

An investigation on the effect of enneagram types on organisational dissent

Una investigación sobre el efecto de los tipos de eneagrama en la disidencia organizacional

Ahmet Erkasap^a
Beliz Ülgen^b

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Abstract

The purpose of this study is to examine the effect of Enneagram personality types on organisational dissent strategies. A convenience sampling was used and 509 Turkish participants completed the online survey questionnaire. Basic Linear Regression Analysis using SPSS 24.0 was used to analyse the data. The results show that “the Peacemaker” and “the Helper” have a negative effect on organisational dissent. On the other hand, “the Adventurer” and “the Skeptic” personality types have a positive effect on organisational dissent. For articulated dissent, the Peacemaker” and “the Helper” both have a negative effect whereas “the Adventurer” type has a high positive effect. Lastly “the Observer” and “the Skeptic” have a positive effect on latent dissent. Considering these results, it can be said that extraverted and fearless employees use articulated dissent more. In addition, latent dissent is used more by employees who have commitment to the job and who like to keep quiet and focus on the task at hand rather than to create an unexpected result. Overall, the results support the association between certain Enneagram personality types and employee dissent. Organisations might use the findings to create a more open and democratic organisational climate that supports the expression of different ideas and thoughts in order to achieve greater success in the employees’ personal targets and organisational targets. Organisational leaders may apply the study outcomes regarding the role of employee personality to cre-

Resumen

El propósito de este artículo es examinar el efecto de los tipos de personalidad del eneagrama en las estrategias organizacionales de disidencia. Se utilizó un muestreo de conveniencia y 509 participantes turcos completaron el cuestionario de la encuesta en línea. Se utilizó el análisis de regresión lineal básico con SPSS 24.0 para analizar los datos. Los resultados muestran que “The Peacemaker” y “The Helper” tienen un efecto negativo en el disenso organizacional. Por otra parte, los tipos de personalidad “el aventurero” y “el escéptico” tienen un efecto positivo en el disenso organizacional. Para la disidencia articulada, “The Peacemaker” y “The Helper” tienen un efecto negativo, mientras que el tipo “The Adventurer” tiene un alto efecto positivo. Por último, “The Observer” y “The Skeptic” tienen un efecto positivo en Latent Dissent. Teniendo en cuenta estos resultados, se puede decir que los empleados extrovertidos y valientes utilizan más la disidencia articulada. Además, la disidencia latente es más utilizada por los empleados que están comprometidos con el trabajo y les gusta quedarse callados y concentrarse en la tarea que tienen entre manos en lugar de crear un resultado inesperado.

En general, los resultados respaldan la asociación entre ciertos tipos de personalidad del eneagrama y la disidencia de los empleados. Las organizaciones pueden usar los hallazgos para crear un clima organizacional más abierto y democrático que apoye la expresión de diferentes ideas y pensamientos para

^a Istanbul Gedik University, Faculty of Economics, Administrative and Social Sciences, Istanbul, Turkey. Email: ahmeterkasap@gmail.com

^b Istanbul Commerce University, Faculty of Business/Department of Business Administration, Istanbul, Turkey. Email: bulgen@ticaret.edu.tr

<https://orcid.org/0000-0002-7589-6812>

ate an objective employee selection process in order to find and assign the right person to the right job.

Keywords: Enneagram, personality, dissent, organisational dissent.

lograr un mayor éxito en los objetivos personales de los empleados y los objetivos organizacionales. Los líderes organizacionales pueden aplicar los resultados del estudio sobre el rol de la personalidad de los empleados para crear un proceso objetivo de selección de empleados a fin de encontrar y situar a la persona adecuada en el puesto correcto.

Palabras clave: eneagrama, personalidad, disidencia, disidencia organizacional.

■ Introduction

Classifications, typologies, divisions and different approaches are no strangers to the 21st century business world. Researchers have been working on finding a psychometric way to classify personality types and especially personality theories, which have a long history beginning in ancient Greece with Hippocrates and attract too much attention with the rising importance of person-job fit and organisational culture-employee fit. Since the weight on its shoulders is too heavy, research on personality is much needed, and is very active nowadays. Most of the time researchers look for 3 answers in personality research: Firstly, a scientific, rigorous and testable approach, secondly a practical and useful approach and finally a comprehensive and broad theory to encircle it all (Briggs Myers & Myers, 1995; Caprara & Cervona, 2000; Kagan, 1998; Kelly, 1955; McClelland, 1996; Sutton, 2012; Westen, 1998).

The field of Organisational Behaviour has an increasing number of studies on the relationship between personality and organisation. Tasselli et al. (2018) pointed out the possibility of a change of personality in organisations, Lee et.al., (2020) conducted a study on the effect of personality traits on emotional labour and Jabeen et.al., (2012) researched the effect of personality on leadership effectiveness in the UAE. However, studies focusing on the Enneagram personality model are nowhere near adequate and in our belief, the Enneagram personality types theory meets the criteria mentioned above as much as, maybe even better than, many other personality theories. The Enneagram brings an ancient wisdom to life by using psychometric and modern tools. It is a personality theory which asserts nine different ways

by which a person perceives the world and acts accordingly to his/her perception of self and others (Alexander & Schnipke, 2020).

Dissent is a qualified feedback strategy, in other words it is a way of letting others know about unsatisfactory outcomes. Since the end of 90's, dissent in organisations has been extensively addressed and researched by various researchers, especially by Jeffrey Kassing. Organisational dissent is defined as the expression of disagreement or contradictory opinions regarding organisational practices and policies (Kassing, 1997a). The basic dynamic of organisational dissent pivots around the discontent of the workers with regards to managerial decisions. Even though dissent is usually considered a negative approach to organisational harmony, the effect of dissent in an organisation creates a creative and democratic climate. The free speech opportunity for the employees brings out the unpopular but hard truth. Also, the importance of empowering the employees, by giving them trust and security, is a major issue in the global business world and all dimensions include allowing the employees to open up concerning their positive and negative ideas regarding the organisation. In short, 21st century organisations need, more than ever, the boy who shouts "The king is naked." just like in the famous tale of "The Emperor's New Clothes by Hans Christian Andersen (1974).

Organisational dissent, defined as the ability of employees to express themselves without worrying about the consequences of their oppositional behaviour within the organisation, has an existential synchronicity with humanity and democracy. The absence or lack of organisational dissent leads to negative consequences. Although

organisational dissent contributes to innovative ideas, progress and productivity in a positive way, it is interpreted in negative terms such as opposition, rebellion and separatism by both managers and organisations. In this research, while the concepts that affect organisational dissent are analysed quantitatively, the objective is also to highlight the positive points in the case of the application of organisational dissent in the literature and in general society. Organisational dissent, as a phenomenon needed in every period, helps to take the current situation one step further, reinforcing trust and common goals within the organisation and takes its place at a central point among the new management forms needed by the new understanding of the workplace. Considering this, the present study focuses on examining the relationship between personality traits and organisational dissent.

In the scope of our literature research there are very few studies which relate personality and organisational dissent in organisational settings (Biçkes, 2017; Haydaroğlu & Besler, 2021; Ötken & Cenkci, 2015; Özdemir & Atan, 2018). Related to organisational dissent, whistleblowing is also studied with relation to personality but again the number of studies is limited (Fuller & Shawver, 2020; Triantoro et.al., 2019; Wilmes, 2018). Also, there are several studies conducted within educational settings concerning organisational dissent, democracy and personality (Gordon, 2008; Püsküllüoğlu & Altinkurtt, 2018; Stitzlein, 2015).

In this study, our aim was to determine the effect of certain personality types on the organisational dissent strategies of the employees. Examining the effect of the personality type of the employee on the organisational dissent behaviour would be beneficial to both the organisation and the employee on many levels. On the macro level, the organisation would act according to the knowledge of the employees' type and, if necessary, rearrange their policies, norms or change the organisational climate, maybe even the organisational culture, in order to build the balance between the needs of the employees and the organisational goals. Also, the personality type of the potential employee would be beneficial in the recruitment and assignment process

of potential employees. Managers would have an idea on how to approach certain dissenting actions of the employees by having knowledge of their personality. On a micro level, the employee will gain insight about his/her personality and would learn more about what triggers him/her in order to control and reveal these in a proper way to the upper management or colleagues. Also, relationships in the workplace would be greatly affected by the transparency of the employee's personality type.

The narrative behind our research involves the clarification of an employee's personality type by using Enneagram personality typology, and then categorising each type's organisational dissent strategy in order to determine their pattern in manifesting the way he/she acts on it. Studies related to the Enneagram are very scarce in any culture, especially in Turkish settings. Added to this, organisational dissent or organisational dissent strategy selection investigations are not that numerous in non-US settings. Thus, the purpose of this study is to investigate the effect of Enneagram personality types on employee organisational dissent in Turkish white-collar employees.

In the following sections we will define the Enneagram personality theory, organisational dissent and proceed to the methodology of this study. The findings and discussion will follow where we will discuss the related concepts and previous research and findings. Finally, we will reiterate our results and state our limitations and suggestions for future studies.

■ The Enneagram

Enneagram is a word that is a combination of the words "enne" meaning nine and "grammos", meaning points in Greek, meaning nine points (Wagner, 1980). The Enneagram is a personality typology built on a geometric shape. It consists of nine points connected by lines in a circle, and a special fork-shaped figure that divides it into three separate sections (Scott, 2011).

Stevenson (2012) defined the Enneagram as a spiritual psychological system that is based on Sufi tradition, which contains nine basic roles

leading to spiritual awakening. Lapid-Bogda (2010), on the other hand, explained it as a model that gives strategies for coping with the reality of life as a semi-mystical system. Grahart (2018) defines it as a system to explain individuals' mental activities, which shape their personalities in a pattern. Chestnut (2013) defines the Enneagram as a personality system consisting of nine interconnected archetypes. She uses the definition of archetype, in the Jungian sense in that it is synonymous with Plato's "idea" (2007) and can be defined as structures that organise, govern and develop the contents of consciousness (Budak, 2019).

It is claimed that the name and symbol of the Enneagram was put forth by Gurdijeff, not earlier than 1912-1913, but not later than 1915 (Jervis, 2007). It is accepted that the Enneagram is transferred to the West by Gurdijeff for the first time both in written and verbal form within the "Institute for the Harmonious Development of Man", the foundations of which were laid in Yessentuki in Russia in 1917, functioned in Tbilisi for 2 years and then in Istanbul for 2 more years and was founded by Gurdijeff in France. (Brady, 2007). There is no clue in his speeches, in books by his followers after his death, regarding how Gurdijeff learned or discovered the Enneagram (Subaş, 2017). It should even be noted that Gurdijeff described and emphasised the 3-partition called the "Triads of the Enneagram" rather than the 9 personality types. Although it is certain that Gurdijeff is the person who carried the Enneagram to the West, it is Demianovich Ouspensky, his preeminent student, who systematised this teaching (Vollmar, 1997). On the other side of the ocean, although not in the same time frame, a Chilean psychologist, Oscar Ichazo, who read Ouspensky's books in the 1950's, began to work on a parallel research topic (Labanauskas & Isaacs, 1996). Ichazo found an esoteric doctrine inspired by Ghazali, al-Arabi and Surawardi, who are Sufi theologians, in the books of Ramon Llull, which he discovered in the large library he got from his family. In the late 1950's, he founded a school called Arica in Chile to teach 10 months of Enneagram studies and then later founded

the school with the same name in New York City (Ichazo, 2019).

Riso and Hudson (2003), who have conducted extensive research on the Enneagram, regard Ichazo as the founder of the modern Enneagram. His work on both Triad (Trilogy) and 9 types encompasses the modern version of the Enneagram. Another researcher, a psychiatrist Claudio Naranjo, delved deeper into the Enneagram and matched the psychiatric categories with the Enneagram types which in turn provided a more science-based understanding (Naranjo, 2004). In addition to all these pioneers, we should also mention Don Riso, Russ Hudson, Helen Palmer, Suzanne Zuercher, Dick Wright and Jerome Wagner as contemporary figures involved in research regarding the Enneagram (Stevens, 2011).

When the Enneagram reached western societies in the 1970's, it was accepted as a system used to determine personality types. The Enneagram, at that time, was considered a theory that was far from scientific and empirical (Jervis, 2007). Later, with developments in psychometric methods in social sciences, it proved itself as a valid and reliable concept. Nowadays it is accepted as a tool that can provide the ways and means for personal goals and objectives (Daniels & Price, 2009; Maitri, 2000; Palmer, 2006). While many personality models focus on the person's behaviour and attitudes or features such as introversion and extraversion, the Enneagram goes deeper and focuses on the motives behind attitudes and behaviours. In this sense, the real strength of the Enneagram is that it shows the developed areas, weaknesses and positive aspects of the person in a way that reflects the person (Johnson, 2019).

■ Types and centres in Enneagram

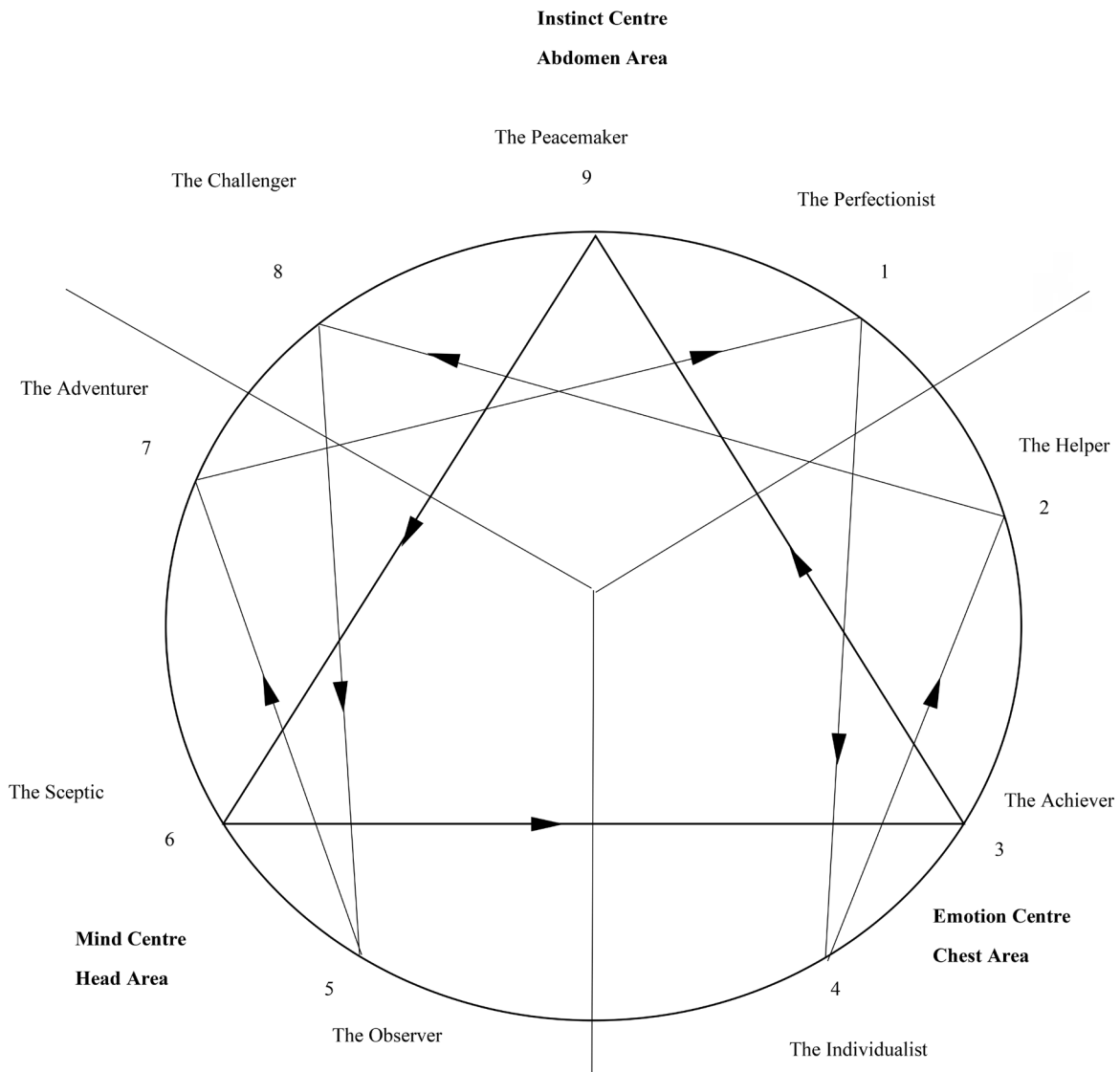
The Enneagram is divided into three basic groups. These centres were designated by Gurdijeff and later elaborated by Ichazo and Naranjo with names such as "Triad", "Tri-fix", "Tritype", "Trinity". (Fauvre & Fauvre, 2012; Naranjo, 2004; Ouspensky, 2001). These centres that affect the attitude, behaviour, decisions and stance of the

individual can be defined as the starting point of personality (Subaş, 2017). The names of these three centres are expressed as the Instinct Centre, the Emotion Centre and the Mind Centre (Riso & Hudson, 2003).

The emotion centre is associated with feeling and is positioned in the chest or heart area of the human. The emotion centre is concerned with what others think and positions itself accordingly. The mind centre is linked to thinking and is located in the head area. The mind centre prevails by imparting its ability to adapt to the situation and reaching its goals. Finally, the instinct centre has been associated with survival, maintaining life and it is claimed to be

situated in the abdomen or intestine area. While instincts remember the past regularly and make projections for the future, they constantly adapt themselves to the situation by making comparisons (Palmer, 2006; Riso & Hudson, 2003; Subaş, 2017; Wagner, 1980). There are 3 types under 3 centres with different orientations and these types exist in a dialectical relation within that centre. While one of every 3 types in 3 centres is the extreme representative of the centre, another shows the less explicit version of the same centre. Finally, the 3 types within the 3 centres are completed with the type that the centre affects the least. The 3-centred, 9 type

Figure 1. Enneagram symbol with centres and types



model is shown in Figure 1 (Palmer, 2006; Riso & Hudson, 2003).

General information on Enneagram types follows below:

Type 1 is located at the upper right corner according to the Enneagram model and is connected to the instinct or body centre, has a regulatory and standardised structure that evaluates bodily stimuli through the mind and acts accordingly (Bartlett, 2003). The focus of this type is to apply perfection to every aspect of life and to criticise others for compromising with the errors they see. Their main purpose is to raise others to the ideal standards which are in **Type 1**'s mind (Chestnut, 2013).

Type 2, a feeling-centred type, tries to act compassionately and empathetically by prioritising the feelings of others and in return expects others to behave in an affectionate manner and in a merciful way (Riso & Hudson, 2003). Humility, shown as the virtuous aspect of **Type 2**, is not to think less of oneself but rather to think less about oneself. They are sincere, friendly, generous, self-sacrificing and always happy to be around others to enjoy their accomplishments (Bland, 2010).

Type 3s are success-oriented, competitive, and think they will gain love from their environment by putting the trophy and success at the focus of their life (Subaş, 2017). They believe that the world around them evaluates the person in reference to what they do rather than who they are. They think that they will be accepted by their success, by putting all success related issues at the forefront (Sutton, 2007). Because of this dominant orientation, they are perceived as self-confident, energetic, high-spirited and popular (Heuertz, 2017).

Palmer (2006) defines **Type 4**, which is related to the emotion centre, as the type which uses feelings most intensely and as the type which focuses on birth and death due to their desire for beauty, passionate life and sexuality. It is as if life is a reflection of sadness and pain towards a lost lover or a friend (Subaş, 2017). Type 4s work to complete the areas they think are lacking and believe that they will establish a complete connection with life once these voids are filled.

However, their inner self believes that an internal deficiency prevents the completion of this connection due to the excessive focus on their inner world (Gadd, 2018). When they use their imaginations, their emotional states can change frequently. They prefer to be introverted and try to be sensitive, compassionate, understanding, thoughtful and respectful to others as well as to themselves. **Type 4**'s priority is to create and appreciate the beauty of art (Riso & Hudson, 2003).

Type 5, the first type related to the Mind Centre, consists of those who embrace the solitude of their inner world by basing life on thinking rather than focusing on their emotions. They tend to avoid close relationships while protecting their private life (Gadd, 2018). They prefer to relate their emotions on a rational level. They express themselves on a logical rather emotional basis. It should be stated that they easily distance themselves from their emotions as if this were an ordinary thing to do (Lapid-Bogda, 2010). They prefer to be isolated just like a monk, disconnected from people, commitment or meetings and the possible needs of others which can consume their attention (Palmer, 2006).

The most frequently used terms when defining **Type 6** are, devil's advocate, faithful questioner, skeptic and pessimist. Since they have a mind based on deep thinking, they do not hesitate to reveal possible results by considering even the most unexpected results (Palmer, 1995; Thrasher, 1994; Wagner, 1980). **Type 6**, is one of the most difficult to measure and distinguish. Their level of phobias and fear is considered extreme. They do not trust anything other than their own experiences and go beyond in experiencing extreme cases (Leary, 2019). **Type 6**, which is in the middle of the thinking centre suppresses the inner voices as they are the most distant type from intuitive thinking. They try to reach the verified information they need and their orientation through external resources such as peers, authority figures and beliefs (Riso & Hudson, 2003).

Although **Type 7s** are located in the Mind centre, they try to keep their mind constantly stimulated, to think only the desired facts, and

not to think about the unwanted facts by acting spontaneously and instinctively (Subaş, 2017). **Type 7s**, who believe that the world is limiting, painful and frustrating, want new and better options to be found and used at all times in order to avoid these feelings (Yilmaz et al., 2018). They have been deemed susceptible because they try to take advantage of all the opportunities they have. Another description given is superficial due to the fact that they can't provide the required time and attention to each detail. Lastly, because of their desire to satisfy all their needs they have been called greedy (Palmer, 1995). They look for ways to enjoy life by trying to stay away from pain and seek pleasure, similar to Epicure (Coplestone, 2009), and they try to avoid the ordinary worries and troubles of everyday life (George, 2012).

Type 8s are people who are fond of their independence, express their opposing energies with the motives of being strong and remaining strong, who use emotional anger intensely, make decisions and shift gears instead of managing the situation (Palmer, 2006). They reach a verdict by confrontation, a display of anger, a power display and while doing that forgetting the time or concept of loss or gain. "They behave without hesitation and fight with an eye for an eye attitude towards justice (Maitri, 2005).

Type 9 is warm, gentle, optimistic and well understood. People belonging to this type, who can be pointed out for their indecisiveness, are most likely to do activities that are not related with their real goals, are unable to clarify their wishes from time to time and are able to accept

other's wishes as theirs (Palmer, 2006). Although they may find it difficult to act, they can succeed in supportive roles or reconciling roles such as in the repair of broken relationships. **Type 9**, located in the instinct centre, has a bit of each type. As Riso and Hudson (2003) put it, the **Type 9s** can show the idealism of the **Type 1s**, the kindness of the **Type 2s**, the charm of the **Type 3s**, the creativity of the **Type 4s**, the intellectual powers of the **Type 5s**, the loyalty of the **Type 6s**, the adventurousness of the **Type 7s**, and the power of the **Type 8s**.

The characteristics of each type are shown on Table 2.

■ Organisational Dissent

Continuous and numerous decisions are taken within each organisation. Whether these decisions are taken by the minority group or the majority, it is not possible for them to be accepted by the entire organisation without a doubt. It can be said that there will be dissent within each organisation, either secretly or explicitly. Expressing the contributions and thoughts of the employees in all parts of the organisation is a basic phenomenon (Raub, 2008). Without such sharing, it would be likely to turn into a cycle of the Abilene paradox, where decisions and life within the organisation have been approved, but in fact members of the organisation remain free from satisfaction (Edmondson & Munchs, 2007).

Dissent in organisations is a form of communication that provides feedback regarding organ-

Table 2. General features of types

Type 1 / Perfectionist	Principled, purposeful and seeking control to achieve perfection.
Type 2 / Helper	Generous, likes to show off, tries to please people and put pressure on others.
Type 3 / Achiever	Adaptive, ambitious, image enthusiast and insolent.
Type 4 / Individualist	Self-centred, expressive in a lively way, impressive, romantic and fitful.
Type 5 / Observer	Investigative, innovative, cerebral, unapproachable and provocative
Type 6 / Sceptic	Questioning, loyal, reliable, committed, defensive and skeptical.
Type 7 / Adventurer	Adventurous, enthusiastic, self-acting, versatile, quickly distracted and extremist.
Type 8 / Challenger	Defiant, self-confident, determined, dominant and prone to confrontation.
Type 9 / Peacemaker	Accommodating, peaceful, supportive, harmonious, disconnected and stubborn.

isational behaviour and managerial decisions and disappointment and dissatisfaction of employees, rather than a simple disagreement (Burns & Wagner, 2014). Hence, Hegstrom (1990) defines dissent as the prominence of courageous employees in case of dissatisfaction which becomes constructive feedback from the employee or customer.

Kassing, one of the most prominent academics in the ambit of organisational dissent, defines dissent in the form of all kinds of protest and opposing behaviour that arises as a result of dissatisfaction with the practices within the organisation and symbolising a break from the organisational status quo (Kassing, 1997b). Zaini et al., (2016) defined it as the sum of all efforts to change the policy, practices and norms. Garner (2016) identifies organisational dissent as based on one or more organisation members' opposing ideas or practices regarding organisational policies and practices, counter to the organisation's top management.

Graham (1986), who worked especially on principled organisational dissent, defined organisational dissent as an effort to change the status quo by objecting to existing policies and practices in the organisation based on the integrity of the employees. According to Redding (1985), organisational dissent consists of two main components: disagreement and notification of disagreement. In another definition, organisational dissent is defined as employees, who disagree with their superiors, expressing their opinions (Özdemir, 2013). Employees want to express their opinions whenever possible, and if this happens

they feel successful, committed to their organisation and more satisfied with their work (Kassing, 1997a).

Table 3 consists of several definitions of Organisational Dissent.

Triggers of Organisational Dissent

Attitudes in opposition to the situation that exists within organisations can manifest as organisational dissent through a trigger based on a cause (Alga & Eroğlu, 2018). Organisational dissent can emerge with many causes and triggering events (Sprague & Ruud, 1988).

Kassing and Armstrong (2002) listed the triggering events that lead to organisational dissent as nine factors: "Behaviours Toward Employees, Organisational Change, Decision Making, Ineffectiveness, Task / Responsibility, Resources, Ethics, Performance Evaluation and Loss Prevention". Table 4 contains these triggers and their descriptions.

Organisational Dissent strategies

When negative situations, disputes, dissatisfaction or practices incompatible with the values of the employee occur within the organisation, the employees determine a dissent strategy (Kassing, 1997a). According to the first model to explain organisational dissent posed by Kassing (1997b), three dimensions are expressed in terms of the audience addressed (Wright, 2011), namely senior management, co-workers and family and friends. These are "upward / articulated dissent" for the senior management, "latent dissent" for

Table 3. Definitions of Organisational Dissent

(Graham, 1986)	Employees' efforts to change or oppose existing practices that may be unethical and illegal in the organisation
(Kassing, 1997a)	Expressing the opinions of the employee who feels at odds with the organisation respecting disputes and differences
(Garner, 2006)	All feedback from employees and customers
(Waldron & Kassing, 2010)	Responses of employees to policies and practices at workplaces as a communicative response
(Garner et al., 2012)	Feedback from employees who question existing organisational policies and practices
(Garner, 2016)	Expressing incompatibility with the institution's policies, practices and methods
(Redmond et al., 2016)	A collection of verbal statements regarding organisational practices, studies and policies, as well as different views and various disagreements

Table 4. Organisational Dissent triggers and their descriptions

Behaviour Toward Employees	Dissent against the violation of the rights of the members of the organisation with unfair behaviour of the managers towards the members of the organisation
Organisational Change	Dissent against changes within the organisation and practices during the process
Decision Making	Dissent against decisions and decision-making forms within the organisation
Ineffectiveness	Dissent against non-given practices and ineffective processes
Task / Responsibility	Dissent against the individual's role and responsibilities at work or against the roles and responsibilities of colleagues
Resources	Dissent against the use and accessibility of resources in the organisation
Ethics	Dissent against unethical practices within the organisation and practices that employees must accept
Performance Evaluation	Dissent against the employee's and / or colleagues' performance evaluations or the performance evaluation processes
Loss Prevention	Dissent against the organisation's practices that may harm the individual, colleagues or clients

Source: Kassing, J. W., & Armstrong, T. A. (2002). Someone's going to hear about this examining the association between dissent-triggering events and employees' dissent expression. *Management Communication Quarterly*, 16(1).

co-workers and “displaced dissent” for family and friends.

Kassing (2019) stated that the findings regarding displaced dissent in the research of Kassing and Dicioccio (2004) did not reach the desired level and stated that the “displaced dissent” strategy did not provide sufficient verification within the model, and was rather narrow for identifying new employees rather than the broad framework that it targeted on theoretical grounds. Based on this information and finding, the concept could not be completed within the model, and since there is no data to support this dimension, he removed this dimension in both scale studies and subsequent research where the model was explained (Sprague, 2018). Therefore, the displaced form of dissent is not included in this study.

Articulated dissent strategies towards managers and latent dissent strategies towards the colleagues centred in this study are detailed in the next section, respectively.

Articulated Dissent strategy

Articulated dissent is defined as the way in which the employee expresses his/her dissent-oriented thoughts to the top-level managers within

the organisation (Kassing, 1998). Expressing dissent to those who have the power to make the change desired by the employee is also put forward by Kassing as another definition (Kassing, 2001).

Articulated dissent is more frequently preferred by employees who are more controversial than other employees, have higher quality relations with senior management, have a higher perception of freedom of expression in the organisation, have a focus of internal control, believe that they can affect organisational processes and have higher job satisfaction and job commitment (Kassing & Armstrong, 2002). In addition, members of organisations that have various and high-quality job alternatives believe that this gives them the advantage of expressing their thoughts through articulated dissent (Farrell & Rusbult, 1992). Long-term tenure at the workplace allows employees to keep their jobs as long as they do not go far from existing organisational rules, which makes it easier for employees to share their ideas with senior management and express themselves through vertical opposition (Cannings, 1992).

Latent Dissent strategy

Kassing (1997a) updated this concept, which he called antagonistic dissent in his earlier works, as latent dissent, which has a more widespread use in the literature recently. The most important difference between latent dissent and articulated dissent is related to the level of influence. While articulated dissent is the opposition behaviour towards the top management or the parties that have the power to change the existing situation, latent dissent is directed towards the members of the organisation that do not directly affect the organisational decision-making and implementation processes (Kassing, 1998).

Employees apply latent dissent if employees do not have the courage to convey their messages to the upper management because they are afraid of the consequences such as punishment, rejection, disregard or put into a situation where they will be embarrassed (Zaini et al., 2016). In addition, the employee might choose this behaviour because she/he thinks that she/he is perceived as an enemy or an opponent and believes that she/he will not be able to oppose openly (Özdemir, 2010).

According to Newton's third law of motion (1966) in classical physics, each effect creates an equally strong and opposite reaction. This basic acceptance within the rules of physics finds its equivalent when it comes to dissent within the organisation. A new situation is projected or

desired as a result of dissent behaviour within the organisation. Organisations can choose methods such as punishing their employees, imposing sanctions or deeming them unnecessary in order to eliminate dissenting behaviour (Garner, 2016). Another solution would be to find new ways to let employees voice their ideas and dissent for the organisation's and the employee's benefit which seems to be the new age solution to old problems.

The relationship of the Enneagram and Organisational Dissent

Methodology

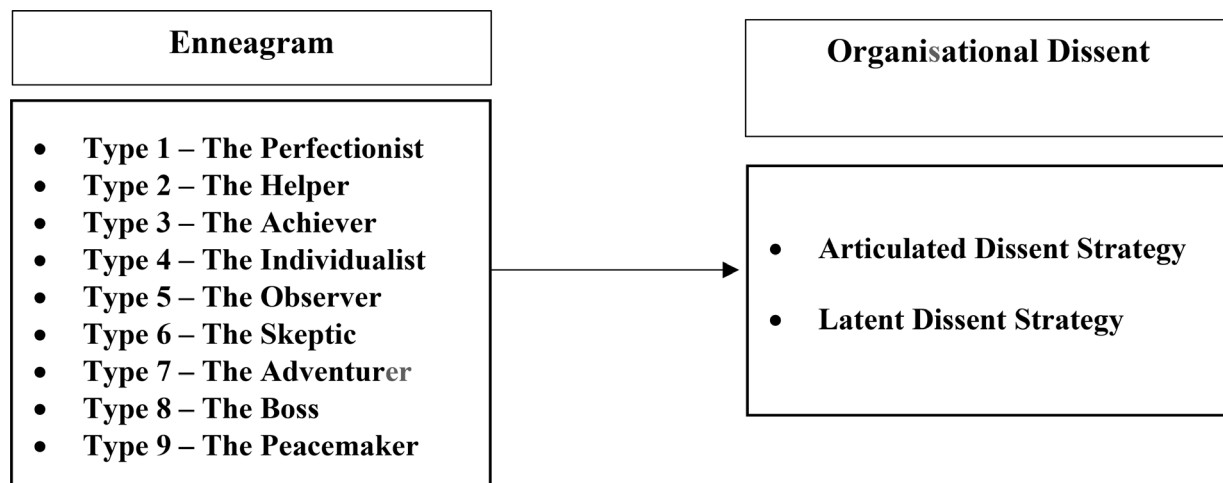
Research model and hypotheses

Our research question in this study was to show the effect of Enneagram personality types on organisational dissent. Since dissent is an act of a personal nature, not all employees might express their ideas and different views regarding the organisation. This brings us to the conclusion that it is meaningful to look for the effect of personality and organisational dissent. The research model is shown in Figure 2.

The hypotheses developed for this study are as below:

Hypothesis 1: *Personality types in the Enneagram have an effect on organisational dissent*

Figure 2. Theoretical model of the study



Hypothesis 1a: *Personality types in the Enneagram have an effect on articulated dissent strategy*

Hypothesis 1b: *Personality types in the Enneagram have an effect on latent dissent strategy.*

■ Data collection toll and sampling

The universe of the research consists of 844,672 white-collar employees in companies operating within the city limits of Istanbul, located in the private sector and serving in different areas. In this context, the sample was created with convenience sampling and the questionnaires were prepared on the Qualtrics platform which is a cloud-based platform for creating and distributing web-based surveys. The surveys were distributed via e-mail or by reaching tele-communication groups including a minimum of 300 white-collar employees from several companies and departments which are based in Istanbul. Blue-collar employees were excluded from the research because the aim of the research was measuring white-collar employees.

Research questionnaires were collected between 08/2019 and 10/2019 via an online method. Of the surveys applied, incomplete surveys or surveys containing the same values were eliminated at the first stage. In total, 572 surveys were answered and 509 of them were included in the study. According to Kline (1979) the sample size should be more than 100 but Guilford (1954) argued that N should be more than 200, whereas Cattell (1978) raised the number to 250. Comrey and Lee (1992) stated that the sample size should be 500 and above ($N \geq 500$) for the studies to be subjected to factor analysis. The sample size of this present research meets this requirement ($509 \geq 500$). Gorsuch (1983) recommended that the sample size ratio to the number of expressions should be greater than 5. The number of questions used in the study was 55, the sample was 509 and was above the minimum rate of 5.

Our sample size in this research exceeded all of the mentioned recommendations. In this study, the data was compiled by means of a questionnaire. The questionnaire was distributed to white-collar employees working in Istanbul, Turkey via online resources. The participants were employed in different organisations in various

sectors including but not limited to Education, Technology, Medicine and Automotive. Convenience sampling was used in the research. The survey questionnaire was uploaded to online forms and was e-mailed or sent to personal contacts. In total, 572 questionnaires were answered by the respondents and 63 of them were excluded due to incomplete questionnaires. As a result, the sample consisted of 509 employees.

■ Instruments

Organisational dissent was measured by the Organisational Dissent Scale (ODS) developed by Kassing (2000) and translated into Turkish by Dağlı (2015). While the original scale consists of 18 items, it was adapted with 15 items in its translation into Turkish. It has 2 dimensions measuring articulated dissent and latent dissent. The scale is a 5-point Likert scale (1 = Disagree, 2 = Partially disagree, 3 = Moderately Agree, 4 = Agree, 5 = Totally Agree).

The Enneagram of personality traits was measured by the Enneagram Scale prepared by Subaş and Çetin (2017) to determine personality traits and types according to the Enneagram model. The scale is a 4-point Likert scale (0 = Not applicable, 1 = Partially Applicable, 2 = Mostly Applicable, 3 = Applicable) with 9 dimensions (Type 1 - the Perfectionist, Type 2 - the Helper, Type 3 - the Achiever, Type 4 - the Individual, Type 5 - the Observer, Type 6 - the Skeptic, Type 7 - the Adventurer, Type 8 - the Boss, Type 9 - the Peacemaker) and 27 questions.

■ Findings

The manifestation of the demographic results for the 509 questionnaires can be seen on Table 5.

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 the Organisational Dissent Scale. As stated by Hair et.al., (2009) the cutoff value for each item's factor loading should not be less than .50 or loading to more than one factor should be removed from the analysis. No items were removed due to strong results. Below on Table 6 the exploratory analysis of Organisational Dissent Scale can be seen:

Table 5. Demographic results

		Answers	Percentage
Gender	Male	157	30,8
	Female	352	69,2
Marital Status	Married	335	65,8
	Single	174	34,2
Age	20-24	35	6,9
	25-29	95	18,7
	30-34	89	17,5
	35-39	128	25,1
	40-44	128	25,1
	45-49	23	4,5
	50 and above	11	2,2
Educational Status	High School	29	5,7
	Associate Degree	58	11,4
	Bachelor's Degree	144	28,3
	Master's Degree	235	46,2
	Doctoral Degree	43	8,4
Employment Sector	Finance	33	6,5
	Energy	18	3,5
	Automotive	18	3,5
	Production	27	5,3
	Education	57	11,2
	Health	247	48,5
	Information Technologies	8	1,6
	Other	101	19,8
Company Size	0-49 People	99	19,4
	50-249 People	68	13,4
	More than 249 people	342	67,2
Current Experience in the Company	0-5 Years	283	55,6
	6-10 Years	129	25,3
	11-15 Years	32	6,3
	16-20 Years	65	12,8
Total work experience	1-5 Years	97	19,1
	6-10 Years	112	22,0
	11-15 Years	111	21,8
	16-20 Years	155	30,5
	21 Years and over	34	6,7

(Continue)

		Answers	Percentage
Department in the Company	Human Resources	46	9,0
	Finance	38	7,5
	Sales	26	5,1
	Marketing	15	2,9
	Information Technologies	30	5,9
	Customer Services	40	7,9
	Production	20	3,9
	Other	294	57,8
Position	Managerial Position (At least 1 subordinate)	223	43,8
	Non-Managerial Position	286	56,2

The articulated and latent dissent factors were parallel with Kassing's (1997b) two factor model as indicated in the literature. All the factors were checked for reliability and Cronbach's Alpha coefficient was found as .929 for articulated dissent and .918 for latent dissent as shown on Table 6.

Factor analysis was applied for the Enneagram scale. 27 items were forced to load on nine factors. As a result of the analysis, nine factors were found as in the related literature explaining 80,094 % of the total variance. The results of the Enneagram Scale's exploratory analysis are shown on Table 7.

The effect of the Enneagram personality types on organisational dissent was examined for the first hypothesis of the research (**H1: Personality types in the Enneagram have an effect on Organisational Dissent**). Basic Linear Regression analysis results are evaluated and interpreted. The effect of the Enneagram personality types

on organisational dissent was examined in the analysis presented on Table 8.

"The Peacemaker", "the Helper", "the Adventurer" and "the Skeptic" personality types, which are independent variables' have an effect on "Organisational Dissent", which is a dependent variable, and the effect was found to be significant ($p = 0,001$; $< 0,05$; Adjusted R^2 : 0,256) in the basic linear regression model shown on Table 8.

According to the analysis, it has been observed that the Peacemaker personality type has a low negative effect ($B = -0,177$) on organisational dissent and the Helper personality type has a moderate negative effect ($B = -0,255$). The Adventurer personality type has a moderate positive effect ($B = 0,283$) on organisational dissent. A positive effect of the Skeptic personality type was observed at medium level ($B = 0,246$) on organisational dissent.

Hypothesis 1 is supported based on the above data.

Table 6. Exploratory analysis of the organisational Dissent Scale

Kaiser-Meyer-Olkin Sample Proficiency Measurement		0.834		
Bartlett Sphericity Test				
	Chi square	463,959		
	Degree of freedom	105		
	Significance	<0.001		
	Sum of Eigenvalues	% of variance	Total Variance%	Cronbach's Alpha
Articulated Dissent	5,782	38,56	38,546	0,929
Latent Dissent	4,462	29,747	68,293	0,918

Table 7. Exploratory analysis of the Enneagram Scale

Kaiser-Meyer-Olkin Sample Proficiency Measurement				0.704
Bartlett Sphericity Test				
		Chi square		1071,221
		Degree of freedom		351
		Significance		<0.001
	Sum of Eigenvalues	% Of variance	Total Variance%	Cronbach's Alpha
The Peacemaker - Type 9	7,350	27,222	27,222	0,767
The Achiever - Type 3	2,930	10,853	38,074	0,801
The Helper - Type 2	2,386	8,838	46,912	0,890
The Adventurer - Type 7	2,267	8,398	55,310	0,831
The Perfectionist - Type 1	1,767	6,546	61,856	0,801
The Individualist - Type 4	1,605	5,944	67,800	0,807
The Observer - Type 5	1,252	4,638	72,439	0,776
The Skeptic - Type 6	1,160	4,296	76,734	0,824
The Boss - Type 8	0,907	3,360	80,094	0,833

Various studies, which investigated the relationship between personality traits and organisational dissent were found as a result of a literature review. However, a study on the effect of the Enneagram Personality types on organizational dissent, which we have based our study on, could not be found despite all efforts. For this reason, the relationships between other personality inventories and organisational dissent in the studies were examined, the reflections of these personality theories to the Enneagram types were correlated and were cross-examined with our research. An example would be the relationship between Enneagram personality types and Five Factor personality types which was reported in the exposition of Brown and Bartram (2005).

In the research conducted by De Dreu et al., (2000) with the managers, they aimed to reveal the relationship between the organisational dissent of minority organisations and the effects of the managers on these behaviours with their personality traits. As a result of the research conducted with 108 executives, it was concluded that extroverted executives had a positive effect on organisational dissent. At this point, considering that the Adventurer personality type in our study is extroverted and positively evaluated by the environment, the Adventurer personality

types' positive effect on organisational dissent is consistent with the findings of De Dreu et al.

In the research of Croucher et al., (2009) with 2,189 Indian and American employees, the relationship between organisational dissent and argumentative personality is investigated. The researchers, who could not find a positive relationship between the argumentative personality trait and organisational dissent, stated that this relationship did not emerge due to the power distance and spirituality in the eastern cultures. The findings regarding the Helper and the Peacemaker personality traits which have a negative effect on organisational dissent is a supportive point for this situation. The property of the Helper type to run to every need and the Peacemaker's effort to find the middle way will reduce organisational dissent, so it is consistent with the result of Croucher et al.

In the investigation of Packer (2010) with 145 people from the University of Toronto, the relationship between the display level of dissent and conscience and openness to new experiences as personality traits is investigated. It is concluded that both those who are conscientious and those who have high levels of openness to new experiences have high display levels of organisational dissent. In our study, the result of the effect of

Table 8. The effect of Enneagram Personality types on Organisational Dissent

Coefficient *	B	S.H.	t	P
Constant	3.254	.211	15.433	0,000**
The Peacemaker	-.177	.052	-3.406	0,001**
The Helper	-.255	.041	-6.243	0,001**
The Adventurer	.283	.050	5.690	0,001**

* Regression coefficients below 0.1 are neglected.

**p < 0,05

the Adventurer personality type and the Sceptic type on organisational dissent was a high level of positive relationship which is in line with Pack-er’s results.

In the work carried out by Curşeu et al., (2017) with 517 students, which investigated the relationship between social acceptance and the dissent of minorities within the organisation, found out that minority members seeking reconciliation and trying to help, seldom apply organisational dissent. This finding appears to support the negative effect of the Peacemaker and the Helper personality types on organisational dissent as it is found in our study.

The effect of the Enneagram Personality Types on articulated dissent was analysed and presented on Table 9.

H2: *Personality types in the Enneagram have an effect on articulated dissent*

The basic linear regression model, shown on Table 9, respecting the effect of “the Peacemaker”, “the Helper” and “the Adventurer” personality types which are accepted as independent variables in “Articulated Dissent”, which

Table 9. The effect of Enneagram Personality types on Articulated Dissent

Coefficient*	B	S.H.	t	p
Constant	2.546	.274	9.291	0,000**
The Peacemaker	-.312	.067	-4.622	0,001**
The Helper	-.344	.053	-6.478	0,001**
The Adventurer	.676	.065	10.462	0,001**

*Regression coefficients below 0.1 are neglected.

**p < 0,05

is the dependent variable, was found significant (p=0,001; <0,05; Adjusted R²: 0,256).

According to the analysis, it has been observed that the Peacemaker and the Helper personality types have moderate negative effect on articulated dissent, respectively (B = -0,312) and (B = -0,344). It has been observed that the Adventurer personality type has a high positive effect (B = 0.676) on articulated dissent.

Hypothesis 2 is supported based on the above data.

In the study set forth by Payne (2007) with 179 employees investigating the relationship between organisational dissent and self-confidence as a personality trait in organisations, it was concluded that high self-confidence has a high level of positive relationship with articulated dissent. The fact that the relationship between self-confidence and articulated dissent was highly positive in the study of Payne is in line with our findings in the sense that the Adventurer personality type already has high self-confidence and is positively related to articulated dissent in our study. In addition, the low level of self-confidence of the Sceptic personality type which has a positive effect on latent dissent is also in concurrence with Payne’s study where it has the same result.

In Ingwar’s (2014) investigation, it was claimed that people with high levels of external locus of control and people who are self-centred would use the articulated dissent strategies more. The Adventurer personality type which would have a high level of external locus of control has a high effect on articulated dissent in line with the results put forth by Ingwar. In addition, the Helper and the Peacemaker personality types are far from being self-centred and they both have a negative relationship with articulated dissent.

The effect of the Enneagram Personality Types on latent dissent, which is the third hypothesis of the research, was analysed and presented on Table 10.

H3: *Personality types in the Enneagram have an effect on latent dissent*

The basic linear regression model, shown on Table 10, regarding the effect of “the Observer” (p = 0,011 < 0,05) and “the Sceptic” (p = 0,001 <

Table 10. Regression analysis showing the effect of personality traits on Latent Dissent

Coefficient*	B	S.H.	t	p
Constant	4.063	.303	13.399	0,000**
The Observer	.328	.050	-2.544	0,011*
The Sceptic	.334	.070	4.783	0,001**

*Regression coefficients below 0.1 were neglected.

** $p < 0,05$

0,05) personality types which are independent variables and “Latent Dissent”, accepted as a dependent variable, was found to be significant (Adjusted R2: 0,339).

According to the analysis, it has been observed that the Observer personality type and the Sceptic personality type have moderate positive effect on latent dissent (B = 0.382) and (B = -0.344).

Hypothesis 3 is supported based on the above data.

Kassing and Avtgis (1999) collected data from 192 employees in Ohio to measure the organisational dissent behaviour of employees who have an aggressive communication style and use verbal aggression. Aggressive communication is related to the Adventurer type, while verbal aggression is related to the provoking nature of the Skeptic type. From this point of view, Kassing and Avtgis’ findings regarding the close relationship of aggressive communicative tendency and organisational dissent and aggressive communicative tendency’s high correlation with articulated dissent is in line with our findings, which showed that the Adventurer type has a positive effect on articulated dissent. In addition, our findings regarding the positive effect of the Observer and the Skeptic types on latent dissent is in conjunction with Kassing and Avtgis’ findings regarding the positive relationship between verbal aggression and latent dissent. Both of these types of personality can represent verbal aggression with their provocative and skeptical attitudes.

In her research conducted in India, Rihana (2018) examined the effect of a positive emotional state on organisational dissent as well as

conscientiousness and extroversion personality traits. Her findings indicated that these concepts are all positively related to organisational dissent. Our findings are consistent with hers in the sense that the effect of the Adventurer and the Sceptic personality types on organisational dissent is high.

■ Conclusion

This study aimed to shed a light on the Enneagram Personality Types’ Effect on organisational dissent in Turkish white-collar employees. Even though the personality models have been used in many studies, the Enneagram seems to stand out due to its extensive and profound dive into the deep abyss called humanity. Our curiosity summoned us to deepen the knowledge regarding the Enneagram in order to use it in organisational studies. The oxymoronic nature of an ancient, in laymen’s words “old”, knowledge to be used in a contemporary, or in laymen’s words “new”, setting and understanding carried this study to the phase it is in right now. The power of the Enneagram needed a supplementary concept with equal power and importance which brought organisational dissent to the stage.

The new economy and 21st century work and workplace notions created by the advanced intellectual capacity of the new workforce is more valid than ever. With this new understanding and perception of work, management and free speech, the oldest concept of dissent in any organisation has reached a new level of importance. The idea of an employee expressing himself/herself with respect to the organisation and its rules seems to be a pivotal actor in the new century’s organisational climate.

Our findings, considering the importance of the Enneagram as a personality theory which covers thoroughly or completely the importance of the concept of dissent in organisations, of certain types having a close relationship with organisational dissent, especially the Adventurer type, Type 7’s high positive relationship with articulated dissent, surely shed a light in terms of the selection of employees and the norms and

rules or climate, organisations should follow in their quest for achieving the success.

■ Practical implications

Organisations can consider using the personality theory of the Enneagram to discover a potential employee's type in order to create a nearly compatible person-job agreement and to not cause a misfit in the future. Also, organisations should create, a democratic, free speech oriented, unjudgmental and tolerative climate in order for their employees to express articulated dissent which is the only dissent type where a possible change might take place. Related to this, innovative and creative ideas are well received in an organisational climate where the employees are being heard and where employees are expressive. This leads to a point where employees should be selective in their job search to find an organisation where they could be a part of participative decision making. Lastly, employees should be aware of their personality type and should apply for jobs which are related to their style.

■ Academic implications

For future research we would recommend an intercultural study where different settings and cultural norms could be observed. Different cultural issues would bring different findings which could be an addition to the literature. Also, research among blue-collar workers would be a possibility for future research. The work type and expressive style difference of blue-collar workers would definitely bring new findings which might create new topics to discuss. Lastly, combining different concepts such as organisational cynicism, organisational justice or organisational democracy would be beneficial in terms of increasing quantitative studies regarding the Enneagram. Within the limits of our research on literature we were able to find some articles which combine organisational behaviour topics with the Enneagram but new concepts regarding organisational behaviour could be added as a variable to the research including the Enneagram.

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