

# **Organizational Support and Self-Efficacy as the Predictors of Dissenter Behavior among Hotel Employees**

**Aziz Gokhan Ozkoç**

Department of Tourism Business, Faculty of Tourism, Nevşehir Hacı Bektaş Veli University,  
50300 Nevşehir/Turkey

Email: aziz.ozkoc@gmail.com (Corresponding Author)

**Tugba Bektas**

Institute of Social Sciences, Nevşehir Hacı Bektaş Veli University, Nevşehir/Turkey

Email: tugba8450@gmail.com

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## **Abstract**

The aim of this study is to manifest the degree of the predictive role that the self-efficacy levels of employees and organizational support have on the formation of organizational dissent trends. A structural equation model covering the variables relevant to the subject based on the theoretical basis obtained as a result of the executed literature search has been established and the adaptive values regarding the model have been studied. A survey study has been carried out among the employees working in hotel operations in Istanbul, one of the metropolitan provinces of Turkey. According to the empiric findings obtained as a result of the survey the support provided by administrators to employees has an impact on the self-efficacy levels and articulated type of organizational dissent (articulated, antagonistic, displaced and hidden). At the same time faith in self-efficacy which is significantly affected by organizational support has a linear impact on the articulated dissension trends of employees. At the same time the self-efficacy level of employees undertakes a mediating variable role in the interaction of organizational support and articulated dissent. The strategic importance of the participatory management approach of organizational support as well as the versatile development of employees is emphasized with this study which is resolved with a structural equation model using a combination of three variables for the first time.

**Key Words:** Organizational Support, Self-Efficacy, Organizational Dissent, Lodging Enterprises, Hotel Employees

**Jel Codes:** M10, M16

## **1. Introduction**

Traditional management styles based on authority have been replaced in organizations with a management approach based on democratic participation in which employees are viewed as 'social capital'. This perspective requires that a radical and participatory work

environment is created in organizations which target to get a toe-hold in the sector with innovative and creative decisions (Kırım, 2010). Therefore, employees must be strengthened by the emotional and functional support of administrators. It is expected that the work performance of employees who feel that they are supported by managers will increase and that they will gain confidence in resolving work related problems and as a result their feeling of self-efficacy will develop.

In recent years one of the frequently studied concepts in management literature is the concept of organizational support which emphasizes that managers must take the creative ideas, proposals and criticisms of employees into consideration and that they need to put these proposals into practice (Eisenberger, 2002; Özdevecioğlu, 2003; Eisenberger et al., 2004; Laschinger et al., 2006; Demirel, 2013). However, critical discourse by employees regarding the business procedures and processes established by managers or their opposition with different tendencies is mostly viewed as a situation which damages internal power balances in the organization (Garner, 2006; Garner, 2013) and the corporate structure. It is claimed that organizations which close their ears to the opposition views of the members of the organization miss the opportunity of getting important feedback regarding the concept of organizational dissent comprised of the reaction to dissent and the discourse of employees within the organization (Kassing and DiCioccio, 2004).

Managers encountering tendencies of dissent from employees can be expected to take one of two different alternative decisions within their management approach framework. The first one of these could be to eliminate critical discourse and tendencies of dissent by decreasing the organizational support provided to employees. The other alternative is to apply a completely opposite approach and take a decision to support tendencies of dissent by the application of a participatory management approach. When approaching the issue in terms of the employees, as a result of organizational support the employees will have a strong sense of self-efficacy and will be able to articulate their articulated views of dissent clearly or employees who do not receive adequate support from their managers with a decreased sense of self-efficacy may forgo the display of articulated dissenting behavior and remain silent.

In terms of the cause-effect association between organizational support and dissent, this study examines the level of explanation offered by organizational support in terms of dissent within the organization and the degree of the mediating role of the sense of self-efficacy of employees within this interaction. It is believed that the study will make a significant contribution to literature due to the fact that the combination of three variables has not been studied in terms of employees in accommodation facilities previously and the fact that they are handled for the first time within the framework of an empiric structural equation model.

## **2. Literature Review**

### ***Organizational Support***

The theoretical basis of organizational support is comprised of the theory of social exchange and the the Norm of Reciprocity theory. According to the theory of social exchange individuals tend to establish associations with others in order to increase potential benefits (Blau, 1964). The resources that are the subject of change in these associations are everything

that can be transferred from one individual to another (Foa and Foa, 2012). These resources can be impersonal resources such as knowledge or service as well as socio-emotional resources such as respect, social support (Aselage and Eisenberger, 2003). Gouldner (1960) claimed that similarly to the case with the theory of social exchange, the Norm of Reciprocity theory was also based on individuals displaying positive behavior in return for the benefits they acquired. In order for the The Norm of Reciprocity theory to matter, the individuals who are being helped need to help those who help them and refrain from doing them harm (Liu, 2004).

Organizational support is how the individual feels and thinks about how much support is giving by organization (Yoshimura, 2003); it is a style of perception regarding the value and happiness that is giving by the members of organizations to the individual (Eisenberger et al., 1986). Accordingly, taking the creative ideas, proposals and criticisms of employees into consideration, ensuring occupational safety, ensuring positive human relations within the organization, treat everyone fairly, just treatment, attach importance to employees and not to take certain decisions in spite of them are listed as among the most important characteristics required in a supportive organization or management (İplik et al., 2012).

Studies carried out regarding the results of support presented by managers to employees within an organization have determined that such support enhances the quality of the relationship between employees-managers (Yürür, 2005), decreases psychological stress in the work place (Eissenberger et al., 2004), prevents the generation of a threat environment in the work place (Özdevecioğlu, 2003). Furthermore, it is reported that with the perceived support employees develop an emotional connection with their organizations and that this connection manifests itself with enhanced participation by the employees and increases their endeavors to achieve organizational targets through a successful work performance (Eisenberger et al., 1986; Yıldız, 2008).

### ***Self-Efficacy***

The belief of self-efficacy is one that stands out in Albert Bandura's Social Learning Theory and is one of the central concepts of this theory. Self-efficacy deals with the judgment regarding how well individuals are able to carry out necessary action to deal with possible situations. Such judgments have an impact on the behavior of individuals as well as the setting the individual is interacting with and at the same time it is affected by the actions and setting of the individual (Schunk and Meece, 2006, Bıkmaz, 2002). In other words, self-efficacy is the belief and judgment of how well an individual can deal with possible environmental incidents.

In the relevant literature self-efficacy is defined as the faith of an individual's skills to create an impact (Bandura, 1994), the ability to organize and execute necessary actions to gain certain successes (Vealey et al., 2004), the skills expected from the individual to manage situations (Bandura, 1995), the competence to deal with challenges with special requirements and the ability to execute challenging and ambiguous tasks (Luszczynska et al., 2005) and belief that the individual can perform certain tasks and behavior successfully (Salas and Cannon-Bowers, 2001).

Individuals with strong self-efficacy approach challenging tasks with the attitude that they have encountered a work which needs to be overcome rather than avoid it (Usluel and

Seferoğlu, 2003). At the same time the perception of self-efficacy has a positive impact on task performance, individuals with high self-efficacy also have a high performance (Gist, 1989; Smith et al., 2006; Stajkovic and Luthans, 1998; Meydan, 2011). Furthermore, individuals who have this faith choose to execute more challenging works and steer themselves to achieve these goals. Action is thought out and formed into a plan and depending on the levels of self-efficacy individuals prepare optimistic or pessimistic scenarios. When action is incepted those with a high perception of self-efficacy try harder and maintain their efforts longer than those whose perception of self-efficacy is low. When those with a high perception of self-efficacy encounter an obstruction they collect themselves rapidly and continue to struggle to achieve their goals. In conclusion the perception of self-efficacy is the reflection of an individual's capacity to cope with stress (Keskin and Orgun, 2006). Having a high self-efficacy rating regulates undesirable behavior in addition to concern. At the same time persons with a stronger feeling of self-efficacy have the strength to overcome what they perceive as threats (Bandura, 1994). Good results are anticipated as a result of self-efficacy and therefore individuals do not hesitate in being innovative and displaying entrepreneurial behavior with risks attached and hence they are able to display intrapreneurial behavior (Şeşen, 2010).

### ***Organizational Dissent***

Organizational dissent is defined as the expression of different thoughts about organization methods and overall policies of the organization, contrary views and opposite ideas and endeavors for the emergence of new perspectives in the organization (Kassing, 1998). Principled organizational dissent are the efforts of employees to oppose the existing organizational status quo and/or change the current policies and applications in the work place 'as a requirement of honesty' (Graham, 1987).

Organizational dissent is a clear protest manifested by the stance and attitude of an employee, an objection with a feeling of positive benefit (Kassing, 1997; Garner, 2006; Landier et al., 2009) and starts with a triggering event (Graham, 1987; Kassing, 1997) and this reaction develops when the tolerance limit of the individual are exceeded (Redding, 1985).

Kassing and Armstrong (2002) have collected events which trigger organizational dissent under nine headings. These can be summarized as the unjust treatment of the members of the organization by the managers, organizational change, organizational decisions and the way these decisions are taken, inefficient applications within the organization, erroneous use of organizational resources, unethical applications within the organization, faulty assessment of the performance of the incumbent or the performances of other members of the organization, organizational applications which harm the individual member of the organization, his friends in the organization or customers.

Although it is indicated that organizational dissent is a fundamental characteristic of transparent, efficient, productive, robust and successful organizations it is asserted that organization members who are comfortable in expressing dissenting views are more industrious, loyal to the organization, motivated and talented. Principled organizational dissent is also important in an organization in terms of the institutionalization of ethical values and enhancing the relevant standards regarding this issue (Shahinpoor and Matt, 2007). The basis of

organizational dissent is not an attitude to oppose everything but to ensure new insight to those practicing the organizational will and view events from a different outlook. Organizational dissent enables an employee in a work place to freely articulate an event, state and/or application which is perceived as problematic (Aslan, 2004).

Organizational dissent is an umbrella concept comprised of two fundamental components. The first one is difference of opinion and the second one is articulating this difference of opinion (Kassing and Diciocci, 2004; Özdemir, 2013). In the model of Kassing (2008) the articulation of opposing views to managers is called open (vertical, specified), articulation to colleagues is indicated as horizontal (implicit) and transference to persons outside the organization such as family members and friends is defined as displaced (substituted). Apart from that the concealment of dissenting tendencies by employees is defined as hidden dissent. Open dissent which is defined as the open articulation of dissenting views to managers is studied by various sources as two different types as articulated and antagonistic.

### ***Organizational Support and Organizational Dissent***

The outlook of managers regarding organizational dissent is very important in the theoretical formation of the interaction of dissenting behavior in terms of organizational support and employees. Studies carried out have revealed that managers usually avoid getting negative feedback. When they encounter negative feedback they may endeavor to ignore the feedback, eliminate it as if it were untrue or question the reliability of the source of the feedback (Morrison and Milliken, 2000). Therefore a member of an organization whose ideas differ from the majority in the work place or if the member thinks that administrative support is inadequate the member may be unwilling to articulate his views (Moy et al., 2001; Moreno-Riano, 2002; Willnat et al. 2002). The reporting and manifestation of applications viewed erroneous by employees generates various risks for them. These risks can be listed as refusal to be taken seriously, isolation, judgment, retaliation, externalization, etc. Managers perceive dissenting attitudes and discourse in employees as tendencies to destroy the organization structure and the legitimacy of the administration and may therefore choose to decrease their support of the employees or eliminate it altogether.

Open articulation is the result of the desire to improve the internal policies, applications and procedures of an organization by proposing different approaches regardless of a prevailing overall job satisfaction (Premeaux, 2001; Premeaux and Bedeian, 2003). It may also involve asking for help regarding work or a personal issue, asking questions, sharing views and revealing concerns. When employees are unwilling to articulate openly it is possible to be deprived of very useful information. Unwillingness to articulate openly is usually related to concerns regarding negative consequences. In a qualitative study carried out regarding the employees of an international advanced technology company (Detert and Edmondson, 2005) it was revealed that the prevailing opinion was that those who clearly articulated unpopular/undesirable views were harassed, humiliated, not considered for promotion and dismissed albeit rarely. Researchers (Morrison and Milliken, 2000) have focused on the feelings and thoughts of employees regarding the risks related to articulation in the work place about

improvement opportunities and perceived injustice. Employees who believe that open articulation will not make any kind of difference lose hope and become silent. Employees who know they are supported and trusted by the organization may express their views openly. The quality of the affiliations between managers and employees is particularly relevant to the expression of dissenting views (Kassing, 2000). When employees perceive a setting in which they are supported by managers their work performance increases and they are more likely to cooperate with managers and help achieve organizational goals (Shanock and Eisenberger, 2006; Dysik and Kuvaas, 2012).

Employees need to trust top management implicitly to be able to report about erroneous applications incurring within the organization to the management. If employees trust their managers they will feel comfortable and safe about reporting their views regarding work, the others and necessary changes. On the contrary if the employees lack this trust, if they believe that they will not be supported by management they will think it is risky and unnecessary to speak out and prefer to remain silent (Gao et al., 2011). Organizational support will enable the establishment of a relationship based on trust between the manager and employee. If employees believe that their views are taken into consideration and supported by the organization management they are more likely to speak out (Parker, 1993).

Considering the view that employees supported by their organizations feel free to articulate dissenting views within the organization the first four hypotheses of the study have been determined as follows:

**H<sub>1</sub>:** Organizational support has a positive impact on articulated dissent.

**H<sub>2</sub>:** Organizational support has a positive impact on antagonistic dissent.

**H<sub>3</sub>:** Organizational support has a positive impact on displaced dissent.

**H<sub>4</sub>:** Organizational support has a positive impact on hidden dissent.

One of the issues which must to be taken into consideration in the assessment of these four developed hypotheses is the type of dissent displayed by employees. The overall self-efficacy levels of employees, styles of conflict management and discussion processes are actively related to the decisions regarding orientation in terms of articulated or destructive opposition (Desivilya and Yagil, 2004). Therefore it is possible to conclude that organization members who are able to communicate well with managers can use their clearly stated dissent strategy whereas organization members who are unable to have a robust communication with their managers will resort to the application of a horizontal transposition or hidden dissent strategy (Özdemir, 2013). In this regard the structure of the associations within the organization have a direct impact on the dissent strategy to be selected by the members of the organization (Kassing, 2008).

### ***Organizational Support and Self-Efficacy***

The concept of self-efficacy is an individual factor. It is the inherent faith of a person in the ability to do a job. Regardless of the supportive policy of an organization and the ownership it displays, individual factors will have an impact on the directives issued by the organization and the way materials are assessed. This is supplemented with the reactions of family members, friends and other incumbents during the development of the self-efficacy perception

of the individual. The expectations in terms of self-efficacy may change if an individual is encouraged to feel that he can succeed in a certain issue. Before starting on a job or when a challenge is encountered the positive feedback of other individuals has a positive impact on the perception of self-efficacy of the individual and therefore has a positive impact on the effort to be spent in succeeding in the job (Bandura, 1997). On the other hand negative evaluations harm the self-efficacy perception of an individual (Pajares, 2002). When an individual encounters persuasive encouragement, the individual will try hard to fulfill the given task and if the experience is successful this will contribute to the development of individual verification skills and faith in the development of self-efficacy (Bandura, 1995). The expectation of an individual regarding self-efficacy may change if the individual is encouraged to believe that he can perform a given task. Positive feedback from other individuals before starting a job or when encountering difficulties will have a positive impact on the effort spent to succeed in the job (Bandura, 1997).

It is expected that the concept of perceived organizational support contributes by ensuring a positive outlook and decreased stress on an individual level (Rhoades and Eisenberger, 2002) as a source of faith in self-efficacy or at least support this faith. This assumption is verified by the few empiric studies carried out regarding the interaction of support and self-efficacy (Bitmiş, 2015). With consideration to this information the fifth hypothesis developed by the study is given as follows:

**H<sub>5</sub>:** organizational support has a positive impact on the faith of employees regarding self-efficacy.

### ***Self-Efficacy and Organizational Dissent***

According to Brett, Pinkley and Jackofsky (1996) individuals with high self-efficacy present more solutions to conflicts compared to those with low self-efficacy or transform these conflicts into benefits. Furthermore, individuals with high self-efficacy display a persistent attitude in seeking solutions by inclusion in conflict management and display a high resistance even in situations where discussions have reached a bottleneck or it has become clear that a conflict cannot be resolved. It is possible to say that individuals with a high self-efficacy are ready to articulate their demands and problems in the face of incoming demands and problems without exposure to threats and uncontrollable events. In conclusion studies have shown that overall self-efficacy levels are actively associated with conflict management and negotiation process in a articulated or destructive way (Desivilya and Yagil, 2004). Furthermore, it has been determined that faith in self-efficacy is also associated with innovation and risk taking characteristics of employees (Basim et al., 2008).

According to the findings of a study carried out by Parker in 1993 it has been reported that there is a positive association between self-efficacy and organizational dissent. Therefore, it has been concluded that employees who are confident of their skills and talents will endeavor to correct injustices in their organizations by protesting through legal means. If an individual believes that the task he is tasked with does not exceed his capacity he will assess this as an opportunity to develop himself through the task related problems which emerge. Thus problems will enable the task to be executed better. When an individual is not afraid of

problems he will determined higher targets for himself. His commitment to the determined goals will be higher than the commitment displayed by those with low self-efficacy (Kotaman, 2008).

It is believed that employees with high self-efficacy will not refrain from articulating their thoughts and views in terms of organizational subjects even when they counter coercion, threats or duress whereas employees with low self-efficacy will choose silence as a result of the increase in concern and stress levels in similar circumstances (Kahya, 2013). In view of this information available in literature the last four hypotheses of the study have been established as follows:

- H<sub>6</sub>:** The self-efficacy level of employees has a positive impact on articulated dissent.
- H<sub>7</sub>:** The self-efficacy level of employees has a positive impact on antagonistic dissent.
- H<sub>8</sub>:** The self-efficacy level of employees has a positive impact on displaced dissent.
- H<sub>9</sub>:** The self-efficacy level of employees has a positive impact on hidden dissent.

The structural model established to cover the nine hypotheses of the study developed based on a theoretical framework is given in Figure 1. The measurement models of the study have been determined based on this structural model.

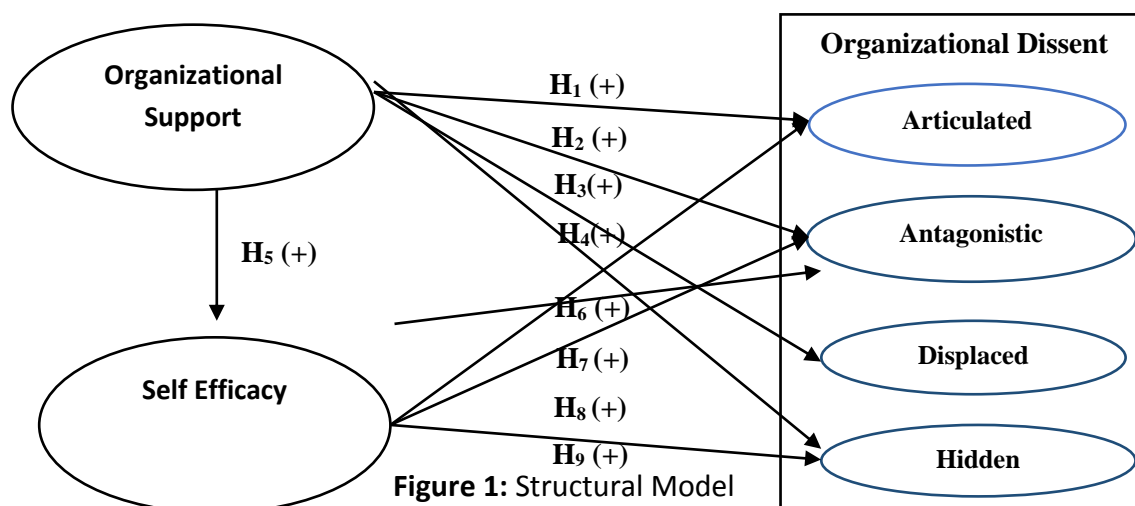


Figure 1: Structural Model

### 3. Methodology

#### 3.1. Instrument and Data Collection

A survey was carried out with the employees in accommodation facilities in order to test the appropriateness of the model and the nine study hypothesis developed within the scope of the study and the results were assessed with the help of appropriate statistical techniques. In the first part of the survey form developed within the study the employees were asked about demographical and personal information such as gender, age, education status, time worked in the sector and the facility in addition to closed questions regarding the status of the hotel of employment and its departments.

Organizational support, organizational dissent and self-efficacy scales were included in the survey form used as a data collection tool in the study. The original language of all the



scales included in the survey was English which were translated into Turkish to be used in various studies in Turkey. All measures consisted of items with response options ranging from 1=strongly disagree to 5=strongly agree.

A scale developed by Eisenberger (1986) comprised of 8 statements was used as a scale to measure the organizational support perceived by employees employed by accommodation facilities. The scale used in the study was translated by Akalın (2006) into Turkish (Example statement: The facility I work for cares about my objectives and values very much). Cronbach's alpha coefficient of the organizational support scale was 0.92. The scale is declared reliable when the reliability coefficient is (Cronbach's Alpha) 0.70 and over (Durmuş et al., 2011).

The Organizational Dissent Scale was developed by Kassing (1998) and contains 18 statements in total (Example statement: I share my criticism regarding changes which are not beneficial with my line manager and/or manager). The scale measures organizational dissent in four dimensions namely articulated (four items), antagonistic (five items), displaced (six items) and hidden dissent (three items). Cronbach's alpha coefficient of the articulated dissent was 0.92, the antagonistic dissent was 0.84, displaced dissent was 0.91 and hidden dissent was 0.89.

The Self-Efficacy Scale included in the survey form was developed by Jarruselam and Schwarzer (1981) and consists of 10 statements in total. The scale was adapted within the scope of a study in Turkish carried out by Yeşilay (Green Crescent) (1996) (Example statement: I always know what to do in unexpected circumstances). Cronbach's alpha coefficient for the self-efficacy scale was 0.93.

The survey was carried out with employees working in accommodation facilities in Istanbul which is one of the largest and most developed cities in Turkey. The established survey form was based on the star system used to classify accommodation facilities in Turkey by the Ministry of Culture and Tourism and applied on the employees of 4 and 5 star accommodation establishments which appeared to have stronger tendencies for institutionalization. According to the data of the Ministry of Culture and Tourism of the Republic of Turkey for December 2014 there are 78 5-star facilities and 99 4-star facilities operating in Istanbul. Due to time and cost constraints the survey forms established within the scope of the study were dispatched to 60 accommodation facilities with the highest room capacity (30 5-star facilities and 30 4-star facilities). Managers and employees who had been educated in tourism and who were employed in the sector provided support in delivering the survey forms to the accommodation facilities. The supported who delivered the survey forms to the employees waited for a few days after the delivery to collect the filled out survey forms and forward them to the researchers by post.

When the tourism statistics for Turkey are examined it is evident that the full figures of employees working in accommodation facilities in Istanbul province have not been reached. As the population of the study could not be determined for this reason the number 384 was accepted as a minimum sample size with a reliability level of 95% (Gürbüz and Şahin, 2014). 'Convenience sampling' was used as the sampling technique in the study. The principle of this technique is to include the answers of all respondents into the sample. The ideal respondent is the one that is the easiest to find. The process to find the respondent continues until the desired sample size is reached (Altunışık et al., 2007). The study data was collected in

November and December 2015 and robust feedback was received from a total of 306 employees working in various departments affiliated with accommodation facilities. Therefore the majority of a determined minimum sample size with a reliability of 95% was reached.

167 of the 306 employees (54.6%) responding to the survey worked in 4-star accommodation facilities while 139 (45.4%) worked in 5-star establishments. An examination on a department basis revealed that 75 (24.5%) worked the front desk, 143 (46.7%) employees were involved in food and beverage works and the kitchen, 41 (13.4%) employees worked for housekeeping, 12 (3.9%) were in human resources and 35 (11.4%) employees were employed by various departments affiliated with accommodation facilities. A study of the demographic characteristics of the employees revealed that 175 of the employees (57.2%) were male, 131 (42.8%) were female. The age intervals of the respondents were mainly in the 21-30 (n=126; 41.2%) and 31-40 (n=118; 38.6%) range. The educational level of employees differed in terms of high school (n=106; 34.6%), vocational school (n=93; 30.4%), college (n=79; 25.8%), master's degree (n=20; 6.5%) and junior high school (n=8; 2.6%).

### **3.2. Data Analysis**

"IBM SPSS Statistics 22" and "IBM SPSS AMOS 22" programs were used to analyze the data acquired from the applied survey study with statistical methods. Furthermore, a two-step approach was utilized to analyze the data as recommended by Anderson and Gerbing (1988). In the first step, confirmatory factor analysis (CFA) was conducted to test the validity of the measurement scales. The second step involved assessing the causal model using structural equation modeling (SEM).

## **4. Findings**

### **4.1. Confirmatory Factor Analysis**

A confirmatory factor analysis covering the variables indicated in the study hypotheses was executed to test the validity of the used scales. The results acquired with the primary level confirmation factor analysis for the six factors in the study model which were measured with the survey form did not generate the acceptable compliance values in the first phase. When the factor loads for the variables were examined to study the reason for this situation it was noted that two open variables (variables 1 and 3) for the implicit variable of 'self-efficacy' and one open variable (variable 1) of "displaced dissent" had rather low factor loads. These open variables were excluded from the model. At the same time a modification was made because there were common variables among the relevant scales of the articles for self-efficacy (statements 2, 4 and 5) and displaced dissent (statements 1 and 3) and thus a significant decrease was ensured in the chi square value. The model achieved an acceptable compliance as a result of the executed analysis. The factor loads acquired from the confirmatory factor analysis and goodness to fit results are presented in Table 1.

**Table 1:** Confirmatory Factor Analysis Factor Loads and Goodness to Fit Results

Variable	Factor Loading	S. E.	P	Variable	Factor Loading	S.E.	P
os1 ← os	0.78	0.072	***	ad1 ← ad	0.86	0.057	***
os2 ← os	0.79	0.066	***	ad2 ← ad	0.87	0.059	***
os3 ← os	0.82	0.069	***	ad3 ← ad	0.83	0.059	***
os4 ← os	0.83	0.064	***	ad4 ← ad	0.77	0.060	***
os5 ← os	0.76	0.071	***	and1← and	0.85	0.059	***
os6 ← os	0.77	0.074	***	and2← and	0.89	0.081	***
os7 ← os	0.79	0.070	***	and3← and	0.88	0.080	***
os8 ← os	0.74	0.072	***	and4 ← and	0.88	0.079	***
se2 ← se	0.86	0.059	***	and5← and	0.82	0.079	***
se4 ← se	0.88	0.058	***	dd2 ← dd	0.82	0.084	***
se5 ← se	0.87	0.058	***	dd3 ← dd	0.83	0.080	***
se6 ← se	0.81	0.062	***	dd4 ← dd	0.79	0.079	***
se7 ← se	0.83	0.059	***	dd5 ← dd	0.90	0.084	***
se8 ← se	0.83	0.061	***	dd6 ← dd	0.83	0.080	***
se9 ← se	0.76	0.058	***	hd1 ← hd	0.81	0.071	***
se10 ← se	0.73	0.059	***	hd2 ← hd	0.94	0.075	***
				hd3 ← hd	0.82	0.079	***
		<b>x<sup>2</sup>/df</b>	<b>GFI</b>	<b>TLI</b>	<b>RMSEA</b>	<b>IFI</b>	<b>CFI</b>
<b>Fit Indices</b>		2.72	0.89	0.89	0.075	0.90	0.90

\* os= Organizational Support; se= Self-Efficacy; ad= Articulated Dissent; and= Antagonistic Dissent;

dd= Displaced Dissent; hd= Hidden Dissent

\*\*\* p < 0,000

A look at the goodness to fit of the factors to be used in the testing of the study model and hypotheses reveals that the value acquired by dividing the chi-square values with degrees of freedom ( $x^2/df$ ) is less than 3 which has been indicated as the acceptable limit ( $x^2/df$ : 2.72). This is supported by the fact that taking the size of the model derived from the chi-square test and the size of the sample into consideration the Root Mean Square Error of Approximation-RMSEA value measuring the compliance of the model to the data is less than 0.08 which is accepted as a critical value (RMSEA: 0.075) (Byrne, 2001).

Apart from these values the values between 0 and 1 of Jöreskog-Sörbom's Goodness of Fit Index-GFI is larger than 0.85 which is accepted as the compliance limit (Byrne, 2001). Also the Comparative Fit Index-CFI) and the Incremental Fit Index-IFI are 0.95 and over are perfect while values of 0.90 and over display good compliance (Meydan and Şeşen, 2011). When the results acquired from these two comparative fit indexes (IFI: 0.90; CFI: 0.90) are included the goodness to fit of the scales used in the study display 'good fit' in terms of fitness criteria and therefore are readily acceptable.

#### 4.2. Descriptive Statistics and Correlation Analysis

A look at the overall arithmetical averages of the six implicit variables of the subject study reveals that the organizational support level perceived by employees ( $x= 3.6$ ), faith of the employees in self-efficacy ( $x= 4.0$ ) and articulated dissent tendencies ( $x= 3.9$ ) were far beyond average. As displayed in Table 2 the least popular types of dissent among employees was antagonistic, displaced ( $x= 2.9$ ) and hidden dissent ( $x=2.6$ ). The result for hidden dissent which involves the display of dissenting behavior which is avoided by employees was higher than the mean value of the scale which is 3 (moderately agree) ( $x= 3.4$ ).

**Table 2:** Arithmetic Averages, Standard Deviations and Correlation Coefficients

Variable	Mean	s.d.	1	2	3	4	5	6
Organizational Support(1)	3.6	0.99	1					
Self-Efficacy(2)	4.0	0.88	.40**	1				
Articulated Dissent(3)	3.9	0.90	.46**	.41**	1			
Antagonistic Dissent(4)	2.9	1.29	-.53	.30**	-.10	1		
Displaced Dissent (5)	2.9	1.02	.27	-.13*	.59	-.37**	1	
Hidden Dissent (6)	2.6	1.19	-.05	-.03	-.08	.23**	-.29**	1

\*  $p < 0.05$     \*\*  $p < 0.01$      $N= 306$

A study of the correlation coefficients ( $r$ ) which enable the determination of the correlations between the variables reveals that there is a positive or negative association with a significance between various variables on a level of 0.01. There is a linear increase in the levels of self-efficacy as the perception of organizational support of the employees increases ( $r= .40$ ;  $p < 0.01$ ), articulated dissent tendencies increase in a similar way ( $r= .46$ ;  $p < 0.01$ ). No significant association was found between organizational support and other dimensions of organizational dissent.

A study of the correlation coefficients revealed that there is a positive linear association between the self-efficacy levels of employees working in accommodation facilities and articulated ( $r= .40$ ;  $p < 0.01$ ) and antagonistic ( $r= .30$ ;  $p < 0.01$ ) dissent. Furthermore, the displaced dissent tendencies of employees decreases significantly with the increase of self-efficacy ( $r= -.13$ ;  $p < 0.05$ ). No significant association could be detected between self-efficacy and hidden dissent. In conclusion a look at the interaction between the dimensions establishing organizational dissent reveals that there are significant reverse ( $r=.23$ ;  $p < 0.01$ ) associations between antagonistic dissent and hidden dissent and significant non-linear ( $r= -.29$ ;  $p < 0.01$ ) associations between hidden dissent and displaced dissent.

#### 4.3. Model Fit Criteria and Hypothesis Tests

The standardized path coefficients (Figure 2) of the established structural equation model and the statistical values regarding the fit of the model were studied in order to measure the role of the mediating variable in the interaction of the organizational support-dissent and the employees' organizational support perceptions and the impact of self-efficacy levels on

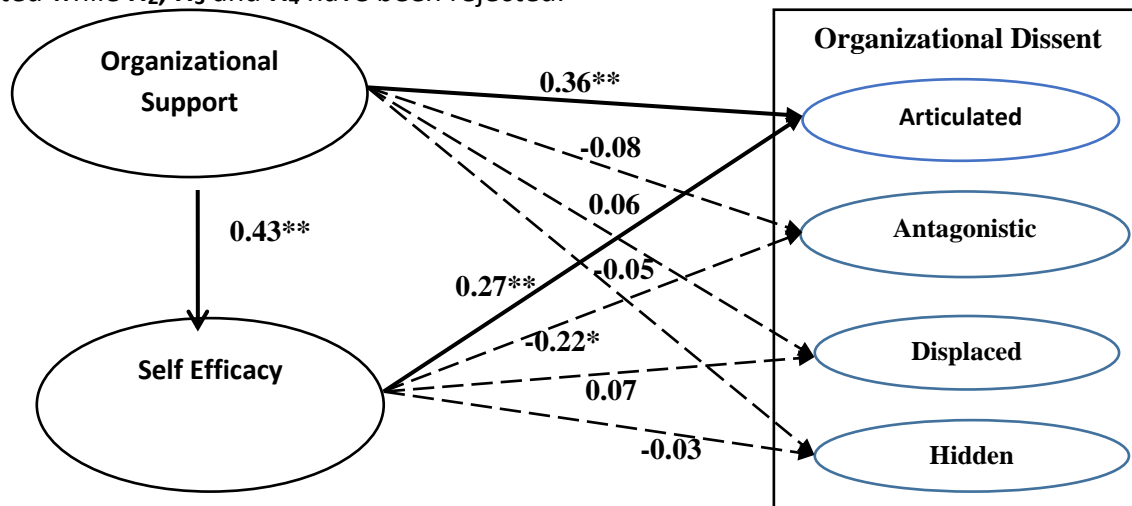
organizational dissent. As seen in Table 3 the established structural model generates acceptable fit values ( $\chi^2/df=2.56$ ;  $GFI=.88$ ;  $CFI=.90$ ;  $IFI=.90$ ;  $RMSEA=.075$ ).

**Table 3:** Selected Statistical Values regarding Model Fit

	$\chi^2/df$	GFI	TLI	RMSEA	CFI	IFI
<b>Fit Indices</b>	2.56	0.88	0.88	0.075	0.90	0.90

<sup>1</sup>N= 306

A look at the standardized beta coefficients displaying the direct impact of organizational support on types of dissent (Figure 2) reveals that perceived organizational support has a positive impact on the articulated dissent tendencies of employees with a significance level of 0.05. ( $\beta= 0.39$ ;  $p<0.01$ ). However, organizational support has no impact on antagonistic, displaced and hidden dissent. In view of the acquired statistical data  $H_1$  hypothesis has been accepted while  $H_2$ ,  $H_3$  and  $H_4$  have been rejected.



\*\*  $p<0.01$  \*  $p<0.05$

**Figure 2:** Standardized Path Coefficients for the Structural Equation Model

The support factor presented by managers to employees does not only predict the articulated dissent trends of the employees, it also predicts their faith in self-efficacy. A look at the standardized coefficients regarding the impact of organizational support on self-efficacy ( $\beta= 0.43$ ;  $p<0.01$ ) reveals a rather strong positive impact level. This result verifies the  $H_5$  hypothesis developed within this study.

A study of the standardized path coefficients acquired from the structural equation model reveal that the self-efficacy levels of employees have a predictive impact in terms of the two dimensions which establish organizational dissent. A strong faith of self-efficacy in employees has a positive impact on their articulated dissent tendencies ( $\beta= 0.27$ ;  $p<0.01$ ) whereas the

impact on antagonistic dissent tendencies is negative ( $\beta = -0.22$ ;  $p < 0.05$ ). No impact regarding self-efficacy in terms of displaced and hidden dissent was determined in this study. Therefore, only hypothesis **H<sub>6</sub>** which aims to test the interaction of self-efficacy and organizational dissent has been accepted. Hypothesis **H<sub>7</sub>** has not been accepted because of the positive impact of the self-efficacy level on antagonistic dissent and because the impact is viewed as negative. Furthermore hypotheses **H<sub>8</sub>** and **H<sub>9</sub>** have been rejected.

The aim of the structural equation model established within the scope of the study is also to measure the role of the mediating variable of the self-efficacy level in terms of organization support regarding the types of organizational dissent. Baron and Kenny (1986) indicate that all four situations must be available to enable the mentioning of a mediating impact: In the first condition the predictive variable needs to have a significant impact on the predicted variable. In the second condition the predictive variable needs to have a significant impact on the mediating variable. In the third conditions, the mediating variable needs to have a significant impact on the predicted variable. In the fourth and final conditions the impact of both the predictive as well as the mediating variable on the predicted variable are calculated as independent variables. Under the circumstances mediation impact is valid if the impact of the predictive variable becomes meaningless in terms of the predicted variable (full mediation) or decreases (partial mediation). Baron and Kenny set of from the conditions of mediation impact and consider that only the role of the articulated dissent mediation variable in the impact of organizational support on the level of self-efficacy can be analyzed within the scope of this study. The first three indicated conditions are only ensured by the interaction among these three variables.

A look at the standardized path coefficient regarding the impact of mediation on the level of self-efficacy perceived by employees it is observed that the direct significant impact of organizational support on articulated dissent ( $\beta = 0.49$ ;  $p < 0.01$ ) that the level of self-efficacy has decreased with its inclusion into the model ( $\beta = 0.36$ ;  $p < 0.01$ ). In this context it is possible to say that the level of self-efficacy has a partially mediating role in the impact of organizational support on articulated dissent. In the final phase a Sobel Test was carried out to determine the level of significance of the mediating impact. The Sobel Test is a method which measures the significance of the decrease of the variance explained by the independent variable in the establishment of partial or full mediation (Sobel, 1982). According to the results of the Sobel test (Sobel  $z = 3.822$ ; Std. Error = 0.029;  $p = 0.00013 < 0.0005$ ) the partially mediating role of the level of self-efficacy is significant.

## **5. Discussion and implications**

It is a generally accepted idea in the framework of modern management approaches that organizations with a participatory and democratic management style achieve a more dynamic and innovative structure. In order to establish a participatory and innovative corporate setting in organizations it is necessary to have employees with a high self confidence, who are self reliant and who have received the necessary support by top management. The key word to achieve an optimum level in the participation of employees in decision making is inter-organizational communication. The presence of employees who can clearly articulate what they

think within the organization and present articulated ideas without obstruction are some of the determinant characteristics of support presented to employees by managers. The attitude of managers in terms of dissenting attitudes and discourses of employees is the clearest indicator of the degree of democracy and understanding within the organization.

The degree of the determinant role of organizational support presented by managers and the role of faith established in the self-efficacy of employees in the manifestation of dissenting tendencies by employees of accommodation facilities have been determined with this study. The reason for including the variables of organizational support and self-efficacy into the study process was to emphasize the fact that literature supports that these two variables are associated with each other and that both variables support the manifestation of dissenting tendencies within the organization. As a result of setting off from the theoretical background of the study and analyzing the developed hypotheses with the structural equation model it has been determined that the mentioned two variables are interactive with both organizational dissent as well as each other.

Organizational support which is indicated as the psychological and social satisfaction of employees within the organization has a partial impact on the development of dissension tendencies in organizations. Employees may manifest dissent behavior against management in four different ways which are articulated, antagonistic, displaced and hidden. This study has concluded that the employees of accommodation facilities mainly display a tendency for articulated dissent. At the same time it has been concluded that the support of the top managements of the enterprises which were included in the study presented to employees has a linear impact on articulated dissent tendencies. Studies dealing with organizational dissent underline that dissent tendencies generating with organizations deliver many positive results for individuals as well as organizations provided they are articulated and well intentioned. Logically in order for organizational dissent to achieve success within an organization it must be supported by managers and transmitted through open communication channels. Therefore, the preference of participants in displaying dissent tendencies through open communication and organizational support having a determining role in the development of articulated dissent tendencies will have a positive impact on the increase of organizational efficiency and productivity. These results cover a comprehensive area from the establishment of an innovative and creative organizational ambiance to the strengthening of inter-organizational communication and the enhancement of the motivation and productivity of the employees. On the other hand supporting antagonistic dissent which is another type of dissent based on open communication may result in managers receiving positive feedback from employees as is the case with articulated dissent.

Among the hotel employees who participated in the study the level of those displaying antagonistic, displaced and hidden dissent was rather low. These three types of dissent are not supported by the top managers of enterprises. There may be two reasons why the rate of antagonistic dissent based on open communication is low among the employees. The first of these reasons may be that the employees may have refrained from responding realistically to the statements regarding antagonistic dissent in the survey form. This situation is the result of an oppressive management style based on fear. The second one may be the fact that managers

do not support antagonistic dissent believing that it could generate negative results. However, the fact that the number of hidden dissenters who prefer to remain silent in organizations is more than the number of employees displaying antagonistic attitudes is conspicuous and warrants the attention of hotel enterprises.

The concept of self-efficacy which was another variable included in the study is explained as the faith that employees had regarding their own success. The statistical findings that were acquired as a result of the

The self-efficacy levels of employees which are affected by organizational support survey study applied in accommodation facilities reveal that the faith of employees in their self-efficacy is on a high level and that the organizational support perceived by the employees enhances their faith in their self-efficacy. These results verify the results of the very few quantitative studies dealing with the association of organizational support and self-efficacy (Bandura, 1997; Bitmiş, 2015). A look at the overall averages of organizational support and self-efficacy variables reveals that the faith of employees in self-efficacy is higher than their perception of organizational support. The fact that the support presented to the employees of accommodation facilities generated results which were not much over average indicates that top management needs to take new decisions in relation to supporting employees. Also have an impact on articulated dissent within organizations. In this respect organizational support does not only have a direct impact on articulated dissent within the organization but also has an indirect impact through the faith of self-efficacy of employees. The executed analyses also reveal that faith in self-efficacy undertakes the role of a mediating variable in the interaction of organizational support and articulated dissent. However, similarly to organizational support the level of self-efficacy does not have a significant impact on the other three types of dissent. It might be anticipated that employees with self-efficacy, who are self-reliant and feel successful do not display displaced and hidden dissent however, the fact that antagonistic dissent cannot be explained with a high self-efficacy level is a problem source which should be studied with scientific methods.

It is recommended that researchers in different sectors who undertake this subject in the future repeat the study at certain intervals. At the same time it will be appropriate to carry out scientific studies on the results regarding the level of support received by antagonistic dissent in accommodation facilities, the realization level of hidden dissent tendencies in employees, whether or not different mediating variables undertake a role in the interaction of organizational support and dissent and the possible results of dissent tendencies supported by managers.

This study is the first study which deals with the interaction of organizational support, dissent and self-efficacy within the framework of a structural equation model. It is emphasized that the support given by managers to employees will enhance their faith in their self-efficacy and that this faith will have a positive impact on articulated dissent tendencies which benefit the organization.



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