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The Moderating Role of Perceived Supervisor Support on the Relationship Between Organizational Dissent and Intention to Leave

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Abstract

The goal of this study is to analyze the relationship between organizational dissent, perceived supervisor support and intention to leave. A review of the literature did not yield many academic studies on the concepts of organizational dissent, perceived supervisor support and intention to leave. Therefore, the originality of this research is that it fills the gap mentioned in the literature. In addition to making a literature review about the concepts mentioned in the study, it is aimed to determine the role of perceived supervisor support on the relationship between organizational dissent and intention to leave. For this purpose, quantitative research was carried out with 313 white-collar employees who were also studying in foundation universities in Istanbul. According to the results of the research, it is determined that there are significant relationships between organizational dissent, perceived supervisor support and intention to leave. Another result of the study is that perceived supervisor support has a moderator role on the relationship between organizational dissent and intention to leave.

Keywords

Organizational Dissent, Perceived Supervisor Support, Intention to Leave

Jel Code: M1, M10, M12, M19, O15

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Introduction

Nowadays, one of the most significant issues of organizations is to satisfy their employees. Although organizations try to satisfy their employees, they sometimes face unsatisfactory conditions. When employees are not satisfied, they often share their disagreements and conflicts with each other. In this case, employees make organizational dissent. However, organizational dissent can be seen as risky by employees, because they think that organizational dissent will negatively affect their livelihoods, professionalism, and relationships with their colleagues. For this reason, employees may remain reserved while expressing their disagreements.

In cases when employees cannot voice their disagreements and opinions in the workplace, when they make organizational dissent and do not receive a response or when their expectations are not met, their intention to leave will increase. However, one of the most important factors for the sustainability of organizations in today's competitive environment is to ensure the continuity of their employees.

There are many factors that ensure the continuity of employees in the workplace. One of them is supervisor support. If employees feel that their managers are with them in all conditions, they will receive supervisor support. Employees who feel that their supervisors are with them may not intend to leave their job.

However, managing organizational dissent is very important for the sustainability of businesses. Because organizational dissent is needed in order to resolve conflicts and problems, to develop the organization and to generate new ideas. In addition, employees who think that their manager is with them will be able to express their ideas and thoughts easily with the perception of supervisor support. In addition, employees who receive support from their supervisor may want to continue in their organizations instead of intending to leave. In this way, organizations can survive in a competitive environment and ensure their sustainability.

Within this scope, in the literature section, a literature review about organizational dissent, perceived supervisor support and intention to leave will be given. In the research section, there will be research on white-collar workers who are studying at a foundation university and who are working. In this research, the role of perceived supervisor support on the relationship between organizational dissent and intention to leave will be discussed. An examination of the related literature reveals a lack of research done on the concepts of organizational dissent, perceived supervisor support and intention to leave. This information gap is the source of motivation for this research. Additionally, as this study was conducted with white-collar workers from different sectors, it is thought that this study will yield diverse results. Therefore, it is thought that this study will contribute to the literature.

Literature Review

Organizational Dissent

As a concept, dissent has been a dominant theme in all processes in the history of humanity (Redding 1985). Although dissent has generally been dealt with in political science, today it also attracts attention in management science. For this reason, this concept has started to be analyzed in the context of intra-organizational relations and the concept of organizational dissent has emerged (Özdemir, 2010).

Kassing (1998, p.183) describes organizational dissent as "feeling apart from one's organization and expressing disagreement or contradictory opinions about one's organizations". In other words, organizational dissent occurs when a member of an organization has different feelings from the organization and the person expresses opposing or contradictory ideas or disagreement about the organization (Kassing, 1998).

If members of an organization express their opposing and negative opinions about the work they do or the work done in the workplace, they will make organizational dissent (Al-Busaidi 2014; Ingwar 2014; Özdemir 2010). In addition, organizational dissent is also an expression of employees' opinions about policies, processes, or practices in the organization (Graham 1986; Kassing 1997b). Besides, organizational dissent is not only an attitude towards managers and management in the organization, but also includes the views and differences of opinions of the employees with each other (Graham 1986).

Organizational dissent is accepted as destructive behavior (Kassing 2011a; Kassing 1997b). However, organizational dissent is not just opposition to something. Organizational dissent aims at the development of the organization by bringing new perspectives, situations and problems to organizations. Therefore, in an organization with an understanding of organizational dissent, employees will be able to express their problems freely (Sadykova and Tutar 2014). The concept of organizational dissent has been discussed in three dimensions according to Kassing (1997a). These are articulated dissent, latent dissent, and displaced dissent.

According to Kassing (1997b, p.327), articulated dissent occurs "when employees express their dissent within organizations to audiences that can effectively influence organizational adjustment." In other words, articulated dissent is employees' expressions of their opposing views about organizational policies and practices to their managers (Ingwar 2014; Kassing 1997b). When the members of an organization believe that the issues they oppose will be perceived constructively and positively, they dissent upward. For this reason, articulated dissent emerges in situations that are constructive and will be perceived positively by the managers (Al-Busaidi 2014; Kassing 1997b).

Latent dissent occurs "when employees believe that they possess comparatively poorer quality relationships with their supervisors, when their organizations are comparatively intolerant of employee feedback, and when they register comparatively low levels of satisfaction and commitment" (Kassing 2011b, p.227). In other words, latent dissent occurs when employees express their dissenting opinions to their friends in the organization with the fear that their interests will be harmed. Therefore, latent dissent arises when the members of an organization cannot express themselves to their managers (Kassing and Avtgis 1999).

According to Kassing (1997b, p.327) displaced dissent occurs "when employees choose to express their dissent to external audiences, to ineffectual internal audiences, and in concert with other employees. External audiences include nonwork friends, spouses/partners, strangers, and family members." In displaced dissent, employees express their dissenting opinions to people outside the organization. Thus, they reduce the hostile behaviors that may occur against them within the organization (Avtgis et al. 2007). In addition, employees in displaced dissent may not think of leaving their organizations, but they leave the organization psychologically by sharing these oppositional views with people outside the organization (Kassing 1997b).

Among the main causes of organizational dissent are role conflict (Garner 2006), insensitive behavior by management to the needs of employees (Redding, 1985), lack of communication of employees with each other, ineffective decisions, injustice in resource allocation, low performance of organizational members (Kassing 1997b) and illegal practices in the organizations (Kassing 1997a).

Organizational dissent enables organizations to adapt to changing conditions and be sustainable (Kassing 2011a). In addition, organizational dissent has many positive results such as increasing innovation and creativity (Aksel 2013), job satisfaction (Lutgen-Sandvik et al. 2011; Avtgis et al. 2007), perception of justice (Avery and Quinones 2002), and improving decision-making processes (Hegstrom 1990; Redding 1985). However, when managers do not consider or suppress the employees' dissenting issues, the organization becomes autocratic by moving away from being a democratic structure. This situation may cause polarization, discrimination and conflicts within the organization and increase the intention to leave (Shahinpoor and Matt 2007).

Perceived Supervisor Support

Perceived supervisor support is the manager's friendly and helpful behavior towards his employees and socio-emotional conduct with them (Rhoades, et. al., 2001). According to another definition, perceived supervisor support is how much managers value the contributions of employees (Alkhateri, et al., 2018) and the degree to which they care about their well-being (Janse van Rensburg, 2017). In other words, perceived supervisor

support is the general view that managers care about the welfare of their employees (Maertz, et al., 2007). Therefore, managers' perception of positive employee behavior increases the employees' perception of supervisor support (Pekdemir, et al., 2013).

Perceived supervisor support has many positive outcomes, such as increasing motivation, job satisfaction (Alkhateri, et al., 2018), commitment (Gagnon and Michael, 2004), organizational citizenship behavior (Gordon, et al., 2019), work engagement (Janse van Rensburg, 2017), trust (Gagnon and Michael, 2004) and employee performance (Arici, 2018). In addition, both physical and mental health of employees who receive support from their supervisor will be positively affected (Arici, 2018; Janse van Rensburg, 2017).

Moreover, the fact that managers take care of their employees and pay special attention to them also increases the quality of the relationship between them (Rhoades, et al., 2001). If the relationship between the employee and the supervisor is good, intention to leave may decrease. In other words, supervisor support reduces employees' intention to leave (Arici, 2018; Alkhateri, et al., 2018; Dysvik and Kuvaas, 2013; Gagnon and Michael, 2004; Maertz, et al., 2007).

In addition, according to Janse van Rensburg et al (2017), employees leave their supervisors, not their workplaces. In other words, organizations can reduce their employees' intention to leave with increased supervisor support (Kalidass and Bahron, 2015). Besides, supervisor support is also important in terms of providing an environment where employees can freely express their ideas. In other words, employees can develop and express their ideas and offer solutions to organizational problems thanks to the support they receive from their managers (Škerlavaj, et al., 2014). Therefore, when employees freely express their ideas, they make organizational dissent (Sadykova and Tutar 2014).

Intention to Leave

Intention to leave is an employee's desire to leave an organization (Mobley, 1979). Before an employee leaves the job, he/she has an intention to leave (Bedeian 2007). Intention to leave consists of "destructive and active actions of employees when they are not satisfied with their working conditions" (Khalique, et al. 2018). In addition, intention to leave is the tendency of the employee to leave the social system on his/her own initiative (Gaertner 1999).

Researchers have sought answers to the question of why employees leave their companies. As a result of these studies, job dissatisfaction, weak organizational commitment (Yavan 2017), low wages (Chang and Chang 2008), employer's failure to meet employee expectations, increased workload, physical conditions in the workplace

(Onay and Kılcı 2011), work stress, and loneliness and mobbing at work (Yenihan et al., 2014) have been stated the reasons for employees' intention to leave. In addition, employees may intend to leave their job when there are job alternatives where they can work in better conditions (Bartlett 1999). Also, according to Graen et al. (1982) and Munn et all. (1996), lack of supervisor support may lead to turnover intention. Therefore, employees who do not receive support from their supervisor may intend to leave (Hatton and Emerson, 1998).

Intention to leave has positive and negative consequences. Among the negative results, compensation paid to employees as well as time and money spent on hiring a new employee bring additional costs (Şahin, 2011). In addition, the loss of a senior or experienced employee by leaving the job may cause an increase in job stress and decrease in employee satisfaction for the employees remaining in the organization. This situation may decrease the income, profitability, and efficiency of the organization in the long run (Demirbaş and Haşit 2016). In addition, when employees leave their jobs, it may result in their transferring confidential information, processes, and strategic decisions of their businesses to rival businesses (Güzel 2019).

However, employee turnover can be beneficial in certain situations. Employees who have high seniority often earn higher wages. Replacing high-paid employees with low-paid new and young employees will contribute positively to the budget of the organization and result in savings (McKnight, 2002). In addition, since employees who intend to leave their job will have low commitment to the organization, it can offer the organization the opportunity to find replacement employees with enthusiasm and the desire to work, instead of keeping low-performing employees (Sirota and Klein, 2013).

Research Methodology

Purpose and Importance of the Research

Today, employees are often faced with unsatisfactory and contradictory environments in their organizations. Employees generally want to share these negative experiences. However, employees often have conflicts in expressing these situations because of the risk of losing their jobs and the thought that their relationships with their managers and colleagues may be endangered. In cases where employees can express these negative experiences, they make organizational dissent.

As the disagreements and opposing opinions of the employees within the organization increase, they want to express them. If the employees have a perception that they receive support from their supervisors and they think that their supervisors value them and care about their ideas, they will be able to make organizational dissent. In addition, employees who think that their supervisor is there for them in all circumstances may

not show an intention to leave because they have positive communication with their supervisor.

However, employees who dissent to their organization may intend to leave their job when their expectations are not met. Employees who intend to leave their job may leave the job at the end of this process or they may not and continue in their organizations. However, in both cases, it can have negative consequences for organizations. In situations that result in leaving the job, the organization may lose valuable employees. In cases that do not result in leaving the job, the productivity of the employees may decrease. This situation is very important for the sustainability of organizations in a competitive environment.

Within this scope, the concepts of organizational dissent, perceived supervisor support and turnover intention are very important in terms of the sustainability of organizations. Therefore, as stated above, it has been thought that the concepts may be related to each other. In addition, according to the literature review, studies on the concepts of organizational dissent, perceived supervisor support and intention to leave have not been discussed much before, which has been the source of motivation for this research. Additionally, this study has gained originality due to the opinion that it will increase the diversity of the results because it is conducted with white-collar workers working in different sectors.

Participants and Sampling of the Research

This research was carried out on white-collar workers who were studying in foundation universities in Istanbul and working in different sectors. The reason the study was conducted with graduate students was thought to be that these people tend to improve themselves and that they can transfer the knowledge or ideas they have acquired to their businesses without hesitation. Moreover, if the research was conducted in businesses, the employees may not have been objective while answering the statements about the concepts of organizational dissent, perceived supervisor support and intention to leave. It has been learned that 812 students have active registration from the student affairs of the university. The sample size was determined as 204 from a population of 812 participants, at a 95% confidence interval and 5% significance level. A convenience sampling method was used. The data was obtained from 313 respondents.

Research Model, Variables and Hypothesis of the Study

In this research, there are three variables. The independent variable is organizational dissent. The dependent variable is intention to leave. The moderating variable is perceived supervisor support. The moderating variable is a variable that affects the strength and direction of the relationship between the independent variable and the dependent variable (Baron and Kenny,1986).

The research model is given in Figure 1. It has been demonstrated that there is moderating role of perceived supervisor support on the relationship between organizational dissent and intention to leave.
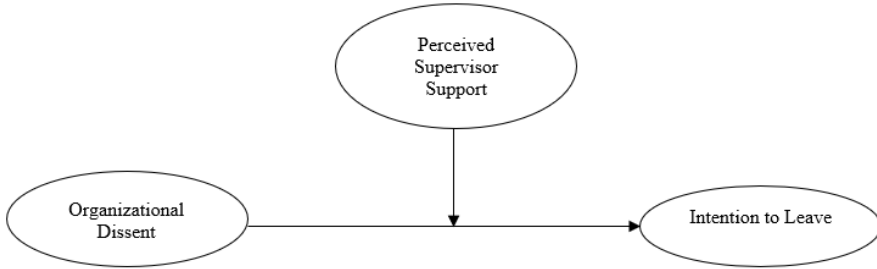

Figure 1. *Research Model*

According to the research model, the research hypothesis is determined as:

H1: Perceived supervisor support significantly moderates the relationship between organizational dissent and intention to leave.

Measurement Instrument of the Research Variables

A survey method was used in this research. Organizational dissent was measured by a scale developed by Kassing (1998). This scale consists of 20 items with 3 dimensions: articulated dissent, latent dissent, and displaced dissent. Perceived supervisor support was measured by the scale developed by Eisenberger et. all. (1986) with 8 items. Intention to leave was measured by the scale developed by Mobley (1979) with 3 items. The items in all three scales have been measured by using a 5-point Likert type scale.

Findings

Descriptive Statistics

57 % of the participants were men, and 43% of them were women. 53% of the respondents indicated they were married, and 30% of them had children. 20% of respondents at under 25, 27% at 26 to 30, 26% at 31 to 35, 27% at 36 and above ages. The percentage of employees were 80% and 20% of them were managers. Participants' occupation tenure was 26% at 1 to 4 years, 30% at 5 to 8 years, 17% at 9 to 12 years, 27% at 13 years or more. Participants' current company tenure ranged from 23% at and under 1 year, 36% at 2 to 4 years, 20% at 5 to 7 years, 21% at 8 years or longer. Participants' current manager tenure was 41% at and under 1 year 38% at 2 to 3 years, 21% at 4 years or more.

Factor and Reliability Analysis of Variables

Organizational dissent scale KMO value was 0.90, perceived supervisor support scale KMO value was 0.93, intention to leave scale KMO value was 0.78. All of them were found significant at 0.000 level.

According to Hair (1998) factors with high cross loadings must be excluded. Therefore, the organizational dissent scale item 4 which was *"I do not question management"* was eliminated. The original of the organizational dissent scale consisted of 3 dimensions called "articulated dissent", "displaced dissent", and "latent dissent". In the factor analysis, it was found that organizational dissent was measured with three dimensions as in the original scale in this study. "Articulated dissent" factor loading values were found between 0.86- 0.58; "displaced dissent" factor loading values were found between 0.84- 0.70; "latent dissent" factor loading values were found between 0.75- 0.65. Explained variances of 3 factors and the total explained variance of the scale were found as: "articulated dissent" as the 1st factor explains 26% of the variance, "displaced dissent" as the 2nd factor explains 22% of the variance, and "latent dissent" as the 3rd factor explains 15% of the variance. The total explained variance was 63%.

According to the result of reliability analysis regarding the organizational dissent scale, Cronbach Alpha was 0.90, perceived supervisor support scale, Cronbach Alpha was 0.95 and the intention to leave scale Cronbach Alpha was 0.97.

As a result, after the factor and reliability analysis, the latest situation of the organizational dissent scale, perceived supervisor support scale and intention to leave scale was the same as in the original.

Descriptive Statistics and Correlation Analysis of Variables

The correlations between variables, means, and standard deviations are reported in Table 1.

Table1

Descriptive statistics and correlations for study variables

	M	SD	1	2	3	4	5	6
Articulated Dissent	3.77	0.75	1	-0.60	0.28**	0.63**	0.35**	-0.78
Displaced Dissent	2.70	1.02		1	0.46**	0.67**	-0.60	0.31**
Latent Dissent	2.85	0.80			1	0.77**	-0.002	0.31**
Organizational Dissent	3.38	0.61				1	0.16**	0.25**
Perceived Supervisor Support	3.50	0.95					1	-0.38**
Intention to Leave	2.50	1.34						1

**Correlation is significant at the 0.01 level (2-tailed)

Table 1 shows that articulated dissent had a significant positive correlation with latent dissent (r= 0.28 p <.01), organizational dissent (r= 0.63 p <.01) and with perceived

supervisor support (r= 0.35 p <.01). Displaced dissent had a significant positive correlation with latent dissent (r= 0.46 p <.01), organizational dissent (r= 0.67 p <.01) and with intention to leave (r= 0.31 p <.01). Latent dissent had a significant positive correlation with organizational dissent (r= 0.77 p <.01) and with intention to leave (r= 0.31 p <.01). Organizational dissent had a significant positive correlation with perceived supervisor support (r= 0.16 p <.01) and with intention to leave (r= 0.25 p <.01). Perceived supervisor support had a significant negative correlation with intention to leave (r=-0.38 p <.01).

Hypothesis Testing: Measuring Moderating Effect

The purpose of this study was to demonstrate that there is a moderating role of perceived supervisor support on the relationship between organizational dissent and the intention to leave.

For the purpose of this study, the research hypothesis was determined as:

H1: Perceived supervisor support significantly moderates the relationship between organizational dissent and intention to leave.

In this study, in order to overcome the multicollinearity problem that may occur in the analysis, the analyses were carried out by subtracting the centered means of independent and moderating variable from each mean value.

A further regression analysis was conducted to examine whether perceived supervisor support moderates the relationship between organizational dissent and intention to leave. F statistics = 38.064 and p = 0.00 demonstrate that the regression analysis was statistically accepted. The results of the moderated hierarchical regression analysis are shown in Table 2. According to Table 2, "organizational dissent" alone explains 5.6% of the intention to leave (Adjusted R^2 = 0.056, p< 0.01), then "moderating variable: organizational dissent x perceived supervisor support" explains 9.4% of the intention to leave (Adjusted R^2 = 0.094, p< 0.01). When the results are evaluated, it can be said that the interaction of organizational dissent and perceived supervisor support predicts an intention to leave.

Table 2

Results of the moderated hierarchical regression analysis

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
Model 1	0.243	0.059	0.056	1.30988
Model 2	0.317	0.100	0.094	1.28309
a. Predictors: (Constant), Organizational Dissent				
b. Predictors: (Constant), Organizational Dissent X Perceived Supervisor Support				
c. Dependent Variable: Intention to Leave				

A moderated hierarchical regression analysis was used to investigate the moderating effects of perceived supervisor support on the relationships between organizational dissent and intention to leave. According to Baron and Kenny (1986), a test for moderation should include a term for the direct effect (intention to leave) of the predictor (organizational dissent), a term for the direct effect (intention to leave) of the moderator (perceived supervisor support) and the interaction term of the two. The moderating effect is supported if the interaction term is significant.

As mentioned above, in order to measure the moderating effect, a hierarchical regression analysis by Baron and Kenney (1986) was applied in three steps. As seen in Table 3, according to this approach, for the moderating test of the first step, organizational dissent had positive effect on intention to leave. In other words, when one unit increased in organizational dissent, intention to leave increased by 0.343 (β). Therefore, it can be said that as organizational dissent increases, intention to leave also increases. For the second step, perceived supervisor support had a negative effect on intention to leave. In other words when one unit increased in perceived supervision support, intention to leave decreased by -0.418(β). Therefore, it can be said that as perceived supervision support increases intention to leave decreases.

As a result of the analysis, it was observed that there was a change in the beta coefficients. A third step analysis was conducted to test whether this change was caused by the moderator variable. As seen in the third step analysis, the effect of the interaction term is significant.

In other words, Table 3 also shows that when perceived supervisor support interacted with organizational dissent as a moderator, it affected intention to leave. Put another way, when one unit increased in interaction with organizational dissent and perceived supervisor support, intention to leave also increased by 0.177 (β). It can also be said that organizational dissent turned a negative relationship between perceived supervisor support and intention to leave into a positive relationship.

Table 3

Results of the moderated coefficients

Coefficients					
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	B		
(Constant)	2.440	0.066		37.041	0.000
Organizational Dissent	0.463	0.067	0.343	6.860	0.000
Perceived Supervisor Support	-0.564	0.067	-0.418	-8.472	0.000
Organizational Dissent X Perceived Supervisor Support	0.169	0.047	0.177	3.570	0.000

a. Dependent Variable: Intention to Leave

Moreover, as seen from Table 3, perceived supervisor support affects the direct relationship between organizational dissent and intention to leave. So, according to the research result, perceived supervisor support was a pure moderator on the relationship between organizational dissent and intention to leave. Thus, the H_1 hypothesis is accepted.

According to the results of the analysis, when employees show organizational dissent behavior, their intention to leave will increase. However, considering the beta coefficients, employees will experience a relative decrease in their intention to leave when they receive perceived supervisor support.

Conclusion, Limitations and Recommendation

In today's competitive environment, one of the most important factors in ensuring the sustainability of organizations is to encourage the organizational dissent behavior of employees, because organizational dissent can be an opportunity for employees and managers to resolve unsatisfactory conditions, disagreements and opposing ideas.

However, many employees may think that exhibiting organizational dissent behavior poses significant risks, because employees think that when they make organizational dissent, they will lose their positions and will harm their relations with their managers and colleagues. In addition, employees may not make organizational dissent when they think that their expectations will not be met.

In other words, when employees make organizational dissent, if their expectations are not met, their intention to leave may increase. Intention to leave is the employee's thoughts of leaving the job or the desire to leave the job soon. Therefore, intention to leave is a desire that occurs in the mind of the employee as a result of many reasons.

In this context, how the organizational dissent behaviors of the employees affect their intention to leave is an important issue. While organizational dissent occurs by voicing disagreements and opposing views within the organization, the intention to leave is formed in the mind of the employee according to whether these disagreements and opposing ideas will be resolved or not.

However, as the disagreements and opposing opinions of the employees within the organization increase, they want to express them. If the employees have the perception that they receive support from their supervisors, in other words, when the employees think that their supervisors value them and care about their ideas, they will easily make organizational dissent. In addition, employees who think that their supervisor is there for them in all circumstances may not show an intention to leave because they have positive communication with their manager.

In this context, this study examines the moderating role of perceived supervisor support on the relationship between organizational dissent and intention to leave.

The results of this research show that there is a positive relationship between organizational dissent and intention to leave, because ignoring the organizational dissent by the managers and not meeting the expectations of the employees may cause the employees to leave. This result also supports the studies of Kassing et al. (2012), Ötken and Cenkci (2014) and Tuğrul and Koçoğlu-Sazkaya (2021).

This study results also claims that there is a positive relationship between organizational dissent and perceived supervisor support. Kassing et al. (2012) and Ötken and Cenkci's (2014) studies also support this result. Meanwhile, when the result of the research is examined based on the sub-dimensions of organizational dissent, it is seen that there is only a relationship between articulated dissent and perceived supervisor support. In other words, articulated dissent, that is, organizational dissent to the supervisor, and perceived supervisor support are positively related. If employees have the perception that they receive support from their supervisors, or in other words, when the employees think that their supervisors value them and care about their ideas, they will easily be able to perform organizational dissent and especially articulated dissent behavior.

The negative relationship between perceived supervisor support and intention to leave is another result of this study. Employees who do not think that their supervisor is with and supporting them will be able to leave the job. That is to say, if employees feel that their supervisors are there for them under all conditions, they will receive supervisor support. These employees may not intend to leave. Alkhateri, et al., (2018), Arici, (2018), Janse van Rensburg, et al., (2017), Gordon, et. all., (2019), Kalidass and Bahron (2015), Taş and Özkara's (2020) studies also support this result.

Another result of this study shows that perceived supervisor support has a moderating role on the relationship between organizational dissent and intention to leave. Organizational dissent will increase employees' intention to leave. Otherwise, when employees receive support from their supervisors, there will be a relative decrease in their intention to leave. Therefore, when businesses want their employees to exhibit organizational dissent behaviors and at the same time when they want to ensure continuity in employment, they should provide supervisor support. In other words, the employees who think that they have received support from their supervisor will be able to express their ideas easily and show organizational dissent behavior. This situation may reduce the employee's intention to leave.

Moreover, organizational dissent is very important to ensure the sustainability of businesses, because organizational dissent is needed to resolve conflicts and problems, develop the organization and generate new ideas. In addition, employees who think that

their supervisor is with them will be able to express their ideas and thoughts easily with the perception of supervisor support they have. Furthermore, employees who receive support from their supervisors may want to continue in their organizations instead of having an intention to leave. In this way, organizations can survive in a competitive environment and ensure their sustainability.

The fact that this study was carried out only on employees who were educated at a foundation university and also take part in working life does not mean that the findings of the research will reflect all employees. For this reason, it is not possible to make any further generalizations about the results of the research. Another limitation of this research is that it was evaluated with a subjective approach based on the opinions of the employees.

In this direction, some suggestions were made for businesses and researchers in the study. Businesses should support employees in eliminating disagreements, opposing ideas and dissatisfaction that cause organizational dissent. In addition, businesses should ensure that employees do not see organizational dissent behavior as a risk. In other words, business should encourage their employees to make organizational dissent. Moreover, business should provide perceived supervisor support to their employees in order to decrease intention to leave. In this way, business could be sustainable.

It is proposed for future researchers to consider topics such as leadership style, leader-member exchange, personality, organizational commitment, organizational citizenship, as well as to contribute to the field of social sciences by examining the study by considering the distinction between private and public sector.

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