Big Five Personality Traits and Organizational Dissent: The Moderating Role of Organizational Climate

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Abstract: *The purpose of this study is to examine which personality traits explain the amount of variance in organizational dissent and whether organizational climate has a moderating role on the relationship between personality traits and organizational dissent. A convenience sampling was used and 527 Turkish participants completed the survey questionnaire. The results show that conscientiousness, agreeableness, and openness to experience personality traits explain the variance in upward dissent. In addition, extraversion and emotional stability contribute to displaced dissent whereas emotional stability predicts the variance in latent dissent. Moreover, humanistic climates have a moderating role on the relationship between conscientiousness and upward dissent. On the other hand, formalization climates have a moderating effect between extraversion and displaced dissent. Overall, the results support the association between personality and employee dissent and the partial moderating role of organizational climate on this relationship. Organizations may utilize the results in their efforts to create an organizational climate that supports the expression of different ideas and thoughts. Organizational leaders may apply the study outcomes about role of employee personality and organizational climate to motivate employees' upward dissent.*

Keywords: Organizational dissent, employee dissent, organizational climate, big five, Turkish culture.

JEL Classification: M10, M12, M14, D23

1. Introduction

Expression of unwanted truth and dissent can be quite challenging, which has become an issue even in tales. In Andersen's "The Emperor's New Clothes" tale (Andersen, 1837) for instance, everybody was afraid to say that the Emperor was wearing nothing. The King's subjects were afraid of being seen as unfit for their positions or stupid; thus, only a child was able to say that the Emperor was naked. Even though this is a fairy tale, the examples of such avoidance to express unwanted truth or contradictory opinions can still be seen in today's organizations. In fact, studies indicate that employees are often unwilling to speak up in the face of concerns or problems (Morrison & Milliken, 2000; Edmondson & Munchus, 2007). Thus, this research aims to investigate the relationship between employee dissent and the Big Five personality dimensions, and whether organizational climate has a moderating influence on this relationship.

Dissent is often considered as deviant behavior and its expression challenges the norms of the organizations (Payne, 2007). Expressing the unwanted truth, disagreeing with the boss, or delivering bad news is seen as contaminating the bearer (Wilson & Harrison, 2001). The most common reason seen in the literature for failure to speak up is the fear of

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retaliation (Sprague & Ruud, 1988). On the other hand, it is crucial for organizations to listen to their employees and embrace their opinions and feelings. Top managers need information from employees at lower levels in the organization to be able to respond appropriately to dynamic conditions, make good decisions, and correct issues before they rise. In addition, groups need honest input from their members to perform effectively and make good decisions (Morrison, 2011).

As a specific form of employee voice, organizational dissent can be defined as the expression of disagreement or contradictory opinions about one's organization (Kassing, 1997). Dissent research points that employees choose dissent strategies under consideration of a complex set of factors (Kassing, 2000a). Kassing (1997) stated that employee dissent strategy selection is influenced by individual, relational, and organizational factors. Concerning organizational factors, dissent research has repeatedly pointed that organizational cultures and climates foster or hinder dissent (Graham, 1986; Hegstrom, 1990; Kassing, 1998; Kassing, 2000a). In addition to the effects of organizational climate on variables such as individual motivation (Litwin and Stringer, 1968), organizational performance and employee job satisfaction (Lawler et al., 1974), it is also known that organizational climates and mechanisms that seek, facilitate, and respond to employee dissent strengthen organizational health (Cotton, 1993; Pacanowsky, 1988).

Kassing (2008) stated that dissent is a very personalized act that requires employees to assess their character and understanding of their social and organizational standing in their workplace. If dissent is considered a personalized act, then it is meaningful to expect that employees with different personality traits will vary on the ways to express dissent. Although dissent is often regarded as a negative act, it is a way of communication to help managers understand what is going on in the organization, spot problems and take corrective actions. It is a tool that contributes to the development of organizations (Kassing, 2002). Moreover, associating employee personality and dissent has a practical importance because personality testing is being increasingly used in organizations and personality profiles are often readily available to managers (Rothstein & Goffin, 2006; Avery, 2003). For these reasons, understanding the relationship between personality and organizational dissent can be beneficial, especially, for managers to understand how to motivate employees to express dissent. As Kassing (1998, 2000a) and other researchers (Graham, 1986; Hegstrom, 1990) stated that organizational cultures and climates foster or hinder dissent in an organization, it is also important to investigate the role of organizational climate on the relationship between personality and organizational dissent.

Although there are studies in the literature that investigate the relationship between personality and dissent, there is limited number of research (such as LePine & Van Dyne, 2001; Packer, 2010) that examines the relationship between the Big Five Personality dimensions and dissent. Furthermore, this study contributes to literature by establishing a relationship between the Big Five personality, employee dissent, and organizational climate concepts in a single study.

Moreover, few studies tested employee dissent strategy selection in non-US settings, including Turkey. Thus, organizational dissent and its dynamics need to be examined further in Turkish context. One of the few studies on dissent in Turkey was conducted by Akdoğan and Cingöz (2011) from superior and subordinate relationship quality perspective. The research conducted on 119 employees working in Kayseri Organized Industrial Zone indicated that superior-subordinate relationship quality is positively related to articulated dissent and

negatively related to latent dissent. Because of the reasons listed above, the purpose of this study is to investigate the relationship between the Big Five personality dimensions and employee dissent and the moderating role of organizational climate on this relationship on Turkish employees.

2. Theoretical Framework

2.1. Organizational Dissent

The word "dissent" originated from the Latin dissentire, dis- meaning apart, sentire meaning to feel (Webster's II New College Dictionary, 2001; Kassing, 1997). Thus, "dissent" references "feeling apart" (Kassing, 1997). Organizational dissent can be defined as a multistep processes that involves: "(a) feeling apart from one's organization (i.e., the experience of dissent), and (b) expressing disagreement or contradictory opinions about one's organization (i.e., the expression of dissent)" (Kassing, 1997: 312).

Although employees are often unwilling to express their dissent when they encounter concerns or problems (Morrison and Milliken, 2000; Edmondson & Munchus, 2007), dissent always exists at some degree in organizations. Employee dissent cannot be completely absent while the strategies employees choose to express their dissent may create the impression that dissent is somewhat absent (Kassing, 1997). Kassing (1997) stated that employees may use articulated, latent, and displaced dissent strategies for expressing dissent. Articulated (or upward) dissent is used when employees express their dissent within organizations to audiences that can effectively affect organizational adjustment (Kassing, 1998; Kassing & MacDowell, 2008). Latent dissent (or lateral) involves complaining to coworkers and expressing dissent openly within organizations (Kassing, 1998; Kassing & MacDowell, 2008). The term latent suggest that dissent readily exist, but it is not always observable and becomes observable under certain situations (for instance when frustration accumulates) (Kassing, 1998). Displaced dissent occurs when employees express their dissent to external audiences such as family and friends outside of work (Kassing, 1997; Kassing & MacDowell, 2008).

Former studies on organizational dissent indicate that employees choose dissent strategies under the influence of a complex set of factors (Kassing, 2000a). Kassing (1997) stated that individual, relational, and organizational factors affect employee dissent strategy selection. Individual factors concern predispositions and expectations people get from outside of their respective organizations, in addition to how they behave in organizations (Kassing, 1997). Individual influences include argumentativeness (Kassing & Avtgis, 1999), work locus of control expectancies (Kassing & Avtgis, 2001), ethical ideology (Valentine et al., 2001), work engagement and intention to leave (Kassing et al., 2012), and family communication patterns (i.e. conversation and conformity orientations) (Buckner et al., 2013).

Relational factors are the types and quality of relationships people have within organizations (Kassing, 1997). Kassing's (2000b) research pointed that employees who indicated having high-quality relationships with their supervisors use significantly more articulated dissent and employees who indicated having low-quality relationships with their supervisors use significantly more latent dissent.

Organizational influences are about how people relate to and perceive organizations (Kassing, 1997). Organizational factors include workplace freedom of speech (Kassing, 2000a), employees' perceptions of justice (Kassing & MacDowell, 2008), corporate ethical values (Valentine et al., 2001), and organizational climate (Cenkci & Ötken, 2012).

Kassing (2008) pointed that dissent is a very personalized act that requires employees to evaluate both their character and understanding of their social and organizational standing at work. Valentine et al.'s (2001) research suggested that both individual and organizational influences should be considered when examining employee dissent. Given that dissent is a personalized act (Kassing, 2008); thus, personality has been selected as a variable to examine its association with employee dissent strategy selection. There is a longstanding debate in psychology about the structure of human personality traits (Goldberg, 1995). The Big Five model, on the other hand, has a solid standing as an important model of personality (Avery, 2003). Thus, the Big Five model has been chosen in this research to measure personality dimensions.

2.2. The Big Five Personality Traits

Personality can be defined as "the organized, developing system within the individual that represents the collective action of his or her motivational, emotional, cognitive, social-planning, and other psychological subsystems" (Mayer, 2005: 296). Personality theory suggests that individual differences in personality can be useful for understanding behavior in organizations (Vinchur & Bryan, 2012).

The five-factor model is a preeminent model of personality (Goldberg, 1995). An impressive amount of research provides evidence for the robustness of the Big Five factors (Barrick & Mount, 1991). The Big Five (or Five Factor) dimensions are Extraversion, Agreeableness, Conscientiousness, Emotional Stability, and Openness to Experience (McCrea & Costa, 1987; Saucier, 2008). The fifth factor has greatest disagreement in literature (Mondak, 2010). McCrea and Costa (1987) labeled this factor as "openness to experience"; Goldberg (1990) used "intellect"; Saucier (1994) named it as "imagination". In this present study, "openness to experience" label will be used since its use is more common than other suggested names for this factor.

Of these five dimensions, extraversion factor describes the degree of engagement with the external world (Shen et al., 2006). Traits commonly associated with this factor include "sociable, gregarious, assertive, talkative, and active" (Barrick & Mount, 1991: 3). Agreeableness dimension is related to how much people value getting along with others (Shen et al., 2006). Frequently associated traits with this dimension include being "courteous, flexible, trusting, good-natured, cooperative, forgiving, soft-hearted, and tolerant" (Barrick & Mount, 1991: 4). Conscientiousness refers to a person's degree of organization, persistence, hard work, and motivation in the actualization of goal achievement (Zhao & Seibert, 2006). Conscientiousness is conceptualized in three aspects: "achievement orientation (hard-working and persistent), dependability (responsible and careful), and orderliness (planful and organized)" (Judge et al., 1999: 624). Emotional stability dimension, often called with its converse neuroticism, can be defined as the tendency to be secure, emotionally adjusted and calm (Cable & Judge, 2003). Some of the traits associated with this dimension include being relaxed, calm, and stable (in contrast to being anxious and insecure) (De Haan et al., 2009). Openness to experience is "characterized by intellectance (intellectual and philosophical) and unconventionality (imaginative, autonomous, and nonconforming)" (Judge et al., 1999: 625). Some of the aspects of this dimension are artistic interests, imagination, emotionality, adventurousness, liberalism, and intellect (Shen et al., 2006).

One of the few studies examining the relationship between the Big Five personality traits and employee dissent belongs to LePine and Van Dyne (2001). The research results indicated that voice behavior was positively associated with conscientiousness and extraversion, and negatively related with neuroticism and agreeableness. In addition, Packer's (2010) study found that individuals with high levels of Openness and Contentiousness are more likely than others to express dissent.

Ötken and Cenkci's (2012) research on 350 white-collar participants working in different sectors in Turkey showed that responsibility and tidiness predicted both constructive and questioning articulated dissent while extraversion explained the variance in constructive articulated dissent. It was also found that agreeableness and creativity explained the variance in questioning articulated dissent in the negative direction. Additionally, emotional stability explained the variance in displaced and latent dissent in the negative direction.

Based on the above arguments, it is thought that there will be a relationship between personality and organizational dissent. Given that dissent is a personalized act and not every person has a tendency to express their opposite and contradictory opinions about the organization, it is meaningful to investigate the relationship between personality and organizational dissent.

Hypothesis 1: There is a relationship between personality and organizational dissent.

In this present research, organizational climate is studied as a moderating variable on the relationship between employee personality and organizational dissent. Organizational climate has moderating power on many organizational outcomes because it affects organizational processes such as communications, psychological processes, decision-making, commitment, motivation and coordination (Ekvall, 1996). Various models (such as Zultowski et al., 1978; Smith-Crowe et al., 2003; Probst, 2004) studied climate as a moderator variable affecting employee outcomes because it is a critical template to shape employee behavior and attitudes.

2.3. Organizational Climate

Tagiuri and Litwin (1968: 27) defined organizational climate as "the relatively enduring quality of the internal environment of an organization that (a) is experienced by its members, (b) influences their behavior, and (c) can be described in terms of the values of a particular set of characteristics (or attributes) of the organization". Hellriegel and Slocum (1974: 256) defined organizational climate as "a set of attributes which can be perceived about a particular organization and/or its subsystems, and that may be induced from the way that organization and/or its subsystems deal with their members and environment".

A concept that is often used interchangeably with climate is culture. Although these terms are interrelated, there are conceptual differences between the two. Culture indicates the deep structure of organizations, which is embedded in the values, assumptions, and believes of organizational members. On the other hand, climate presents organizational environment as being embedded in the organization's value system, but it is likely to portray these social environments in relatively static terms, describing them as fixed set of dimensions (Denison, 1996). In addition, there are methodological differences between these concepts due to different scientific backgrounds and traditions of climate and culture

researchers (Van Muijen, 1988). Traditionally, climate researchers used quantitative methods (such as questionnaires) as compared to qualitative methods (such as observation, interviews) that were used by culture researchers (Inceoglu, 2002).

A number of organizational climate dimensions have been offered by researchers. Litwin and Stringer's (1968) well-known organizational climate questionnaire distinguishes nine dimensions: organizational structure, individual responsibility, warmth, support, reward, punishment, conflict, standard, and identity. The following descriptions are taken from Litwin and Stringer (1968: 81-82). Structure is the feeling that employees have about the constraints in the group; responsibility is the feeling of being your own boss; reward is the feeling of being rewarded for a well-done job; risk is the sense of riskiness and challenge in the job and in the organization; warmth is the feeling of general good fellowship that dominates the work group atmosphere; support is the perceived helpfulness of the managers and other employees in the group; standards is the perceived importance of implicit and explicit goals and performance standards; conflict is the feeling that managers and other workers want to hear different opinions; identity is the feeling that the employee belongs to the company and a valuable member of a working team.

Jones and James's (1979) study, on the other hand, identified five dimensions of climate across all of their samples: leadership facilitation and support; workgroup co-operation, friendliness and warmth; conflict and ambiguity; professional and organizational esprit; job challenge, importance and variety. Leadership facilitation and support is the degree to which the leader was perceived as helping to achieve work goals through scheduling activities, planning, and the similar, in addition to degree to which he/she was perceived as facilitating interpersonal relationships and providing personal support. Workgroup co-operation, friendliness and warmth in general describes relationships among group members and their pride in the workgroup. Conflict and ambiguity includes items related with perceived conflict in organizational goals and objectives, in addition to ambiguity of organizational structure and roles, poor planning, inefficient job design, and the similar. Professional and organizational esprit includes items associated with perceived external image and desirable growth potential offered by the job and by the organization. It also includes items such as confidence in the leader and perceptions about an open atmosphere to express ideas and thoughts. Job challenge, importance and variety describes items about perceiving a job as challenging, important to the organization, and consisting of a variety of duties, including dealing with others (Jones & James, 1979).

In this current study, organizational climate was measured by a scale developed by Yahyagil. The scale is based on, mainly, Litwin and Stringer's (1968) Organizational Climate Questionnaire, and Schneider et al.'s (1996) study and other leading scholars' works (Kirsh, 2000; Fey & Beamish, 2001; Jones & James, 1979). The scale has 5 dimensions: support/ reward, human relations, risk/freedom/decision making, formalization/communication/ hierarchy, and nature of work/innovative. Yahyagil (2006) indicated that the instrument dimensions were chosen by the author according to the frequency of their usage and the importance given by above listed scholars and the author. More information about this instrument will be given in the methodology section.

Cooil et al. (2009) indicated that there is both significant overlap and variety among organizational climate constructs, and there is little agreement about what constitutes organizational climate. The authors added that this is mostly because organizational climate is very broad and complex concept and partially it consists of a variety of interrelated factors.

In Turkish context, a variety of studies (such as Uysal, 2013; Kaya et al., 2010; Öz et al., 2010; Doğan & Üngüren, 2009) investigated organizational climate concept. For instance, Kaya et al. (2010) conducted a research on 346 employees from 19 banks in Turkey and examined the influence of human resource management (HRM) activities and organizational climate on employee job satisfaction. The findings indicated that organizational climate and HRM activities have significant influence on job satisfaction.

It should be noted that organizational climate is a critical concept for organizations because different aspects of climate have been found to be linked to a number of organizational and employee outcomes. These include job satisfaction (Kaya et al., 2010), individual motivation (Litwin & Stringer, 1968), organizational commitment (Guzley, 1992), firm financial performance (Borucki & Burke, 1999), customer perceptions of service quality (Schneider et al., 1998), and team innovativeness (Açıkgöz & Günsel, 2011). It is thought that organizational climate would play an important role on the relationship between personality and organizational dissent. Different aspects of organizational climate may foster or hinder different personality traits to express organizational dissent. Based on this argument the following hypothesis is formulated:

Hypothesis 2: Organizational climate moderates the relationship between personality and organizational dissent.

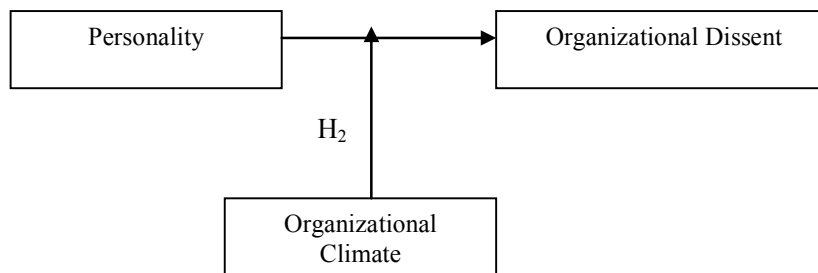The theoretical model of the research is presented in Figure 1.

Figure 1. Theoretical Model of the Study

3. Methodology

3.1. Sample

The questionnaire was distributed to white-collar employees working in Turkey. These participants were employed in different organizations in various industries such as textile, banking, and automotive. Convenience sampling was used in this research. The managers of different organizations in a variety of industries were contacted through personal contacts. The survey questionnaire was distributed in organizations whose management approved such data collection. In total, 537 questionnaires were filled by the respondents and 10 of them were excluded from the research because of the incomplete questionnaires. Thus, the sample consisted of 527 employees. The age of the participants ranged from 21 to 72 years (M=29.89, SD=5.69). 51.2% of the sample was female and 48.6% was male. 68.7% of the participants was single and 31.3% was married. 77.8% of the participants had a university degree, 19.1% had a postgraduate degree, 3.0% had a high school degree. The job tenure of the participants ranged from 1 to 30 years (M=3.75, SD=3.59). Total years of job experience ranged from 1 to 40 (M=7.08, SD= 5.75).

The data came from two sources: Paper questionnaire and online questionnaire. Of those 527 questionnaires, 363 of them were paper questionnaires and 164 were online questionnaires.

3.2. Procedure

The paper questionnaires were distributed to organizations by the researchers or assigned employees from these organizations. The responses were returned to researchers in sealed envelopes. The survey was also placed in an online web site and the link was sent to several online email groups and personal contacts. All respondents voluntarily filled out the self-administered questionnaire. No incentives or inducements were given to the respondents. Of the 450 distributed paper questionnaires, 363 of them returned with a response rate of 80%. The response rate for online questionnaires cannot be determined because the survey was posted to several online email groups. The data was collected within two months.

3.3. Measures

Organizational dissent was measured by the Organizational Dissent Scale (ODS) developed by Kassing (1998). This instrument has 20 items and 3 dimensions measuring articulated/upward dissent, displaced dissent and latent/lateral dissent. In this scale, respondents were asked to evaluate the extent to which each item is true considering how they express their concerns at work. Sample items from the scale include "I do not question management" (articulated dissent, reverse-coded), "I refuse to discuss work concerns at home" (displaced dissent, reverse-coded), "I join in when other employees complain about organizational changes" (latent dissent).

Personality traits were measured by using Goldberg's (Goldberg, 1999; Goldberg et al., 2006) 50-item International Personality Item Pool (IPIP) scale. This instrument measures each of the Big Five personality factors (Extraversion, Agreeableness, Conscientiousness, Emotional Stability, and Intellect/Imagination) by ten items. Sample items from the instrument include "am the life of the party" (extraversion), "feel little concern for others" (agreeableness), and "am always prepared" (conscientiousness).

Organizational climate was measured by a 12-item scale developed by Yahyagil. The scale is in Turkish and based on the Organizational Climate Questionnaire (Litwin & Stringer, 1968) and the study of Schneider et al. (1996) and other leading scholars' works (Kirsh, 2000; Fey & Beamish, 2001; Jones & James, 1979). Yahyagil conducted validity and reliability analyses of the scale and found that the instrument is both valid and reliable (Cronbach's Alpha= .85) (Yahyagil & Aktaş, 2010). Yahyagil tested the measure in a number of studies (Yahyagil, 2001; Yahyagil, 2003; Yahyagil, 2005; Yahyagil, 2006). The final design of the scale was used in a study by Yahyagil & Aktaş (2010). Cenkci and Ötken (2012) used the instrument in their research and the overall Cronbach's Alpha value was found as .84. The instrument has 5 dimensions: support/reward, human relations, risk/freedom/decision making, formalization/communication/hierarchy, and nature of work/innovative. Sample items from the scale are "bureaucratic formalities are at minimum possible level" (formalization/ communication/hierarchy dimension) and "there is no team work among employees" (human relations dimension).

The Organizational Dissent Scale and Goldberg's 50-item International Personality Item Pool (IPIP) scale were translated from English to Turkish by the researchers. The items were back translated to compare English and Turkish versions. The translation of the scales was examined by two bilingual academicians and then corrections were done according to their suggestions. The Turkish version of the questionnaire was pretested with 35 randomly selected participants. Yahyagil's Organizational Climate Questionnaire was already in Turkish.

Participants responded to the survey instruments using a 6-item interval scale ranging from "completely disagree = 1" to "completely agree = 6".

4. Analyses and Results

Factor analysis using principal components solution with varimax rotation was used to observe the factor structure of the scales. First, factor analysis was run for organizational dissent scale. Any item with a factor loading less than .500 or loading to more than one factor was taken out of the analysis. Factors with Eigenvalues 1.00 or more were taken into account in total variance explained. As a result, two items were discarded from the analysis and the remaining items were loaded on three factors explaining the 56.370% of the total variance.

Table 1. Results of Factor Analysis of Organizational Dissent Scale

	Factor Loadings		
Factor 1: Upward Dissent variance: 26.664			
13 I speak with my supervisor or someone in management when I question workplace decisions.	.788		
11 I bring my criticism about organizational changes that aren't working to my supervisor or someone in management.	.739		
15 I make suggestions to management or my supervisor about correcting inefficiency in my organization.	.728		
19 I tell management when I believe employees are being treated unfairly.	.707 .703		
17 I do not express my disagreement to management. *	.700		
5 I'm hesitant to question workplace policies. *	.647		
1 I am hesitant to raise questions or contradictory opinions in my organization. *	.640		
9 I don't tell my supervisor when I disagree with workplace decisions.*	.620		
4 I do not question management. *	.549		
12 I let other employees know how I feel about the way things are done around here.			
Factor 2: Displaced Dissent variance: 15.168		.816	
7 I make it a habit not to complain about work in front of my family. *		.780	
2 I refuse to discuss work concerns at home. *		.710	
20 I talk with family and friends about workplace decisions that I am uncomfortable discussing at work.		.657	
10 I discuss my concerns about workplace decisions with family and friends outside of work.		.564	
16 I talk about my job concerns to people outside of work.			
Factor 3: Latent Dissent variance: 14.538			
8 I make certain everyone knows when I'm unhappy with work policies.			.769
6 I join in when other employees complain about organizational changes.			.610
3 I criticize inefficiency in this organization in front of everyone.			.587

Kaiser-Meyer-Olkin Value: .868   *df*: 153   Bartlett Significance Value: .000   Chi-Square Value: 3658.928

* Reverse-scored items.

These three factors were parallel with Kassing's three factor model and named as upward dissent, displaced dissent and latent dissent as indicated in the literature. All the factors were checked for reliability and Cronbach's Alpha coefficient was found as .860 for upward dissent, .816 for displaced dissent and .687 for latent dissent. The results are shown in Table 1.

Table 2. Results of Factor Analysis of Organizational Climate Scale

	Factor Loadings		
Factor 1: Humanistic variance: 32.026			
5 Employees can easily access the information they need about the work flow.	.741		
11 This organization is usually open to new ideas, technologies, and applications.	.740		
10 Employee performance is the main criterion for evaluation in the reward mechanism.	.705		
6 Employees have good relationships based on mutual trust.	.697		
1 Employees can get the help they need in some way, while working on their tasks.	.694		
3 Senior management expects that all employees participate in decision-making processes related to their work.	.642		
12 Employees have some degree of freedom in planning and executing their work.	.633		
8 There is no team work among employees in work activities.*	.612		
Factor 2: Formalization variance: 14.273			
2 Bureaucratic formalities are in its minimum possible level.		.739	
9 There is high formalization and strict rules in the execution of work activities.*		.738	
Factor 3: Risk Taking variance: 12.111			
4 In general, this organization avoids taking risk when conducting business activities. *			.801
7 In general, work processes are monotonous and routine.*			.646
Kaiser-Meyer-Olkin Value: .870 *df*: 45 Bartlett Significance Value: .000 Chi-Square Value: 1778.693			

* Reverse-scored items.

Factor analysis was run for organizational climate items, too. The results of the analysis showed that twelve items of organizational climate scale were loaded on three factors explaining the 58.410% of the total variance. The factors were named as humanistic, formalization and risk taking. Cronbach's Alpha coefficient was found as .860 for humanistic, .681 for formalization factor and .703 for risk taking. The outcomes of the factor analysis are shown in Table 2.

Finally, factor analysis was run for the Five Factor Personality scale. Eleven items were left out of the analysis because of cross-loading and low factor loading. The remaining 39 items were forced to load on five factors. As a result of the analysis, five factors were found as in the related literature explaining 46.847% of the total variance. Factors were named as "emotional stability", "extraversion", "conscientiousness", "openness to experience", and "agreeableness". The results are tabulated in Table 3.

Table 3. Results of the Factor Analysis of Five Factor Personality Scale

	Factor Loadings				
Factor 1: Emotional Stability, variance: 11.096					
44 Get irritated easily	.738				
39 Have frequent mood swings	.730				
24 Am easily disturbed.	.716				
29 Get upset easily	.708				
14 Worry about things	.673				
4 Get stressed out easily	.656				
34 Change my mood a lot	.655				
49 Often feel blue	.636				
Factor 2: Extraversion, variance: 10.819					
31 Talk to a lot of different people at parties		.713			
21 Start conversations.		.680			
41 Don't mind being the center of attention		.657			
11 Feel comfortable around people		.654			
46 Am quiet around strangers		.614			
16 Keep in the background		.577			
36 Don't like to draw attention to myself		.568			
6 Don't talk a lot		.535			
1 Am the life of the party		.505			
Factor 3: Conscientiousness, variance: 9.042					
33 Like order			.838		
28 Often forget to put things back in their proper place			.734		
43 Follow a schedule			.732		
8 Leave my belongings around			.693		
23 Get chores done right away			.637		
48 Am exacting in my work			.576		
13 Pay attention to details			.523		
Factor 4: Openness to Experience, variance: 7.946					
15 Have a vivid imagination				.727	
30 Do not have a good imagination				.706	
25 Have excellent ideas				.626	
50 Am full of ideas				.593	
10 Have difficulty understanding abstract ideas				.527	
20 Am not interested in abstract ideas				.514	
5 Have a rich vocabulary				.514	
Factor 5: Agreeableness, variance: 7.944					
22 Am not interested in other people's problems					.671
37 Take time out for others					.648
2 Feel little concern for others					.594
32 Am not really interested in others					.580
12 Insult people					.558
17 Sympathize with others' feelings					.539
27 Have a soft heart					.537
7 Am interested in people					.502

Kaiser-Meyer-Olkin Value: .841   *df*: 741
Bartlett Significance Value: .000   Chi-Square Value: 7409.963

* Reverse-scored items.

The means, standard deviations and Cronbach's Alpha values of the subscales are listed in Table 4.

Table 4. Means, Standard Deviations and Cronbach's Alpha Values of Subscales of the Study

Scale	Mean	Standard Deviation	Cronbach's Alpha
Emotional Stability	3.812	.9432	.855
Extraversion	4.072	.7985	.820
Conscientiousness	4.497	.8836	.821
Openness to Experience	4.526	.7169	.760
Agreeableness	3.734	.6745	.750
Upward Dissent	4.468	.8769	.860
Displaced Dissent	3.413	1.1901	.816
Latent Dissent	3.271	1.0604	.687
Humanistic	3.820	1.0219	.860
Formalization	3.445	1.2579	.681
Risk Taking	3.610	1.1436	.703

The association between the Big Five personality model and organizational dissent was tested using multiple regression analysis. The results of the regression analysis between the Big Five personality traits on upward dissent are shown in Table 5. The outcomes indicated that conscientiousness, agreeableness, and openness to experience contribute to upward dissent. Among these significant personality dimensions, openness to experience explains the greatest variance in upward dissent (β= .223, p is less than 1%).

Table 5. Results of the Regression Analysis between Five Factor Personality Dimensions and Upward Dissent

Dependent Variable: Upward Dissent			
Independent Variables:	Beta	t value	p value
Emotional Stability (Factor 1)	.075	1.690	.092
Extraversion (Factor 2)	.039	.802	.423
Conscientiousness (Factor 3)	.095	2.152	**.032**
Openness to Experience (Factor 4)	.223	4.748	**.000**
Agreeableness (Factor 5)	.112	2.490	**.013**
R= .121; R^2 = .112; F value= 13.724; p value= .000			

The regression analysis results between the Big Five personality dimensions and displaced dissent are shown in Table 6. The results of the regression analysis showed that extraversion (β= .156) and emotional stability (β= -.314) factors of the Big Five personality contributes to displaced dissent. No significant relationship was found concerning other personality factors.

Table 6. Results of the Regression Analysis between Five Factor Personality Dimensions and Displaced Dissent

Dependent Variable: Displaced Dissent			
Independent Variables:	Beta	t value	p value
Emotional Stability (Factor 1)	-.314	-7.007	**.000**
Extraversion (Factor 2)	.156	3.217	**.001**
Conscientiousness (Factor 3)	.066	1.481	.139
Openness to Experience (Factor 4)	-.005	-.108	.914
Agreeableness (Factor 5)	-.015	-.338	.736
R= .095; R^2 = .086; F value = 10.490; p value = .000			

The outcomes of the regression analysis between the Big Five personality dimensions and latent dissent are given in Table 7. The findings indicated that only emotional stability have a contribution on latent dissent. No significant relationship was found concerning other personality traits.

Table 7. Results of the Regression Analysis between Five Factor Personality Dimensions and Latent Dissent

Dependent Variable: Latent Dissent

Independent Variables:	Beta	t value	p value
Emotional Stability (Factor 1)	-.220	-4.781	**.000**
Extraversion (Factor 2)	.030	.599	.550
Conscientiousness (Factor 3)	.055	1.199	.231
Openness to Experience (Factor 4)	.059	1.213	.236
Agreeableness (Factor 5)	-.062	-1.303	.193

$R= .049$; $R^2 = .039$; F value = 5.133; p value = .000

Multiple regression analysis was used to investigate the moderating role of organizational climate on the relationship between personality traits and organizational dissent. According to Baron and Kenny (1986), Aiken and West (1991) and James and Brett (1984), the test for moderation should involve a term for the direct effect of the predictor (personality), a term for the direct effect of the moderator (organizational climate) and the interaction term of the two variables. The moderating role is accepted if the interaction term is significant. However, independent and interaction terms create a multicollinearity problem for the regression analysis meaning that interaction terms correlate highly with independent and moderator variables. This situation causes an increase in standard error of beta coefficients and prevents the significant relationships that may be found under normal conditions. In order to avoid such a problem, all variables had been centered before they were entered into the analysis (West et al., 1996: 34). Then, the interaction terms were calculated by multiplying centered independent variables and moderator variables.

A series of regression analyses was conducted to test the moderating role of organizational climate on the relationship between the Big Five personality traits and organizational dissent. Concerning upward dissent, the results showed that humanistic organizational climate has a moderating role on the relationship between conscientiousness and upward dissent. The findings are tabulated in Table 8.

Table 8. Results of the Hierarchical Regression Analysis for Testing the Moderating Role of Organizational Climate

	Dependent Variable: Upward Dissent		
Independent Variables	Step 1	Step 2	Step 3
Conscientiousness	.170*	.142*	.551*
Humanistic Climate		.259*	.856*
Conscientiousness*Humanistic Climate			.769*
R^2	.029	.095	.109
Adjusted R^2	.027	.091	.104
R^2 change	.029	.066	.014
F	15.143*	26.670*	20.746*

*$p<0.05$

Concerning displaced dissent, the outcomes of the regression analysis indicated that formalization organizational climate has a moderating role on the relationship between extraversion and displaced dissent. The results are given in Table 9.

Table 9. Results of the Hierarchical Regression Analysis for Testing the Moderating Role of Organizational Climate

Independent Variables	Dependent Variable: Displaced Dissent		
	Step 1	Step 2	Step 3
Extraversion	.060	.054	.338*
Formalization Climate		-.111*	.420
Extraversion*Formalization Climate			-.597*
R^2	.004	.016	.027
Adjusted R^2	.002	.012	.021
R^2 change	.004	.012	.011
F	1.885	4.147*	4.673*

*$p<0.05$

Regression analyses were conducted to test the moderating role of organizational climate between personality traits and latent dissent. However, no significant role of organizational climate was found between any of the personality traits and latent dissent.

Following the probing procedure recommended by Aiken and West (1991), the regression analysis was taken further. In order to get a further understanding about the moderating role of organizational climate, the sample was split at the median into two groups of high and low moderating variable (e.g. high humanistic organizational climate and low humanistic organizational climate) and additional regression analyses were conducted. This had been done for every significant moderating effect of organizational climate between personality and organizational dissent. As a result of the regression analyses, it was found that humanistic organizational climate has a strengthening role on the relationship between conscientiousness and upward dissent. Additionally, it was found that when there is a low formalization in the organization, extroverted individuals' expression of dissent to external audiences may decrease. However, when there is a high formalization in the organization, no significant relationship is found between extraversion and displaced dissent.

5. Discussion

The findings of this research underline the importance of personality and organizational climate on employee dissent. This conclusion is consistent with former studies. For instance, Kassing (2008) stated that employees' perceptions of their respective organizational climates influence the way employees choose to express dissent. Kassing (2008) also pointed that dissent is a very personalized act and it is suggested that both individual and organizational factors should be taken into consideration when examining employee dissent (Valentine et al., 2001). In accordance with these results, the aim of this study is to examine the relationship between the Big Five personality traits on employee dissent and the moderating role of organizational climate on this relationship.

As a result of the analyses, it was found that conscientiousness, agreeableness, and openness to experience dimensions explained the variance in upward dissent. Conscientious individuals are likely to be achievement oriented and may be more willing to engage in conversations that might improve the situation (LePine & Van Dyne, 2001). Thus, conscientious people might choose to express their dissent to their managers who can influence organizational adjustment. Some of the commonly associated traits with agreeableness dimension are "courteous, flexible, trusting, good-natured, cooperative, forgiving, soft-hearted, and tolerant" (Barrick & Mount, 1991: 4). At the first sight, it might be thought that agreeable people value getting along with others; thus, they might not prefer upward dissent. However, agreeable people's warm, friendly, and sociable personality characteristics might be influencing their expression of dissent directly to their managers. In addition, agreeable people have tendency to involve in more teamwork, are cooperative and have higher quality of interpersonal relationship with others (LePine & Van Dyne, 2001). Thinking that managers might have an influence on solving problems or making adjustments, agreeable people may express their dissent directly to their managers and help them to find solutions with their cooperative and friendly approach. Moreover, openness to experience trait defines someone who is intellectually curious and have tendency to look for new experiences and explore fresh ideas (Zhao & Seibert, 2006). Some of the traits commonly related with openness to experience are intelligent, imaginative, cultured, and broad-minded (Barrick & Mount, 1991). Therefore, these individuals might prefer to express dissent to their managers (upward dissent) instead of to coworkers (latent dissent) and external audiences (displaced dissent). They prefer to express their contradictory opinions and talk about problems with their managers who have direct influence on the issues.

As a result of the analysis, it was seen that emotional stability contributes both to (β= -.314) displaced dissent and (β= -.220) latent dissent. The findings show that emotionally stable individuals do not prefer to discuss their contradictory opinions with their coworkers, family members or non-work friends. Emotional stability is defined by "the lack of anxiety, hostility, depression and personal insecurity" (Barrick et al., 2001, p. 11). LePine and Van Dyne (2001) indicated that emotionally stable people will make suggestions for change because these individuals do not feel helpless (in other words, they believe that they can affect the situation) and have higher self-esteem. Therefore, emotionally stable people might not see any use of that sharing the issues related to his/her organization with third parties who have no control over the issues or problems within the organization.

Moreover, it is interesting to find that there is a positive relationship between extraversion and displaced dissent. Some of the common traits associated with extroverted individuals are active, sociable, assertive, and talkative (Barrick & Mount, 1991). Because of these characteristics, extroverts might choose to tell their dissent to external audiences such as their families and friends outside of work. They can easily share their problems and express their contradictory opinions to their family members or non-work friends.

In line with these findings, Packer's (2010) study indicated that individuals with high levels of openness and conscientiousness have more tendency to express dissent. Furthermore, LePine and Van Dyne's (2001) study found that voice behavior was positively related with conscientiousness and extraversion and negatively related with neuroticism.

Furthermore, the findings showed that humanistic organizational climate has a moderating role on the relationship between conscientiousness and upward dissent. When the probing procedure suggested by Aiken and West (1991) was used, it was found that

humanistic organizational climate has a strengthening role on this relationship. According to the study outcomes, humanistic climates have characteristics such as supporting employee participation, teamwork, information sharing, trust-based good relationships among employees, and the similar. Organizations emphasizing human relations motivate especially, their conscientious employees for open communication and welcome their disagreements and criticisms. When there is a supportive and trust-based environment in the organization, employees who are achievement oriented, dependable, and organized (Judge et al., 1999) are likely to express their dissent directly to managers. Shadur et al.'s (1999) study supports this conclusion. Shadur et al.'s (1999) research indicated that supportive climates significantly predicted employee involvement variables such as organizational communication, participation in decision making and teamwork.

In addition, the results pointed that formalization organizational climate has a moderating role on the relationship between extraversion and displaced dissent. Formalization characterizes how much communications and procedures in an organization are written down and filed (Pugh et al., 1963). In highly formal organizations, written procedures and clear rules are extensively used. This situation hinders the discussion about how things should be done, and limits developing alternative creative solutions (Martínez-Leó & Martínez-García, 2011). As, formalization increases, behavior is more regulated and restricted, and directed towards a small set of choices offering limited freedom and decreasing the expression of individual differences. On the other hand, in less formalized environments, there will be fewer guidelines, more chances for discretion, and therefore more freedom for the expression of individual differences (Hirst et al., 2011). In line with these statements, as a result of the further regression analysis, this current study points that when an organization supports low formalization and the expression of different ideas, extroverted individuals' expression of dissent to external audiences may decrease. Since these individuals cannot find an environment to express their problems and contradictory opinions within the organization, they use a displaced dissent strategy and talk with external audiences. However, if the organization supports a less formalized climate, then they would perhaps dissent to management directly.

This study provides new insights to employee dissent but it has some limitations. Firstly, both independent and dependent variables were gathered from the same source. This may lead to common method variance due to single-source bias. In addition, convenience sampling was used and this limited the generalizability of the results. Moreover, the data were gathered from participants employed in different organizations. This research lacked the opportunity to make comparisons between specific organizations and industries because the number of employees participated to the study from different organizations was not representative of their respective organizations. In addition, the research sample might not fully represent all cultural spectrums in Turkey and other countries in the world. This situation may limit the generalizability of study outcomes in other contexts. Furthermore, in this research, organizational climate scale items were loaded on three factors that differed from the five factors offered by Yahyagil. This result creates another limitation of the study.

6. Conclusion

The aim of this study is to investigate the relationship between the Big Five personality dimensions and employee dissent strategy selection and the role of organizational climate as a moderating variable. The results supported the relationship between personality dimensions, organizational climate and employee dissent. Among other findings, this

research pointed that conscientiousness, agreeableness, and openness to experience personality traits explain the variance in employees' expression of dissent upwardly. In addition, it was found that in organizations, emphasizing human relations, employee participation, information sharing, and low formalization, employees are motivated to express their dissent to management. If management does not embrace employee concerns or disagreements, employees may prefer to express their dissent to outside audiences. Although external audiences cannot make the situation better, they listen and provide support (Cenkci & Ötken, 2012). However, employee input and opinions can be used by modern organizations to deal with today's competitive and dynamic environments. Organizations that manage employee dissent can more easily adapt to changes in the environment and gain competitive advantage.

The results of this study have several implications. These findings can be beneficial for organizational leaders and human resource practitioners to understand employee dissent. Practical implications of this research are also important in creating an organizational environment that supports the expression of disagreement or contradictory views. Managers may utilize the study findings about the role of employee personality and organizational climate to motivate employees' upward dissent. For instance, the outcomes underline the importance of humanistic organizational climates, which moderates the relationship between conscientiousness and upward dissent. This finding points the importance of creating a work environment that supports employee participation, teamwork, trust-based relationship between employees and the similar. In addition, it was found that when there is a low formalization in the organization, extroverted employees' dissent to external audiences might decrease. This outcome underlines the importance of a work atmosphere where low formalization and employee discretion are encouraged. These findings can be taken into account by organizational managers to create an environment that encourages employee freedom of speech within organizations. Moreover, the study results can also be incorporated into employee training and development programs, especially into leadership development programs. In addition, organizations could use these findings in increasing the effectiveness of employee feedback and participation programs.

This research provides new perceptions on organizational dissent but some aspects needs to be investigated with further studies. Future studies can include different organizational climate variables such as conflict or individual responsibility dimensions of Litwin and Stringer's (1968) study. Moreover, testing alternative models with additional variables such as leadership or organizational culture would bring new perspectives to organizational dissent. Furthermore, future studies on employee dissent especially in non-U.S. settings can be fruitful.

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