of explaining the outcomes of employee dissent behavior in the organization (Akada, 2015; Kassing, 2000; Özdemir, 2010).

2.1.4. *Model of Organizational Dissent*

Organizational dissent is a process which consists of steps. As it is mentioned in previous studies, employee dissent shows that there are issues and factors affecting employees' voice of disagreement based on when and whom to dissent (Graham, 1986; Hegstrom, 1990; Kassing, 1997, 1998, 2002; Kassing & Armstrong, 2002; Kassing &

DiCioccio, 2004). As it is stated above, one of the noticeable researchers who conceptualized and operationalized dissent from the communication perspectives is Jeffrey Kassing (1997, 1998). He examined and explained organizational dissent as a multi-step process. He proposed a dissent model that involves the explanation of when employees express dissent, which employees express dissent, and whom to express dissent. Thus, Kassing's (1997) organizational dissent model has received considerable attention in management and organizational behavior studies. As demonstrated in Figure 2, four steps compound the organizational dissent model: triggering agent, strategy selection influences, strategy selection, and expressed dissent. The following subtitles summarize Kassing's (1998) dissent model.



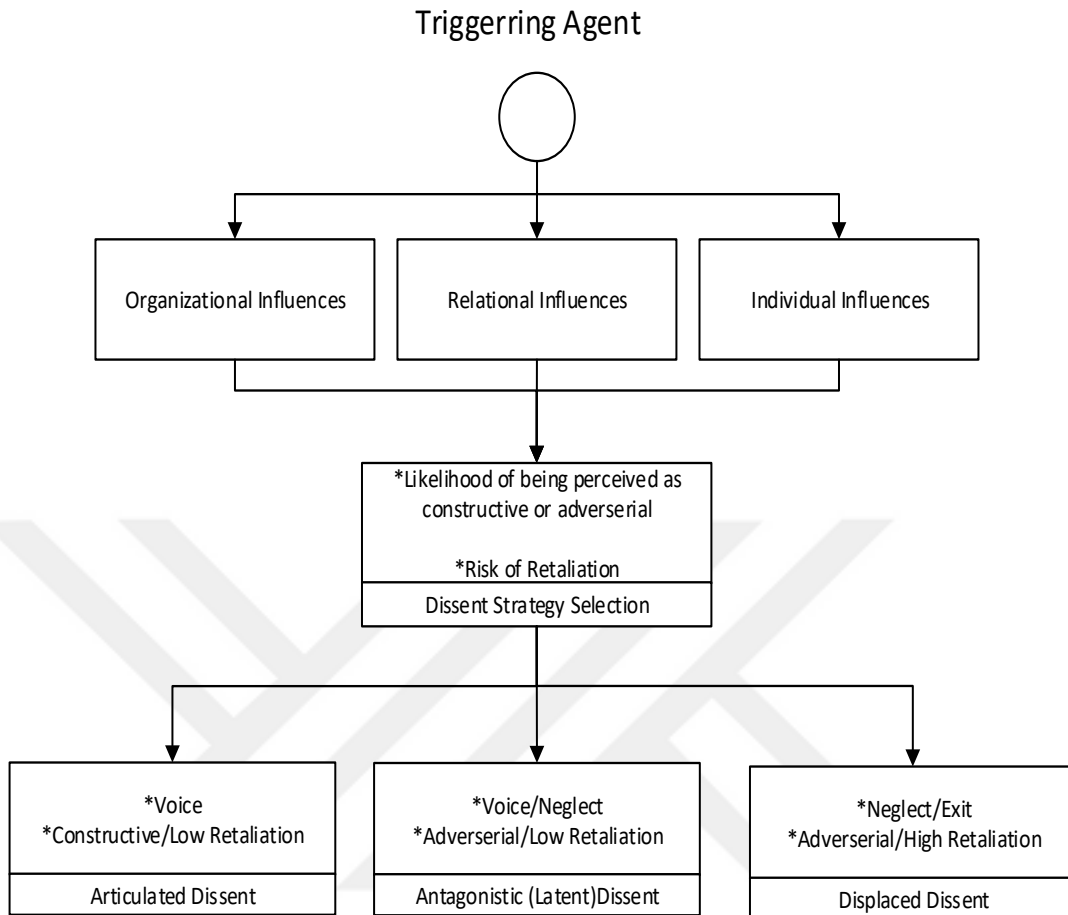


Figure 2: Model of Organizational Dissent

Reference: Kassing, 1998.

2.1.4.1. Dissent Events

The first step of the organizational dissent model is the events that trigger dissent. In other words, there should be triggering events or triggering agents to cause the person to dissent (Kassing, 1997, 2002). These events are induced by the individual's tolerance level for dissent, and exceeding the tolerance level leads to the expression of employee dissent in the organization (Kassing, 2002).

Early studies mentioned that triggering events of dissent involve unethical, immoral, and illegal issues that harm/risk to self and others (Kassing & DiCioccio, 2004; Redding, 1985). These studies suggested that multiple events are the reasons for dissent, but the main reason would be poor decision making in the organization.

Inefficient and impractical decisions, insensitivity to the needs of employees, a frustrating or annoying work environment urge to dissent (Hegstrom, 1988; Kassing & Armstrong, 2002; Redding, 1985; Sprague & Ruud, 1988). Furthermore, roles/responsibilities, role privileges, wrongdoings in the workplace, and questions of right and wrong might be examples of triggering agents for dissent (Kassing & Armstrong, 2002).

On the other hand, Kassing and Armstrong (2002) gathered triggering dissent events within nine topics based on the studies of the relevant literature. These dissent events are shown in Table 2.



Table 2
Typology of Dissent-Triggering Events

Employee treatment	Dissenting about how employees are treated within the organization concerning fairness and employee rights.
Organizational change	Dissenting about organizational changes and the implementation of those changes.
Decision making	Dissenting about organizational decisions and how decisions are made within the organization.
Inefficiency	Dissenting about inefficient work practices and ineffective processes.
Role/responsibility	Dissenting about one's work role and responsibilities or the roles/responsibilities of others.
Resources	Dissenting about the use and availability of organizational resources.
Ethics	Dissenting about unethical practices that exist within the organization or those employees are expected to enact within the organization.
Performance evaluation	Dissenting about how one's or others' work is being evaluated or about the performance evaluation process.
Preventing harm	Dissenting about things an organization may do to endanger self, coworkers, or customers.

Reference: Kassing and Armstrong, 2002.

Kassing and Armstrong (2002) have divided this typology into the nature and focus of dissent events. The nature of the dissent events relates to other-focused events such as decision-making or employee treatment that impacts on employees, co-workers, customers etc. Further, dissent events can be related to functional triggering events like resources, organizational change, etc. emerging from organizational functions. Lastly, dissent-triggering events group with protective dissent which relates to organizational unethical behaviors (Hastings & Payne, 2013). Focusing on dissent events also concerns the nature of the events. Dissent-triggers incorporate the focus of issues about which employees express dissent. When individuals express dissent with personal advantages, they are concerned with improving self-interests about work and its outcomes. That is, the dissent events are categorized as self-focused. However, they can be categorized as other-focused when employees express discomfort about issues which concern their peers. Finally, individuals convey principled dissent when they are concerned about the entire organization, which is called a neutral focus of dissent triggers. Besides, dissent

events are still being greatly examined by dissent researchers to reveal undiscovered dissent issues in the workplace within different industries and contexts (Garner, 2013; Kassing, 2009).

2.1.4.2. Factors Influencing Dissent

As mentioned above, the model of organizational dissent (Kassing, 1997) begins with triggering dissent events, and then it continues with the factors or influences affecting employees' decision to express dissent (Kassing & Armstrong, 2002). Such factors that influence dissent are called as strategy selection influencing (Kassing, 1997). The model suggests that when employees decide to express dissent, self - assessment of employees urge whom to dissent (i.e. express to managers or management or to co-workers or to non-work friends, family members, or to media and public sources) (Kassing & Armstrong, 2002). Employees' assessment of whether their dissent will be perceived as constructive or adversarial in the organization will shed light on their selection of expression. These factors are categorized as individual, relational, and organizational (Kassing, 2008).

Individual Influences

Individual factors entail how employees behave within the organization as well as their tendencies and expectations from their respective organizations. Dissent begins with the individual level when the person feels distant from the organization. Individual influences are related to predispositions, traits, values, and organizational positions they hold (Kassing, 2008). Individual variables include communication patterns of individual, behaviors or attitudes shaped by their respective organization, and the values imported from outside of the organizational life (Kassing, 1997).

Personality is one of the factors that play a role in exhibiting organizational dissent behavior. Such traits include verbal aggressiveness, argumentativeness, locus of control, self-esteem, and self-efficacy (Croucher et al., 2009; Kassing, 1999; Kassing & Avtgis, 2001) that influence individuals' willingness to dissent. And also employees' sense of powerlessness and preferences for avoiding conflict (Kassing, 2008; Sprague & Ruud, 1988) relate to employees' expressions of dissent.

Verbal aggressiveness is a type of behavior that involves attacks on personality through words rather than physical actions, swearing, threats, and non-verbal signs (Kassing & Argitis, 1999). The studies indicate that employees who have high levels of verbal aggressiveness prefer to share their opposite opinions with their colleagues at the same status, namely they choose lateral dissent to express (Ingwar, 2014). Argumentativeness is a term for arguing or disputing with other people about different issues. According to Kassing, Piemonte, Goman, and Mitchell's (2012) study, employees who have high-level argumentativeness express dissent to their supervisor which is called as upward dissent.

Locus of control is one's belief in the ability to control events. Employees with an internal locus of control believe that they can control all kinds of events that happen to them. Employees with an external locus of control believe that what happens in their life is due to external factors. Studies indicate that employees with internal locus of control prefer upward dissent, while employees with external locus of control prefer lateral dissent (Kassing et al., 2012).

Employees' ages and work experiences are also considered as individual factors. Researchers have suggested that employees who are elderly and have more job experiences are likely to express their dissent to supervisors and management (Kassing & DiCioccio, 2004). Furthermore, there are relationships between employees' organizational positions and dissent behavior. It was examined that employees who are managers in the organization, are more likely to engage in upward dissent than the employees who are not managers (Kassing, 2008).

Organizational commitment, job satisfaction, and burnout syndrome also relate to employee dissent behavior. It was found that employees who have high organizational communication, high job satisfaction are more likely to express their disagreement to supervisors, and those who have low job satisfaction and high burnout syndrome are more likely to engage in lateral or displaced dissent (Kassing & McDowell, 2008; Kassing et al., 2012). Also, employees who have high organizational based self-esteem which is described as employees perceiving themselves valuable or

worthy within their respective organization, are engaged in upward dissent (Payne, 2007).

Relational Influences

Relational factors are related to the type and quality of the relationships, and interaction with people in the organization (Kassing, 1997). The quality of the relationship with the supervisor or superior-subordinate relationship is one of the types of relational factors. Employee dissent behavior and the selection of whom to express dissent are based on the level of the quality of the relations with supervisors. Employees who have good communication with superiors engage in upward dissent. Researchers suggested that strong workgroup climate, trust relationship with the supervisor, and the degree of the quality of interaction between people in the workplace effect employee dissent behavior (Kassing, 2001, 2008).

Consequently, employees' lateral dissent has to do with their relation quality with colleagues. Employees who have close ties to co-workers tend to engage in latent dissent, whereas employees who have close ties to supervisors are more engaged in upward dissent. To sum up, employees who have higher-quality relationships with their supervisors are likely to direct dissent to their supervisors, whereas those who perceive that they have low-quality relationships with their supervisors express dissent to co-workers. The time they spend together and their past experiences, mutual goals, and trust relationships with supervisors or co-workers can serve as a significant determinant of how employees choose to express dissent (Kassing, 2000b).

Organizational Influences

Organizational influences contain how people understand and perceive their organizations. Employees have different feelings and attitudes in terms of how they relate to their respective organizations (Kassing, 2008). Organizational factors include workplace freedom of speech, tolerance for dissent, organizational culture, organizational justice, and organizational communication climate (Kassing, 1997; Kassing & McDowell, 2008; Payne, 2004).

Organizational communication climates affect the choices of employees for voicing their dissent (Kassing, 2000a). Thus, employees consider how their dissent will be received by their organization and they identify the level of tolerance of dissent in their organization. Some people may tend to speak up in the organization, but the culture of the workplace may suppress speaking up. Studies suggested that organizational culture mechanisms encourage employees to voice their ideas or keep silent. Voice systems provided by organizational culture are open-door policies, regular team meetings, suggestion boxes, intranet, grievance procedures, meeting with the top management, and systems established in the human resources department. Thus, employees tend to engage more in upward dissent by the open organizational environment (Garner, 2009; Kassing, 2005).

Furthermore, workplace freedom of speech leads employees to participate in decision making. In turn, employees perceive their organizations as more democratic and are more committed to employee rights. Thus, people, who perceive more democracy in their workplace, engage to upward dissent, and show high-level organizational identification. Studies suggested that these kinds of workplaces lead to increase dissent expression in a constructive way (Kassing & McDowell, 2008).

Moreover, employees' perceptions of organizational justice influence their choices of dissent strategy. According to studies, when employees perceive organizational decisions are fair, they are likely to express their dissent to management, and lateral dissent decreases in this process (Goodboy et al., 2008; Kassing & McDowell, 2008).

2.1.4.3. Types of Dissent Audiences

Based on the dissent model, employees choose the strategy or audiences to express opposite opinions at the individual, relational, and organizational influence levels. These influences prepare the background of dissent audiences, in other words, dissent strategy selection (Kassing, 1997, 2002, 2008). According to Kassing (1997), after the dissent strategy selection and considering the factors behind the dissent behavior, employees also consider how their dissent will be received in their

organization. Thus, employees assess the risk of retaliation, and evaluate whether their dissent will be perceived as constructive or adversarial. Beside the assessment of the fear of retaliation, it is also observed that the expression of dissent may be rewarded or ignored by the management or supervisors (Graham, 1986). Scholars suggest that people relatively evaluate how dissent will be embodied in their organization or workgroups (Sprague & Ruud, 1988). Furthermore, when employees decide to express dissent, they may consider the experiences they had before in their respective organizations (Kassing & Avtgis, 1999). So, employees choose to express their dissent in terms of three forms of dissent: upward (articulate), latent (antagonistic), or displaced (Kassing, 1998, 2000b).

Upward (Articulated) Dissent

Upward dissent is the selection of upward channels for dissent expression (Kassing, 2011). In early studies it is called as articulated dissent (Kassing & Avtgis, 1999). According to Kassing (1997), articulated dissent occurs when employees express their dissent within organizations to audiences that can effectively influence organizational adjustment. Thus, it is the way of expressing disagreements and opposite opinions directly and openly to supervisors, management, and corporate officers (Kassing, 1998).

In upward dissent, employees believe that their dissent expression will be perceived as constructive and they have no fear of retaliation (Kassing & Kava, 2013). In another saying, the open expression of disagreement creates corrective feedback to the management. This channel for dissent is the most effective way to voice employee disagreements. Upward dissent includes an active and direct action to improve organizational policies and practices (Burns & Wagner, 2013; Kassing & Avtgis, 1999; Wright, 2013).

Several factors prevent employees from utilizing upward dissent. Examples of these factors are; fear of being labeled as a problem-maker, damaging relationships, and the fear that the dissent may be ineffective. However, employees who feel comfortable in sharing their dissent may use the upward channel to voice (Kassing, 2011).

Researchers indicated that employees who use upward dissent, have some characteristics such as high employee satisfaction and high organizational commitment

(Kassing, 1998), a high-quality relationship with the supervisor (Kassing, 2011), workplace freedom of speech (Kassing, 1998), perceived personal influence (Kassing & McDowell, 2008), organizational identification (Kassing, 2000a), self-efficacy (Payne, 2014), and internal locus of control (Kassing et al., 2012).

Latent (Antagonistic) Dissent

Unlike upward dissent, lateral dissent is the dissent expression to co-workers. It occurs when employees believe that their dissent will be received as adversarial in the organization. It also happens when employees have fears of retaliation from the upward channel due to dissent (Kassing, 2008). In an early study of Kassing (1998, p.326), the model he called as lateral dissent as an antagonistic form of dissent is defined as *"the aggressive expression of dissent to ineffectual audiences within organizations to gain some personal advantage or to vent personal frustrations"*. Later, he challenged the term of antagonistic and finally suggested "latent" dissent as a more accurate term (Kassing, 2011).

Employees engage in latent dissent when they consider having poor quality relationships with their supervisors or they believe that the management is not open to corrective feedback (Kassing, 2000a). Somehow, employees who use the latent channel want to change practices of their organizations, but they experience ineffectiveness. Studies explained the reasons behind these behaviors with several factors. For example, they generally want to protect their personal interest, and to have some guarantees in terms of personal stuff (Kassing, 1998).

Latent dissent incorporates some factors. When employees who have non-managerial positions, have external locus of control, perceive low organizational justice, have poor trust relations with the management, and have low freedom of speech, they may engage in lateral dissent (Goodboy et al., 2008; Kassing et al., 2012; Kassing & McDowell, 2008; Payne, 2014).

Displaced Dissent

Displaced dissent occurs when employees decide to express their dissent to external audiences such as non-work friends, spouses/partners, and family members (Kassing, 1997, 1998). Kassing (1997, p. 327) stated that “*displaced dissent occurs when employees believe their dissent will be perceived as adversarial and will likely lead to some form of retaliation.*” Thus, it represents employees who choose to express their dissent to ineffective audiences (Kassing, 1998). In this way, employees who use this strategy, tend to have more secure channels to express opposite opinions (Kassing et al., 2012). The external audiences have no power to change organizational adjustment. Employees choose displaced dissent for expressing their frustrations and relieve themselves from the workplace issues (Kassing et al., 2012).

Recent research indicates that employees are more likely to use displaced dissent when they have low-level organizational commitment (Kassing, 1998), less work experience (Kassing & DiCioccio, 2004), non-managerial position, and intention to leave the organization (Kassing et al., 2012).

2.1.4.4. Types of Dissent Messages

Dissent is a concept that involves employees’ experiences in social interactions with other people in organizations (Garner, 2009; Kassing, 2001). As stated above, the nature of dissent includes messages expressed to others. Thus, dissent messages are shaped by the interactions among organizational members (Garner, 2009, 2013).

Dissent messages are considered as an informal communication form by the organizational communication scholars. It does not have the same meaning in terms of formal grievance procedures, because organizational dissent mostly focuses on informal interactions, and has specific messages between the dissenter and the audiences (Garner, 2013; Kassing, 1997, 2002, 2011). Thus, the central idea of organizational dissent is about examining the messages of dissenters. Dissenters’ messages refer to what messages are expressed by employees or what they actually say (Garner, 2016).

Kassing (2002) examined dissent messages as general strategies for using upward dissent expression. He examined that employees choose five strategies to use the upward dissent channel, including direct-factual appeal, repetition, solution presentation, circumvention, and threatening-resignation. Direct factual appeal strategy relates to *"supporting one's dissent claim with factual information derived from some combination of physical evidence, knowledge of organizational policies and practices, and personal work experience"* (Kassing, 2009, p. 316). Another strategy is solution presentation by *"providing solutions to address the dissent-triggering issue rather than or in addition to evidence"* (p. 316). Kassing (2009) defined repetition as *"when employees continually repeat dissent claims across time"*. On the other hand, *"when they use the threat of resignation as a form of leverage to induce supervisory action"* threatening resignation occurs (p. 316). And circumvention strategy is *"expressing one's dissent to someone higher in the chain of command than one's immediate supervisor"* (p. 196).

Garner (2009) used these five strategies and expanded them as message types of dissent to the upward and lateral channel. He studied organizational influence tactics, voice and dissent, and then developed a typology of dissent messages including five upward dissent strategies of Kassing (2002). Definitions of these strategies or tactics are shown in Table 3 (Garner, 2009).

Table 3
Message Types and Descriptions

Ingratiation	Humility, making the other person feel important, praising, sympathizing with the audience, pretending to let the other person make a decision.
Direct-Factual Appeals	Providing information that supports one's argument, logical reasoning, compromise, displaying expertise.
Exchange	Offering to do something in exchange for the other person's action, reminding them of past favors, obligations.
Circumvention	Formal and informal messages to people higher than the other person, going above the head of the person causing dissatisfaction, going to your boss's boss.
Coalitions	Getting assistance from the audience, recruitment attempts, asking the audience if they feel the same way about the dissatisfaction issue.
Pressure	Checking up on the audience, being a nuisance, pointing out required compliance, demanding compliance from the audience, negative actions or threats of negative actions.
Inspiration	Appeals to values or morals, messages to instill confidence or efficacy, emotional appeals.
Repetition	Repeating a dissenting message to the same audience.
Threatening resignation	Threatening to resign if the audience doesn't do something about the event or issue.
Solution presentation	Providing a realistic solution to the event or issue causing dissatisfaction.
Venting	Describing emotions felt because of an issue or event.
Asking for information	Requesting information, asking what the audience would do in such circumstances, asking for confirmation of facts or evidence.
Humor	Using humor to informally convey dissatisfaction, joking around or off-handed comments.

Reference: Garner, 2009

The typology of dissent has strategies and tactics with a great deal of variation. Kassing and Kava's (2013) upward dissent scale study has shown that upward dissent can be measured as a prosocial strategy, threatening resignation, circumvention, and repetition. Solution presentation and direct factual appeal are combined as the prosocial strategy in terms of upward dissent behavior. The prosocial strategy refers to voice openly and constructively by the employees to address organizational matters (Kassing & Kava, 2013). Circumvention occurs as a strategy when employees consider that their supervisor is ineffective, their treatment is unfair, and the management is unresponsive to their expression of dissent. This strategy is risky for employees to choose; therefore they prefer it less (Kassing, 2009; Kassing & Kava, 2013). Repetition tactic is used when employees believe that their dissent expression is deliberately postponed by the supervisor. However, when repetition strategy turns out useless for employees, circumvention tactics often occur (Kassing & Kava, 2013). And the last strategy of upward dissent behavior is threatening resignation. It is used when employees consider that their mental health, job safety, and security are at risk. Employees choose this tactic when they perceive that their relations of supervisor or management come to a dead-end (Kassing, 2011; Kassing & Kava, 2013). To sum up, the prosocial strategy is used more often than other tactics when the other tactics are not necessary to use. But, when the prosocial and the repetition strategy are not useful, circumvention and threatening resignation tactics are increasingly used (Kassing & Kava, 2013).

Garner's (2009, 2012) typology of dissent message studies have shown that some strategies are predictors of conversational effectiveness and appropriateness. For instance, solution presentations, direct factual appeals, and inspirational messages were found to be highly effective than others. This is followed by coalition. Pressure and exchange are perceived as less effective. Kassing (2005) also examined dissent messages and strategies in terms of audience's perceptions of the employees' conversational competence, and found that solution presentation and direct factual appeal were perceived more constructive act than circumvention, repetition, and threatening resignation. He also noted that solution presentation, circumvention, and repetition were high predictors of conversational effectiveness and appropriateness. However, pressure and humor were less appropriate than others (Kassing, 2009).

2.1.4.5. Outcomes of Organizational Dissent

Dissent expression is a conversational process in an organization wherein employees express contrary opinions and another person responds to these expressions. Thus, the consequences of the responses to the dissent expression can be categorized as rewarded, ignored, and/or punished (Garner, 2015; Graham, 1986). Early studies of dissent focused on the responses of managers on contrary opinions. Employees' disagreement in the organization would sometimes be rewarded by the management. It is an example for the reward that employees' suggestions for a solution to the dissent events are taken into consideration by supervisors or management. In turn, this is an indicator of democracy in the workplace (Kassing, 2002). Second, a response to dissent expression is punishment. Managers or supervisors would reject opposite members of the organization. Employees may feel the fear of retaliation such as being forced to have workload and interruption of communication with the management. And the third possible response is the ignorance by the supervisors of the dissent expression. In this case, the dissenters are neither rewarded nor punished (Graham, 1986).

Since the voice of disagreement in the organization is a risky choice (Waldron & Kassing, 2011), employees are right to worry about to have voice or silence for opposite opinions. Especially when they use upward dissent, it must be considered how their disagreement will be perceived, in a hostile or friendly way. Thus, supervisors' responses to dissent are an important part of the dissent expression. Those managerial responses produce effects for future dissent expressions of employees (Garner, 2013; Harlos, 2010; Kassing, 2009b). In other words, employees worry to voice their constructive opinions to problems in relation to the organizational policies and practices when supervisors or managers have rejected or ignored dissenters in the past (Garner, 2016). Outcomes of past dissent episodes specify whether employees will engage in dissent in the future (Garner, 2015; Milliken, Morrison, & Hewlin, 2003).

Research on organizational dissent revealed that there can be positive and negative outcomes of the dissent expression at the individual and organizational levels. Organizational dissent is good for organizational improvement and organizational adjustment (Milliken et al., 2003) whereas muted dissent is a problem for organizational

issues. Voicing disagreement about organizational policies and practices is beneficial for the workplaces. Dissenter opinions improve managers or management may have effective decisions (Garner, 2013). In other words, dissent views identify internal problems in the organization, and they can contribute to solving these problems, and to the development of the organization (Dağlı & Ağalday, 2014; Kassing, 2002). Dissent behavior is an act that prevents negative outcomes for the organizations, and it can increase the efficiency of the organization. When employees express wrongdoings in the organization, they behave for themselves, co-workers, and the organization. Research suggests that upward dissent is associated with revealing issues and problems before they evolve to harmful activities for the organization; it is beneficial for organizational identification, organizational commitment, and organizational democracy (Kassing, 2008, 2011).

On the other hand, employees obtain some benefits after the dissent expression. Organizations may reward employees to identify organizational problems, and give them some social benefits. Thus, dissent expression to supervisors and management creates organizational support to employees' esteem enhancement (Kassing & Armstrong, 2002). Research about organizational dissent revealed that dissent expressions of employees to management and co-workers are linked to work engagement (Kassing et al., 2012) and increased employees' job satisfaction (Lutgen-Sandvik, Riforgiate, & Fletcher, 2011). Upward dissent expression increases the perception of procedural justice and links to lower levels of turnover intentions (Goodboy et al., 2008; Kassing & McDowell, 2008).

However, there may be negative outcomes of the dissent expression, such that employees may risk workplace relations (Kassing, 2011). Some studies show that top management may punish members of the organization for expressing their dissent openly (Waldron & Kassing, 2010). When the opinions of disagreement challenge the authority, this in turn, may negatively affect the performance evaluation (Kassing, 2011). In addition, employees may fear from retaliation after the dissent expression. It affects the individuals' careers and their job status in the organization in a negative way (Kassing, 1997, 2011). Thus, when the dissenters receive negative feedback, in turn,

their desire to express opposite opinions will decrease, which leads employees to remain silent due to fear of retaliation (Garner, 2012; Kassing & Kava, 2013).

2.1.5. Process of Dissent in Organizations

Early studies on organizational dissent mostly focus on dissent triggering events, factors influencing dissent expression, and the audience to whom dissent is expressed (Kassing, 1998; Kassing & Armstrong, 2002; Sprague & Ruud, 1988). After the conceptualization of Kassing's (1998) organizational dissent model, some studies began to explore the content of the dissent messages or dissent strategies that employees choose to express their dissent, and the outcomes of dissent conversations (Garner, 2013; Kassing, 2009). The way of examining employees' dissent messages is important for employee feedback and improvement of workplaces, and for understanding what employees really want to say. Dissent conversation entails expression of disagreement to audiences and the audiences' responses to dissent conversation (Garner, 2016). Since dissent is a conversational act, most studies of organizational dissent have examined self-reports of dissenters and the perceptions of employees. However, recent scholars and studies have emphasized that the operationalization of organizational dissent also needs to include the perceptions of supervisors and co-workers in relation to dissent (Garner, 2003; Kassing, 2009; Zaini, Elmes, Pavlov, Saeed, 2016).

According to Kassing (2009), dissent in the organization has a multi-step process. In other words, when employees express their opinions about workplace frustrations to their supervisors or co-workers, they may receive desired or undesired responses. So, employees can have multiple occasions in terms of the dissent process and the dissent events are not one-time events in the organizations. Kassing (2009) and other scholars started to consider that dissent expression evolves over time, and eventually organizational dissent can be seen as an interactive phenomenon (Garner, 2009, 2013, 2016; Kassing & Avtgis, 2001).

Recently, some studies on organizational dissent have considered that dissent is not a discrete event (Al-Busaidi, 2014; Garner, 2013). They stated that much of the studies suggested that certain dissent event types occur within causal relationships. But

it does not reflect how employees actually experience dissent in the workplace. Employees may decide to express their dissent, but sometimes they do not want to display their experience openly to the manager or in the organization (Al-Busaidi, 2014; Garner, 2013). And also, employees might choose other alternative dissent strategies to express dissent. So, there are new approaches to re-examine the dissent process (Croucher, Kassing, Diers-Lawson, 2013; Garner 2013, 2017, 2018).

The first approach is based on the co-constructed process which is defined for organizational dissent (Garner, 2016). The process is about employees' assessment of how their dissent will be received when they express their actual dissent strategy. Putnam and Boys (2006) examined the co-construction within the metaphor of organizational performance (cited in Garner, 2013). Since dissent is an interactive phenomenon, co-construction is used for two or more people interacting or experiencing conflict within their social reality. Thus, dissent is based on the experience of the dissenter; however, managers' and co-workers' contributions to the dissent process are crucial for co-construction (Garner, 2017; Kassing, 2000a; Kassing & Avtgis, 2001).

The second approach reflects dissent as a continuous process. It is based on the process perspective (Garner, 2016). Scholars stated that the process approach is used for casual relationships between dissent events as past experiences and that the process evolves over time. Thus, this approach reflects how dissenters' past dissent experiences affect future dissent strategies (Garner, 2013; Milliken, Morrison, & Hewlin, 2003).

As mentioned before, most studies examine dissent as a single event and consider variables that affect the dissent expression (Garner, 2009; Kassing, 2000a). When new approaches contributed to the dissent process as a continuous process, it has shaped the understanding of organizational dissent as a framework of sequences of events that engage in outcomes of this process (Garner, 2013). Garner (2013) used Poole et al.'s (2000) life-cycle model for the explanation of the process model of organizational dissent. He explained the dissent process as the chain of events when employees express their dissent. Process of dissent is linked to a series of past and present events. There are "generative mechanisms" or "motors" that highlight the process. Poole et al. (2000) identified four motors to explain the process (cited in

Garner, 2013, p. 390); *“A life-cycle motor explains processes in a series of phases or stages. A dialectic motor explains processes as a conflict between two entities. A teleological motor explains processes based on goal-driven behavior. An evolutionary motor explains processes in terms of variation, selection, and retention elements. A process theory should identify the events in the process and then specify the generative mechanisms that direct sequences of events.”*

Garner (2013) examined organizational dissent as being based on four stages of process theory as mentioned above, then he described dissent conversation model which has three stages as precipitation, initial conversation, and residual communication. Precipitation entails dissenters' sense of triggering events and their assessment about the outcomes of dissent expression. For example, having conversation with co-workers or supervisors helps dissenters' perception. The initial conversation describes the expression of the dissent to audiences. For example, audiences' responses have negative or positive roles in the dissent process. And, residual communication is part of the link between past and future dissent conversation (Garner, 2013, 2017, 2018).

Finally, recent scholars also studied the new dynamics for dissent expression and dissent audiences which include the dissent process. Gossett and Kilker (2006) examined online dissent channels through counter institutional web sites. They studied that those websites were developed for employees to express organizational frustrations, grievances, and oppositions. By such websites, dissenters are not accessible, and so they can express their dissent anonymously in public online portals with less fear from retaliation (Turnage & Goodboy, 2016). In their study, dissent expression to audiences (upward, lateral, and displaced) evolved to another form of dissent channel. In other words, dissent might be expressed via social media (e.g., Instagram, Facebook, LinkedIn) or websites, besides, it is expressed by formal communication channels of organizations, publicly or through unions (King, 2014).

2.2. Employees in the Information Technology (IT) Environment

Information technology (IT) is defined as the application of technology in business processes to gather data and create information that is valuable for managers (Sohal, Moss, & Ng, 2001). It is the implementation, development, and management of computer-based information systems such as software application and computer hardware (Rose, 2009). Information technology consists of hardware, software, telecommunications (e.g., voice, intranet, and e-mail), including employees and resources assigned to support IT systems (Sohal et al., 2001).

IT is a tool for business. Many organizations need the use of technology. The development of technological progress impacts the transformation of organizations, people, and labor market trends (Lai & Mahapatra, 1997). Since IT is important for organizational productivity, organizations need to balance their business, their culture, and strategies of the information systems. Organizations obtain competitive advantage with IT tools. The power and value of IT contribute to organizational success and influence their performance in a positive way. However, IT and systems of IT are part of the business and governmental organizations; it is also a type of the sector (Aydın, 2012; Sohal et al., 2001).

The information technology sector represents industrial and public organizations in which there exists new and latest technology and they also have technologically and logically qualified employees. Employees in the IT organizations are divided into broad categories, such as information technology professionals, non-information technology professionals, IT staff, managers, human resources employees, finance employees, service and sales employees, and other staff in the organizations (Sohal et al., 2001). Information technology professional is defined as *“an individual who participates in the design, development, implementation, support or management of computer-based information systems, particularly software applications and computer hardware”* (Marchewka, 2016, p.374). A non-information technology professional is referred to as a person who uses information technology to manage and communicate information in an organization, but does not develop, implement, and maintain the technology (Rose, 2009). According to the Bureau of Labor Statistics (2018), types of

job title for IT staff are IT specialist, IT programmer, IT architect, IT solutions advisor, IT analyst, network administrator, network engineer, graphic designer, telecommunications specialist, IT support specialist, database administrator, systems designer, application support analyst, application developer, programmer analyst, web developer, etc. So, the IT occupations represent a broad category in the employment of the business sector.

Information technology is also called Information and Communication Technology (ICT). Information and communication technology (ICT) sector has become a significant part in the world economy due to the spread of the internet and modern technologies that can facilitate production (Ness KDC, 2018). According to the data of the United States Department of Labor, the employment of ICT occupations is growing faster since 2016 and it is projected to grow 13 percent from 2016 to 2026. The ICT sector occupations in European Union (EU) are growing more than eight times higher than the average employment growth in the EU (Ness KDC, 2018; European Data Journalism, 2018). The development and implementation of ICT in Turkish business started at the end of the 1960s. The ICT sector in Turkey labor market has been growing since 1990s due to the spread of the internet and communication technology trend in global business (Aydın, 2012; Bülbül, 2003; Cenkci, 2013).

According to the market data of the Turkish Informatics Industry Association (TÜBİSAD, 2018), Turkish ICT sector's development and market size have been growing at an annual average rate of 17% for the last five years in Turkey. ICT service spending reached \$27.5 billion in 2018. Employment in the ICT sector has grown to 139.000 (Tuncer, 2019).

Due to digitalization, the information technology sector is growing faster in the world, also in the Turkish market economy. Employment in the Turkish IT industry and position of IT companies in manufacturing and service sectors are expected to increase (Aydın, 2012). Selecting high-qualified employees and managing of all assets in terms of information technology are important for the achievement of the organizations in global marketplaces (Jeyaseelan & Bridget, 2015). The survey of TÜBİSAD (2018) pointed out that there are raising concerns for ICT companies in Turkey. The survey

shows the four top problems of the ICT sector as; foreign exchange fluctuations, hiring and retaining talented employees, problems faced during the execution of research & development incentives, and price-oriented public procurement policies (TÜBİSAD, 2018). Moreover, managing high-skilled employees and the leaders' capability for supervising and delegating responsibility are also issues for developing IT environments (Cenkci, 2013).

Several researchers have pointed out that employees in the IT environment have knowledge-oriented works, display competence in their jobs, and they are highly skilled (Lumley, Coetzee, Tladinyane, & Ferreira, 2011; Ross, Beath, & Goodhue, 1995). Due to the nature of IT works, employees have high workload, hold freelance jobs, work in night shifts, and need to update their skills. They are expected to create solutions for business issues, to connect the partners in the IT business, and deal with tight deadlines. In other words, employees in IT organizations and IT professionals have important roles for the IT environment (Cenkci, 2018). So, technology asset is not the only factor for improving IT organizations. Meanwhile, human capital and relationship with stakeholders are the other factors for development. The value of the organizations' IT capability depends on human asset, technology asset, and relationship asset (Rose, 2009).

Human asset is the IT staffs who have technical skills, a high level of intelligence and education, demand high wages, and demonstrate strong need for growth (Maudgalya et al., 2006). Moreover, they have a need for learning, desire to be challenged, and engage in self-motivation. Studies show that the characteristics of the valuable of human assets in IT organizations include a combination of formal training and on-the-job experiences to accumulate IT competence. And those human resources affect business success for IT organizations. If IT organizations delegate responsibility to IT staff functionally, they can solve business problems (Rose, 2009). For the relationship asset for IT, capability represents shared risk and responsibility. It contains mutual respect among IT staff, business units, and clients. The effective management of the relationship between those units depends on the effective coordination and the ability to communicate (Ross et al., 1996). Briefly, Ross et al.'s (1996) study stated that

the relationship asset is heavily dependent on mutual respect, which means that business partners must view the IT staff as competent (human asset), which is partly dependent on the quality and the cost of the existing technology base (technology asset). Therefore, employees, organizations, and customers need to have channels for communicating. Kalla (2005) indicated that formal and informal communication channels for the voice of employees' complaints and opinions expand the organizational networks. IT organizations frequently use digital connectivity such as Intranet, electronic mail (e-mail), and other ongoing technical advances. It provides them to communicate and exchange knowledge of people within work units, organizations, and customers as well. Although such technologies are useful for interactive communication, some people are not likely to share information on the digital channel. It is stated that the communication channels of organizations are divided into the virtual and real channels, so they affect the social behaviors of individuals in the organizations (Cenkci, 2018).

IT employees are eager to have autonomy, challenging tasks, immediate feedback and rewards, unique ideas. They have a stronger commitment to their profession than the organization (Rose, 2009). However, the IT organizations are divided into broad types of organizations such as traditional or de-bureaucratized or team-based organizations. In traditional IT organizations, employees have well-defined tasks, and projects need to be done. Due to the rapidly growing environment of information technology, the traditional view sometimes does not fit to IT employees (Ross et al., 1996; Tapscott & Caston, 1993). Thus, the IT organizations' environments are generally de-bureaucratized, open, consultative, and interactive (Rose, 2009).

Researchers showed that the communication between an IT unit and a non-IT unit in the organization has become important due to the demanding job environments. They also stated that employees in the IT organizations need to work together in order to increase productivity and sustainability (Rose, 2009). Another study revealed that the more IT employees and customers work, communicate, and negotiate together; the more effective and stronger the work environment will be. Besides, new information

technologies will be developed (Ross et al., 1996). It is also stated that IT clients look forward to behavioral and communicative skills as well as technical skills (Rose, 2009).

Therefore, employees in the IT environment may become more flexible, responsive, and show their ideas openly. Since IT employees need to deal with many issues, i.e., long work hours, market pressure, lack of work-life balance, the tight deadlines of the projects, and budget limitations of the organization (Maudgalya et al., 2006), they need to have more opportunities for voicing dissatisfaction and disagreement in such an IT work environment. In other words, dissent as a constructive voice mechanism can display employees' valuable and challenging ideas for the IT environment, and also support the IT employees to voice their frustrations for better organizations to work in.

3. METHOD

3.1. Methodology and Research Design

The working environments of organizations are getting dynamic, complicated, and more competitive. Thus, in terms of the sector, it is possible to observe the effectiveness of these changes in all kinds of businesses. However, at the age of knowledge-based economy, one of the most significant industries is information technology (IT) sector. Due to the technological intensity of IT organizations, working mechanism, work-process, and the positions of employees are becoming affected. While employees are doing their jobs in the IT organization, their participation in decision-making processes for changing the current situation of the organization is increasing at the same time. Presenting suggestions and opinions actively are so crucial for maintaining technology-intensive organizations. Whatever the type of the organization is, in order to inspect and get solutions to the problems, employees' voice, opinions, criticisms, and suggestions are necessary for innovation and change. Those are powerful sources for getting information.

The concept of employee voice behavior denotes that employees are able to speak about work activities and decisions within the organizations. Employee voice behavior consists of a general scope concerning individuals' opinions, ideas, and expressions of frustrations and suggestions (Budd, Gollan, Wilkinson, 2010; Wilkinson, Dundon, & Marchington, 2013). Organizational dissent which is a subset form of employee voice is evaluated as a counter form of employee silence as well (Garner, 2013; Kassing, 1998; Milliken et al., 2003). When a person expresses his/her dissent to co-workers or to family members (type of dissent audiences), their voice of dissent might not be heard by the supervisor or by the management (Kassing, 2008; Milliken et al. 2003; Wilkinson et al., 2013). It is assumed as the muted dissent (similar with silence behavior in organizations) in the organization (Gorden, 1988; Kassing, 1998). So, organizational dissent which is related to both voice behavior and organizational silence is not commented easily and consists of a multidimensional phenomenon with different meanings. For this reason, to present the understanding of employees' dissent behavior

more profoundly, a research method that contains an interactive point of view has to be utilized.

Thereby, qualitative research was used to show the experiences of employees and the meanings which are related to organizational dissent. Qualitative research is an approach to the understanding that brings up concepts and matters with a realistic way and complete manner (Gallagher & Zahavi, 2007; Yıldırım & Şimşek, 2018). From this point, qualitative research provides understanding and search of unique dimensions of the concept as a social phenomenon (Creswell, 2018). It also ensures the deepest understanding of the social phenomenon about what individuals experience while collecting their sharings (Sığrı, 2018). Hence, the researcher begins to understand the social actors' experiences and interactions from their points of view. Hereby, qualitative research provides a detailed interpretation about the subject which is studied (Gallagher & Zahavi, 2007).

In this study, two phases were conducted. At the first phase, in order to ensure understanding about how individuals express dissent in the organizations and their assessments about it, a qualitative research design was preferred by using the phenomenological approach with the deepest conceptions. Phenomenological research explores the experiences about the common meanings of a concept or phenomenon which are shared by different individuals (Creswell, 2018; Gallagher & Zahavi, 2007). In other words, what individuals have experienced about the phenomenon and how they experienced is the core of this fact. Individuals or groups who have shared their experiences and the facts they observed as research data are used for the resources of phenomenological research. The data collection stage consists of detailed interviews with individuals who have such characteristics of the phenomenon (Moustakas, 1994; Yıldırım & Şimşek, 2018).

In line with the above cause, what they lived and experienced in terms of dissent, and in which situation were mainly asked to the participants about the subject. Furthermore, in order to get detailed information about the experiences of the employees who were related with the phenomenon, open-ended questions were asked to the participants (Gallagher & Zahavi, 2007). In the phenomenological data analysis, the

researcher generates common conceptual groups and separates themes by emphasizing the fundamental answers which are collected from the participants (Moustakas, 1994). Then, the study continues with the expressions of the participants on what they lived about the phenomenon. The researchers need to show detailed information about the related process and the conditions that affect the subject. In the end, a description is made that is related to the phenomenon which helps to explain the core points of common experiences of the participants (Creswell, 2018; Moustakas, 1994).

In this research, to get a comprehensive approach about the employees who have disagreements, different opinions, and approaches to the organizations (organizational dissent), a phenomenological approach which is one of the methods of qualitative research has been adopted. The main purpose of this research is to find out what sort of conditions trigger organizational dissent and what factors shape dissent behavior. In the present study, these issues are deeply researched to reveal common experiences.

It is suggested that more than one approach should be used in qualitative research (Leedy & Ormrod, 2001; Sığrı, 2018). Here in this research, reactions of individuals exposed to dissent opinions, effects of dissent over the person who has expressed it, and the outcomes of the dissent process have been searched by following the related suggestions (Garner, 2017). In this study, as a second phase, the dissent process in the organizations was also examined. Hereby, after the qualitative phenomenological study for capturing dissent events and the participants' experiences of dissent expression, Garner's (2013, 2017) the process approach was conducted to examine the complete picture of dissent in organizations. In Garner's (2013) co-construction of the dissent process, the qualitative case study was used to show the life cycle of the dissent process. With this approach, it is important to reveal the connections between the dissent events, outcomes of the dissent expressions, and the future dissent behaviors of the dissenters. In the dissent process, it is also possible to explore the role of dissenters and audiences, the responses of audiences, outcomes of dissent, and how those processes chain together (Cranmer & Buckner, 2017). Recent studies in the workplace dissent literature have focused on dissent conversation and the process of

dissent, and used some qualitative case studies to examine the dissent process. In this study, data were collected from employees working in a variety of occupations and organizations in the IT sector. Therefore, instead of focusing on a case study based on a single organization, specific sectors were focused to explore if there were some differences or shared rules, and practices that cross the organizational boundaries. Furthermore, although existing research reveals the whole process of dissent, few studies have examined the use of formal/informal channels for dissent expression in the dissent processes. These channels were also studied in this research. Thus, with the second phase, it was aimed to reveal the process of dissent in a context-specific way.

3.2. Research Field and Participants

In this study, it is aimed to reveal dissent events, the factors which affect dissent expressions, the outcomes of dissent at the individual and organizational levels, and the future dissent strategies of employees in the information technology organizations seated in İstanbul. The city of İstanbul is where IT sectors are likely to be exposed. By drawing the lines of the research in this way; İstanbul was chosen as a city where the IT sector firms are mostly located in. As for the city distribution for recruitments in IT sector, İstanbul European side is the first with 753 job positions, Anatolian side is the second with 645 job positions, followed by Ankara and İzmir, and other cities (TÜBİSAD, 2018).

IT leads to development, change, and innovation because of having the role for creation and unique and different ideas (Skinner, 2008). For this reason, it is expected that organizations and teams that participate in IT's produce original ideas and alternative approaches which enable workers to question the structure. Actually, employees in IT organizations have critical thinking abilities and share their unique opinions that are not the same as those of others. Therefore, they possess skills that are welcome by their organizations. One of the pilot study participants from an IT sector company stated that IT is an ideal place for expressing different ideas.

Interviewers' expressions were among the essential aspects of the decision to carry out this research in IT organizations. In organizations that prepare the ground for

the freedom of speech, a transparent organizational communication climate is observed where the dissent behavior might be acted easily (Garner, 2013).

In addition, IT sectors have beneficial usage for the technological stuff, in turn; they have a more creative environment than the others. So, there should be harmony between the technology and the development. Consequently, the sectoral employment is exposed to high uncertainty and changes. This situation affects people who work in the IT organizations. Due to lots of project works, customer pressure, and high competitiveness, employees do not only need to renew their knowledge and ability, but they also need to respond to the demands of the management. In other words, the work needs to be done and the problems need to be solved in a short time in the IT environment (Maudgalya et al., 2006).

From this point, the concept of organizational dissent puts forward suggestions concerning how to determine the problems in organizations and proposes precautions for these problems (Kassing, 2002). The other significant matter of this research is about this issue. Since the employees in the IT sector are expected to be more qualified than employees in other sectors such as having more advantages in terms of salary and job position, they are considered to be more motivated for challenging voices, solving problems, and participating in the decision-making process. Due to rapid changes, the procedures and policies of the organizations have taken different forms bound by the individual or organizational communication mechanisms. Therefore, employee voice has evolved into a different form in terms of the lack of union voice (Wilkinson et al., 2013). In such a case, the appropriate environment expected to create a debate platform in the organization, and what takes place in the current situation are the focal points of this research.

The study group of this research is based on credibility, transferability, and dependability by the use of snowball sampling that relies on the method of purposive sampling (Creswell, 2018; Ellett & Beausang, 2002). Purposive sampling refers to gathering information about the subject by means of describing the experiences of individuals. Purposive sampling is a form of non-probability sampling that is based on the objective of the study and the type of the population (Ellett & Beausang, 2002).

With this method, it is allowed to select certain participants for the study. It is noted that when researchers use purposeful sampling, they can obtain wide perspectives of the participants who experience the issues under examination (Leedy & Ormrod, 2001). The study continues with the participants' suggestions to other ones by snowball sampling. In snowball sampling (Sığrı, 2018), the sampling group is extended with the conversations of the new participants who are directed by the source participants.

Under the scope of this study, the field of this research group (Creswell, 2018; Yıldırım & Şimşek, 2018) consisted of 20 participants from the IT sector base, who worked in different organizations and got experiences about dissent behavior now or before, and were willing to participate voluntarily to share these experiences. At the same time, if there is more than one event experienced by the participants, they are asked to tell about these issues as well. Three participants shared multiple stories and one of these shared 3 stories. One of the stories told by one participant has been expelled due to being related to the private life of the participant. Other incidents told by one participant have also been expelled due to being experienced in the service sector. So, two events which were described by two participants have been added. Finally, a total of 22 organizational dissent cases were collected from 20 participants.

The number of the participants was sufficient in terms of reaching detailed data for improving the effectiveness of the research. The sampling size appropriate for the phenomenological approach was adopted in the study. The data improving process is necessary to reach a theoretically sufficient level which is related to the subject that is researched. According to Polkinghorne (1989), for phenomenological studies, making deeply conducted interviews are enough when the number of the participants is 5 to 25 (cited in Akar, 2014). Charmaz (2006) has suggested following a process approach in qualitative research by means of working on 20 and 30 people (cited in Creswell, 2018, p. 78).

Of the 20 participants who took part in the study, there were 11 women and 9 men. In terms of the marital status of the participants, 13 participants were single and 7 participants were married. The participants' ages were between 22 and 39, with a mean age of 29,5. The educational status was as follows: 15 participants held a bachelor's

degree and 5 participants had a master's degree. All the participants were employed in the IT industry. The majority of the participants were employed in the private work settings and one participant was employed in the public. All participants had been employed by their organizations for at least six months. They had been employed in their company between 6 months and 12 years. And the participants' total tenure was between 7 months and 15 years. In terms of their position in the organizations, seven participants held management positions including Sales Specialist, HR Director, Senior 3D Artist, Senior HR Manager, HR Recruitment Specialist, HR Business Partner, and HR Specialist. It was seen that 13 participants were not in management positions.

Considering that the relevance of being a member of a union in terms of the research subject, whether there is a membership of a union or not was asked and just one of the participants declared the membership. Also, it has been asked whether their companies had any members of a union. In conclusion, since the upward dissent expressions of the participants would be researched deeply, the participants of this research were asked the number of supervisors or immediate managers or team leaders they had to report and connect directly. The titles of the superiors have also been asked. Table 4 provides a summary of the demographic characteristics of the participants.

Table 4
Demographic Features of the Participants

Participants	Profession	Gender	Marital Status	Age	Managerial position	Education	Total Tenure	Present Tenure	Union Member	Numbers of Immediate Manager
P1	Sales Specialist	Female	Married	33	Yes	Master	12 years	12 years	None	1 manager
P2	Web Designer	Male	Single	33	No	Bachelor	8 years	6 months	Present	1 team leader
P3	Web Application Designer	Male	Single	26	No	Bachelor	2 and a half years	9 months	None	1 team leader
P4	Sales Operation Specialist	Male	Single	27	No	Bachelor	2 years	12 months	None	1 team leader

P5	HR Director	Female	Married	39	Yes	Master	15 years	3 and a half years	None	1 team leader and 1 manager
P6	Senior 3D Artist	Male	Single	39	Yes	Bachelor	15 years	10 months	None	1 chief of production and the boss
P7	HR Payroll Specialist	Female	Single	24	No	Bachelor	1 year 10 months	7 months	None	1 payroll manager and 1 vice general director
P8	Logistic/Operations Consultant	Male	Single	28	No	Bachelor	4 years	4 years	None	1 team leader and 1 director
P9	Senior HR Manager	Female	Married	32	Yes	Bachelor	8 years	6 months	None	1 manager
P10	HR Assistant Specialist	Female	Single	26	No	Bachelor	2 and a half years	6 months	None	1 HR specialist

P11	Mobile App Developer	Male	Single	25	No	Bachelor	3 years	3 years	None	1 team leader
P12	HR Recruitment Specialist	Female	Married	27	Yes	Master	5 and a half years	5 and a half years	None	1 manager
P13	HR Development Specialist	Female	Single	32	No	Bachelor	9 years	5 and a half years	None	1 manager
P14	Software Engineer	Male	Married	31	No	Bachelor	5 years	4 years	None	1 manager
P15	HR Recruitment	Female	Single	29	No	Bachelor	6 and a half years	3 years	None	1 manager
P16	Business Analyst	Female	Married	27	No	Bachelor	3 and a half years	3 years	None	1 manager

P17	SAP Consultant	Male	Single	27	No	Bachelor	1 years	1 years	None	1 department manager
P18	Web Contact Editor	Female	Single	22	No	Bachelor	7 months	7 months	None	2 project supervisors and 1 director
P19	HR Business Partner	Male	Married	32	Yes	Master	7 years	1 and a half years	None	1 manager
P20	HR Specialist	Female	Single	31	Yes	Master	7 years	10 months	None	1 director and 1 general manager

3.3. Procedures

In order to gain a comprehensive understanding of employee dissent behavior in IT organizations, the participants were determined in accordance with the purposive sampling method. In qualitative research, different data sources are used to improve the validity and reliability of the study (Golafshani, 2003). For the purposive method, 20 participants who met the research criteria were recruited voluntarily by using snowball-sampling technique. The criteria followed were: participants should be employees, and/or should be first-level managers, be actively working full-time in the IT organizations or units, and had at least 6 months of job experience in the current workplace. Finally, they were asked to have at least one-time events of disagreements in their organizations. In order to identify common patterns in the data and to improve broad data results, the interviews were implemented with people from different work settings.

The logic of the sample selection is to determine the sample which is appropriate for the purpose of the study and the research question. It is also important to fit the sample to the data collection method (Sığrı, 2018). In this study, the semi-structured in-depth interview technique was used as the main data collection method. In order to provide the richness of the data, observational approach was also considered throughout the interviews. Textual and observational approach in phenomenological studies allows the development of meanings by the experiences of the participants for the specific phenomenon (Javo, Alapack, & Ronning, 2003). Thus, during the interviews, the observation made the researcher to interpret what the participants tell in body language, the participants' hesitation, feelings, happiness, and sadness.

In the present research, the interview form was designed as a result of a pilot study. The pilot study provides the researcher to prepare the main study to decide whether the initial research questions of the phenomenon should be included or not. Moreover, it leads to modify and identify the meaning of the concept which lay ground for the major interview protocol (Teijlingen, Rennie, & Hundley, 2001). So, after the pilot study, the interview protocol was designed based on the literature of organizational dissent. The participants, who had experienced dissatisfaction or disagreement in their

organizations, were informed of their rights as volunteer participants who were willing to share their experiences and were asked to indicate their consent of joining the research study. The semi-structured interview form of the study was designed in accordance with the phenomenological research, and was designed by the process approach of the concept.

In this study, two broad research questions were determined in terms of organizational dissent based on the points emphasized in Moustakas's (1994) study; what is experienced, and how this experience is expressed, and why. The interview form consisted of two sections. The first section includes the general characteristics of the participants, the information about their workplaces, and the questions that are related to the basic negative and positive communication issues about IT businesses and their organizations. The second section covers the issues of dissent triggering events, factors influencing dissent expression, audiences, audiences' responses, the consequences of dissent expressions, other formal/informal channels for dissent, and how their dissent strategies changed during the dissent process. Furthermore, in order to obtain the information about the whole dissent process, sub-questions were asked to determine the structure that was embedded in the cases.

Within this framework, the events that triggered dissent behaviors and the factors related with dissent expressions were the main questions of this study, based on the phenomenological approach. The basic questions are; *"Were there any issue/issues he/ she opposed regarding decisions and practices in the workplace? Why?"*, *"What are the factors that affect the development of this behavior?"*

In addition, with the process approach, the participants were asked to give the details concerning the whole dissent process, the future dissent behaviors, and whether the voice mechanisms within their workplaces shaped this process. Sub-questions were linked to the main question in order to understand the dissent process in detail and to determine the dissent communication structure of the participants in the organization. Sub-questions are; *"Whom did they express their disagreement? Why?"*, *"How did they express their opinions?"*, *"What messages or strategies did they use to express their dissent?"*, *"What kinds of reactions did they receive from the audience?"*, *"What were*

the results of the dissent behavior on the individual and organizational levels?”, *“Were there voice mechanism in their organizations to share the issues they did not agree with?”* *“What were the future dissent strategies? Why?”*. The final question was about the participants’ suggestions for improving organizational dissent. Moreover, in order to enable the researcher to better understand the IT business and the organizations, the participants were asked to give information about IT business, and in terms of communication issues, the participants were also asked to explain the negative and positive opinions about their organizations. The interview protocol obtained all these main and sub-research questions.

During the interview phase, firstly the participants were expected to describe their specific dissent experiences in their organizations. At this point, they were not limited to share their experiences in the current workplace; all their experiences in the IT sector were taken into consideration. The names of the participants and their company were not taken into consideration. With this aim, it was planned to start with a general question which is; *“Were there any issue/issues about the decisions and practices in the workplace that you disagreed / questioned / you thought it could have been improved over the last few years? Could you please explain the issue/issues that you experienced? Whom did you share this issue with?”* Then, more specific open-ended questions were developed to understand the participants' experiences and the dissent process as well. The semi-structured interview questions were mostly designed from the framework of Kassing’s (1997) organizational dissent model. In order to make comprehensive understanding of dissent communication process, Garner’s (2016) dissent process approach was reviewed, and linked to interview questions. According to Patton (2002), the semi-structured interview protocol allows the researcher to explore alternative and variable explanations based on the interviewee's responses. After the pilot study, the final interview guide was developed in light of the three expert opinions (see Appendix B for the interview protocol).

The pilot study which was developed for the initial questions of the concept to make sense of the dissent process was conducted from December 2017 to February 2018. With the scope of the pilot study; two persons from the IT sector, one person

from the service, one person from health, and one person from food sectors were interviewed. Thus, the researcher had opportunity to conduct detailed interview phase and gained experience for conducting effective interview process with the participants. Finally, it was determined that the study must continue to interview with the employees from context or organization specific by the researcher and the expert opinions. It is better for understanding the process of organizational dissent. After the pilot study with 5 participants, the interview questions were clarified whether the participants expressed the same things. Afterwards, the pre-interviews were held with two participants in the IT sector, and the interview guide was revised. If it was necessary, the corrections of the interview questions were made. When the pilot study was completed, the major interviews were started with the main sample of the research. Thereby, 20 participants from IT business with different work settings were recruited with a snowball sampling technique. And by using a purposive sampling technique with 20 participants were chosen on their dissent experiences, 22 dissent experiences were included in this study, finally. All participants were interviewed by the researcher. The sample size was determined by the contentedness of data collection (Patton, 2002). The interview process continued approximately for 6 months (February 2018-August 2018). The shortest interview lasted about 21 minutes, and the longest interview duration was 80 minutes. All 20 face-to-face interviews resulted in a total of 14 hours of interview time.

At the beginning of the interview phase, the purpose and the process of the research study were explained to the participants. Then, the interview procedures and ethical consideration issues were explained. Participants were assured that their privacy would be protected, the data would be used only for the purposes of this study, and if any complicit opinions occurred during the interview, it would not be shared with their management or any other members of their organization. Participants were assured that the researcher would personally transcribe the interviews. Participants were encouraged to share their stories about issues that happened to them regarding their dissent behavior. At this point, the participants were asked for the permission to use tape-recorded during the interview. In addition, the researcher reminded that the observations and their impressions, and other points of their opinions were noted down during the

interview phase. They were also informed that they could refuse to answer questions for which they were not comfortable answering.

As a result, face-to-face interviews by appointment were conducted in the locations where the participants' work offices existed. Mostly, they were conducted outside of the office at lunch or in the evening in the cafe/shopping center, and the out-of-office environment by the participants' request. Four participants preferred not to be tape-recorded, yet comprehensive notes were taken for the interviews that were not recorded. The remaining 16 interviews were tape-recorded. Although a semi-structured interview form was prepared, the interviews were generally left to the flow to take a detailed story of the participants. Although the participants participated voluntarily, it was necessary to raise additional questions for some participants who shared narrow-scoped stories. Particularly, when the responses had not been fully understood and the subject had started to dissolve, the interview questions were conveyed in different ways and detailed information was given about the subject. Hence, giving specific directions of the interview was not the scope of this study by the interview guide approach (Patton, 2002). The researcher was able to find out unfolded questions and gain new insights about the subject.

3.4. Data Analysis

The data were analyzed by using the qualitative content analysis method. This method is useful for examining patterns in the concept and it allows the researcher's assessment of the phenomenon (Creswell, Clark, Gutmann, & Hanson, 2003). Content analysis is a research method that focuses on the contextual meaning of the data through a systematic classification process of coding and identifying themes (McTavish & Pirro, 1990). The data might be obtained from open-ended interview questions, observations, narrative responses, or articles (Hsieh & Shannon, 2005). Thus, in this study, the data were composed of semi-structured interview questions and narrative responses of the participants.

Each interview was transcribed and analyzed to define the common and unique experiences of the participants. All defined cases were categorized based on the

participants' stories. Before the transcription process, the researcher of this study listened to all audio-taped interviews to get an overall picture of the dissent process. And all the dictated text was read in order to see the general picture of the dissent behavior. In this context, first, audio-taped and hand-written records were decoded and written in a computer environment. As a result of the transcription, approximately 94 pages of the data texture were formed. In addition, the data which is provided by other instruments such as observation and pilot study were also transcribed. After transcribing, the researcher of this study rapidly read all the transcripts line-by-line and labeled initial coding. With this process, the researcher tried to avoid making subjective judgments about the individual experiences of organizational dissent. Thus, the attention of the researcher was on the participants' perspectives and incidents without subjective bias.

The interview transcripts are referred to as an initial step for the data analysis (Creswell et al., 2013). After the re-reading of the interview transcripts and observation notes, the texts were divided into meaning parts which were obtained from words, sentences, and phrases related with the dissent concept. Then, meaning parts were labeled with codes. Creswell (2018) stated that the coding refers to categorizing themes systematically for data analysis. In the next step, coding was used based on the content of the incidents and the meaning of the important expressions which reflect the participants' experiences. Afterwards, themes were determined based on the relationships between the codes in order to reach common meanings related to dissent behavior. With coding, all cases of the participants were divided into patterns and labeled codes were given based on the patterns. Then, labeled codes provided a comparison with other labels, and allowed to generate main categories of the participants' narratives. Among the categories, the same or similar stories were grouped under the same unit. Hereby, the participants were asked to tell the most striking event or events that they did not agree with and / or were dissatisfied in the workplace. Those statements that did not contribute to the focus of the study were eliminated. Therefore, the transcription process was based on the participants' dissent expressions, and the data that did not contribute to the subject were eliminated. In order to make a comprehensive understanding of the themes, the quotations of the participants were frequently

mentioned. In this way, the main themes and sub-themes related to the concept of dissent were extensively described and interpreted. Each transcription was separated into documents, and these documents were summarized in a table which consists of incidents, sub-themes' names, descriptions, codes, and keywords. The table helped to compare the participants' themes to a group consisting of the same or different categories.

The typology of dissent triggering events mentioned in Kassing & Armstrong's (2002) study and previous research about dissent events (Sprague & Ruud, 1988; Zaini et al., 2017) helped to define the keywords and the initial coding scheme for the dissent triggering events. Moreover, Kang, Berger, & Shin's (2009) study explored the influences on organizational dissent and Kassing's (2008) factors contributing to the dissent expression model helped to define the themes for the factors influencing employees' dissent expressions. And finally, Garner's (2013) process of co-constructing organizational dissent model and Schalk et al.'s (2018) dissent process schema also helped to identify the dissent process of this study.

Within this scope, the previous studies noted that there is no limitation for the development of further themes, codes, categories of events, and factors influencing dissent behavior. Therefore, the keywords and themes were identified by using a deductive – inductive process (Karatuna, 2015). With the content analysis, conventional and directed approaches allow the researcher to interpret the data deductively and inductively (Kondracki & Wellman, 2002). Conventional content analysis is used for describing a phenomenon when existing theory on a phenomenon is limited which is also described as an inductive category. Directed approach is referred as deductive category on using an existing theory base (Hsieh & Shannon, 2005). For example, codes of dissent events, such as “control freak” in supervisor-related issues themes; recruitment in management issues themes; age/tenure/experiences of the audiences in the relational influencing factors; and lack of innovativeness in the organizational influencing factors were derived inductively. Yet, codes like economic cost in resources sub-themes or locus of control in dissenter influencing factors were derived deductively from the existing research.

3.5. Validity and Reliability

In this study, validity and reliability criteria were used to evaluate the quality of the study (Creswell, 2018; Priest, 2002; Sıgır, 2018; Yıldırım & Şimşek, 2018). With a qualitative study, it is important to display credibility, transferability, dependability, and confirmability of the study (Creswell et al., 2013).

Roberts, Priest, & Traynor (2006) stated that validity, reliability, and generalizability help to ensure the severity of the concept. The findings of a qualitative study might be useful and suggestive to other practitioners. The researcher's views determine the specific study content by conducting a prior study and collecting data from multiple sources for the main study. Thus, the results of the study may apply to a larger sample, organization or sector. To get reliability and credibility and to reduce researcher bias, validity and reliability or credibility issues were taken into consideration in this study (Creswell, 2018). Especially, it is emphasized that, in phenomenological studies, the study should be believable and accurate (Roberts et al., 2006).

Within this scope, in this study, the concepts of validity and reliability in qualitative studies were taken as the basis. Validity in a qualitative study is referred to as the appropriateness of interpretation. Reliability in a qualitative study is based on the concerns of the issues of bias, trustworthiness, credibility, and authenticity (Creswell, 2018). For improving validity in this study; interviews, impressions, and observations were included to collect multiple forms of data (Creswell et al., 2013). Therefore, external-internal validity and reliability were also explained in detail.

For the internal validity of this research, multiple sources of data were collected by using semi-structured in-depth interview techniques, and the observation notes during the interview phases. On the other hand, during the data collection process, the researcher provided trustworthiness for the participants. In this sense, the principle of confidentiality of this study emphasized that the research results would only be used for scientific purposes. Also, the researcher specifically avoided bias and prejudice. To test the clarity of the interview protocol, pre-interviews were conducted with 2

participants in the IT business. For establishing the trustworthiness of the findings (Karatuna, 2015), questions that were not meaningful for the participants were reviewed, and the final interview protocol was made by the opinions of 3 experts who are specialized in the field of organizational behavior. In the data analysis, the main themes and sub-themes obtained from the collected incidents were integrated into their interrelations. The transferability of the research was conducted by the member check process (Graneheim & Lundman, 2004). For the confirmatory debriefing, member checking of the participants helped to determine the accuracy of the descriptions and themes (Creswell et al., 2013). Five participants of this study were asked to read the transcription whether the answers and the quotations were in accordance with what they had reported. All of them accepted and commented positively. Moreover, the content of the phenomenon was detailed with the descriptions and the issues of the cases. Direct quotes were used to identify the data findings.

In terms of the external validity of the study, the purposeful sampling method was applied based on accessibility and the participation was voluntary. Thus, the interview technique was conducted with participants who had dissent experiences. Also, the whole research process was described in detail by the researcher. Besides, the research design, method, sample, data collection, data analysis, pilot study, findings, and the conclusions were evaluated in detail. The findings were compared with the results of the other existing research and theoretical evaluations, and conceptual suggestions were made.

For internal reliability, which reflects the consistency of the research, the hand-written texture of the interviews and audio-tapes were decoded and transcribed directly from the participants' statements. The data analysis was made by the researcher. The themes and coding processes were identified, the characteristics of the participants were displayed, and the theoretical framework of the research was explained. Moreover, the feedbacks from the three experts, who are the evaluators of this research, were noted within the process of the analysis. Their perceptions about the study were examined and it allowed increasing the consistency of the research.

For the external reliability of the research, the researcher firstly tried to present a neutral position, avoided personal bias, and withheld individual experiences of the concept. On the other hand, the researcher received confirmation by presenting all the processes of the study to expert review.



4. FINDINGS

The findings of this research are grouped under five topics according to the research questions. These topics are; common themes in dissent events, factors that influence dissent expression, dissent process, outcomes of organizational dissent, and other channels for dissent expression. As for the explanation of the participants, events or issues that trigger dissent in the organization are the first topic of the study. The second topic is factors or antecedents that influence dissent expressions of the participants. And then, each of the 22 dissent cases had a process, and so the process of the dissent findings is shown as a third topic. Besides being based on research questions, a topic has been added to examine the individual and organizational level findings about the feelings and attitudes of the participants as a result of the dissent behavior. The final research questions are about other ways of participants' dissent expressions in the organization or outside of the organization. Thus, public/union/social media channels for dissent expression and organizational communication channels for expressing dissent through formal voice system are shown as other findings. In addition to all these statements of the participant's impressions, the researcher's observations on their expressions also were taken into consideration while displaying quotes of the participants. Especially the participants' nonverbal behaviors or suppressed dissent behaviors that they did not emphasize, allowed the researcher to find out the existing reality.

4.1. Common Themes in Dissent Events

Three main themes emerged in terms of first research question by the themes derived from 22 dissent cases of data analysis. These themes are; management issues, supervisor-related issues, and task issues. Totally 8 sub-themes for each theme have been identified. Top management policy, employment, resources, and restructuring are categorized under the themes of the management issues. Employee treatment and competence are 2 categories under theme of supervisor-related issues. And, work processes and multitasking are 2 categories for task issues theme. At the same time, the most repeated and multiple codes for each eight sub-themes are also investigated. With this direction, Table 5 shows themes, sub-themes and codes, and how many times the

codes are counted in the dissent case numbers. The numbers in parentheses in the section below represented the number of cases that applied the relevant dissent case.

Table 5
Themes of Dissent Events

Themes	Sub-Themes	Codes	Count	Case Numbers
Management Issues	Top Management Policy	Customer demands	18	C14, C16, C17, C18, C22
		Executive decision making	17	C1, C2, C5, C8, C13, C14, C22
	Employment	Employment termination	12	C4, C15
		Recruitment	6	C7, C9, C19
	Resources	Budget limitation/Economic cost	7	C6, C17, C20, C14
		Training	6	C6, C8
		Understaffing	6	C6, C7
	Restructuring	Change	3	C1, C17, C22
		Process renovation	3	C1, C12, C13
Supervisor-Related Issues	Employee Treatment	Power over/Insist on	16	C1, C5, C8, C11, C13, C16, C21
		Superiority	7	C5, C10, C16
		Control-freak	6	C16
	Competence	Mismanagement	5	C3, C8, C14
		Managerial ability	3	C10, C19
Task Issues	Multitasking	Incompatible work goals	4	C5, C13, C22
		Ineffective work flow	3	C3, C18
	Work Processes	Performance pressure	2	C16, C17

4.1.1. Management Issues

The first common responses to dissent events from the participants were “management issues” in the organization. The theme of management issues included top management’ policy or practices cause contradiction for the dissenter. This theme also represented decisions about employment, usage of poor organizational resources, and the changes in the organization. Four sub-themes within the theme of management issues will be described detail in the below.

4.1.1.1. Top Management Policy

First sub-theme under the theme of management issues is the decisions taken by top management on organizational policies and practices. Participants mostly dissent about top management policy i.e. executive decision-making process, management pressure on employees about customer or market demands. With this sub-theme, statements such as “firm policy”, “revised contracts”, “wrongdoings” and “wrong decisions of management” are used in 7 dissent cases (C1, C2, C5, C8, C13, C14, and C22). Related quotes are;

“My supervisor informed me that this is a company regulation and there isn't much to explain. It was closed down without conveying it to the top management...We wanted to express our disturbances but with supervisor-employee relations we got blocked by our supervisor.” (C1, Female, Sales Specialist)

“This is about the company policy. About the competition law... Actually, they already had a contract and they wanted to renew it. Some of the articles were really heavy in the contract. There were some articles saying that after we leave the company, we won't be allowed to form a business of the same sector and we won't be allowed to work with another company. It was stated in the article that I won't be allowed to work with the companies of the same field and the clients of the company that I work. The "client" statement kind of made me feel uncomfortable...I had to face a

heavy update, they wanted us to sign it but we ask for revision...” (C2, Male, Web Designer)

“There were a lot. There were a lot of issues concerning the processes, management, decisions, operation. Some meetings about these issues took place which I conveyed my opinions to my supervisor and the top management, there were some improvements...” (C5, Female, HR Director)

“We started a project that neither our company nor I had any experience about it. I wanted to receive training about the subject because they assigned me the project. I cannot do the coding but my job is to have the others coding. I am the bridge between the customers and the company. My colleague in the technical department received training, so I wanted the same and they told me ok. But there wasn't any training. They didn't open up a training course according to the calendar, I signed up for the next term but they wanted me to sign a yearlong training contract.” (C8, Male, Logistic/Operations Consultant)

“Team leader and the management made the wrong decision.” (C13, Female, HR Development Specialist)

“The documents of analysis aren't written one by one and it really troublesome, I think. These kinds of matters should be written. According to our company policies, we promise our customers that we will deliver the job in a month which would normally take 5 months to deliver... The company policy has the up to down flown system (hierarchical system) it's a fact.” (C14, Male, Software Engineer)

“We are telling the management that we need to have a price policy, we want to act globally but it doesn't make any sense to me that we are acting like a local company... I think it is wrong and the thing expected from us is to take it to the top management. But we think they are blocking us using the company policy. We make suggestions like let's have a price

policy and let it become international, but they don't consider these issues quickly.” (C22, Male, Web Designer)

Due to IT business circumstances, environmental factors i.e. market and customer demands bring about competition in the organizations. Therefore, the desire for keeping the customer in the market and completing their demands are important for these organizations, so it causes customer pressure within the organization. Customer demands might affect top management decisions and this pressure comes from the top to the bottom. The participants stated that the customer demands are reflected by top management pressure, cause time limitation; therefore the participants want to dissent about this issue (C14, C16, C17, C18, C22).

“According to our company policies, we promise our customers that we will deliver the job in a month which would normally take 5 months to deliver... There is software work which is divided to small teams, so the teams are becoming smaller. Because of the pressure from the top management or not being able to manage it, the process of separation has been started...” (C14, Male, Software Engineer)

“Frankly, I have no problem with her (manager) one on one right now but sometimes I think about how it will be and what she will say to me... I think there is a pressure of the sector and the top management so there is the sequence of pressure here and they demand answers and yet how would it be changed even we discuss it...Maybe she is trying to practice it fast because she is new around here, or it might be different if the system was well established. Other than that, she is also under pressure from the top management and they ask 3 projects to be done at the same time so, I think she is applying the pressure on us.” (C16, Female, Business Analyst)

“The products are being sold in Euro currency, the pricing is Euro based. Therefore, the longer the job takes, the more it costs and it takes longer to meet the demands of the customer. The companies are worried about the currency being too high to sell more so they lower the costs, etc.

So the promised delivery date given to the customer is short...So it puts a lot pressure on the employees who will do the work. It causes you to do the job a lot quicker, intensely, with poor quality and arguing with the customer under these circumstances.” (C17, Male, SAP Consultant)

“The supervisor was temperate to the reactions generally, he also knows how ridiculous it is but in order to not to offend the customers he sometimes made us do it, sometimes didn't, he neither scolded us nor we got any reactions from him... The work with the customers explodes in our faces, because they are the engine and we don't say no to them. We process for the customer satisfaction so we actually don't have any procedures for the employees...” (C18, Female, Web Contact Editor)

“...I know about the circumstances of the companies. We are constantly getting complaints from our customers saying they cannot find our page of prices.” (C22, Male, Web Designer)

4.1.1.2. Employment

It was found that the participants did not agree or question the hiring and quitting practices in the organization, and the employment process as well. One of the reason behind the sub-theme is the fact that some participants work in the human resources (HR) department. Among the 5 dissent cases, it was found that the most repeated keywords were “recruitment process” and “employment termination process” (C4, C7, C9, C15, C19).

“There was one issue. There was an employee who was hired to make the market researches. She started working about 1 or 2 months after I started. She was devoted and had flexible working time; even so she couldn't handle it. This is one of the negative parts of our job that I mentioned, so because the last user of the internet had different dynamics that is the different dynamics of the market. Despite the effort of marketing, the company couldn't find any profitability in it and couldn't accomplish a result. It's not my place to question what could have been done in this

situation but in the end they fired her. One day we came to work, and it seemed that it happened just like that and the company just moved on... Actually, if the salesman cannot bring profit to the company, he/she would be fired, it's a common knowledge. But this processed really fast. Because of that, she was surprised how fast this decision was taken...This showed us we could have the same ending as she did.” (C4, Male, Sales Operation Specialist)

“The issue that I disagreed the most was about the recruitment process, offering the employee candidates the job, and hiring them. There are times which they offer the job by phone. Especially if it is a technical job, they hire the employee by phone, without seeing the face of the candidate. Actually, I am not the only one who questions this issue; my colleagues also question this too.” (C7, Female, HR Payroll Specialist)

“A group of people who applied and hired from İŞKUR (Turkish Employment Organization), start working with the on the job training. This made me think it was a wrong way to hire the employees. I thought they should have been hired like the regular employees. It had been said that in order to be more efficient, they need to be like the regular employees. I thought it should be the same for the personnel structure too.” (C9, Female, Senior HR Manager)

“...At this stage I was thinking the termination of employment process was wrong. "Why do we dismiss the employee, is there a proof, why is his/her performance low, etc." The questions like those were making me think about it. I had some struggles over the termination of employment process too.” (C15, Female, HR Recruitment)

“There was a situation in which one of the committee members wanted to take one of the candidates to the top 5, I think it was because he was the acquaintance of the manager. I opposed to it...I think the decision

of the manager was wrong in the terms of HR.... In principle, I believe we need to be objective...” (C19, Male, HR Business Partner)

4.1.1.3. Resources

Seven participants disagreed, and wanted to settle about the poor resources of their organization have, was displayed under the main theme of the management issues. In general, the participants stated that the organization is unable to provide the resources fully or they consider the resources are insufficient. Furthermore, they mostly repeated about “low quality job”, “money issues”, “low costs”, “low qualified employees”, “poor quality of technology usage and poor training” (C6, C7, C8, C14, C17, C20). The sample’ citations are as follows;

“In the gaming operation process, I said not everything can be handled by the automatic purchase and we need to hire a new employee for it (we were doing a gaming project). Because they didn't give value to the person who did the project and there wasn't an animator in the project, it ended up being a low-quality job, kind of like supermarket product. Because of the money issues, they did not hire a new employee and when I said this will be an average work, they didn't consider my opinion and it end up being a low-quality job... I stated and put emphasis on a new employee would be useful and my opinion was accepted by them but the finance department didn't do it. Because of not spending small amount of money, the very quality jobs are slipping through our fingers...There are some flaws in the work we are doing, logo designs, visual qualities (there are still some works of poor quality and poor education in this sector).” (C6, Male, 3D Artist)

“The number of the qualified employees is not so much, and the biggest problem is to have them stay in the company. That’s because they all want to go to a company which pays more. Company's turnover is really high because of this.” (C7, Female, HR Payroll Specialist)

“We didn't have self-improvement policy, let alone improving me and they did this to me while I was eager to get the training in order to learn the job... My colleague in the technical section received training, so I wanted the same and they told me ok. But there wasn't any training.” (C8, Male, Logistic/Operations Consultant)

“According to our company policies, we promise our customers that we will deliver the job in a month which would normally take 5 months to deliver. So, we cannot produce high-quality software. This is a big company. The positive part is that when we finish a job, there will be new job to do so there wouldn't be routine work; this is a good thing... If there wasn't a time limitation, the outcome would be high quality.” (C14, Male, Software Engineer)

“The products are being sold in Euro currency, the pricing is Euro based. Therefore, the longer the job takes, the more it costs and it takes longer to meet the demands of the customer. The companies are worried about the currency being too high to sell more so they lower the costs, etc... So, it puts a lot pressure on the employees who will do the work. It causes you to do the job a lot quicker, intensely, with poor quality and arguing with the customer under these circumstances. We have the risk of losing the job and our market is more open and greedy... Actually, we can do more quality and good jobs, supervisors can do this actually. But our company tells us we can do the works in short times with low costs...The management could say do one high quality job so that we can receive recommendations, project support but our company don't do that...” (C17, Male, SAP Consultant)

“They suggested we take a part-time employee. But I wanted to recruit a full-time employee so that I could do my job properly...But it is not how it goes with the top management, they wanted a part timer. The reason was the costs...I was at the point of detesting it. I work for 3-5 hours but it's not a permanent solution.” (C20, Female, HR Specialist)

4.1.1.4. Restructuring

The other category is restructuring, under the theme of management issues that consist of changing process in the workplace, the replacement or restructuring of the organizational practices, the changes or mergers in the projects or team works in which they work. The most common expressions of the participants in this sub-theme were identified as “change” and “process renewal”. Participant statements illustrating this situation are given below (C1, C12, C13, C17, C22);

“Recently our company had a merger and we have 50% share of international business... About 4 years ago our sales structure has changed. SME (Small and Medium sized Enterprises) sales department and corporate department were separated before but now they are combined and both sides were treated as equals. Yet they should have been treated differently because the employees who are working for the corporate customers are superior to the SME salesmen but suddenly, they all became equal. Because of this situation, the corporate department salesmen felt uneasy about it.”
(C1, Female, Sales Expert)

“Improvement, change and dynamism are very important for us... Because the competition is very intense, it is necessary to keep the customers, sustain them with dynamism. We are working on the positions in the company; this is actually the operation process. There are too many positions in total, the more the sector develops, the more are the positions in our structure. As HR, we said it isn't that necessary for us in a meeting, but the top management insisted on it...” (C12, Female, HR Recruitment Specialist)

“We are at the Turkish office. We evaluate things about the operation process every year. We formed a team system 1.5 years ago. We thought let's form a project team too. Along with the employees from other disciplines (departments), we are the service and support team. We prepared a presentation for a meeting with the top management, team

leaders and I said the team system would be wrong for the company.” (C13, Female, HR Development Specialist)

“The changes and self improvement are good but mostly after the 80s, it does overdo the flexibility, I think this negative issue is related to the sector... For example if we discuss it and I hear the expectation of changes from them, only then I would be more hopeful about it.” (C17, Male, SAP Consultant)

“Our sales manager is a traditional person, so our ideas cannot get any support. But we will get it soon enough because it is obvious the environment and change require it.” (C22, Male, Web Designer)

4.1.2. Supervisor-Related Issues

As for the data derived from the participants, supervisor-related issues are the second themes in dissent-triggering events. Employees in IT organizations perceived variations of two managerial issues: treatment by the managers and the managerial skills of supervisors. The sub-themes of supervisor-related issues are discussed detail in the below.

4.1.2.1. Employee Treatment

The most recurrent sub-themes of supervisor-related dissent include injustice and unethical and repressive treatment. Under these sub-themes, employees mostly question or disagree the way of supervisor’s power over their work and the behavior of supervisor’s to them and their co-workers. Participants explained that immediate managers (who are reported and connected directly by employees) “insist on things to do” is the issue of dissent in organization. And, other label of cause of dissatisfaction in organization, “managers use their power to force employees to work” mentioned by participants. Examples of these dialogs detailed among 7 participants (C1, C5, C8, C11, C13, C16, C21):

“Actually it's about my supervisor and his supervisor. Our top executive is kind of person who gets his own way, so even though we convey the feedbacks, it will go against us.” (C1, Female, Sales Specialist)

“My supervisor showed a hierarchic approach and act oppressively... I actually faced an indirect oppressive attitude and even though they didn't retaliate or imply me anything, I felt like this.” (C5, Female, HR Director)

“We started a project that neither our company nor I had any experience about it... My supervisor avoided the issue... They wanted me to sign a yearlong training contract... They wanted to keep me here with the contract but it wasn't binding law... One day before the training, my supervisor asked me whether I'll sign the contract or not. I said that I'm still not sure about it. Then he forced me. He gave me time until the noon. I refused to sign the contract and then they pulled me out of the training and the project...” (C8, Male, Logistic/Operations Consultant)

“This is a story which affected me, and I am included indirectly; it was around when I first started working here, a supervisor was appointed. We were 3 people and we had a leader. There were some disagreements about the work. The person who is kind of above us was telling us "do it like this, you need to do it like that" and we were actually feeling pressure on us. While I was doing my work, he sat next to me, watched me all the way through, and it made me feel uncomfortable. His being in the company was also bothering me...There wasn't much pressure on me but my colleague in the team was feeling more pressure.” (C11, Male, Mobile App Developer)

“This system kept going for a year. The project kept going for a year (because of the problems we had), the team leader was too dominant, and the project leader was inexperienced, he probably pulled a few strings with the top management for sure. The process affected us in negative way. We thought how we could make any democratic decisions with this

dominant and inexperienced team...” (C13, Female, HR Development Specialist)

“We have a new manager now... She is putting pressure on every each of us... She created Whatsapp groups for all the teams and the works... She wants us to inform beforehand whether you will come an hour early or late... She is putting pressure on all of us and the IT department is kind of free, no breaks, you do your job and you know what to do... I said I was there but she wants to check on all of us. There isn't autonomy here at the moment. We all discuss how this would go on like that...” (C16, Female, Business Analyst)

“I started working here as a software developer. Because I'm a software developer, I have no direct contact with our customers. And we wear casual clothes but not too casual... There are some projects which come from more corporate structures and we might need to go to them. I was asked to attend a meeting which is not so connected to me and I was told to wear suits. I explained to the company from the start that I always wear clothes like these, I never wear suits...Because I don't want to. We sign a contract; I state it in the oral interviews as well. And they accept it as the dress code... The project leader wanted me to wear suits, since he insisted on it, I walked over him and went to the vice president. I went to the team leader first, I said I won't wear suits, I have medical excuses, I have allergy too. I suggested I would wear something close to suits like trousers and shirts. I was told "no, you can't, this is a serious company. Then I spoke out for 2-3 times, nothing has happened, so I attended without wearing suits. When he insisted on it, I went to the vice president.” (C21, Male, Web Application Designer)

3 participants have disagreements about supervisor behavior such as “constantly controlling by managers” and “manager’s superiority to employees” in their organization. Quotes about these issues are (C5, C10, C16);

“My supervisor showed a hierarchic approach and act oppressively ...” (C5, Female, HR Director)

“...She is older than me, around 40s and she gives importance to the superior-subordinate relations too much. I think she tries to oppress others by using the supervisor attitude. She is kind of striving for superiority, I think. Actually, I am not her subordinate directly but she has “the know it all” attitude.” (C10, Female, HR Assistant Specialist)

“For example, we attended a meeting and she asked us to send selfies to show we are really there. I said I was there but she wants to check on all of us. We thought positively, she would share the pictures as a team saying the team is here but it wasn't like that, she was just checking on us...She follows us on the social media, she is actually nice but I don't know how long it will last because she is very ambitious about the job.” (C16, Female, Business Analyst)

4.1.2.2. Competence

Manager's ability was found to have disputed by the participants. Mismanagement of tasks, or the inefficiency to manage things are another supervisor related issues expressed by the participants. At this category, statements such as “ability”, “mismanaged”, “difficulty in managing the works” are used in 5 dissent cases (C3, C8, C10, C14, C19). Relevant sample quotations are;

“An example specifically came to my mind; sometimes they ask me about a work that I'm not involved or they use information in my project that I didn't work on. Time to time they interfere with a work that I'm responsible. For example, when I was working on a screen design as a junior, my senior told me to fix something about it. Because when he had the time, he did the work that I was required to do. I told that it should be done like this, not like that and there was a dispute between us...” (C3, Male, Web Application Designer)

“We have a problem about the supervisors, they don't deal with the issues. “We are the representatives of the boss; final decision belongs to him so we have no say in it.” That's what he always says. When we convey our issues to our supervisor, he tries to handle it by himself, but he doesn't solve our problems and he is a careless type of person. He doesn't convey our issues to the top management; he tries to suppress them as much as he can.” (C8, Male, Logistic/Operations Consultant)

“My biggest problem here is the finance manager; she is also one of my directly responded persons. She is not so systematic; she wants everything notified to her in written paper, not by mail. This is kind of tiresome... The ones who have the negative influence are the supervisors. I don't believe she has the competence to be the finance manager. ...” (C10, Female, HR Assistant Specialist)

“One person doing the distribution of work to 22 people is very hard. I conveyed the issue in our performance meetings at the first chance I got. Because we see our team leader is having a difficulty in doing it and it is hard for him to continue like this.” (C14, Male, Software Engineer)

“It's about a career issue. It was about increasing the performance points. We hold a meeting to make the decision of who would deserve it... We gave the candidates 15 minutes presentation assignment to tell us their success stories. The ones who ranked among the top 5 will win. There was situation which one of the committee members wanted to take one of the candidates to the top 5, I think it was because he was the acquaintance of the manager. I opposed to it...” (C19, Male, HR Business Partner)

4.1.3. Task Issues

From the data obtained from the participants, the task issues were identified the third theme as dissent events. Another issue that they do not agree with or have dissatisfaction, and/or question about is task issues. According to the two participants; trying to get more works to be done in a short time, and the fact that there are too many

works or projects, and reflections on their performances were common statements (C16, C17). And also they have different opinions about their organization such as inadequacy between their work goals and organizational goals were repeated by 5 dissent cases (C3, C5, C13, C18, C22). According to the participants, the most mentioned keywords in this sub-theme were; “pressure on performance”, “business goals” and “repeated works”. Sub-themes are listed below.

4.1.3.1. Work Processes

The work processes are also determined as the triggering events from 5 dissent cases (C3, C5, C13, C18, C22). One of the codes that derived from task issues theme is incompatible task goals between the employees and the organizations. The participants perceived the work process and the work-flow as inadequate. Relevant quotations are;

“And then I said it would be hard to control like this so I had to re-do all the work. It needed to be done in the end, but his suggestion was incorrect, my approach is different as well as theirs. I think it is about the fear of the performance appraisal.” (C3, Male, Web Application Designer)

“Our company's disciplinary structure changed into project structure and I told this was a mistake. I thought it wouldn't fit to our operation and I thought my supervisor (team leader) was misleading us.” (C5, Female, HR Director)

“We formed a team system 1.5 years ago. We thought let's form a project team too. Along with the employees from other disciplines (departments), we are the service and support team. We prepared a presentation for a meeting with the top management, team leaders and I said the team system would be wrong for the company. If we do this, the focus point would be lost, I said...” (C13, Female, HR Team Leader)

“They make us do rework a lot. Even though they know the work we do, they want us to re-do each papers again and again. Although it is not our mistake, the work comes back to us 3-5 times and it is not fine with us at

all, we don't approve it. It makes us disinclined to do our job". (C18, Female, Web Contact Editor)

"Our company has a serious goal to become global, that's because I worked at rival company, I know about the circumstances of the companies... We are constantly getting complaints from our customers saying they cannot find our page of prices. We are telling the management that we need to have a price policy, we want to act globally but it doesn't make any sense to me that we are acting like a local company. I think it is wrong and the thing expected from us is to take it to the top management... This issue was bothering me and there was something missing which is blocking our goal. At the end of the day, they call us out to question and then they ask us that "why there are so few people coming here" and it can be disturbing." (C22, Male, Web Designer)

4.1.3.2. Multitasking

The participants stated that the rapid demands and pressures coming from the sectoral environment and customers indirectly affect them. Since management's demands have increased, and the projects need to be completed in a short time, it is found that the employees have more roles and tasks than they should do, and it seems that they feel pressure about their performances. The multitasking directs employees to dissent (C16, C17).

"The effect over the employees is that there is work pressure in order to have them finish the work quickly. Objection of the customers are very important and decisive. Motivations drop... There is the question of how much work can be done by how many people. So, there is a performance pressure on us, they even put pressure on us about the work we cannot do." (C16, Female, Business Analyst)

"There were some colleagues who couldn't even sleep because of this issue and because of the pressure there were some who quit the job..." (C17 Male, SAP Consultant)

4.2. Factors Influencing Dissent Expression

In order to understand the organizational dissent, firstly the events/issues that triggered people to dissent were determined. Secondly, as Kassing (1997) pointed out; after the triggering event occurs, people want to express what they disagree about to the manager, colleague or family and non-work friends. Background of dissent expression has been influenced by various factors i.e. individual, relational and organizational. Therefore, at this study, the factors underlying the dissent opinions of the participants were asked as; “*why did they prefer to express and to which audience, and how did they convey their opinions*”. As the responses are unique for the participants, the numbers in parentheses below are shown as the participant numbers, and two different cases numbers from the two participants are also indicated by the participant number itself.

4.2.1. Dissenter Characteristics

Firstly, to determine the factors that highlight for dissent expression of the participants, it was identified that individual factors are the first theme under this topic. The theme of the individual factors was indicated as the dissenter characteristics. The participants were asked to describe whom they would express their opposition, why they would tell that person. And also they were asked whether to express their dissent opinion directly or implicitly. Participants’ personality, attitudes, behaviors, their work experiences were included in this theme. Dissenter characteristics were determined as need for autonomy, need for recognition, internal locus of control/sense of responsibility, sense of powerlessness, task goals, organizational commitment, and work experience.

Need for Autonomy

One of the participants, who knows how to do her own duty and tends to determine his own destiny, chose not to express her opposition directly instead of communicating it to the manager. This statement is; “*Because of my personality, first of all I check whether I'm at fault there... I ask myself what it was with me... I know how I do my job that's why the idea of expressing issues to manager doesn't come to mind first.*” (P16)

Likewise, it was determined that the participants with high autonomy tend to express their dissent directly to upward channel. They do not want to get trouble with these issues. Examples are;

“Because I know my job well, not many people are interfering with me anymore...” (P1)

“At the end of the day, they call us out to question and then they ask us that "why there are so few people coming here" and it can be disturbing... I am making the website and I'm making innovations, I don't want anything to stop it.” (P2, C22)

“There are things which affect the qualification of the works, so we have a say in these things.” (P14)

“...There are some issues that I convey, because we work as department, when we make improvements in the data base, we do it separately. Each department is autonomously. So, when I say something different about my work, others also interfere with me saying "no, it's incorrect".” (P3, C3)

“Although it is not our mistake, the work comes back to us 3-5 times and it is not fine with us at all, we don't approve it.” (P18)

Need for Recognition

Need for recognition was found to be one of the antecedents of the dissenters. The codes were dictated by the participants such as “giving value to the person”, “express things clearly”, “self-confidence”. Four participants tend to have high levels of self-esteem and wish to express issues that they do not agree with and are especially directed dissent to their manager or management. Quotations are as follows; *“... and both sides were treated as equals... I discussed this with my supervisor.... I sent an e-mail saying both our distributors and sales staff consider this unification as a poor management issue and it makes the employees in the company insignificant.”(P1)*
“Because they didn't give value to the person who did the project... It ended up being a

low quality job...” (P6), “The important thing is to be able to express things clearly (P2, C2)”, “I opposed to it... As the principle of the HR, when we disagree about something we should say it but at the end of the day what the manager says goes... So I can challenge about it...” (P19)

Internal Locus of Control/ Sense of Responsibility

Another individual factor was determined as sense of responsibility. One participant who believes that he is responsible from the job and wants to keep control himself, has stated that he will express the person with whom he experiences the problem rather than openly. Those expressions are;

“I usually settle the matters between us. It's always like this... After all, this is an issue which would return to me as it is so, I think it is a useless effort to convey... My job is my criteria.” (P3, C3)

However, the other two participants with high internal locus of control, stated that they have responsibility and control in their own hands, it was clearly noted that they tended to explain openly and solve the issues with their units;

“Why did I go to the top management? Well, I had to do it, I told myself that I need to... I couldn't be quiet about it for both myself and my team. I had to handle this somehow. I had to find solutions. There is a mistake and there are people insisting on keeping it. This is a political process, you explain to someone and the one you explained cannot take an action right away.” (P5)

“...I conveyed their (superior) demands too, because it was very important for me to convey them in this process. Usually I'm the one who takes action.” (P13)

Sense of powerlessness

It was found out that the participants who did not believe that they would be able to change and have power over the changes, did not explain the issues they were

opposed to and they chose to express their dissent directly to their colleagues. Repeated keywords in these statements are “nothing has been changed”, “there wasn't any reason for me to ask”, and “there isn't a solution of it”. These statements are;

“It's not my place to question what could have been done in this situation but in the end they fired her... There wasn't any reason for me to ask my supervisor about this issue. Because of the workload we didn't talk about this. I didn't share this to anyone that time.” (P4)

“Actually nothing has been changed so that I didn't go to my supervisor first, I always shared the issues with my colleagues and I knew there isn't a solution of it...” (P16)

“I don't think it is reasonable to go to the supervisor about the issue. Only if everyone is disturbed by this, we can go but we discuss this with our colleagues. Actually, the management is also aware of the issue... They do nothing about it. There is the idea of nothing will be changed.” (P17)

Organizational Commitment

It was found that the participants who belong themselves to the organization, tend to express upward dissent. Organizational commitment level of the participants is cause for dissent expression in the organization. “Considered this company as my own”, “I'm loyal to my company” are mostly repeated samples by the participants;

“I always considered this company as my own, such an extent that I always feel I belong to this company... But when I see the things that are not how they should be and they are not getting fixed, I am the one who feels sorry about it.” (P1)

“Well, I'm a committed employee and I'm loyal to my company.” (P10)

“I am a person who does her job with passion and when I first started working here, this was like my home, I even came to work on weekends voluntarily, I am committed to my work place...” (P20)

Task Goals

It was determined that the participants who find themselves compatible with the task they do, who set themselves business goals, and work according to these goals tend to express their dissent directly and openly. “Work goals”, “learning the job”, “person-job fit” were identified as the keywords in this category. Relevant quotes from the participants are;

*“...There was something missing which is blocking our goals.”
(P2, C22)*

“I wanted to receive training about the subject because they assigned me the project... I am the bridge between the customers and the company... Let alone improving me and they did this to me while I was eager to get the training in order to learn the job.” (P8)

“The most tempting thing is that I could see the business compliance that I wished. But after I started working here, they informed me I will work at telephone central and administrative affairs... I'm not kind of a person who fears to stuck with any jobs, I take responsibility, work should continue and I don't want to lose my job, by the way, because there were some negative issues in my private life and I'm at my dream job I am in the IT sector, I have a past in the banking business so I don't want to lose my job (there is only one HR working here) ...” (P20)

Work Experience

It was observed that the participants who have more experiences at the sector and spend more time in their organization tended to dissent directly to the manager or management. Repeated quotes are; *“I am actually a senior employee, I started as an intern... Now they made us all be at the same level. But it's not like that because I have*

a corporate memory, I know all the background details about my customers (big scale customers. While the same level employee as I am doesn't know those. We are at the same level but considering my experiences, we are not at the same level. At the end of the day, they gave us the responsibility of all the big scale and important customers which we are working for a long time.” (P1), “I have a past about the business...” (P2, C2)

4.2.2. Organizational Characteristics

The second theme was determined as the organizational factors. Organizational factors such as environment, culture, structure, and the size of the company were declared for antecedents of dissent expression.

Participative Work Environment

The participants stated that the organizational environment and its culture affect their dissent behavior. As the sub-theme of participative work environment, the keywords like “clear forename policy”, “open communication structure”, and “open feedback” were determiner of the dissent expression. Quotes are derived as follows;

“...We have a clear forename policy, so our communication structure is very open.” (P5)

“It is open to the teamwork so they are encouraging everyone.” (P6)

“There are meetings which we convey our issues...” (P7)

“We have an open communication here. We can convey our demands the most.” (P8)

“We already have an open office environment. It's always an open communication here.” (P9)

“We have a voice in expressing our opinions in our company. Many people, many opinions. The decisions are made considering the

opinions of the sub-team. And they are convinced by it. There is an open communication here... Actually, it is risky to speak generally in the company. However, if the top management and the supervisors support it, it is very effective in the communication environment. If I was in a company which has not open communication, it would be hard to share the issues, even though I am extraverted.” (P12)

“We have the obsession of let's be better so, there is always the idea which there is a problem but let's solve it. The top management has the positive approach; we always have the idea of let's criticize the status quo...There is an open feedback here. We have a learning organization concept here. This is the right company for the Y generation... There is a forename open door policy here.” (P15)

“For example we can easily apply to general manager of the company. This favorable structure rebounds on every one of us and the communication of the boss rebounds us in positive way. There is a boss standing next to an employee, it rebounds on everyone.” (P20)

Start-up/ Small / Medium-sized/ Large Company Culture

According to the participants, the institutional and non-institutional structures of the organizations in the IT sector affect their dissent opinions. The companies where the participants identified their companies' size; companies with fewer than 100 employees and start-up companies with 25 employees are listed. On the other hand, there are large-scale companies that the participants defined as institutional structures. Institutional structures were defined foreign and domestic partnership mergers with more than 250 employees by the participants. Therefore, the participants noted that, in small organizations with fewer than 250 employees, more works need to do, and they need to generate more ideas. In addition, it was stated that start-up companies have open environment to voice opportunities for employees, because they are more flexible and encourage them to do new things. They stated that there are more than 250 employees in the corporate structure, it is more difficult to voice new ideas such formal and written

rules environment. According to the findings under the theme of organizational factors the distinction of corporate and non-corporate culture stands out as the factor that affects participants' dissent behavior. Examples of the statements are;

“In the IT sector, usually people express their opinions, especially the institution structure is very important...For example organizational culture is very important for our institution and we don't have a written policy about it... Less than 250 people are working here.”(P5)

“...This is a small scale company, 2 bosses; We all have a voice here. ” (P6)

“First difference in the sector is the big scale company and small scale company. We can say at the corporate level... If there are 24 employees there, only 3 of them actually do all the work and they almost have the same salary. This would slow down the operation in the big scale companies. In the small-scale companies, the work is more individual. You need to do more work and create more ideas. So, working at the small-scale company is easier in the point of developing an idea. The big scale ones are more traditional and stable. Small scale IT companies are more open to improving the work.” (P11)

“There is an institutional or non-institutional differentiation, it is important for the sector. The institutional companies have more standard HR. For the non-institutional companies, culture of the company and the openness are important... Because the work changes in a fast way in companies like ours... So it is not sudden and unexpected...Subordinate to the superior, everyone is responsible of their jobs, just like a stakeholder. (P15)

“...We are trying new things here as a HR, I also try new things in my job, I am encouraged to build new things. You cannot do this in a corporate company, but you are open to every kind of improvements in a company like this and there are things I call outcomes of my efforts.” (P20)

Lack of Innovativeness

Participants emphasized that it is important for both their job and the organizations to catch up new technology and innovations due to the rapid technology changes in the IT sector. And the participants stated that if those changes are not achieved quickly, they will have disagreement with their organizations. Therefore, the lack of innovativeness was determined as one of the organizational factors for dissent behavior in this study. 3 participants were found to express dissatisfaction about insufficient technology structure of their companies.

“...But they don't consider these issues quickly... But we will get it soon enough because it is obvious the environment and change require it... At the end of the day, they call us out to question and then they ask us that "why there are so few people coming here" and it can be disturbing...” (P2, C22)

“...Because we are working in the corporate structure, I stand up for following the new technologies... I'm trying to have my company to adapt them, so there are some disputes about it and attitudes such as it can be like this, or like that, etc.. There are some issues that I convey, because we work as department, when we make improvements in the data base, we do it separately. Each department is autonomously. So, when I say something different about my work, others also interfere with me saying "no, it's incorrect.” (P3, C3)

“The level of the visual education is low about these issues, it is necessary to follow the latest technological innovation. I am trying to encourage everyone about this.” (P6)

4.2.3. Audience Characteristics

The third theme for the influencing factor of the dissent expression is the characteristics of the audiences whom to expressed by the participants. These are; the

age/ seniority / experience level of the audiences, the perception of retaliation from the audiences, and the common goals with the audience.

Age/ Tenure/ Experience

The participants stated that when they express their dissent, it would have expressed to someone whose age is close to him / her. Especially with their age group, they declared that they have better mutual understanding. One participant stated that if the person he / she expressed was older than her, that person would bring a solution for the issue in quick way. However, other participants stated that if the audience age is older than him, he would have hesitation to dissent expression. The seniority of the audiences is also the factor for dissent expression. It was preferred in terms of guiding the dissent opinion according to the participants. Examples for these statements are;

“...I especially wanted to share this issue with the senior... Seniors from other departments like software manager, support manager... I preferred them because they are working at this company longer than I did and they can guide me based on their experiences past years in the company.” (P1)

“...Because the age of my supervisor is closer to me and we are from the same generation so she could understand me better. If she was older than me, I might hesitate to share it because my opinions would make no sense to her... The age of my upper supervisor who is older than me, and if I'm looking for a solution on an issue and share with him, this should be a serious matter so I believe he would make an effective decision about the issue. The age difference might affect me like this but other than this, it wouldn't affect anything. The age and the length of service aren't relevant here; it's all about the competence, qualification.” (P10)

“Gender doesn't matter but the age difference might. There is a possibility of supervisors being older, you feel like they have the high-ranks, sedateness, so it might be effective.” (P11)

“It depends on the conditions. We get along better with the people of same generation about convincing them to accept the issues. Yes, age might be effective to communicate. The people who are same age as me thought as I did, people who are close to the top management age probably looked from different point of view. But they were all convinced when we explained it to them and they agreed. We follow the new trends better.” (P12)

“...The age difference doesn't matter. The working experience is more effective here.” (P13)

“When getting someone's opinion, the experiences and the length of service is important.” (P15)

Perceived threat of retaliation

One of the reasons why participants sometimes do not want to express clearly for their dissent is that there is a risk of retaliation from the audiences. The participants stated that they do not want to convey the issues on which they are opposed, and they usually share dissenting opinions among their colleagues. Perceived threat of risk from audience is cause for muted dissent in their organization. Such quotations are;

“...I actually faced an indirect oppressive attitude and even though they didn't retaliate or imply me anything, I felt like this. That's why I left process to time” (P5)

“Through some incidents until now, we think she can easily write someone off, I mean she can write her superiors off. No authorization but she can have a saying about our performance reviews... Therefore we are worried how it is going to be. Frankly, I have no problem with her one on one right now but sometimes I think about how it will be and what she will say to me.” (P16)

“...We have a project manager other than the supervisor... He said things like "you know the content of your job, if you don't like it we are not

keeping anyone by force here"... It's not retaliation actually...But there was a termination of employee in the past because of him. But mostly people don't care about this manager. Actually the project manager has couple of spies so we are careful about what to talk with whom. We actually know why anyone doesn't say anything to him. There is the notion that in our sector and customer-based companies like ours mostly has project works, so this is how it works." (P18)

Common Goals/Similarity of Goals/Compatible Goals

If there are common goals between the dissenters and the audiences, it causes the dissent expressions to be stated openly, such as Participant 2 stated *"My team leader was also under the same conditions as we are and would sign the same contract, this issue also concerned him too... Because everybody wanted to share that the articles in the contract are too heavy."* At the same time, Participant 7 was showed that, employees with team works tended to question the common issue in relation with dissent event, and they act dissent behavior openly. *"Actually I am not the only one who questions this issue; my colleagues also question this too... Our team is in harmony. There is a common action environment here."* (P7)

4.2.4. Relational Characteristics

As the third theme for the factors, the relations of the participants with their audience or their work units are determined as the factors of dissent expression. The level of closeness with audiences and showing support for team member were found out the sub-themes for relational characteristics.

Quality of the Relationship with the Audience

According to the statements of the participants, the level of relationship with the colleagues or managers, the degree of closeness, the time that they spent together and the sincerity among them were found sub-factors in dissent behavior. Those statements are;

“My supervisor is sincere and she motivates me... Frankly, she always tries to mediate between the sides. She is a person who always tries to find a compromise. She always says "don't take it personal" to me. (P10)

“...I shared it with my colleague who is my close friend. Maybe because of this I mentioned him about the issue...” (P11)

“The manager was a team leader when I first started working here. He became the manager so we can talk to him easier.” (P14)

“We discussed it with the former manager who is currently the product specialist and our team leader. He is our team leader and kind of like our mentor, so because I am pretty close to him, I discuss the issue with him and he is also disturbed by it, doesn't support it.” (P16)

“I talked about the work I do with my supervisor face to face in the beginning, I didn't have to say too much because he knows about the technical issues so when I said re-doing all the work isn't beneficial for us, he also agreed with me.” (P18)

Team Support

It was observed that some of the participants who are working with the team tend to carry on the issues that they do not agree with to upward channel. The reason behind the dissent behavior is for supporting the group needs. Direct statements of the participants showed that the expression of “team support” is repeated frequently;

“Including my own department, the other departments are also waiting for my work after all. And when they come to me saying there is a need for training, I can't just say "I'm sorry, we can't find it"... The people who depend on me in my team and my happiness is very important and I always support them as well as they always expect me to support them too. Because of this I felt like I had to go the top management at last.” (P5)

“We need to get better so, it is important to be sincere and transferring the information accurately. Learned about the issues and got support, rather than going to the top management alone, it was better to there all together.” (P15)

4.3. Process of Dissent

According to Kassing’s (1997) model of organizational dissent, the dissent process begins with triggering events, which continues through individuals’ choices to express upward, lateral, or displaced dissent. The triggering events were interpreted through set of individual, relational, audience related, and organizational factors that influence to whom dissent was oriented. Likewise, the triggering events influence dissent behavior or message through these processes (Garner, 2013). Therefore, dissent interactions are continuous process. At this study, the findings of the organizational dissent process will be examined one by one. The organizational dissent processes of each of the 22 cases collected from 20 participants are summarized in Table 6. The stages of the process will be explained in detail.

Table 6
Organizational Dissent Process

NO.	DISSENT CASE	DISSENT AUDIENCES	DISSENT BEHAVIOR	RESPONSE	FUTURE DISSENT STRATEGY
1	Dissatisfaction with the merger of departments	Upward Dissent	Direct Factual Appeal	Refused	Immediate Manager
2	Dissatisfaction with the code of covenant not to compete	Upward Dissent	Direct Factual Appeal	Accepted	Immediate Manager
3	Disagreement with the senior manager	Upward Dissent	Direct Factual Appeal	Refused	Immediate Manager
4	Having a colleague got fired	Latent Dissent	Venting	No Action	1.Step: Immediate Manager 2. Step: Circumvention
5	Difficulties related to the transition to the project team	Upward Dissent 1.Step: Manager 2.Step: Top Management	1.Step: Direct Factual Appeal 2. Step: Circumvention	Refused then Accepted	Immediate Manager
6	Inadequate organizational resources	Upward Dissent	Solution Presentation	Refused	Immediate Manager
7	Wrongdoing in the recruitment process	Latent Dissent	Coalition	Refused	Immediate Manager
8	Promised training program in the new project not provided	Upward Dissent	Direct Factual Appeal	Refused	1. Step: Immediate Manager 2. Step: Resignation
9	Wrongdoing in the recruitment process	Upward Dissent	Solution Presentation	Accepted	Immediate Manager
10	Conflict with the finance manager	Upward Dissent	Venting	Empathic but passive	Immediate Manager
11	Working under pressure by the manager	1. Step: Latent Dissent 2.Step: Upward Dissent	1. Step: Venting 2. Step: Circumvention	Accepted	Immediate Manager
12	Wrongdoing in title assignment	Upward Dissent 1.Step: Manager 2.Step: Top Management	Direct Factual Appeal	Accepted	Circumvention
13	Difficulties with the transition to new project work	Upward Dissent 1.Step: Manager 2.Step: Top Management	Direct Factual Appeal Circumvention	Refused then Accepted	Circumvention
14	Insufficient supervisory behavior	Upward Dissent	Solution Presentation	Refused	1. Step: Immediate Manager 2. Step: Circumvention
15	Wrongdoing in the human resource planning process	1.Step: Latent Dissent 2. Step: Upward Dissent	1. Step: Coalition 2. Step: Solution Presentation	Accepted	Immediate Manager
16	Dissatisfaction with the director	Latent Dissent	Venting	No Action	Employee Silence

17	Inadequate organizational resources	Latent Dissent	Venting	No Action	Deviant Behavior
18	Disagreement about re-work	1.Step: Latent Dissent 2. Step: Upward Dissent	1. Step: Venting 2. Step: Direct Factual Appeal	Refused	Employee Silence
19	Unfair performance evaluation	Upward Dissent	Direct Factual Appeal	Refused	Circumvention
20	Promise to provide a new co-worker was delayed	Upward Dissent	1.Step: DFA 2.Step: Repetition 3. Step: Solution Presentation 4. Step: Resignation Threat	Refused then Accepted	Immediate Manager
21	Conflict with the immediate manager	Upward Dissent 1. Step: Manager 2.Step: Top Management	1.Step: Solution Presentation 2. Step: Circumvention	Refused then Accepted	1. Step: Immediate Manager 2. Step: Circumvention
22	Differences in expected work goals	Upward Dissent	Solution Presentation	Refused	Immediate Manager

4.3.1. Dissent Cases

The dissent cases were defined as the first responses of the participants about the organizational issues that they did not agree, questioned or thought to be corrected, were determined as the subject of each case. These cases were, then, separated within themselves according to the three main dissent events themes that were mentioned above. Most of the dissent events arising from management issues, least of the dissent events arising from task issues have been identified within each 22 dissent cases. 22 dissent cases were detailed.

Management Issues: 11 dissent cases were found as the issues based on management. Cases are; *Dissatisfaction with the merger of departments (C1)*, *Dissatisfaction with the code of covenant not to compete (C2)*, *Having a colleague got fired (C4)*, *Inadequate organizational resources (C6)*, *Wrongdoing in recruitment process (C7)*, *Wrongdoing in recruitment process (C9)* , *Wrongdoing in title assignment (C12)*, *Wrongdoing in human resource planning process (C15)*, *Inadequate organizational resources (C17)* , *Unfair performance evaluation (C19)* , *Promise to provide a new co-worker was delayed (C20)*.

Supervisor-Related Issues: Six dissent cases were found as the issues due to supervisor-related. *Disagreement with senior manager (C3), Conflict with finance manager (C10), Working under pressure by manager (C11), Insufficient supervisory behavior (C14), Dissatisfaction with director (C16), Conflict with immediate manager (C21).*

Task Issues: Five dissent cases were found as the issues on task related. Those cases are; *Difficulties related with transition to the project team (C5), Promised training program in new project not provided (C8), Difficulties with transition to new project work (C13), Disagreement about re-work (C18), Differences in expected work goals (C22).*

4.3.2. Dissent Audiences

After identifying the dissent cases, the participants were asked to whom they expressed their disagreement as a first step, and the responses were shown as the type of the audiences, i.e. upward or latent dissent. Some participants stated that they first expressed to the colleague, then to convey the manager or top management at the same time; but some of the participants stated that the dissent process continued for months when they expressed to the manager, and then they chose to express to the top management. Thus, such dissent cases were indicated separately in Table 6 as the first step to whom and the second step to whom.

Moreover, displaced dissent, which is the type of dissent audiences, since it does not occur in the organization, it was decided that it should not be shown in the dissent process table. Here, the participants also stated they chose displaced dissent, so those findings were only shown in the findings topics which will be given below.

In the demographics part of this study, the participants had been asked for how many supervisors or managers or team leaders they have to report and connect directly, and their titles had also been asked. Some of the responses were varied, such as the first line manager, director, supervisor, superior, team leader, senior manager, etc. So, it was decided to specify these statements under a single definition, namely for the upward

dissent that was used as a manager, if they choose to express higher in the chain of command, it was used as top management in the dissent case Table 6.

Upward Dissent

The participants mostly used the upward channel. Fifteen dissent cases (C1, C2, C3, C5, C6, C8, C9, C10, C12, C13, C14, C19, C20, C21, C22) had shown that they chose to express their dissent directly to the manager and/or top management.

Ten dissent cases (C1, C2, C3, C6, C8, C9, C10, C14, C20, C22) had shown that they directly expressed their dissent to the manager.

Case (19) was the only case that directly chose to express dissent to the top management. In this case, it was noted that the participant involved in the meeting which was surrounded by the top managers, eventually the participant opposed directly to the top management. This statement follows as; *“As the supporter unit, I regulate this with the others. So, I can challenge it I think the decision of the manager was wrong in the terms of HR.” (C19)*

In the four dissent cases (C5, C12, C13, C21), it was found that they chose the manager as the first upward channel step, then they chose top management as the second step. Case (12) indicated that the importance of teamwork, and wanted to share issues directly with the manager, but when the manager did not agree with the issues, participants chose to express to top management for the sake of the team environment. *“When I received the demand about it, I conveyed the issue to my supervisor directly saying it is necessary to reduce the positions... We made the decision with my team co-worker afterward in a meeting”. (C12)*

As for the other 3 cases, their managers did not response positively, and they also did not find any solution. As a result, in order to take action, they chose to express higher in the chain of the command. One of the samples of these statements is; *“I shared my opinion with my supervisor first... I couldn't receive any answers. In order to take action, I went to upper management about it.” (C13)*

In the ten dissent cases (C1, C2, C5, C6, C8, C12, C14, C20, C21, C22) it also found that the participants used both upward and latent channels at the same time. For example, two participants (C1, C2) had dissent about management issues to the manager, and also shared their oppositions with colleagues for *“gaining the support”*, *“spread the word about the disturbances”*, *“sharing the information”*. One of the samples of the Case (1) was; *“Actually we wanted to spread the word about the disturbances... We thought one person conveying the issue to the supervisor won't be enough... So, it might be more effective to spread it to the other staff.”* Case (2) also indicated; *“I wanted to ask them that do you realize this would be a big problem for us in the future, because everybody wanted to share that the articles in the contract are too heavy... If you express your opinion by yourself, you would become a troublemaker. What's important is that I gained the support of my colleagues.”*, and in the Case (22) which is also the same person in the Case (2) stated that; *“...It might build a defense mechanism around me so it might be better to get psychological support already.”*

At the same time, 3 participants (C1, C5, C21) also stated that they conveyed their dissent to their co-workers to get their opinions and ideas, and to make them know the issues in emotional way. Examples of the statements are; *“Actually I talked about the disturbances with good intentions, something like outpouring the displeasure...”* (C1), *“I was so angry and when they asked why, I told them.”* (C21), *“I shared it with my colleagues because their effect, knowledge and opinions are important to me.”* (C5)

Besides, two participants (C12, C14) had also stated to share with the team or co-workers is important in their workplace. Such as; *“We always discuss about these things, like “it would be better if we do it like this, don't you think so?”* (C14)

Latent Dissent

Four dissent cases (C4, C7, C16, C17) were found to express their dissent to the co-worker or colleagues as a first step. It was identified that the reason behind to choose latent channel is that they didn't face any solution from the upward channel. Relevant quotations are; *“There wasn't any reason for me to ask my supervisor about this issue... We talked about this with two of my colleagues in the same room that I*

share. Something like "you know about what happened?" in order to discuss it..."(C4)
"I didn't go to my supervisor first, I always shared the issues with my colleagues and I knew there isn't a solution of it..."(C16). "We are all disturbed by this situation; yes we are, however, it's not reasonable to convey this to the management... Only if everyone is disturbed by this, we can go but we discuss this with our colleagues..." (C17)

Moreover, three participants (C11, C15, C18) expressed their dissent to co-workers first, then they chose to use the upward channel as well. It was found that "coalition" with colleagues trigger to dissent upward channel. Those statements are; *"I thought he was as uncomfortable as I was so I shared it with him... Me and my co-worker mentioned the issue to the bosses." (C11), "Rather than going to the top management alone, it was better to there all together." (C15), "I always share the issues with my team-mates, we even discussed it together, that's how we do it all the time. The project and team leader are also with us, so they already hear about the issues. But the top management is not". (C18)*

Displaced Dissent

As mentioned above, displaced dissent was not included in the dissent process on Table 6, because it does not occur within the organization. However, it is thought that displaced channels such as family and friends from outside of the organization may affect the dissent process indirectly. Therefore, it was detailed in the results section. Twelve dissent cases (C1, C2, C7, C8, C10, C11, C13, C14, C16, C17, C18, C20) were found to use the displaced channel. The participants stated why they share their dissent to the family/friends that "to overcome the issues", "to pouring out", "to relax", "to accept and make the issues reasonable", and "to get an opinion from partners or friends". Related quotes are;

"I consulted the issue with my husband, family and close friends too. Actually it helped me to accept it." (C1)

"I shared the issue with my brother who is a lawyer... I told my friends as well just because." (C2)

"I was feeling down and I told my friends to pour out my troubles and to get their opinions as well because I didn't want to act impulsively." (C8)

"Kind of like sharing your grief lightens your load. To pour out, to know whether something like this happened to them. I always talk to my family, my friends." (C10)

"I want to know how the operations of the other companies are. I would ask that I think like this, if it is the same as yours, I would find myself right about the issue. This is how my conversations are." (C14)

"Yes, I share them with my husband; I compare it with him like why we work like that, because we are in the same business." (C16)

"...It was also a pour out for me." (C20)

The rest of the eight participants did not choose to express their disagreements to the family/friends. The reason why they did not use this channel is because the issues experienced within the organization are "business or technical issues", and also those participants were found to that they did not tend to share work issues with family or friends. Such quotes are; *"No, I didn't. It's my job."* (C9), *"My job is technical so I wouldn't share it."* (C6)

4.3.3. Dissent Behavior

At the process of organizational dissent, the next questions were asked as how they expressed their opinions and what messages or strategies they used to express their dissent. Since dissent is also phenomenon of organizational communication, it is necessary to determine how it is expressed as well. The findings of how the participants expressed their dissent in this study were indicated in the dissent case Table 6, as dissent behavior. The findings were based on the 11 dissent messages which are mentioned above in literature by Garner's (2013) and Kassing's (2011) dissent strategies.

The findings related to dissent behavior are identified below. Those behaviors or messages were shown in the case number on the dissent case in Table 6. Some participants were found to use multiple messages, so it was also displayed in the table. Besides, some participants had used multiple channels, so it was labeled as the first or second step. Thus, their dissent behaviors were matched with dissent audiences' steps as indicated in the process Table 6.

Direct-factual appeal

Ten dissent cases (C1, C2, C3, C5, C8, C12, C13, C18, C19, C20) were found to use direct-factual appeal messages. They tend to express their dissent by supporting arguments and evidence. Most repeated words in the dissent cases about the category of direct-factual appeal are; *"performance notes"*, *"written documents"*, and *"face to face with logical reason"*. Relevant examples from the participants are; *"I discussed this face to face and showed the performance notes (which I wrote them all down). We had a date showing 3 (unpleasant) employees quit the job because of that exact problem... I needed a proof. Based on my own performance notes, I sent an e-mail saying both our distributors and sales staff consider this unification as a poor management issue and it makes the employees in the company insignificant."* (C1). *"I opposed to it. He didn't like it. I stated the facts..."* (C19)

Solution Presentation

Seven dissent cases (C6, C9, C14, C15, C20, C21, C22) were found to provide solution while expressing their dissent. They stated that they convey their disagreement with realistic solutions to the events. It seemed that they tend to use active strategy for dissent. Relevant sample for the solution presentation message is; *"I talked about the issue face to face... I even suggested him to give the work to the team leader, so that the person who knows our job would be closer to us."* (C14)

Circumvention

Four dissent cases (C5, C11, C13, C21) were observed to express their dissent to someone higher in the chain of command. It seemed that those participants were not

willing to go above the head of them, but they needed to use this way of behavior because dissent issues were not responded or resolved by the manager and/or co-worker. *"I shared my opinion with my supervisor first... This system kept going for a year... Everyone was talking about the issue with each other but nobody would tell anything to the team coach. I talked to him face to face but I couldn't receive any answers. In order to take action, I went to the top manager about it. This isn't a complaint or deletion. There were some meetings which I showed the data about the issue... There were meetings held every week"* (C13)

Repetition

In one case (C20), it was found that the participant tried to repeat dissent opinions to manager in order to change the current issues in the organization. The participant had attempted to express dissent number of times. The statement was followed as; *"I said I lost my enthusiasm for HR, I am losing my competence, how many times I told them this, I worked very hard for it and most of all, I am so stressful, I am doing the telephone central job which is not my duty, I don't understand some things and I am getting scolded because of it on the phone, I really don't want to do this job."* (C20)

Resignation

In one case (C20), the participant was observed to use threat to resign. It seemed that the participant used this strategy to attract the manager's attention to the seriousness of the situation as a last strategy. It was also found that the participant used resignation because of dissent issue had become intolerable for her sake. This statement is: *"The part time employee went to another department and with reference to her supervisor, my supervisor looked after her, told her she won't be working at the telephone central from now on and he said I will do it again... In response, I said I will quit... My supervisor was telling me he wants me to do the telephone central job directly, he says the part time employee cannot handle it. I said I am going to resign..."* (C20)

Venting Emotions

Six dissent cases (C4, C10, C11, C16, C17, C18) were observed to describe their emotions because of the dissent events. Those participants showed their opposite opinions in a more passive way by using emotional expressions. Five of six cases shared their dissent with their colleague as first step with venting emotions. In one case (C10), it was observed that the dissent was conveyed to the other manager to whom the participant related to emotions. One of the samples related to venting; *“I always share the issues with my team-mates, we even discussed it together, that's how we do it all the time... I discuss the issues not with everyone but the ones who are closest to me face to face or on Skype. We know it won't be fixed, it's kind of like whining out with each other...”* (C18)

Coalition Building

Two dissent cases (C7, C15) were observed to use coalition for the dissent triggering events. These two cases were found to express dissent to colleagues as first step, then conveyed to top management with the coalition strategy. Sample quote is; *“The first people I shared the issue with were my colleagues and my team leader... Learned about the issues and got support, rather than going to the top management alone, it was better to there all together.”* (C15)

4.3.4. Responses

The responses from the audiences are also part of the dissent process. To observe the responses, the participants were asked what kind of reactions they received from the audiences. According to the findings, the responses which are received by the participants were separated and specified as; *acceptance (active)*, *rejection (passive)*, and *no action (neutral)*. Also, one response was defined as an *emphatic but passive* response because the participant did not convey the issue directly to the person she disagreed with. Furthermore, some participants were rejected at the first step but then expressed their dissent to the top management and received a positive response. So, it is described as *refused then accepted* on the process in Table 6. All incidents are described respectively below.

Accepted

The five dissent cases (C2, C9, C11, C12, C15) were received positive responses from the audiences. Accepted responses were described as *“thanked”*, *“issues solved as wanted”*, *“aware of the situation”*, *“agreed his/her opinion”*. Relevant quote; *“My supervisor responded to me that I did the institutional requirement and thanked me, corrected the process and told me we changed it as you said.”* (C9)

Refused

It was observed that the dissent opinions were mostly rejected by the audiences. Totally nine dissent cases (C1, C3, C6, C7, C8, C14, C18, C19, C22) were received negative responses. The participants used the statements of the rejections are *“could not get any answer”*, *“make no account of”*, *“disregarded”*, and *“did not compromise”*. Such quotes are; *“I explained the reason face to face and said it would be hard to control like this but after 2 days, he did as he pleased...”* (C3) *“The management level implied us not to express the issues like that anymore and to perform the tasks given to us.”* (C18)

No action

In 4 dissent cases (C4, C10, C16, C17), there were no positive or negative responses were received by the audiences. It was observed that they knew there would be no solution by expressing dissent, so they stated neutral responses. In other words, those participants did not convey dissent to someone in charge or issue with, so the reaction from the channel they express was called as neutral. Such statement is; *“I don't think it is reasonable to go to the supervisor about the issue... Actually, the management is also aware of the issue but because they think this is right thing to do, they do nothing about it...”* (C17)

Refused then accepted

Four dissent cases (C5, C13, C20, C21) were observed to convey their dissent to the manager at first, after negative respond from them, in turn the participants expressed to top management for the positive responses. It was seen that the participants

used the sentences like *“What is said was not accepted by the manager”* and *“Convey to the top management to find a solution”*. Relevant quote is: *“When I discuss this wrong decision to my team leader, he insisted on the project structure and he told me things like whether I believe in this company or not... My supervisor showed a hierarchic approach and act oppressively... This process took place for 6 months with my supervisor and then I conveyed the issue to the top management face to face, we discussed it with others too and the discussions continued for 1-2 months. But it took a lot more to achieve a result. After that, the project process was canceled out.”* (C5)

4.3.5. Future Dissent Strategies

Finally, after dissent expressions about the issues the participants disagreed with were revealed, and the reactions they received from the audiences were discovered, the next question was asked about what kind of dissent strategy would be used if the same or similar issues happened to them. Since dissent is a communication process, it is not a one-time event. Similar or several dissent events may occur in the organization, so the participants' past experiences were determined as dissent cases, and then the impact of these incidents on the future dissent behavior or expression in the dissent process was observed. As a final step in the dissent process in Table 6, dissent behaviors were turned out as dissent strategies and dissent tactics in the future. Their answers were determined by different strategies such as conveying to the immediate manager, top management (circumvention), the threat of resignation, and tactics forms such as silence behavior, and neglect, deviant or counterproductive work behavior.

Immediate Manager

In the future time, thirteen dissent cases (C1, C2, C3, C5, C6, C7, C9, C10, C11, C15, C20, C21, C22) were determined to express their dissent issues directly to their immediate manager. The most repeated expressions that pointed out from those participants why they choose this strategy are *“if the decision that made by the management affect their success”*, *“about personality”*, *“proactive strategy”*, *“to take an action immediately”*. Some relevant quotations are;

"I would probably do the same thing, this is about the trait, I guess. I would do the same thing because I am belonging to this company."
(C1)

"I would try to handle it with my supervisor. I would want to gather the written data quickly, not the oral data, and discuss it with my supervisor. I would have encouraged the employees earlier. When I realize there is something wrong, I would manage the issue differently but when your supervisor tells you something, you can't just say "wait, what?" to him/her. It's about respect and we endure it so it takes time. Every time you keep it inside, you create a wall. I would have shortened this silence phase."
(C5)

"I act the same and do my job, but I take notes about the institution in my mind, I see what happens then, I give some time and I wait for the things that could be a good example of what I'm saying. I don't keep silent, I would express it." (C6)

"I would express it sooner. The longer it takes the more it affects the working environment, so I would want to handle the issue as soon as possible. I wouldn't want it to take long like before. In fact, the moment I feel there is something wrong, I would go to the person and ask him/her about the issue." (C11)

Top Management (Circumvention)

It was determined that three dissent cases (C12, C13, C19) would use the top management channel to express their dissent issues in the future time. It was observed that they assessed their past dissent experiences, so they decided to choose circumvention strategy directly in the next time. For example: *"I have this "learn from the past" approach, I would predict the issue and go to the top management right away and convey it. What I would do to improve it; I wouldn't burn myself out like this."*
(C13)

Moreover, in three dissent cases (C4, C14, C21), it was observed that they practically and firstly wanted to express dissent to immediate manager. If they do not received any solution from them, they would go upper channel as a second step in the future time. On the dissent process Table 6 those steps are shown as the first and second steps.

“...I wouldn't support walking over the supervisor and going to the top management but if I cannot come to an agreement, I would go... I would try to do the necessary thing first. I don't take offense, no hesitations.”
(C21)

“...I would check out how correct the decision is and how legal it is, and if it isn't correct, I would convey this to my supervisor. We are close with our supervisors. We can convey our troubles in informal way. If I can't find a solution with them, I could take it to the top management.” (C4)

Besides, one case (C8) was found to use threat of resignation strategy as a second step in the future. The participant explained as: *“I would give them time and chance to solve the issue. But if there aren't any solutions, I would quit. Because there are some employees who quit the job because of the mistreatment of the supervisors and the lack of solutions.”*

Counterproductive Work Behavior (Deviant Behavior)/Employee Silence

In three dissent cases (C16, C17 C18), they were observed to use different dissent tactics from the other participants in the future time. Because of the “personality”, “tenure”, “work experience”, and “idea that nothing to be changed”, they tended not to express their dissent and keep silent or to neglect behavior in the organization such as absenteeism, lower level of performance, poor coordination with teams. Relevant quotes are:

“I would try to discuss it but if she scolds me, has a rough tongue, I don't know what I would do... Because of my personality, first of all I

check whether I'm at fault there, because the one who did the job was me, I ask myself what it was with me.” (C16)

“...We complain to each other, it is like this with our colleagues... The length of service is very important, an employee who worked only a year wouldn't be able to do much, you would be the first person to get a roasting and get... People know you do your job in quality and they say "ok then, if the deadline given to you is this much, then do your job that much"... It might go too far to sabotage. They might slow down the work, lower the quality.” (C17)

“Then this happened, I had my subordinates to re-do the works cap in hand. I told them I will do the same thing, too. I told them we do this because the management wanted us to re-do these and unfortunately we accepted the absurd thing and did it...” (C18)

4.4. Outcomes of Dissent Expressions

One of the last research questions of this study is that what the results of dissent behavior were based on the individual and organizational level. In order to make deeper understanding of dissent expression, it is important to examine what kind of affections and attitudes occurred as a result of dissent behavior in both individual and organizational contexts.

The individual and organizational level outcomes of dissent expression of the participants are given in below, and the statements that people frequently say and draw attention are given on the tables in each level outcomes.

4.4.1. Individual Level Outcomes

In the below two Tables 7 and 8, the participants' most frequently repeated statements about their positive and negative feelings and attitudes, after the expression of dissent in the organization are summarized. They were observed to answer that question in accordance with how they received responses from the upward channel; in a positive or negative way.

For the findings of the positive outcomes, the participants stated that increased job satisfaction, happiness, high self-confidence, and they are more motivated when they receive acceptance and positive response to what they dissent. Positive and negative individual-level outcomes are shown in Table 7 and 8:

Table 7
Individual Level Positive Outcomes

Dissent Case Numbers	Quotations for Positive Outcomes
C2, C9, C11, C12, C13, C15, C20	<i>"... We have an open environment, so they let us express ourselves. It didn't turn into a crisis for me." "It was convincing", "I felt happy", "I felt relaxed", "This cheered me up and increased my motivation."</i>

Furthermore, although some of the participants received negative responses from the audiences, they were observed to state positive outcomes because of the expression of their dissatisfaction openly in the workplace. Relevant quotations are;

“I didn't take it too seriously; this is a job after all. Everyone has their own way to do things, so I didn't take it that seriously. The thing is, we actually improve our work by discussing one another.” (C3)

“I was taken into consideration but it didn't work out as I wanted. But I'm a professional so I keep on doing my job but there are times that I questioned why it happened and it made me unhappy... It is very valuable to share things in our country... There aren't many sectors that can live up to it. There is information and production, there is teamwork, it is much more important to talk about and explain correctly the singular jobs in our company and in this sector.” (C6)

“I was proud of myself because I was able to share it. But I took risk, if it would get back at me... When I speak too much, I was told you are too complainer by some people there and you are our voice by some. I didn't keep quiet and I was the one who touched it off so I am proud of myself. Conveying the critical issues might be related to our personality but I believe it is very important to convey them.” (C13)

“I think sharing the issues increases your confidence, but if the things you say make sense, everyone already agrees with you. It increases your self-confidence...” (C18)

“These kinds of things always happen in our lives. It reminded me again that I should confront the things I believe

they are not right. We serve the human life. Self-respect is important. “(C19)

For the negative outcomes findings, the participants stated that more disappointment, feeling unhappy, feeling insignificant, more anxiety because of ambiguity, decreased job satisfaction, and are low motivated when they receive rejection and negative response on what they dissent about or dissent issues. They were observed to receive mostly rejection, ignored, neglected, avoided, and have late solution from the upward channel about their disagreement. The most frequently repeated quotations are summarized in the Table 8.

Table 8
Individual Level Negative Outcomes

Dissent Case Numbers	Quotations for Negative Outcomes
C1, C4, C5, C6, C7, C8, C10, C14, C16, C17, C18, C22	<i>“I felt like I'm an insignificant person... But they also didn't care about it, so we got used to it in time and accepted it.”,</i> <i>“I dwelled on the issue.”</i> <i>“I lost my motivation”,</i> <i>“I was really disappointed”,</i> <i>“I was so unhappy and in despair in those days.”,</i> <i>“It would be better to change.”,</i> <i>“It hurt me; it worsened my progress, let alone improving me.”</i> <i>“We are worried how it is going to be.”,</i> <i>“When there are people who tell you to work hard, you wouldn't discuss the system.”</i> <i>“When there isn't any improvement, it makes the person angry about it.”,</i> <i>“I'm not satisfied but I'm waiting”.</i>

4.4.2. Organizational Level Outcomes

In order to make a deeper understanding of organizational dissent, it is important to examine what kind of effects and attitudes occur as a result of dissent behavior in the organizational context as well. Thus, one of the other last research questions of this study is how the participants' opinions about organization are changed

by the result of dissent expression in the workplace. In the below two tables 9 and 10, the participants' most frequently repeated statements about their positive and negative feelings and attitudes after the expression of dissent in the organization was summarized.

For the positive results on the organizational level, it was found that the participants mostly repeated *"taken into consideration by the organization"*. They stated that the participative organizational climate would be increased as result of that. It was also observed that when they receive positive response and confirmation from the upward channel, it makes positive reinforcement in the workplace. Besides, they stated that organizational trust and organizational commitment would be increased after the acceptance of dissent expression in the organization.

The organizational level outcomes of dissent expression of the participants are given below and the statements that people frequently say and draw attention are given on Table 9 and Table 10 as positive and negative outcomes.

Table 9
Organizational Level Positive Outcomes

Dissent Case Numbers	Quotations for Positive Outcomes
C2, C9, C11, C12, C15, C20	<i>"My rightfulness was proved and it motivated me."</i>, <i>"Before we express our issues, they already know about them, we don't have to convey it, so it provides us confidence"</i>, <i>"...made me more committed to my job"</i>, <i>"We have a comfortable environment, so they let us express ourselves."</i>, <i>"Everything became more efficient"</i>, <i>"We restore trust."</i>, <i>"The respect towards the decisions supported my positive opinion about the company."</i>

In terms of negative outcomes, the participants stated that when they received rejection and avoidance from the organization, their positive perspectives about the organization were changed. The feeling that *"nothing will be changed"* makes them indifferent against their organizations. The participants stated that the level of

organizational commitment, productivity at work, organizational trust, and the participative climate would be decreased as a result of the negative feedback on the voice of dissent. The most repeated quotations are summarized in Table 10.

Table 10
Organizational Level Negative Outcomes

Dissent Case Numbers	Quotations for Negative Outcomes
C5, C8, C10, C13, C14, C16, C18	<i>“There is a mistake and people are insisting on keeping it...In despair in those days.”,</i> <i>“Feeling of the commitment dropped.”,</i> <i>“In a negative way, it affected my productivity.”,</i> <i>“It affects the operation process, frankly there is a hesitation issue, you hesitate to talk about it.”,</i> <i>“Evading the issue lowered my trust to them.”,</i> <i>“You’re beginning to not to like your job.”</i>

It was observed that some of the participants have negative feelings against manager but not to their organization, as result of rejection on their dissent. But some of them both negative attitudes toward the manager and the organization as well. These are:

“When I look back, my ideas were taken into consideration and the staff was working very hard to make the company better but now I feel like the company is retrogressing, because not everyone's ideas are being considered by the company... Personally my opinion about the company has not changed. I can still say that I belong to this company. But when I see the things that are not how they should be and they are not getting fixed, I am the one who feels sorry about it. Still, it doesn't change my feelings, my commitment to the company.” (C1)

“No, my opinion about the company didn’t change. There are some unexplainable actions in the private sector... I wouldn't lose my faith in the company. I am working at a company which does the personal rights well.

The culture of the institution is well established, and the company gives value to the ones who seek their rights.” (C19)

However, some of the participants stated that they considered their professions as very technical and job-oriented and that there may be positive and negative situations in the organization due to the sectoral and market pressure. Therefore, they stated that their perspectives on the organization have not changed. These statements are;

“It didn't change my opinion about the company... My job is my criteria.” (C3)

“Because I came from the private sector, I know about the fast dismissal or these things happen more dynamically comparing to the public institution. Still, it wasn't something that I experienced before. They give a warning about the performances beforehand but in this case, it didn't happen.” (C4)

“It didn't change my opinion towards the company. Our team is in harmony. There is a common action environment here.” (C7)

“No, it didn't change; this is how it works actually. You think it is already like this, you don't think it was good before but now it's bad.” (C17)

“My opinion about the company wouldn't change but I wouldn't support walking over the supervisor and going to the top management but if I cannot come to an agreement, I would go.” (C21)

“If it is the top policy, my opinion about the company hasn't changed, the work continues. The company is making bigger competition with these policies...” (C22)

4.5. Other Communication Channels for Dissent

Organizational dissent concept consists of the expression to supervisor, manager, top management, co-worker, teammate, family and friend. Besides, as

mentioned above in the literature, variable channels for dissent which included in dissent process. Dissent might be expressed via press, union or social media and web sites platform. Those channels are called as other dissent channel or displaced channel as well.

Therefore, the participants were asked whether they shared their dissent outside of the organization like press/union/social media. Also, considering that the effectiveness of membership of union has impact on employee voice, whether there is a membership of union or not had been asked and just one of the participants declared the membership. At the same time, it had also been asked whether their companies have any membership of the union. None of their organizations had membership of the union.

In addition to this, for better understanding, the dissent process approaches on other dissent channels and voice mechanisms of the organization were taken into consideration at this study. Since the main organizational dissent channels and other dissent channels affect dissent expression, and dissent is a part of the employee voice; the participants were also asked whether the role of voice mechanisms within their workplaces shaped their dissent expression. These two topics and related findings are shown in detail.

4.5.1. Public/Union/Social Media Channels for Dissent Expression

One of the participants (P2) declared the membership of union. None of the participants' organization had membership of the union. None of the participants used union or press channel to express their dissent. It was observed that the union or press / public channels of dissent were labeled "*negative channel*" by the participants. And they often stated that they were "*against the use of these channels*" as well. It also found that if they do not solve the dissent issues in the organization and within themselves, they would prefer to resign instead of using these channels. Relevant statements are;

"I never shared. It's like burning my own bridges. I might do it if it comes to that point but I don't have that kind of reflex in me. I never thought of going to the union that I'm a member of." (P2)

“No, I didn't. This is a transparent company and they look after the rights of the employees. There is employment security here. Personally, I'm against conveying the company problems to these sorts of channels. If you are too disturbed by the issue, you may quit, I think. But if the issue is very important, we should discuss this within the company. That's what I think.”
(P7)

“No, there wasn't, I wouldn't prefer. If I want to convey the issue, I would say it to the face of the person and convey it directly to the boss him/herself.” (P11)

“There aren't any issues we would share it with the people outside. Top management is already taking our opinions into consideration. If the both sides don't agree with each other, the employee quits the job, but it happens peacefully.” (P12)

The participants stated that the social media channel is a “passive” way of expressing dissent. They used this channel for a passive reaction i.e. not using “like button” on what organization shared in Instagram.

“I responded by the social media. I decided not to like any of the company's posts. But I wouldn't do anything publicly; I just did this my own way.” (P8)

“Well, I'm a committed employee and I'm loyal to my company. I would make posts, saying I work here and this is a company like this in Instagram and showed the location, shared pictures of the celebrations, trainings before. But after this happened to me, I lost my enthusiasm and didn't want to share these. But of course, I didn't display a direct attitude. It was only an individual reaction, there weren't any innuendos. If I did, it would explode in my face for sure.” (P10)

One of the participants stated that she was afraid of using union or public channel for the voice of dissent, and because of being followed on social media by her manager, she is more careful not to share anything on Instagram.

“Noooo! Neveeeeer! She is everywhere and she follows us in the social media. We cannot help but we are scared to share pictures, but I don't have to like her posts...” (P16)

Only one of the participants also expressed dissent via political party of which she is a membership, and she stated that she doesn't use it to take any action, only for asking information.

“Yes, I shared it with the political organization which I am a member of. I wanted to ask them what we criticize the order but we are part of it, what can I do about it. They said “When you fight for the unemployment, women rights’ issues etc., you need to focus on the outcome and fight for it, don't give up on it now.” We brainstormed about it. It's the first time there are 2 employees in the HR, I made changes.” (P20)

4.5.2. Organizational Communication Channels for Expressing Dissent through Formal Voice System

The participants were asked whether they have voice mechanism in their organization. The sub-question about this subject is: *“Is there any formal practice/channel that you can convey your opinion about a matter which you don't agree/question/think you can improve? If you used this channel, why did you? When you used it, how was the response? If you didn't use this channel, why didn't you?”*

The existence of formal and informal voice system in the organization is way of how people in the organization express their dissent. It also called another communication channel for dissent. In this study *HR channel, intranet, web portal in computer, 360-degree feedback systems, workplace sessions* were found as formal communication channels by the participants.

Just two of the participants (P2, P11) used this formal channel and upward channel (manager) as well. Examples are: *"We have a channel of conveying our opinions to the HR department, we all know it... Everyone can go to the HR department". (P2)* *"We usually have meetings like sessions one on one, face to face with our bosses once in 4-6 months which they ask if we are good, in high spirits, are we bored at the job etc... I think it is useful and they take my opinion into consideration."* (P11)

In general, it was found that the participants do not use these formal mechanisms to express their dissent. Nine of the participants (P5, P7, P9, P10, P12, P13, P15, P19, P20) have profession in HR, they stated that they also encourage their staff to use upward channel (dissent to immediate manager or supervisor). It was observed that the majority of the participants used informal voice channels in the organization to dissent such as having conversation with immediate manager rather than formal voice channels. It was determined that why they were not willing to use formal communication channels for dissent is that the participants mostly repeated about they are *"not taken into consideration"* with those channels. They also stated that they are *"beware of formal channel"* and *"can't trust"* it. Also, they included that formal channels are *"not beneficial"* for dissent issues, directly expressing to immediate manager is more beneficial than that. These statements are documented as follows;

"Yes, there is a HR channel but it's a fiddle-faddle, I believe... It doesn't change the unjust treatment. I haven't used the channel, because I have no idea how it would be useful. The HR professional hasn't been completely productive yet. We have no choice other than discussing with our team leader." (P8)

"They share the issues with the supervisors directly. There aren't any formal practices. There is also the intranet portal which all the questions are being answered." (P12)

"We would convey it to our manager; he always says we can tell him anything... There is a HR system; it is 360 degrees feedback... I would go to the person and discuss it directly." (P14)

“Yes, there is. HR make surveys about it, they get our opinions whether it can be changed or not, I wrote about improvements and my wage... Frankly, I am not sure whether they are taking my opinions into consideration.” (P16)

“We contact the supervisor directly, our channel is team leader. We know that. We go to them a lot. It is pointless to go to them about this issue.” (P17)



5. DISCUSSION

This study aimed to identify the triggers of dissent that influence employees' experiences in the IT business, the factors which affect the dissent expression, the dissent process, and the roles of these processes on the individual and organizational level outcomes. By focusing on the dissent process, it was also aimed to examine how the past dissent experiences and its outcomes contributed to the future dissent strategy. Accordingly, the present study introduced a seven-phase dissent process conceptualized concerning the participants' dissent experiences. Seven-phases are a) dissent events, b) factors on dissent expression, c) dissent channels, d) dissent behavior, e) audience's response to dissent, f) outcomes of dissent, and g) the future dissent strategy.

By focusing on triggering events and factors on dissent expression represented in the first two phases, it was purposed to examine the antecedents of organizational dissent. The first two research questions addressed which triggering events were used first in the following dissent cases and which factors influenced on the dissent expression. These two phases were analyzed by using the phenomenological approach with the deepest understanding of the employee dissent in IT environment. These two phases were included as the first step of the seven phases in the dissent process. The following five phases the process approach in qualitative research was implemented to examine the whole process of dissent in the organization. In order to reveal the findings of this study respectively, seven phases will be shown under seven topics in the below section.

A) Dissent Events

Regarding the first research question, three main themes were identified as dissent events;

- 1) management issues (top management policy, employment, restructuring, resources),
- 2) supervisor-related issues (employee treatment, competence), and

3) task issues (work processes, multitasking,).

It was found that the majority of the employees had disagreement about management issues. The participants' experiences were identified as dissent triggers; the most frequently mentioned sub-theme is top management policy. This finding suggests that the executive decision making and customer demands on top management policy are the main disagreements of the employees in IT organizations. Participants dissent about organizational decisions and how these decisions were made such as impractical, inefficient decisions and decisions that are insensitive to human needs. They mostly dissent about poor organizational policy implementations and its reflection on participants' own state of affairs and on entire organization with co-workers' sake. These findings were in line with those of Sprague & Ruud (1988), Kassing & Armstrong (2002), Kassing (2006), Kassing (2011), and Dağlı & Ağalday (2015). Besides, top management policy implementations with customer demands were found another frequently mentioned dissent events by the participants. The fact that the demand from the customer affects the decisions of the top management, and the need to finish the work in a short time that pressures on employees' performances. That result was another issue for dissent triggers of the participants. This finding was determined as context specific for the IT sector. Due to the sectoral structure, environmental conditions bring competition together in IT business (Coombs et. al., 1992). Therefore, the desire of holding the customer in the market and sustaining the competition are important for these kinds of organizations.

It was also found that the second frequently mentioned event on dissent was employee treatment in supervisor-related issues. The majority of the participants mentioned that they feel apart when their superiors power over or insist on the issues that they related to. There are several managerial treatments that may lead to dissent (Kassing & Armstrong, 2002). One of them is that the manager's behaving badly to his/her subordinates. Among these, tyranny-like management (Ashforth, 1994), arbitrary treatment towards employees, blocking some attempts, humiliation, and unjust punishment exist. Treatments such as depriving some of the organizational resources and not supporting the projects proposed by the employees are also among the

obstructive behaviors of the supervisors. So, employee treatment finding supports arguments that exist in the organizational dissent literature (Cranmer & Buckner, 2017; Özdemir, 2010; Payne, 2014; Redmond et. al., 2016).

The other (organizational change, resources, role/task, performance evaluation, inefficient work process) triggering issues that mentioned by participants are consistent with previous dissent triggering events; questioning form of decision making about organizational change and wrongdoings in policy implementations (Garner, 2009; Goodboy et. al., 2008), disagreement about distribution and use of financial, human and technical resources by the organization (Kassing, 2008; Kassing & Armstrong, 2002), inefficient work practices and its affect on career advancement, impractical work processes and its interrelation with work expectation of the person (Hegstrom, 1999), and incompetent decisions to distribution of tasks that implication on performance evaluation process (Garner, 2009b; Kassing, 2000a; Kennedy, 2012; Tsai & Hsiung, 2013).

Yet, three sub-themes within the findings highlight employees in IT environment as unique context for dissent. Categorizes are *restructuring*, *employment*, and *supervisor competence*. First, restructuring practices of the organization cause of dissent are valid. Although organizational changes are identified as a dissent trigger within the workplace (Kassing, 2000a; Kennedy, 2012; Klaas & Denisi, 1989), it also consisted of process renovation is identified as a trigger of dissent in this study. Employees in the IT environment usually work in projects and the project works have been changed or renewed based on the organizational practices. In organizations, changes may occur due to internal reasons such as new managers, growth of the organization, merging of departments, and external reasons (Broadbush, 2016). Employees who feel that such practices harm the organization and their task goals, want to express their opposite opinion against changes. It has seen that participants may disagree and/or question about the changes of the project works. Since employees must work in project team and project-based work, they more readily dissent about the restructuring. Second, employment on the process of the organizational policy has also been questioned by the employees. Especially, nine of the employees work in HR

department in this study, when their HR policy unable to take alternative employment process, they appeared more likely to dissent about the recruitment and employment termination process. It is obvious that employees concern about the rights of employment and fairness (Kassing & McDowell, 2008; Kavak & Kaygın, 2018; Payne, 2007). And the third one is competence of the manager. Managers would ensure that organizations existence when they balance to manage organizational goals and job satisfaction of the employees (Kasemsap, 2017). In fact, employee dissent is one of the notions to reveal this balance. So, dissent would occurred when managers are not enough to achieve this balance in the workplace (Dağlı & Ağalday, 2015; Garner, 2013; Kassing, 2002). Within this study, the managerial ability of the superior and misleading performance of the manager were questioned by the participants. When, mismanagement triggers to conflict, employees in IT organization, likely to express dissent, especially when their supervisor has difficulty by managing the works. Another explanation is that employees in IT might work together to accomplish task goals (Ancona & Caldwell, 2014), and they need information from the team and team leader, thus they readily dissent about the competence of team leader and project leader.

B) Factors on Dissent Expression

Factors that lead dissent expressions are grounded in Kassing's (1997) model of organizational dissent that specifies the subsequent influences on dissent events and its expressions by the participants. By regarding to second research question, four themes have emerged from the participants' experiences. These findings suggest that employees in IT organizations likely express their dissent based on, respectively, personality traits (dissenter characteristics), factors that particular with audiences, organizational factors, and relationships with managers or peers. Similar to Kassing's (1997) research, this study supported strategy selection influences. The influences of audience' characteristics were found at this study.

Participants' personality, attitudes, behaviors, goals and their work experiences were identified as dissenter characteristics. These were determined as need for autonomy, need for recognition, internal locus of control/sense of responsibility, sense of powerlessness, organizational commitment, task goals and work experiences.

Kassing (2008) pointed out that dissent is an individual act that consists of personality and traits. As the results of the findings, it was found that the need for autonomy, need for recognition, internal locus of control/ sense of responsibility, organizational commitment, task goal and overall work experience explained the variance in upward dissent expression. Besides, the participants who have sense of the powerlessness tended to dissent implicitly, used latent channel for dissent.

It was seen that the participants who were good at their job, gave importance to their work and had work values, and exercised job control openly and upwardly expressed their dissent. The most important factor in dissenter characteristics was explained by self-determination theory (Ryan & Deci, 2000). Theory of self-determination contains human motivation which involves controlled and autonomous motivation. Controlled motivation comes from external enforcement and sense of pressure whereas autonomous motivation derives from intrinsic motivation such as autonomy, positive challenges, and enjoyment of the job (Deci & Ryan, 2000; Gagne & Deci, 2005). According to this view, the person may have self-efficacy and need for autonomy to make his/her own decision (Frese, Teng & Wijnen, 1999; Vough & Parker, 2008). Since dissent is subset form of employee voice behavior, a person who experiences autonomy is positively related to voice behaviors (Ramus & Steger, 2000). It was determined that the participants who are competent at job and autonomous, do not agree on the issues and shared their opinions directly. Erez and Nouri (2010) supported that employees who are more autonomous, participate in the decision-making process, and voice their opinions.

It was found that participants who had high levels of self-esteem and high interest to need for recognition expressed their dissent openly to manager. Employees in the IT environment are highly skilled, eager to have autonomy, and have challenging tasks, unique ideas (Ross et al., 1996). Thus, highly skilled individuals are found to have characteristics such as the interdependence of judgments, autonomy, and self-confidence (Barron & Harrington, 1981), which allow them to voice their contradictory opinions. According to LePine and Van Dyne (1998) and Brockner et al. (1998), employees who had a high level of job satisfaction and self-esteem showed more voice

behavior. Moreover, participants who had high work value and give importance to job they tend to express dissent openly. Values are one of the characteristics that individuals evaluate their behavior and self core. Values can be an important motivation for individuals to exhibit behaviors and internal references for their behavior (Meglino & Ravlin, 1998; Schwartz & Bardi, 2001). In this context, the concept of dissent behavior is varied according to values and self concept (Acaray, 2018). Therefore, employees with high self-esteem are more committed to voice behavior when they have disagreement on wrongdoings of organizational policies and practices (Payne, 2007; Shahinpoor & Matt, 2007).

Internal locus of control was found as a dissenter factor that influences the dissent expression of the participants. It was stated that employees who possess internal control orientations use more open dissent than their counterparts who possess external control. A person with an internal locus of control is more likely to act responsible for desired outcomes; on the other hand, externals are more likely to believe in limited control for outcomes in life (Spector, 1988). Thus, internals who perceive they have control over organizational environments and on their job feel confident in expressing their dissent openly and directly to an upward channel. This argument supports other dissent scholars' findings (Kassing & Avtgis, 1999; Kaya; 2016; Ötken & Cenkci, 2013; Payne, 2007).

The results also demonstrated that those participants, who had objective goals, expressed their opinions clearly on the issues that blocked or disrupted their task goals. It has seen that disagreement may be warranted for the accomplishment of their goals. Tims and Bakker (2010) stated that employees are assigned to performance on their tasks. Those tasks are designed by top-down process of the organization and it is the way to better fit individual goals, abilities and organizational needs. Employees who make their tasks to gain benefit their own goals such as better person-job fit, enhance better job environment from work may develop high self-direction (Packer, Fujita & Chasteen, 2014; Wrzesniewski & Dutton, 2001). Thus, it may lead them to be responsible for their work outcomes and stand up better ideas for their performance (Grant & Ashford, 2008). In line with these arguments, high self-directed individuals

are expected to exhibit dissent behavior due to their sense of independence by expressing their thoughts and determining their task goals.

It was also determined that participants who liked to work in their organization and got attachment to workplace tend to share their disagreements. According to Kassing (1997, 2000a, 2008) employees who are identified, associated and committed with their organization, relate to employee' expression of dissent. There is also indication that employees weigh the levels of attachment and commitment to their organization, when deciding to upward or latent dissent. Employees who are more emotionally depend on their organization, are more likely to voice disagreements to people who are responsible for organizational outcomes (Kassing, 2000a; Kassing & Avtgis, 2001).

Other findings revealed that employees who had a higher level of employment experience were more likely to express dissent. Participants who had more work experiences in IT environment tend to express dissent to manager, supervisor and top management. Overall experiences in the business may lead employees to accumulate organizational and sectoral practices. Those employees can acquire more knowledge about organizational norms and about how business environment impact on organizational rules (Sprague & Ruud, 1988). Employees who have considerable work experiences learn formal and informal communication practices of the organization, and have knowledge of how to express their disagreements to management and supervisor (Kassing, 2002; Kassing, 2006; Kassing & Armstrong, 2000).

Lastly, a dissenter characteristic, namely, the participant's sense of powerlessness was found to be influential. Regarding employees' predispositions and attitudes, some research indicates that employees' sense of powerlessness and preferences for avoiding conflict lead them to refrain from expressing dissent and shape the strategies that they use for expressing dissent openly (Hegstrom, 1999; Kassing & Avtgis, 1999). Previous research showed that perceptions of employees about sensitivity for loss on ability of change in workplace impact on their avoidance of expressing dissent (Kassing, 1997). It was found that participants withhold their disagreements and concerns about organizational problems when they believed that

speaking up will make no differences. According to Morrison and Milliken (2000) and Pinder and Harlos (2001), one factor that prevents employees from speaking up about issues in the workplace is the belief that it is not worth the effort. Employees believe that they have no power or opportunities to convey their concerns to management or superiors, so they often mute their disagreement and express them to coworkers (latent dissent) (Al-Busaidi, 2014; Kassing, 2011).

It was found that the second theme for influencing factor of the dissent expression is the characteristics of the organizations. The most frequently mentioned sub-factor for the antecedents of dissent behavior was determined participative work environment. Participative work environment of the IT organizations has found to impact on dissent expressions of the participants. In this sense, the researchers stated that when employees have freedom of speech and organizational democracy, they feel more comfortable in the organizations and do not have difficulty in expressing their dissent opinions directly with the managers. When employees feel that their opinions and participations in decision-making are given importance and it provides value to the organization, they choose upward dissent (Aksel, 2013; Ataç & Köse, 2017; Kassing, 2000a, 2001). According to Cheney (1995), employee dissent is related to organizational democracy. Also, Gorden (1988) has stated that organizational democracy creates an environment where employees can freely disagree with management without fear. Dissent is valued in such workplaces. In a participatory organizational culture, through an open communication environment, top management would support voice behavior (Bowen, 2008). In organizations with an open communication environment, employee input is valued by supervisors, and possible disagreements are encouraged in the workplace (Kang & Berger, 2010). Thus, dissent expressions of the employees depend on their perception of participation level in their organizations.

Corporate structure of the organization was found as another factor influencing the dissent expressions by the participants. Organization sizes in the IT sector are often categorized such as start-ups, small companies or initiatives, medium-sized companies and large companies. On the other hand, while fast-growing enterprises can be

composed of different business sizes, 70% of them are small enterprises and new entrepreneurs in IT environment (Mutula & Brakel, 2006; Özyiğit et.al., 2012). IT organizations' sizes that participated in this research were found to be start-ups, small initiatives, medium-sized enterprises, and large companies. Start-ups are the companies focus on technology and innovation as well as information-intensive companies (Chesbrough, 2003). Inherently, startups are different from corporate companies. A start-up company is defined as a unique initiative, independent of limitations. It has an organizational culture on its own (Shontell, 2014). When defining the start-up initiatives, there is no clear range for total income, firm age, number of employees etc. According to studies, start-up is no longer a startup after 5 years of establishment. If it has 100 or more employees, it is no longer said it's a startup company (Shontell, 2014). It may be said that it has already returned to a business structure such as a small business or a medium-sized company. In the business literature, it is defined that the number of employees in the small company is between 40-99; in medium-sized companies is between 100-249; and large companies is between 250-more (Nordlöf et. al., 2015). Corporations which have more than 250 employees need to have range for total number of income, employees etc. Corporations have their own formal structure, organizational culture and limitations. By contrast, start-ups or some small enterprises create their own culture (Shontell, 2014; Şahin, 2018). Thus, participants in this study defined their start-up company as having 25, 40 or 80 employees. Meanwhile, some participants explained that their firms sized were small (about 50- 80 number of employees), some participants said they have less than 250 employees, some of them are more than 250. According to findings, participants in start-ups or small-sized enterprises stated that they had more works and tasks to do because of their number of employees. And they also said that people can share their ideas or disagreements because of flexibility in their environments and are encouraged to do new things. When communication environment is open, power-distance relationships between managers are low and less formalized (Bowen, 2014). So, our findings supported Robehmed's (2013) ideas that start-ups and small enterprises are flexible, give employees autonomy and initiative in their tasks. By contrast, in this study, participants in the corporates and large companies stated that they had limitations to voice new ideas because of the market pressure, the huge number of employees, and more formal and written rules in

their organizational culture. Formal corporations contain their unique communication rules and challenging context in their workplaces. In line with this, employees may perceive contextual constraints in organizational settings. They take organizational factors (organizational culture, structure, and climate) into account when deciding dissent expression, these can either foster or suppress organizational dissent (Graham, 1986; Hastings & Payne, 2013; Jablin, 1984; Kadı & Beytekin, 2015).

The findings also showed that one of the factors that influence on dissent expression is lack of innovativeness. Participants stated that technological changes should be followed by their organizations. According to Cenkci (2013) and Maudgalya et al. (2006) IT organizations are innovative and running technology-oriented business in their environment. In IT companies, it is thought that they have employees with creative, talented and growth-oriented ideas. So, IT employees have such characteristics that differ from those in other employees. They are highly skilled employees and have high level of intelligence and education. IT employees have strong desire to be challenged (Lee, 2000), otherwise, they feel apart from their organizations. Thus, those participants in this study tended to express their dissatisfaction directly to upper channel about lack of technological changes, poor creativity and low quality of training process.

The characteristics of the audiences were determined as the third theme for the influencing factors of the dissent expression. The participants stated that they expressed to supervisor whose age is close to him/her. Since the participants are mostly under the age of thirty, young generation employees, it can be said that age similarities and differences are effective in inter-generation communication (Martin & Tulgan, 2002). Mutual understanding among the same age group supports communication attitudes between superior and supervisor. One of the thesis studies (Bell-Robinson, 2016) that focused on college student as organizational member's dissent, it was found that it would be easy to dissent against someone whose age was younger from them or the same age. By the way, the seniority and old age of the supervisors also impacted dissent expressions of the participants. The audiences who were older than the dissenters were expected to bring a solution for the dissent issues and guide those issues. According to Stitzlein and Rector-Aranda (2014), dissenters need to seek alternative suggestions

when they voice their dissent. Older people seemed that they have power to resolve dissent issues (Goodboy, 2011; Stitzlein & Rector-Aranda, 2014).

It was also found that the way of dissent expression was affected by common goals between dissenters and audiences. Immediate supervisors of the participants who were closer than the top managers received employees' feedbacks functionally. Especially when immediate managers had common goals and issues about dissent events with the participants, direct and open communication channels could occur. Audience's reactions to dissent in the dissent process are affected by the audience's own goals (Garner, 2016). Therefore, managers' and coworkers' own goals about the situation have role in dissent expression (Garner, 2013, 2015).

Eventually, the perceived threat of risk from audiences caused for implicit dissent behavior by the participants. Milliken, Morrison, and Hewlin (2003) found that when employees feel that dissent is useless, included feelings of futility and fear of sanctions, they prefer to be silent instead of voice their dissent. Disagreement in the organization is a risky choice because of the possible negative responses or punishment from the supervisors (Kassing, 2011; Waldron & Kassing, 2011). It was also revealed that dissent was not always welcomed in organizations; probably because employees feared from being labeled as a troublemaker and being ostracized from supervisors or peers (Edmondson & Munchus, 2007; Garner, 2012; Milliken et. al., 2003). So, the participants might weigh those reasons, and thus avoid expressing dissent openly.

Finally, the relations of the participants with their audiences were determined for the fourth factor of dissent expression. The relationship quality between the managers or peers was found out the sub-factors for relational characteristics. If the degree of closeness and the spending time between supervisor and employee are high, employees are more likely to express dissent to supervisor (Kassing, 2000b). In accordance with the Hersey-Blanchard's (1969) life cycle theory of leadership (situational leadership theory) pointed out that leadership styles should reflect the followers' behavior. The leader provides direction about individual's development, goals and needs, and also supports them to participate in decisions together (cited in Thomson & Vecchio, 2009). So, the findings supported the idea that if employees

perceived their managers are approachable, open to suggestions and inputs, they would tend to upward voice behaviors (Lee & Varon, 2016; Saunders et al. 1992). The findings of the study also were in line with leader-member exchange (LMX) theory. According to LMX theory, leadership style relies on followers' or subordinates' interpersonal relationships who are member of the in-group or out-group. In-group members involve more open communication, trust, time, and respect to supervisors. However, out-group members engage in low relationship with supervisors, including low trust and time. Another word, upward communication flow is affected by high-quality supervisor-subordinate relationships (Cheney, Christensen, Zorn, & Ganesh, 2011; Lee & Varon, 2016). As the participants stated that they can express challenging ideas and inform about formal or informal matters of work with superiors because of the quality of the supervisor relationship. Empirical studies showed that allocation of leaders' resources and their communication patterns differed over time that lead to the formation of the quality LMX relationships. As a consequence, high LMX status facilitate upward voice, and feedback opportunities (Geertshuis et al., 2015), conversation quality (Jian et al., 2014). Therefore, the participants were also found that they have open dissent communication to their supervisors. It seems that high-quality relationships with the supervisors highly impact on upward dissent than lower LMX quality (Kassing et al., 2012; Turnage & Goodboy, 2016).

Showing support for teammates was also determined as a relational factor influencing the dissent expression. Some of the participants have worked with a team or runned project teams. As a result, they wanted to support their peers' needs or goals to maintain dissatisfying situations in the organization. Teammates are important factor for emotional display in most organizations i.e. either individual or team-based working environment (Kassing & Anderson, 2014). So, lateral dissent might be a factor to share frustration between peers, and they convey issues to management together for showing team support. Early findings showed that employees choose to express their disagreements to supervisors as well as concern about the well-being of co-workers (Goodboy, Chory, & Dunleavy, 2008; Kassing et al., 2012). Cranmer and Buckner's (2017) athletes' dissent and teammate behavior study revealed that athletes must work teammates to gain support and win objective goals. Thus, employees in IT organizations

who worked in project-based teams weighed group performance or group functioning while conveying their arguments to the management all together. Furthermore, some of the participants worked in HR units, due to the role identity (Kassing & Anderson, 2014) of the HR, their support mechanisms for solving peers' disagreements were found to be an important factor of dissent expression.

C) Dissent Channels

The findings of the dissent channels in the present study were identified based on the dissent literature. The usage of upward, latent and displaced dissent audiences were asked to participants when they expressed their disagreements as a first step. Furthermore, it was also asked that there are variable channels for dissent expression such as unions, political organizations, and social media platforms. As well as, formal and informal organizational voice channel for dissent was also asked the way of participants' expressions.

First of all, the majority of the participants were likely to voice their disagreement openly and immediately. Fifteen dissent cases showed that they use upward channel as a first step. It has seen that employees in IT organizations mostly have no hesitation to voice their opinions. Previous studies stated that upward dissent channel is affected by variety of topics (Kassing & Armstrong, 2002). For example, Ötken and Cenkci's (2013) the Big Five personality traits and employee dissent study on 350 white-collar employees working in different sectors in Turkey revealed that extraversion, responsibility and tidiness explained upward dissent expression. Other studies also found the relations between personality theory and employee voice behavior; such as conscientiousness and extraversion were positively associated with voice behavior, and neuroticism and agreeableness were negatively related (LePine & Van Dyne, 2001). Ragland's (2014) work also found that employees with high levels of openness to experience and conscientiousness are more likely to express dissent openly. So, the participants of this study seemed to have extraverted and conscientious personality trait that they convey their dissent to upward channel. Previous research also suggests that more freedom of speech in the workplace (Kassing, 2001), being satisfied to have opportunities within organizations (Gorden & Infante, 1991), high

organizational communication satisfaction (İzğüden & Erdem, 2018), high level of job satisfaction, commitment and organizational-based self esteem (Payne, 2007) are determinants of dissent expression to supervisors and management. Most participants reported those kinds of traits, attitudes and states fostered to use upward channel. And especially, findings showed that employees in IT organizations have more involvement and efficacy at their work (Goldman & Myers, 2015), and also have high communicative relations with supervisor (Payne, 2014) connected to express upward dissent.

Seven participants have managerial position in their organization. All of them reported using upward channel as a first step. Studies revealed that organizational position is one of the key determinants of upward dissent expression (Kassing & Armstrong, 2001; Kassing & DiCioccio, 2004). Managers are more readily express their dissent to upward rank or top management due to more personal influence in their organization than people who hold non-management status (Kassing & Avtgis, 1999).

Furthermore, when the demographic characteristics of the participants were examined, there were not any connection between gender and upward dissent expression (Lee & Varon, 2016). Total employment experiences of the participants were found as specific determinant for dissent expression than current workplace experiences. Employees who have high employment experience have more knowledge about organizational formal and informal norms, have more information about sectoral structure, about communication mechanism of industry, and have professional point of view about concerning voice of dissent (Kassing & Armstrong, 2001). However, most of the previous studies were found the positive relationship between upward dissent and workplace experiences (Kassing, 2006), this study revealed the association between upward dissent expression and employment history.

The findings also revealed that factors influencing dissent such as individual, relational, organizational factors were more determinants than dissent events on upward dissent expression. Participants stated to express different topics about managerial, management and task related events to supervisors and management. They also conveyed their disagreements directly to managers with face-to-face interaction. It was

determined that some participants have more than one manager. It seemed that 13 of the 15 participants preferred the immediate manager who thought to have direct influence on decision-making (Dağlı & Ağalday, 2014; Kassing, 2000a). Some participants also used circumvention as a first step or second step which is the type of upward dissent channel. Kassing (2009) supported that variety of issues affect why employees choose to voice their concerns to skip-level managers who are above them. It was found that participant's willingness dissent to top management for make actual difference on the issues, and circumvention occurred when they feel that immediate supervisor would have low interest to their concerns (Lee & Varon, 2016; Kassing, 2002).

Seven participants of the study use latent dissent channel as a first step. Three of the seven participants used upward channel right after conveying issues to co-workers. They expressed their concerns to peers for receiving support and making coalition to convey issues to management together. This finding was in line with Garner (2009a) suggested that employees have goals for dissent conversations such as dissenters want to receive emotional support and vent their concerns. Four participants stated that they muted their concerns, disagreements and dissatisfaction within the organization, because of the sanctions from the manager or nothing is going to be changed in the workplace. Latent dissent occurred when employees comparatively have poor quality relationships with their supervisor, and when they believed that their organization intolerant or unresponsive for feedback, low level of organizational commitment, and experienced burnout upon poor decision-making in their organization (Avtgis et al., 2007; Kassing, 2000b; Kassing & McDowell, 2008). Thus, the participants of the study were found to involve latent dissent when they perceive organizational internal voice channels would not be effective on the wrongdoings (Near & Miceli, 1995), and inaccessible or unavailable for employees use to different voice (Hamid & Othman, 2015).

Moreover, participants who chose upward dissent type, also used latent dissent channel. It can be said that upward and latent dissent channel might be chosen together (Kassing, 2001) in the organization. Employees in IT organizations stated when they have disagreements on organizational practices, or managerial issues, they also express

their concerns with co-workers to increase psychological support, spread the information, receive team support (Avtgis et. al., 2007; Croucher et al., 2009; Garner & Wargo, 2009) and display disturbance among peers. Apparently, participants more likely to involve latent dissent due to the time they spend together with the peers while they express to upward channel as well (Croucher et al., 2013).

And also, displaced dissent (expressed to family and friends outside of the organization) was used after dissent conversation. Twelve participants were found to express dissent to family and friends. It has seen that displaced dissent is kind of method for coping with organizational stress and is used to overcome the dissent events. Besides, the participants said that it is a better way of come up with dissent issues. The results of the current study supported the previous works that employees choose displaced dissent to attain advice from people who are close to them (Croucher et al., 2013; Hamid & Othman, 2015). Displaced dissent is a way of greater relief from reprisal or concerns about discussing dissent openly (Kassing & DiCioccio, 2004). This finding reveals that employees can communicate their dissent to family and friends out of the work to gain supportive audience and benefits regarding social support and emotional relief (Kassing, 1998). However, eight of the twenty participants revealed that they did not choose displaced channel at all. Individuals may not need emotional or social support mechanism from outside channel. Previous work suggested that employees might choose to live their work and home matters separately. Thus, they believe that it is inappropriate to convey organizational or managerial issues outside of the organization (Goodboy et al., 2008; McCroskey, Richmond, Johnson, & Smith, 2004). In return, employees in IT organizations might have technical thinking about solving dissent issues by themselves.

In terms of the press, union and other public dissent channels, none of the participants used those channels, and participants' organizations had any union membership. In fact, Information Workers Union was established in 1968 to protect the rights of the employees of the IT sector in Turkey. Since then, many organizational act tried to protect and improve of workers' right in Information Technology industry, and variety of branches in the sector. However, IT workers generally remain outside the

union structure and its functions in Turkey. It is not possible to come across collective bargaining agreements due to work branches related to the information industry (except communication information sector) (Cenkci, 2013, 2018). Only one of the participants identified an individual trade union membership with own profession. However, the participant said not think of using this channel at all. Some participants even stated that using union channel was a negative situation and they would prefer resignation as last solution if they did not find any response from the management. Unionism is no longer a central topic in the era of capitalism. In fact, the issues of workers' rights and unionist voice mechanism for better industrial democracy have been replaced to stagnant job growth, economic fluctuations, and to maintain employee's own employment without union membership and lack of job security (Butler, 2005). It is observed that worker's right to have voice in the workplace has turned into a more individual movement especially in the organizational context sense. This inference may be assumed in terms of information technology industry. The participants of the study stated when they faced wrongdoings on worker's right, job security or employment legislation in the organization, they would prefer individual act and express their dissent manager or top management instead of organized movement to protect their rights and voice of dissent. The reason behind these acts was that the participants think that they have high job security and employment legislation within their organization. And they thought that they would find another job quickly if they need to resign for the last reserved. However, some dissent works suggested that it will be noticeable to examine potential influence of unions on organizational dissent, workplace freedom of speech, and other organizational processes. Union membership might increase the empowerment in the organization and encourage employees for expressing dissent (Dağlı & Ağalday, 2014). But, it is also important to consider employment security when studying organizational dissent since it may also affect employees' expression of dissent (Croucher et al., 2014).

Furthermore, one of participants used public channel (i.e. member of the political party) as displaced dissent after dissent conversation. The participant preferred to express own political party for seeking supportive information and gaining advice from other members of the party. Dissenters of this study seemed to choose displaced dissent or other public channels for social support and to strengthen of their dissent act.

Three of the participants had comments about using technological channels of dissent and its relation with social media platform (Treem, Dailey, Pierce, & Leonardi, 2015). Two of the participants were examined to use Instagram after dissent conversation in the organization. One of the participants had hesitation face-threatening issues due to her manager tracking them on social media as well. Dissent process ended negatively for them, and they chose social media platform for passive react to display unhappiness about management response to dissent (e.g. not to use “like” button on Instagram photos of their companies). However, previous studies found that new communication technologies and online platforms have become alternative channels for employees’ displaced dissent (Klaas et al., 2012; Ravazzani & Mazei, 2018). For example, Gossett & Kilker (2006) suggested that online web site platforms provide employees with less face-threatening channels for expressing upward dissent. Apparently, upward and latent dissent channels were found to be used as active communication processes for employees who want to solve dissent issues. Especially, an upward dissent channel was preferred as a proactive behavior (Garner & Wargo, 2009; Kassing, 2011). Whereas, displaced dissent and other outside communication channels were determined as passive coping ways of dissent issues.

Finally, organizational norms can provide rules for formal or informal voice mechanisms regarding appropriate organizational dissent (Hastings & Payne, 2013; Ötken & Cenkeci, 2015). Employees may be invited to share concerns as part of involvement and participation (Kassing, 1997), or formal mechanisms of workplace dissent. Such mechanisms may be suggestion boxes, open door policies, gain sharing, weekly meetings, meetings with supervisors, directors or heads, etc. (Pinder & Harlos, 2001). Some organizations may encourage dissent through their voice systems, whereas some formally and informally discourage dissent due to challenging organizational formal and informal power structures and cost to the organization (Kassing, 2001). And, sometimes organizations informally provide systems such as an immediate manager communication channel for the dissent expression. Sometimes, organizational voice system may lead to dissent; in fact the immediate supervisor may fail to communicate employee concerns. In turn, muted dissent can reduce creativity, decision quality, job satisfaction, and motivation (Shahinpoor & Matt, 2006). Thus, Payne (2014) suggested

that organizational voice mechanisms may be good for organizations' and employees' best interests. As in this study, organizational communication channels for expressing dissent through formal voice systems were also examined. Corporate and large company cultures were found to have formal voice mechanisms such as web portal, intranet, and feedback system within the organization. Human resources unit was also found to be a function of communication channel for all the participants. Most of the participants stated that their organization formally and informally suggested direct conversation with the immediate manager about their concerns and issues. Workplace sessions and weekly meetings were also found as appropriate communication channels within the workplace. Only two of the participants pointed out to use both formal communication channel and upward channel for dissent. Some of them said that they were not informed to use such channels by the organization. Some of them said that they were informed by the HR. Most of them stated that they do not want to use formal voice mechanism for the expression of disagreements. Firstly, that's because of they had informal mechanism to express immediate manager, secondly they had low trust to formal mechanism (Detert & Burris, 2007), and they perceived that their concerns ignored by the management.

D) Dissent Behavior

Previous research pointed out that the employees display various dissent behaviors or tactics for expressing upward dissent and it is varied on the perception of competence and face threat by the individuals (Garner, 2012; Kassing, 2005). It was found that employees in IT organizations express their disagreements mostly with concrete and factual data and face-to-face interaction with logical reasons. At the same time, it was found that they offer solution as a part of dissent. These findings indicated that direct factual appeal and solution presentation are more effective and rational ones in the typology of dissent behavior (Garner, 2009b). These two of the most frequent types of dissent behaviors in this study were involved rational messages, in order to fact that participants felt they would be more competent by logical arguments. Dissenter may perceive IT environments are more rational workplaces, so they weigh their dissent convey more logical approach with the power of rational messages (Dougherty &

Drumheller, 2006; Garner, 2012). These two dissent behavior findings are also similar line with previous research that solution presentation and direct-factual were perceived as more competent form of dissent communication (Garner 2009, 2012; Kassing, 2005).

Some participants of this study also showed that they used circumvention as for upward dissent behavior. Circumvention provides dissenters to achieve their goal about dissent process (Kassing, 2007). Circumvention occurred when employees felt their concerns and issues handled directly by going above with immediate supervisor or going to top management. Employees might practice circumvention because they face to have effective way to find resolution about dissent issues (Kassing et al., 2018). Participants stated that they convey their concerns directly to top manager in order to deal with issues effectively in a short time. Kassing (2002) also suggested that people who circumvented their supervisors experienced that supervisors have no interest their concerns, and they have limited relations between supervisors. This research finding also supported these claims. Kassing (2009b) indicated that circumvention was used for favorable outcomes of employees' dissent issues. Data from the present study supported this finding. Interesting finding of this study revealed that participants declared circumvention used as last resort for them, due to sense of betrayal to supervisor. Going around the supervisor or boss was found that not appropriate way of upward expression (Spitzberg & Cupach, 1984).

One participant was found to use repetition and threat of resignation as upward behavior. The participant stated that own dissent process took a longtime to solve, after trying direct factual appeal and solution presentation tactics of upward expression. Then, the participant repeatedly conveyed own concerns to manager and management repeatedly. Employees may enact repetition over time when they perceived that audience's neglected, ignored, or dismissed response to their issues (Kassing, 2002). However, repetition is likely more long-term upward dissent strategy within the relationship between employees and supervisors (Kassing, 2009), as with the finding of this study. Then, the participant stated to use threat of resignation in order to get proper action from supervisor and the management. This finding was in line with the finding that employees might be psychologically exhausted of dissenting issues. In return, they

use resignation as form of need for immediate response from supervisor to resolve unsafe condition in the workplace that their health and safety risk at work (Kassing, 2009).

Lastly, coalition-building and venting were used as form of latent dissent behavior by the participants. Coalitions-building could make supportive audiences in order to have more powerful act against dissent issues (Garner, 2009). Thus, participants engaged to coalition with their peers appealing common values on dissent issues and convey their concern to upward channel together. Venting was enacted to display emotions to peers in order to social support from them. Venting one's emotion is a form of less effective dissent conversations than rational actions in the dissent process (Garner, 2009).

E) Audiences' Responses to Dissent

Most participants stated that their organizations are open communication environment and allow different voices to be heard within the workplace. Based on that, it was found that employees tend to exhibit dissent behavior to upward channel in the working environment. However, the results of audience's responses to dissent were different than thought. The number of cases in which their dissent were positively received and resolved as found five. Kassing (2011) suggested that upward dissent is an expression directly oriented to the management or supervisor with the intention of being received as constructive. But, it can be ignored, refused or delayed in the process by the managers. Recent works pointed out that managers might not be receptive to disagreements, opinions, or concerned. Managers may tend to low tolerance of dissent voice or organizational tolerance may be low. It also can be; managers may not be capable of manage or compete to solve dissent issues. And, dissent is a process that it can be refused than accepted by the managers or management until they find some actions to solve the issues (Kassing, 2011; Zaini et al., 2017). The audiences' responses are related with their goals, relationships between dissenter, and general perception of change (Garner, 2016; Kassing, 2000b; Shore & Strauss, 2008). Thus, the audiences' responses to dissent were found somewhat similar with the recent works.

Additionally, four dissent cases were found to have been refused by the manager, but delayed responses might lead to circumvention so that these cases were accepted after all. Related works, however, revealed that circumvention may be disadvantageous for the dissenter (Kassing, 2011). Employees may be fired or dismissed for practicing circumvention. Oppositely, the top management's response to circumvention in these findings showed that employees expected circumvention to lead to tangible action for resolving issues.

No action was found when audiences', especially co-workers' responses had no solution for dissent issues. Another word, the audiences' responses have no account of change to dissent concerns when dissent was expressed to someone who is the same level with the dissenter (Garner, 2013).

F) Outcomes of Dissent

Individual based outcomes of dissent expression were divided into positive and negative results. It was also found that individual results were categorized into two aspects; results on conveying dissent oneself and results on dissent conversation. Previous studies suggested that it is important to chance to express disagreement by oneself (Avery & Quinones, 2002; Garner, 2009a). Employees can be satisfied with dissent process even if their concerns are not solved, but they may feel good if the manager provides them information about why the circumstances can not be changed (Garner, 2009a). Some participants were found to support those arguments that gaining information or opinion from the supervisors is good for organizational dissent outcomes. This finding also emphasized one's cognitive process i.e. goals such as employees' seeking for assistance from supervisor, opportunity to express him/her self (Garner, 2009a).

The participants also pointed out that able to have voice of dissent by oneself might improve one's self-confidence, and also they were proud of themselves to share their concerns or issues. Dissenter goals and chances to have dissent expression are likely to increase internal motivation of the individual (Acaray, 2018; Garner, Chandler

& Wallace, 2015). Furthermore, employees feel more satisfied when their concern of disagreements are paid attention (Lutgen-Sandvik, Riforgiate, & Fletcher, 2011).

Participants stated that positive feedback on dissent conversation and taken into consideration by the manager lead them to feel happy, relief, have high job satisfaction and highly motivated to work. Recent works suggested that expressing disagreement is positively linked to outcomes such as improved decision-making (Redding, 1985), employee job satisfaction (Avtgis et al., 2007), increased performance (Ng & Feldman, 2012), decreased turnover intentions (Garner, 2012), and wellness of the employee and work engagement (Kassing et al., 2012).

If the supervisor's or management's responses to dissent end negatively, it will lead to decreased job satisfaction, perception of procedural justice (Avery & Quinones, 2002), creativity (Garner, 2012; Kassing, 2005), and commitment (Avtgis et al., 2007). It was also found that when dissent expression is avoided, refused or ignored by the manager, the participants became pessimistic, had low job satisfaction, displayed low motivation to the job, experienced anxiety about the working environment, and felt worthless in the organization.

Organization-based outcomes of dissent expression were also divided into positive and negative results. It was found that when organizational dissent was received in a constructive way, the participants were likely to display positive attitudes toward their organization such as high organizational trust and commitment and high job productivity. Participative organizational environment was also found that it leads to positive reinforcement on voice of dissent. However, when the participants experienced unsupportive and muted organizational dissent, they were seem to have low organizational performance, low organizational commitment, low organizational trust, low organizational productivity. Previous research indicated that the expression of organizational dissent related workplaces outcomes, as organizational commitment, organizational trust, employee burnout, and organizational identification (Avtgis et al., 2007; Goodboy et al, 2008; Kassing, 1998, 2000a). The results supported these assumptions.

Moreover, six dissent cases showed that the positive or negative outcomes of the organizational dissent process had no attached importance of organizational or individual level attitudes. They stated that their organizations were good at maintaining workers' rights (i.e. job security and organization's transparency climate) so that they tended to weigh dissent issues as job-oriented and technical issues rather than emotional focused issues. Organizational communication satisfaction and employment security may facilitate outcomes of employee voice behavior as well (Cannings, 1992).

G) The Future Dissent Strategy

Examining the future dissent behavior of the participants was thought to have important role to see the whole picture of the dissent process (Garner, 2013). This study examined actual dissent behavior of the participants and then it also examined how this behavior will be shaped in their future dissent conversation. First of all, this study found that past dissent experiences would affect future dissent behavior of the participants. And this behavior turned out strategic or tactical dissent behavior. However, it should be noticed that the most of the participants who voice their dissent from the very beginning would not notice positive or negative feedback from the upward channel; they would do the same behavior by expressing dissent to the immediate manager. Thus, dissenter characteristics were found as the matter about dissent issues in the future. But, they also declared that they would do the same behavior more strategically such as using more direct factual appeal tactics, bring more solution presentation, repetition to supervisor over and over again. Most of the participants in IT organizations were found that they wanted fast solution about dissent events in the future time. Garner (2016) suggested that members of the organizations wanted to express concerns and issues for achieving their work goals. IT employees of this study especially stated that they would express supervisor in the future dissent events in order not those dissent issues affect their job performance and job autonomy so that they could manage work by themselves. Maybe it also depends on IT industry and its rapid changing work environment (Maudgalya et al., 2006). Employees in IT places may be wanted to solve or do job quickly. Their organizations are running growth and technology oriented so that organizational issues or problems need to be resolved faster.

From this point, past dissent events and experiences were observed to impact on dissent behavior and to shape factors that influencing dissent expression. That is, managerial responses effect on dissent conversation that it sets expectations for future dissent strategy (Berg, 2011; Garner, 2013; Harlos, 2001). Employees can be hesitant to approach the manager with disagreements when the immediate supervisor has refused them in the past (Kassing, 2011). Interestingly, most participants of the study were found to eager conveying organizational policies and practices into question in the future whether their dissent were turned down by the audiences in the past. They were found that they tend to choose upward dissent strategy such as going around their supervisor, presenting written and verbal evidences of the issues, or threatening to quit. On the contrary to the previous research (Kassing, 2009), the findings suggest that participants move to more competent dissent strategy and do so more fastly when faced with unfavorable managerial responses. Some participants were also found that they would enact circumvention as upward dissent strategy in the future. Circumvention may encourage employees to convey their concerns directly to top management for positive organizational responses (Kassing, 2009). Kassing (2007) found that when employees failed to find solution with dissent issues from the manager, they can satisfy with the outcomes of circumvention (to express wrongdoings to the top management). This finding also questioned the claim that open organizational environment truly indicator of supervisors' eager to disagreement with organizational practices (Harlos, 2001). Open organizational environment and supervisors' response were found to have different effects on future dissent behavior. Negative feedback from the supervisor had no effect on future dissent expression of the participants. That is, most of them would use upward channel for personal-advantages of dissent (Kassing, 2009) and gain control over their job. Open communication channel of the organization such as IT organizations would have found to provide context for future upward dissent behavior (Garner, 2013). Circumvention was found as the last resort available for participant to speak up in organizations. The findings support the idea that the expression of dissent made by employees to authorities higher than the supervisor, who can take effective action (Hamid & Olthman, 2015; Near & Miceli, 1985).

Four participants was found to choose organizational silence and neglect behavior as future dissent tactics. They stated that they muted their dissent in the past and in the future they would not to choose upward channel as well. The exit–voice–loyalty–neglect (EVLN) model (Farrell, 1983; Hirschman, 1970) suggests that employees will respond differently to dissatisfying conditions in the organization. Employees faced with dissatisfying conditions or disagreements so that they choose to exit the organization through resignation or they can decide to stay and voice their concerns in an attempt to resolve circumstances. Loyal employees tend to stay in the workplace and enact voice, whereas less loyal employees exit their organizations (Farrell, 1983). While employees may engage in neglectful behaviors rather than voice such as tardiness, absenteeism, sabotage and also employees responses to dissatisfaction lead to silence (Kassing, 2007; Milliken et al., 2003). Eventually, when wrongdoings, dissatisfactions and concerns occur with organizations, Edmondson and Munchus (2007) suggested that organizational silence occurs as dissent strategy. That is employees choose to withhold information about issues in organizations (Morrison & Milliken, 2000). This action is purposely used especially when employees perceive that the organizations did not receptive (Hamid & Olthman, 2015). The results supported these assumptions.

One participant stated that he would choose to voice his opinions to immediate manager as a first step in the future time. But if the supervisor dismiss or ignore the issues again, he would quit the job as a future dissent act. The reaction of that supervisor or manager plays a critical role in how employee express dissent in the future (Milliken et al., 2003). When the upward channel failed to handle employee voice, they felt that voice of concerns is ineffectual, and they turned to choose exit from the organization (Farrell, 1983).

Furthermore, it was found that participants whose older than thirty years old preferred immediate manager as future dissent strategy. Only one of those participants stated that using circumvention strategy as second step if supervisor not receptive and responsive. This finding demonstrated that there might be relation with age and upward dissent expression in the future dissent episodes. It was also found that they tend to

convey their issues directly to manager instead of going above the supervisor. Circumvention would be them to last option to consider.

Lastly, it was also found that participants whose younger than thirty years old preferred going around the manager (i.e. circumvention) as future dissent act. They were found to have tendency to resolve issues quickly and effectively with top decision-makers. It was also found that they used top management channel to gain their work goals strategically. It might be said that employee' age could make some differences in future dissent behavior. There kind of findings have not been found the relationship between the age and the future upward dissent act in previous studies on dissent literature.

5.1. Conclusion

The present study provided insights through the employees in different IT organizations facing several dissent issues in the workplace. This study also identified factors that influenced a variety of dissent expressions and focused on the dissent process to reveal individual and organizational outcomes of the dissent expression alongside the future dissent behavior. Further, this research examined how the perception of individuals' related to formal and informal organizational communication mechanisms shaped their expression of opinions and disagreements in the workplace.

Based on the findings, it is understood that employees in IT organizations generally experience dissent triggering events related to the decision-making processes by the management, the way these decisions were made, employee treatment of the manager, and inefficient work processes. Dissent events revealed in this study were generally associated with the functional nature of the dissent-triggering events. They mostly revolved around organizational functions and processes that how organizations manage restructuring, deal with organizational resources, enact decision making, and examine work processes of the employees. The present findings have mostly identified that the focus of dissent events were related to the self (personal advantages of dissent). But, it did not support the idea that neutral and other-focused dissent was displayed less by the dissenters. Apparently, the participants in IT organizations had disagreements

and dissatisfactions about organizational functions, and they expressed their feelings not only for self-interest but also for their entire organizations and their co-workers' interests as well. The present study's findings highlight that employees in the IT industry have a special context for dissent. These are; customer demands on top management's decisions around IT environment, wrongdoings within process renovation of the projects in IT, issues occurred in the way of running IT business, organizational structure issues such as start up-small company structure versus medium-large based corporate structure, and supervisors' low competence, inadequate technical effort, and bad treatment of employees. Disagreements about employment and concerns on employment termination processes were also identified as dissent topics of the employees in the IT environment. Accordingly, industry and profession-specific context of dissent events were revealed in this study.

Employees in IT organizations within this study expressed their dissent based on individual traits and attitudes, organizational factors, factors related to the audiences, and relationships with managers or peers. Dissenter characteristics provided the most influencing factor on the dissent expressions of the employees. Generally, members of the IT organizations had internal locus of control that it reflects on their dissent expressions to reveal issues around the workplace. In other words, they tended to control work outcomes which they were responsible for, thus they expressed dissent in order to solve concerns related to task goals. Interesting findings of the study revealed that IT employees were concerned about new technology and qualified resources of the organizational innovation. They were observed to really care about the lack of innovativeness of their organizations; in turn it impacted on the dissent expression. Moreover, the supervisor's age and experience level and common goals with them were the indicators of the employees' dissent expression in IT organizations. It is concluded that the dissenters could weigh the demographic characteristics of the audiences during the exhibition of their dissent. As IT employees often work with the team and a project-based group, they seemed to express their concerns due to gain and showed team support among the peers. But generally, in this study, employees had participative work environments and close relationships with their immediate supervisors which have impact on their dissent expressions.

There was another important emphasis that employees in IT organizations shared their disagreements openly and directly to the manager and top management. Thus, upward dissent channels were mostly use for dissent expression. It can be assumed that employees in IT organizations are more extraverted, consciousness and more satisfied with their job and commitment to their organization. It also emphasized that employment experiences of the IT employees impacted on upward dissent behavior. They also chose to share with the peers about their concerns in order to gain support to evoke dissent issues with the management. Displaced dissent was used for emotional and social support when dissent process ended negatively for them. Public, union, social media platform and other communication channels for outside of the organization have not found as dissent audiences. It is not surprising that the effects of senses of helplessness (powerless and useless) and threat of retaliations on the employees muted dissent expression. All of those participants chose not to express dissent to upward channels; in turn they chose to share their concerns with the co-workers. Eventually, upward dissent type involves active dissent audiences, latent dissent involves active in the matter of dissent process, so it can be said that it involves passive dissent audiences, and displaced dissent involves passive but emotionally active audiences for the dissenters. Lastly, IT organizations were found to have formalized and informalized communication channels for the expressions of concerns, opinions, and ideas of the individuals. Informalized communication channel such as speaking with immediate manager was mostly supported by their organization and it turned out that informal voice mechanism shaped their expression of opinions and disagreements in the workplace. In contrast, formal mechanism decreased dissent expression openly due to have limited freedom of alternative solutions.

Based on the dissent process which was examined with this study, employees in IT organizations displayed prosocial dissent behavior such as direct-factual appeal and solution presentation. It can be assumed that IT employees more engaged to rational and logical way of dissent behavior in order to resolve their issues in the workplace. Interesting findings of this study revealed that going above to supervisor (circumvention) also found as upward dissent behavior. However, they chose circumvention as for achieving issues quickly with direct decision maker not for play

around their immediate manager. Coalition building as a latent dissent behavior was used for conveying issues to management together. Venting as a latent dissent behavior was just used for sharing emotions. Therefore, direct factual appeal, solution presentation, circumvention and coalition were used as active and prosocial dissent behavior in the IT organizations.

The most interesting findings of the study indicated that as employees had upward dissent behavior and had a participative work environment, their supervisor mostly refused, dismissed or ignored their dissent issues. IT organizations were more receptive, responsive, and open for dissent issues. In contrast, supervisors or managers as organizational agents for conveying issues to management or solving issues responded negatively. It can be related to conflict between supervisor's goals and dissenters' issues and the history of the relationships between the dissenters. It also can be about the supervisors' incompetence to resolve and manage the issues, and in turn they tend to exhibit fake power and control over employees' concerns. Further, IT organizations are effected by many rapidly increased issues and changes surrounding the sectoral environment. Thus, top management wants to do business quickly and managers need to go with the business routine. Raising issues about organizational functions are tricking acts that management can be tolerant in terms of voicing dissent but supervisors are strict to convey these issues to top management as regard to the nature of the IT business.

Outcomes of dissent expressions identified as important factors on self-evaluation and individuals level attitudes towards their jobs and organizations as well. The findings about dissent outcomes highlighted that opportunity to have expressing different opinions in the workplace and to be able to voice of dissent behavior are concluded positively. When employees' dissent expressions reach to a constructive and positive end, in return organizational commitment, organizational trust, job satisfaction, communication satisfaction, intrinsic motivation, well-being of the person, and self-esteem will be increased. In contrast, organizational commitment, job satisfaction, and organizational justice will be decreased and burnout syndrome will be increased in response to negative feedback to dissent expression.

Finally, the dissent process evolved differently over time in relation to the audiences' responses to the dissent and the outcomes of dissent conversation in this study. Firstly, past dissent events have impact on future dissent acts. Employees can weigh their past conversation; in return they will choose more strategical and tactical dissent behavior. When it compares the link between dissent-triggering events and influencing factor on dissent expression, the effect of the factors are more indicators on dissent expression, dissent audiences and dissent behavior. Outcomes of dissent communication mostly ended negatively, interestingly most employees in IT organizations will again choose to convey issues with immediate manager and management. It was revealed that employees who use upward dissent behavior in the past act upward dissent behavior in the future. Also, employees who use latent dissent behavior in the past are more engaged in neglect behaviors such as absenteeism and organizational silence such as acquiescent/quiescent silence behavior in the future. Findings also contributed that past dissent process provides more strategic act for future upward dissent behavior. Employees in IT organizations will use more logical tactics to express upward dissent behavior as solution presentation, direct factual appeal and circumvention in order to gain direct and quick solution for their concerns around workplace.

To sum up, the present study contributed to the organizational dissent research by describing dissent as a process in which antecedents of the dissent expressions, the types of dissent, the ways of dissent behavior, in or out of organizational channels for dissent. Besides the dissent consequences were evaluated. Also, the data was provided from a new national and specific industry context. It has to be declared that this study has limitations and also implications for the organizational voice and dissent literature. Limitations and implications will be explained in the next two sections. The manifested model of the current study has emerged as in Figure 3.

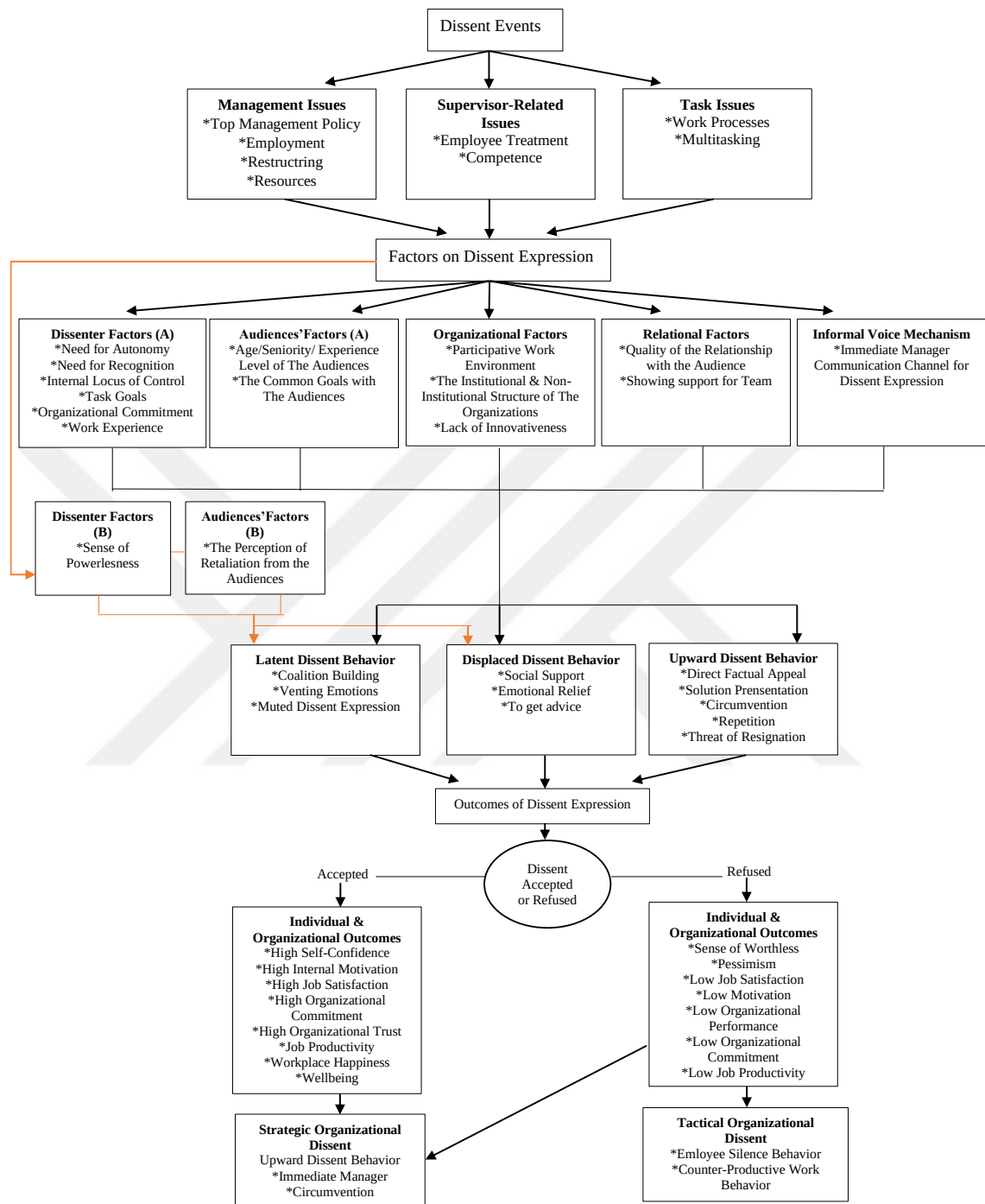


Figure 3: Manifested Model of Organizational Dissent

5.2. Limitations of the Research

Although this research study makes some contributions to the existing literature on organizational dissent and the dissent process, this study needs to be addressed in terms of several limitations. The first is the low number of the participants. Although the sample size was comparable to most studies performed in this field (Hastings & Payne, 2013; Schalk et al., 2018; Payne, 2014), it was still relatively small size. Future studies should increase the sample size by including more women and men with different ages to achieve more extensive understanding of the dissent behavior in the workplace. Furthermore, this study was able to identify dissent processes in 22 different dissent cases. And the dissent process was not limited to a single time dissent event that was expressed only to supervisors. However, a huge number of the participants recalled single dissent events in which they expressed their dissent to the supervisor or management at most. Thus, more empirical evidence is needed. Due to a small number of dissent cases, future dissent strategies of the participants could not be distinguished clearly, such as neglect/ silence and exit behavior grouped together, whereas latent or muted dissent behavior was not exemplified well. With a large sample size, more different strategies in dissent behaviors for the different dissent processes might have been found.

Another limiting aspect of this study is the selection of the participants. Various steps were taken to ensure that participants were obtained from a variety of departments, of both genders, and of various professions also with managerial and non-managerial skills in IT organizations. But, the qualitative data has limitations regarding the number of individuals with whom the interviews were conducted. Participants were selected voluntarily and with the snowball sampling method with regard to their organizational dissent experiences. However, it was not possible to reach the cases of those who experienced more dissent behaviors in the workplace. Furthermore, this study obtained triggering events for a selected population of employees in IT organizations. It is possible that organizational dissent can be varied across several industries and sectors. Thus, this study's findings may not be applicable to those populations, because of the selection of a particular industry. Also, the other results of the study were also

drawn from a limited number of locations in a particular geographical area. Future research could construct these results by drawing a larger sample from a larger geographical area and looking at more representative cross-sections of industries in Turkey.

Additionally, the risk of response bias can be mentioned as another limitation. The transcripts of this study relied on self-reporting. Self-reports are prone to social desirability bias. That is, since self-report measures present a very appropriate approach in employee voice behavior literature, and they reflect dissenters' real time experiences, feelings, and reactions, they may exaggerate their competence of dissent expressions.

Furthermore, this study was constructed on Kassing's (1997) organizational dissent model and Garner's (2013) dissent process assumptions which were both characterized through Western/United States of America (USA) perspective. However, this study was examined in a non-Western culture. Thus, the content of dissent and the employees' perceptions of dissent might be different in such a culture. In a cross-national study, non-Western perspectives and cultural differences could be taken into account.

The focus of this study was not limited to specific dissent events and forms of dissent (upward, latent, displaced dissent, and other communication channels for dissent). However, the chains of dissent events and dissent audiences were stated in a somewhat different way than it was expected. In order to examine unique relations to dissent events and forms of dissent expressions, specific dissent events such as psychological contract violation and unethical practices of the organizations could be asked. Also, upward dissent behavior of the individuals could be explored to show how dissent behavior is a unique subset form of voice behavior. It is possible that asking about specific dissenting tendencies or dissent behavior rather than general tendencies could lead to different results.

Finally, the dissent process was examined from several organizational perspectives but just with the dissenters' responses. However, in this study, the audiences' responses to dissent were also examined, but just with the perspectives of the

dissenters. The perspectives of organizations, supervisors, and co-workers could distinguish between unique understandings of dissent. Future research could address this limitation of considering single perspectives in the dissent study, and focus more on multiple perspectives to have a deeper understanding of the dissent process.

5.3. Implications and Future Recommendations

The findings of this study ensure several theoretical implications. One of the implications of this study confirms previous dissent research. Kassing's (1997, 1998) organizational dissent model and Garner's (2009, 2013) dissent process assumptions applicable for the sample of this study. However, dissent events embedded unique issues within the context of IT environment that may less applicable for other industry and their organizational contexts, including issues of process renovation, customer demands, and control-freak supervisor treatment. Moreover, the current results highlight the influence of others in the experiences of triggering events, which seem like to have interdependent and interpersonal action nature of IT industry. With the results, communicating with immediate manager-based informal voice mechanism which is supported by the management, participative workplace environment, organizational size and corporate structure, role of the audiences, innovation seeking, and dissenters' task goals reveal connections between individually and organizationally. These interactions may provide determiners as to how individuals will decide to express (or not to express) their dissent. When considering all the organizational dissent contexts in which disagreement may occur, scholars should focus attention on the dissenter's personality traits, attitudes and goals, to whom they interact, and the organizational communication practices.

Besides, this study replicates the findings regarding the dissent process (Garner, 2009a) such as types of dissent audiences, dissent messages or behaviors, and outcomes of the dissent. In particular, it appears that upward dissent channel is used as the first audience for expressing dissent. That is, influencing factors on dissent expression have more impact on the types of dissent rather than dissent-triggering events. Thus, further research is needed to more focus on the role of dissenter, organizational, relational, audience and situational factors for deepen understanding of

this notion. It also revealed that employees in IT organizations more often expressed their dissent by rational and logical manner, direct factual appeal and solution presentation are the most active-competent means of expressing dissent. However, IT employees want their organizations to receive their concerns immediately. So, they also use circumvention dissent behavior to have effectiveness of expressing dissent. Coalition-building with co-workers make way to convey issues upward channel, venting emotions with the peers make a way of social support for dissenters. It appears that dissent behaviors such as expressing issues with solution presentation, direct factual appeal, coalition-building are the active-competent, whereas circumvention as upward dissent behavior is active-competent but inappropriate, and venting emotion is passive but supportive behavior by the means of expressing dissent. It is suggested that competent or incompetent of particular dissent behavior may vary in part due to others in the organization, organizational contexts and audiences' receptiveness. Further study is needed to examine this assumption.

This study has also examined dissent behavior in active communication environments like information and idea-oriented workplaces based on IT. One of the sub-questions of this research was to reveal ideal voice behavior and the actual voice behavior implemented in such an environment. It might be expected that dissent may be encouraged in Information Technology settings because the technological and innovational environment is an ideal place where new ideas are fostered, and constructive debate is appraised. Apparently, qualitative approach to examine the organizational dissent process provides a deeper understanding of the individual actual dissent behavior which is a kind of employee voice behavior. Future research may use qualitative methods more intensely to identify the variety of voice behaviors in organizations within other industries and professions.

In particular, this work focuses on the issues of IT employees' voice of dissatisfaction and disagreement, as well as the communicative interactions, factors that lead or not lead to convey dissent issues. Scholars are generally focused on those statements that lead to dissent in the literature (Kassing & Anderson, 2014). However, there are limited studies to see dissent process as whole picture. These study findings

may also provide further explanations for antecedents and consequences of dissent behavior with relation to specific future dissent behavior. It also contributes to how employees get negative and positive outcomes of dissent expression as well as the positive and negative receptiveness from supervisor and top management. Supervisors' negative responses might be related to power imbalance between their managers and superiors as well. It should have noticeable that how power and control contest shape dissent interactions. Further studies will be needed to understand this potential implication in the future.

Organizational dissent is concluded as process where the role of multiple perspectives shape dissent conversation, where the past experiences shape present expectations (Garner, 2013). With this study, it appears that organizational dissent related to why it is expressed rather than what is about or the issues. The past and the future dissent behaviors of the participants supported this assumption. Whereby conveying dissent in a functional manner and alternative dissent strategies are believed to have the opportunity of participants' performance with dissent expression. As communication process of dissent, to be able to compare the dissent concept in the workplaces, perspectives of managers, management and co-workers are crucial for voice literature. IT employees are appeared more readily to express upward dissent when they perceive that their organizations are responsive to hearing dissent issues. Whereas supervisors and management communication tolerance level for dissent are varied with this study. Employees reported that supervisors conducted dissent issues without employee inputs. Supervisor failures to address issues, and their inappropriateness on dissent events shape dissent behavior as strategic or tactical action. It would be useful for future qualitative researchers of these topics to know that implicit understandings of dissent may limit by the dissenters' responses. Future work on dissent should explore these differences with relation to the perceptions of past dissent experiences and the dissent strategy planned for the future.

It is thought that it will be important to examine individual, organizational, and audience variables in terms of contributing to the literature. It should be noted that the most important factor in expressing dissent was personal characteristics.

Communication traits, personality variables e.g. self-efficacy, self-esteem, feedback seeking behavior, and demographic variables of the dissenters will be encompassed in further research. In terms of others factors, audiences' demographic components and similar goals between dissenters should be thought for the scholars. And also, organizational based self-esteem reflect that people believe themselves to be capable and worthy as an organizational member. When employees feel that they are significant and valuable within their workplaces, they display upward dissent expression. Organizations should provide individuals that they are meaningful and important within their workplaces. Thus, managerial respect and responsiveness to dissenters, and organizational structure are determinants for organizational communication structure. According to social information processing (SIP) theory (Salancik & Pfeffer, 1978), people seek social determinants that they can interpret events, meanings and make senses around them. That is, employees can formulate what kind of expressions and behaviors are preferred by others in the organization (Hsiung & Tsai; 2017; Ng & Feldman, 2013). Organizational and managerial responsiveness and receptivity may lead the employees to vary the way of dissent expression. And also, organizational culture, organizational climate, OB self-esteem, job tenure, employment tenure, economic climate should be considered to examine as other variables. Quantitative methods with using different variables, by collecting data with a longitudinal process to practice the dissent process, and utilizing a scenario technique for organizational dissent will be useful for the explorations of dissent within the organizations in future research.

This study examined organizational dissent in a non-U.S. setting. There are few works on organizational dissent in non-US contexts or in international settings. Organizational dissent studies mostly conducted to education field in Turkey. There are a few studies which have examined organizational dissent in terms of a variety of industries, and very few studies have explored dissent expressions as context-specific. Moreover, only a limited number of studies have examined dissent expressions with a qualitative approach. The dissent process was not examined in the Turkish dissent literature, and the use of other communication channels i.e. union, social media, formal/informal voice mechanisms of the organizations on dissent expression by employees in organizations were not studied as well. Exploring organizational dissent in

non-U.S. settings can improve understanding of organizational dissent model of Kassing (1997) by functioning in the same way in different cultures. According to Hofstede's (1980) cultural dimensions study, Western countries (i.e. the USA, the UK, and France) are towards individualism while Asian nations (such as Korea, India, and Turkey) are towards collectivism. Individualistic and collectivistic cultural orientations are one of the contextual factors that influence employee silence and voice behaviors. One of study found that individualistics express upward dissent rather than those from a collectivistic culture (Ingwar, 2014). Individuals in a more collectivistic culture tend to express dissent less than individualistics (Croucher et al., 2018). Besides, collectivistics are less accepting of opposite opinions (Ng & Van Dyne, 2001) as compared to individualistics. Although Western Europe has been identified as individualistic, differences may also occur. For example, Germans have scored high in workplace freedom of speech, while they scored high on latent and displaced dissent (Croucher et al., 2014). Thus, it may possible that differences in communication styles of nations and individuals which in turn explain organizational dissent as well. As a matter of fact that interesting finding of this study is that the participants high scored in upward dissent with people who are tend to live in collectivistics. It may individuals' approach to judgments about organizational practices, behavioral intentions, their values on work (Croucher et al., 2014). So, individuals' essentials may differ according to whether they are in individualistics or collectivistics. Whereas, the participants also mentioned about going around the boss (circumvention) as upward dissent, they also stated that it is not a polite way to go above the supervisor. So, recent research has demonstrated cross-cultural differences in how individuals engage in communication in organizations. Future studies should explore the effect of nationality on organizational dissent and variables related to dissent expressions.

Companies' resources are highly dependent on industrial, environmental, and international changes (Hillmna et al., 2000). In these circumstances, it is likely that top management, supervisors, and decision makers often adopt a short-term focus strategy. Rather than taking long-term considerations into account, employees are likely to focus on immediate communication in which organizational climate is likely to lead to conformity or suppression of dissent. Moreover, economic conditions (Croucher et al.,

2014) have impact on organizations' employment policies, incomes, working conditions, job security and professions etc. Thus, each nations need to regulate their industries based on economic conditions, and individuals in those industries have to respond the economic regulations. With this context, employees may tend to weigh their behaviors in the organization which also influence willingness to dissent. Further research should consider the economic conditions on the perception of open communication environment for dissent in the workplaces. It appears in the present study that employees reported that their organizations are economically good at sustainment in the IT industry; economic conditions such as employment security and workers' rights are high as compared to other industries. As a result, these conditions, like unstable economic conditions, could change the perceptions of the free voice of dissent in the organizations or other industries (Matz-Costa, 2009). Therefore, further research on environmental and industrial implications on voice behavior is needed.

Employee dissent behavior is still a less explored area than the other voice behaviors. Since organizational voice is interactive phenomenon, voice of contradiction and disagreement also involved as sense making interactive concept in the organization. Organizational dissent enables organizations to have more effective environment (Hegstrom, 1990; Redding, 1985), more creative solutions to problems (Mitchell, Nicholas, & Boyle, 2009). The results of the study revealed that dissent-triggering events are conducted as context-specific (Cranmer & Myers, 2015; Cranmer et al., 2018) that it turns out information technology communication industry captured as unique context of organizational communication. These results contributed that upward dissent expression may perceive active-constructive voice behavior within the organization. It is thought that similar studies will be carried out in different sector, industry and organizations that it will contribute to the study field in order to enrich the voice of dissent.

Finally, this study demonstrates the importance of development policies and effective communication mechanisms for individuals who enact or will enact dissent behavior in the workplaces. It is also important for the employees to disclosure the wrongdoings, mistreatments, and inefficiencies in the organizations so that the

management might remove the potential dangers for the organization. Since organizational dissent as constructive act for the workplace (Kassing, 1998), it may be able to prevent problems from further damages for the organization. Accordingly, the study findings contribute to practical recommendations for the organizations. Within this context, organizations should encourage policies about the voice of dissent and facilitate more effective communication between the management and the employee i.e. give the employees the opportunity to communicate with the management, provide clear formal communication channels through which employees can express their disagreements or dissatisfactions against the organization, and enable the employees to get responses from the immediate manager through communication channels. Thus, it gives the employees the opportunity to change their negative feelings and attitudes towards the organization in terms of exhibiting opposite opinions and expressing the issues they face.

Lastly, the study's contribution is about identifying how employees can be encouraged to convey their dissenting views. With the help of participants' quotes, some suggestions were derived. They offered some practical ways for themselves, other employees, supervisors, and management as well. These results may provide the opportunity to address employee dissent in terms of making organizational policies, procedures, and practices via codified formal and informal communication channels. It might also be a useful tool for determining those channels that are known by all employees; in turn, it turns them aside from misleading actions. Likewise, supervisors may create open spaces that regulate how employees express their dissent or provide employees with the energy to express themselves competently and effectively. Further research will be needed to focus on the supervisor's behavior toward employee dissent behavior. The quotations are presented as follows;

“Actually it's about my supervisor and his supervisor. Our top executive is kind of person who gets his own way, so even though we convey the feedbacks, it will go against us. Because the top executive knows everything already and he/she has that ego so we don't give importance to the feedbacks anymore. Everyone do as they are told and keep on living. Of course if there are any faults, it has to be changed but even though it

is ok with my supervisor level, I know it won't reach the top management so I kind of stay back. Sometimes there might be some wrong decisions and the employees just tolerate it. We might not be able to show our supervisor skills all the time” (P1)

“When you ask any top managers or bosses, no one would say that they don't give any importance to the freedom of thought. They are all democrats and liberals so to speak. But unfortunately there can't be a freedom of thought in the work place just by saying I'm democratic. You need to make the others feel like they can change things by conveying their opinions. You need to take people serious, you need to listen to what they have to say and then the employees will be able to express their opinions to their supervisors in the work environment. Or else there will be only expressions and no actions as usual. In time the behavior will be forgotten. There are many examples about this every day. After all the one who has the power gets to make everyone do as he/she pleases..”(P2)

“About the encouraging, employees should not hesitate sharing their opinions but we are working here. Frankly, my criterion is the work I have. I would do everything I can to express it” (P3).

“The company owner always tells us to express our opinions, to tell our new ideas, "come on, share something" he says. I think there can be a reward mechanism. They can give encouragement to the project owner, for instance. HR gave me a concert ticket and it made me happy, gave me self confidence. Our company doesn't have a stressful environment; everyone can express their opinion clearly. Communication here is clear and decent. My position and my skills are not matching up anymore so I'm quitting the job. (P4)

“It is necessary to form a system about it, employees need to know it. Supervisors, even the top management should support it. It would be more peaceful to have a communication mechanism like this at the beginning rather than leaving the team leader aside and conveying the issues to the top manager afterwards. It is necessary to form a business model about this. If the employees don't have a mechanism like this, they might do some things behind the supervisor's back. If the employees

express themselves easily like this, things will change. For example institutional culture is very important our institution and we don't have a written policy about it. The employees don't like the written policies. There is an organization environment here and everybody feels the harmony. That's why no one would hesitate on conveying any issues.”(P5)

“By communicate, by asking if there are any problems which they are having. There should be weekly meetings, we should fill the non-compliance forms if needed, the head of production should be the key point here.” (P6)

“There should be meetings. Direct communication with the team leader is really important. We should not convey the issues together; we should convey it alone, one by one. People prefer to express themselves face to face when they are alone, not in the crowd. In the orientation process, these should be conveyed to the first person. My old boss was effective, conservative and close minded. I can see how the employees don't want to share these issues. My current company has a open culture here, however I don't know why the employees don't share the issues. Everyone's minding their own businesses, I guess...” (P7)

“They should communicate with the employees more, we have a meeting once a year, the performance meeting. I can say anything anywhere. Still they postpone it. So, they need to increase the level of the communication. The company needs to conquer me, it should be one-sided thing. As I said, I did everything I can for this company, I'm a good employee. But the company didn't quite conquer me.” (P8)

“I think personality, self-confidence and self-expression skills are really important. In addition to this, it is up to the supervisor to make this happen. Just like a flea trying to come out of the jar, if the supervisor tries to stop you all the time or retaliates against you, it is the duty of the top management to handle the issue. Employees should be encouraged by the supervisors. It should be from the formal channels like e-mails, Linkedin, etc. People do express themselves this way already. By sticking to the pecking order within the organization, it would be better to go to the

supervisor first, and then discuss the issues with the top management. That's why going to the supervisor first should be encouraged.” (P9)

“It is necessary to be sincere, to explain everything they share is normal. It's either about the work or about employee's private life, they need to act friendly and to produce solutions, employees need to talk to their supervisors and if the mediator is HR, they need to be the true mediator between the employee and the supervisor, I think. The supervisor should make the subordinates feel like that he/she isn't the superior, he/she is their colleague, this is very motivational. If the supervisor also warned about the issues, the attitude changes so the employees think they are taken into consideration naturally. For example if the supervisor has the fatherly attitude and greets the subordinates every day, the employees start to convey the issues to the supervisor without any hesitation. Trust towards the HR is very important. For example they know everything they talked about stays behind the closed doors. The names stay unknown.” (P10)

“I think it is best to go and talk about the issue directly and the bosses should encourage us about it. Supervisors' parlance is important. I think it would change the issues if the sessions were earlier. They should ask the employees about how much they are happy here. In our job, we don't have a physical communication anymore. Working from home or virtual works there are so, there might be something to be done about this, I believe. Face to face communication cannot be misunderstood.” (P11)

“It is up to the point of view of the top management. Management meetings should be held and it should be time to time, there should be open door meetings, in fact, they should inform all the management personnel about the meeting hours so that they can attend and support the employees.”(P12)

“I think this is about the attitude and style of the people. The education level of the top management, their contributions are really important and they need to show it. They need to have others feel their support. Feedback mechanisms are important. There should be meetings in the small scale companies, credible acts in "ask me anything" style. The sector and the company (big scale, small scale) are important. Can everything be generalized? No, because everything cannot stay stable. The institutions

should form their improvement process according to their needs. The company should do needs analysis using the significant way which is written or oral survey, and then they can practice it.” (P13)

“I think it is necessary to know the psychology, the supervisor should be trained about it. About the motivation and information issues. For example, we don't know who came or went out. The team needs to be informed, everyone knows about the case of the manager but the structure hasn't being changed. Encouragement issue varies from person to person.” (P14)

“Open communication, open door policy can be applied. Departments should be visionary; there should not be appointment system to visit. When encouraging the people, there shouldn't be any punishments. Corporate culture should make the employees feel they are being valued. There has to be 360 degree feedback. Managers should be trained, it shouldn't be taken personally, open-question meetings should be held. While doing the encouragements, we should check whether the change brings any benefits in general. I think the flexibility and adaptation of the system, but the decision should be taken by checking whether it is suitable with all the sectors.” (P15)

“I think there should be more communication. But the impression of the person you are talking to is important. I think there is a pressure of the sector and the top management so there is the sequence of pressure here and they demand answers and yet how would it be changed even we discuss it... But I don't know what happens after this much pressure... There is a colleague in my team who slow us down but I am not like him. I even do his job as well and take additional responsibilities too. But because of these problems, he keeps going slowing us down. I love my job and I love to work. I have pressure too but I accept it. The product owner appreciates me so I'm satisfied with it. If he doesn't appreciate my work, it might depress me, so it works like this for me. I think open communication is important.” (P16)

“The employees where I work are very bold actually. Not about the personality, it's about the length of service I think it boost the ego of the other side. Everyone thinks they can't put a foot wrong. There are many bold people here who

would convey every kind of complaints. But I think the encouragement issue is very difficult... It depends on the issues, if it is a solvable issue, the management is already aware of it..." (P17)

"Everyone is brave actually, but we have a project manager other than the supervisor, he says things like don't say anything about the work. The manager should be absolutely replaced. Do as you are told, he says. The project manager affects us, scolds us, he isn't in the office most of the times, we never see him. Then when he comes back to the office, he scolds us saying what kind of job you are doing here. Then he keeps on not coming to the office. Recently he told us that "I hear a lot about you questioning your jobs". I think the most beautiful thing is to question the job you are doing to think about how to make it even better but it is exact opposite for our manager. He bluntly told us not to do that. Everyone's kept silent, didn't say yes really. We all just listened. The last discussion was the heaviest of them all. He said things like "you know the content of your job, if you don't like it we are not keeping anyone by force here". It's not a retaliation actually, it's just he is not considered so important. 3 people are our responded people who have the co-decisions but there was a termination of employee in the past because of him. But mostly people don't care about this manager. There is an uncomfortable environment. Actually the project manager has couple of spies so we are careful about what to talk with whom. We actually know why anyone doesn't say anything to him. There is the notion that in our sector and customer-based companies like ours mostly project works are done, so this is how it works. We are off work at 5 o'clock; we have good wages so we bear it. I don't think the manager can be educated and changed... There is a Line manager, there are mediator managers who are key men just like a buffer zone and I believe it is more important to educate them. I think the Line manager should do his job right..." (P18)

"We do workshops with the employees. Sometimes we take the microphone; sometimes we give the microphone to them. But we might not be able to do this in the other institutions. If there isn't any flexibility, it might be a problem or if it is a small-scale company running by a boss it might be hard to share it. The motivational things can only be done by the trainings. This can be suggested to the professionally managed

corporate companies. It doesn't matter in the private sectors, I think personality is also important. My advice to the managers is to receive training. They need to support the employees, they need to lead them. The top management should receive training and they should suggest it to the others. If the business is too closed, I think they don't have any chance to receive encouragement, if their culture is not open, it's very difficult. There are some companies that the employees have to button their jackets and call the others by "Mr.". I don't think this kind of place has big chance for it." (P19)

"We were doing impression management meetings in my previous workplace. I suggested it here as well. Psychologist was the person who prepared the questions. The employees become very relaxed and even an employee shared his/her father used violence on his/her. I think these sessions were very efficient. Revealing an issue about the supervisor harassing the subordinate or bringing out the good sides of the supervisor... It is very important to give confidence kind of like a psychological counselor. We haven't been able to do it here but I think it will make a serious difference here. We encourage some of our employees to go share the issues with their supervisors, not to come to us. I also think that the immediate manager and the supervisors should take training. Just like the HR profile, it would be better for the supervisors to know how to behave. But unfortunately the projects, the works are so busy everyone is snowed under with work. Maybe if coaching is needed but competence of the supervisors should be increased about the communication..." (P20)

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APPENDIX

APPENDIX A: INFORMED CONSENT FOR INTERVIEW

Araştırma için Katılımcı İzin Formu

Değerli Katılımcı,

Elinizdeki görüşme formu Marmara Üniversitesi İngilizce İşletme Ana Bilim Dalı Örgütsel Davranış Bilim Dalı'nda gerçekleştirilen Doktora Tezi araştırmasında kullanılmak amacıyla hazırlanmıştır. Bu araştırma, çalışanların içinde bulunduğu ortamda nasıl bir iletişim tarzı bulunduğunu ortaya çıkarmayı amaçlamaktadır.

Görüşmeler (izin verildiği takdirde) dijital kayıt cihazı ile kaydedilecektir ve 30-40 dakika içinde tamamlanması öngörülmektedir. Sorulara verdiğiniz cevaplar sadece araştırma dahilinde kullanılacak; her türlü bireysel bilgi tarafımızdan kesinlikle gizli tutulacak ve hiçbir kişi veya kuruma aktarılmayacaktır.

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APPENDIX B: STANDARD INTERVIEW QUESTIONS (in English)

1. Were there any issue(s) about the decisions and practices in the workplace that you disagreed/questioned/you thought could have been improved over the last few years? Could you please explain the issue(s) that you experienced? Whom did you share this issue with?

2. If the answer is a supervisor; Why did you prefer the supervisor? How did you convey your opinion to your supervisor? Face to face, by phone, by mail or another way? How did you express your opinions? How did your supervisor respond to it? To what degree was your opinion taken into consideration? What happened afterward? Could you please explain this in detail? Is there anyone else that you shared this issue with, other than your supervisor and why?

a. Was the person you shared the issue with, a person of the same gender as you are or from the opposite sex? Did the gender of the person affect why you preferred him/her?

b. Was the person you shared the issue with, older than you are or the same age? Did the age of the person affect why you preferred him/her?

3. Did your opinion about the organization change? How did it affect your opinion about the organization which considered or ignored your ideas?

4. Why did you prefer your colleague? How did you convey your opinion to your co-worker? Face to face, by phone, by mail or another way? What happened afterward? How did you express your opinions? Could you please explain this in detail? Why did you share it with your colleague but not with your supervisor?

a. Was it important for you to choose a colleague who was the same sex as you or someone from the opposite sex? Was it important for you to choose a colleague at the same age or older/younger than you?

5. If the answer is family or friend other than a colleague; why did you prefer this way? What happened afterward? Could you please explain this in detail?

- a. Was it important for you to choose someone who was the same sex as you or from the opposite sex? Was it important for you to choose someone of the same age or older/younger than you?
6. Were there any outside units/channels which you shared the issue with such as press/union? Why? How did you convey your opinion to them? Face to face, by phone, by mail or with another means? How did you express your opinions? What happened afterward? Could you please explain this in detail?
7. After you conveyed these issues, how did you feel?/How did it make you feel?
8. Did you experience the same or a similar issue on another occasion? What did you do? What would you do if the same or a similar issue happens in the future?
9. Is there any formal practice/channel that you can convey your opinion about a matter which you don't agree with/question/think you can improve? If you used this channel, why did you? When you used it, how was the response? If you didn't use this channel, why didn't you?
10. How do you think the employees can be encouraged to convey their opposing views?

Participant Demographics:

Task/Profession:

Gender:

Marital Status:

Age:

Do you have a managerial position?

Education:

Tenure in the present company:

Total tenure:

Do you have a union membership?

With how many supervisors do you have a reporting relationship?

APPENDIX C: STANDARD INTERVIEW QUESTIONS (in Turkish)

1. Son birkaç yıl içinde yaşanmış, işyerindeki karar ve uygulamalarla ilgili aynı fikirde olmadığınızı/sorguladığınızı/düzeltebileceğini düşündüğünüz konu/konular oldu mu? Bu bahsettiğiniz konu/konular ile ilgili yaşadığınız olayı anlatır mısınız? Bu konuyu kiminle paylaştınız?

2. Neden yöneticiyi tercih ettiniz? Yöneticinize görüşünüzü yüz yüze, telefon, mail ya da diğer hangi yollarla ulaştırdınız? Görüşünüzü nasıl dile getirdiniz? Yöneticinin tepkisi ne oldu? Söyledikleriniz ne kadar dikkate alındı? Sonrasında ne oldu? Detaylı anlatır mısınız? Yöneticiniz dışında paylaştığınız kişiler var mı, neden?

a) Paylaştığınız kişinin yaş olarak büyük-küçük ya da cinsiyet olarak farklı-aynı olması önemli mi?

3. Kurumunuza karşı bakış açınız değişti mi? Kurumunuzun söylediklerinizi dikkate alması ya da almaması kuruma karşı bakış açınızı nasıl etkiledi?

4. Neden iş arkadaşınızı tercih ettiniz? Arkadaşınıza görüşünüzü yüz yüze, telefon, mail ya da diğer hangi yollarla ulaştırdınız? Görüşünüzü nasıl dile getirdiniz? Sonrasında ne oldu? Detaylı anlatır mısınız? Neden yöneticinizle değil de iş arkadaşınızla paylaştınız?

a) Paylaştığınız kişinin yaş olarak büyük-küçük ya da cinsiyet olarak farklı-aynı olması önemli mi?

5. İşyeri dışında aile veya arkadaş ile paylaşmayı neden tercih ettiniz? Sonrasında ne oldu? Detaylı anlatır mısınız? Paylaştığınız kişinin yaş olarak büyük-küçük ya da cinsiyet olarak farklı-aynı olması önemli mi?

6. Basın/sendika gibi kurum dışında paylaştığınız birim/kanal oldu mu? Neden? Görüşünüzü yüz yüze, telefon, mail ya da diğer hangi yollarla ilettiniz? Görüşünüzü nasıl dile getirdiniz? Sonrasında ne oldu? Detaylı anlatır mısınız?

7. Bu konuları dile getirdikten sonra ne hissetiniz? Sizde nasıl bir duygu yarattı?
8. Başınıza aynı veya benzer bir durum gelirse ne yaparsınız? Başınıza aynı veya benzer bir durum geldi mi/ne yaptınız?
9. Örgüt içinde, aynı fikirde olmadığınız/sorguladığınız/düzeltebileceğini düşündüğünüz bir konuya ilişkin görüşünüzü iletebileceğiniz sizin bildiğiniz resmi bir uygulama/kanal var mı? Neden bu kanalı kullandınız? Bu kanalı kullandığınızda, geribildirim nasıl oldu? Bu kanalı kullanmadıysanız nedeni neydi?
10. Çalışanlar muhalif görüşlerini dile getirmek için sizce nasıl cesaretlendirilir?

Katılımcıya İlişkin Bilgiler:

Görev/İş:

Cinsiyet:

Medeni Durum:

Yaş:

Yöneticilik göreviniz var mı?

Mezun olduğunuz son eğitim kurumu:

Bu işyerinde kaç yıldır çalışıyorsunuz?

Toplam çalışma süreniz nedir?

Bir sendikaya üye misiniz?

Kaç kişiye bağlı olarak çalışıyorsunuz?