Role of Affinity Seeking Behavior Strategies in predicting Organizational Dissent mediated by Empowerment Justice among Teaching Assistants/Research Associates of various Public Sector Universities of Sindh

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Abstract: *This study has explored the association between affinity seeking behavior strategies and organizational dissent in the presence of a mediating variable empowerment justice. The data has been gathered using survey method and hypotheses were tested by mediation analysis procedures described by Baron and Kenny (1986). Findings suggested that the relationship between the affinity seeking behavior strategies and organizational dissent is fully mediated by empowerment justice. Outcomes of the study are significant because these may help and guide policy makers to formulate productive policies for teaching assistants and research associates of public sector universities of Sindh.*

Keywords: Affinity seeking behavior strategies, organizational dissent, empowerment justice.

Introduction

Organizational environment is a blend of multifarious factors constituted by the people working there such as everybody is observed to become blue eyed person. However, not everyone succeeds in such endeavor. Thus, failures in this regard result in negative behavior, such as dissent or retaliation, etc. This specific research is intended to emphasize on three important variables, affinity seeking behavior strategies, organizational dissent and empowerment justice. Affinity seeking behavior strategies are combination of techniques which have the tendency to have negative effect on organizational dissent. The Study is an attempt to explore the relationship between the affinity seeking behavior strategies and organizational dissent and the mediation role of empowerment justice between these variables. The Study is significant because it is focused on the limited focused area. The Study will lead towards a value addition to existing literature. The findings of this study will also fill prevail in the research gap in the area and will benefit for teaching assistants and research associates working in public sector universities of Sindh. The results

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of the current study will also guide the management of organizations to formulate worker-oriented policies which can be beneficial for both employees and management. Study has geographic and thematic scope. The geographic scope of the study contents the teaching assistants/research associates of public sector universities of Sindh. The Thematic scope of the study comprehends Affinity seeking behavior strategies, organizational dissent and empowerment justice.

Teaching Assistants/Research Associates tend to show a behavior with an objective of creating their acceptability and validation to the management to ensure a favorable environment for them. In order to achieve this objective, they use different affinity seeking behavior strategies. If this affinity seeking behavior strategies fails and Teaching Assistants/Research Associates remain unable to become blue eyed person for management then it can create dissent. This unpleasant situation can cause problems for employees, management and organization as it has potency to generate damaging results. This untoward condition can be mediated by empowerment justice. Furthermore, there is hardly any significant study conducted in which association between Affinity Seeking Behavior Strategies and Organizational Dissent is comprehended with the intervention of empowerment justice creating a research gap. Current study intends to fill this gap by ascertaining above situation in the context of Teaching Assistants/Research Associates in Public Sector Universities of Sindh.

Literature Review

Affinity seeking behavior is one of the positive ways of verbal and nonverbal communication in organizations. ASB Strategies play an active role in seeking validation from the surroundings in the workplace (Bell & Daly, 1984). Affinity seeking is a key factor in creating good relationship with organizations (Daly & Kreiser, 1994). In working environment every employee wants to create better relationship with supervisor however these strategies will build a positive relationship between the supervisor and sub ordinate (Richmond, McCroskey, & Davis, 1986). Affinity seeking behavior strategies are the combination of twenty-five verbal and nonverbal strategies which are Altruism, Equity, concede control, Conversational rule keeping, Dynamism, Facility enjoyment, Listening, Openness, Optimism, Sensitivity, Elicit disclosure to others, Faithfulness and Honesty.

In the field of communication, concept of affinity seeking behavior strategies was introduced by Wheeless, Nesser, and Mccroskey (1986). It explains that it is a positive attitude towards others (Bell & Daly, 1984). They further explore that affinity seeking behavior strategies are the social communication process with reference to interpersonal communication. Our way of communication represents the pattern of our behavior and response from others. Researchers suggest that liking and similarity among the employees is one the major cause of positive relations. Rogers and Shoemaker (1971) explained affinity seeking behavior as apparent closeness between two people that can improve or influence the behavior and ideas of others. Bell and Daly (1984) recognizes that there is an interactive relationship in working environment for this and suggested a typology in shape of affinity seeking behavior strategies. These strategies make this interactive relationship in positive

outcomes. Mostly these strategies are used when individual wants to get adored by others. It is a very effective tool for those who have tendencies to remain in conflict with others.

Bell and Daly (1984) recognize that people who frequently use affinity seeking strategies are liked by others and satisfied with their lives. Mostly affinity seeking behavior strategies used for the internal communication process (Wheeless et al., 1986). In working environment employees used these strategies to manage and improve their behavior and to maintain relations with supervisor and colleagues. Model of affinity seeking behavior strategies based on two assumptions communication skills and strategic activity. On the basis of these two dimensions scale of affinity seeking behavior strategies formulated including competence and strategic performance. Competence is a kind of ability to make the relationship effectively means to attract the peoples through effective communication and strategic performance is kind of application used for getting liked and validation from surroundings.

Woltjen and Zakahi (1987) suggest that affinity seeking competence includes habitual social routine and the strategic performance contained planed social acts. Affinity is not only for maintaining and developing a good relationship in our lives but also create value in the working environment like if an employee wants that he/she should be liked by their supervisor he/ she may apply the desired affinity seeking behavior strategies. As suggested by Bell and Daly (1984) people apply their social energies for getting validation in the working environment and try to make a better relationship. The subordinate who gets validation from his/her supervisor is more satisfied as compared to those who did not get validation in the same manner.

In organizations, Affinity seeking strategies are the mode of communication for creating positive feelings and developing positive environment (Daly & Kreiser, 1994). Affinity seeking behavior strategies have four outcomes, such as continuousness of individuals involved, motives, goals and constraints. Constraints involve experience, social skills and responses to affinity seeking behavior strategies (Martin & Rubin, 1998). Those who use these strategies have different motives and use it at conscious and Unconscious level. During initial interaction competence may be more relevant because relationship begin and progress. Relationships start with similarity like beliefs and lifestyle values. Similarity cause liking and liking cause friendship. Affinity usually used in early stage of friendship. Many scholars explore the affinity seeking behavior strategies, for example altruism, openness and concede control and recognize that affinity seeking behavior strategies are the important for internal communication (Bell & Daly, 1984; Douglas, 1987).

Affinity seeking strategies have been studied in multiple communication settings include initial interaction process (Douglas, 1987) and developing relationships between supervisor subordinate relationships (Richmond et al., 1986). In organization, Affinity seeking behavior strategies used as a communication process by which individuals want to get liked and want to receive favor from the surrounding. They suggest four models of affinity seeking behavior strategies with relation to antecedents' factors. In which constraints, strategic activity and target response are more important (Bell & Daly, 1984). There are three main antecedents' factors including motive, goal and consciousness level. Aim of interaction is a social exchange. Mostly, in conversation, people focus on to create or maintain the affinity level first then they extend the communication process for a specific goal.

Bell and Daly (1984) suggested these four strategic activities which are strategy, enactment, sequencing and quality of enactment. The individual affinity seeker must select an appropriate strategy or strategies in a situation it matters a lot. Bell and Daly (1984) suggested 25 strategies and these strategies work in different situations. These strategies are combined in different ways, but they are not dependent on each other. When someone wants to get affinity, he/she select 6 to 8 or 10 out of 25 strategies according to the situation. Affinity seeking strategies are not only integrated but also in sequence. Interaction response must be considered carefully. Further he suggested three types of response. Those are affective, behavior and cognitive. Affective deals that the changes in affinity felt by targeted respondents. Behavior response is the physical and verbal actions and cognitive response is perceptions, judgement and learning. Affinity seeking behavior strategies used for making relationship strong. It seems to make better relationship and maintain the relationship (Tolhuizen, 1989). It depends upon the ability of people to maintain relationship by using affinity seeking strategies. It is the primary way of making relationships (Daly & Kreiser, 1994). People utilize their social energies for getting liked and maintaining relationship in working environment in which they want better communication relations with each other. Four of Bell and Dally affinity seeking strategies are not involved in maintaining relationships includes assume control, personal autonomy, and comfortable self and nonverbal immediacy. Participants recognize eight additional strategies include faithfulness honesty, physical affection, reliability, self-improvement, sharing spirituality and affection.

Organizational Dissent

In the working environment, employees feel uncomfortable conditions daily. The results of this dissatisfaction they show dissent that can express their disagreement towards the organizational policies (Kassing & McDowell, 2008). Dissent can be expressed in multiple ways. Dissent is the process of daily communication but it impacts negatively on employee's relationship.

Employees stating their difference or inconsistent sentiments about workplace performance rules and practices are termed organizational dissent (Kassing, 1998). Sprague and Ruud (1988) indicated that organizational dissent can be stared as an ethical duty, a radical right, a progressive management practice, a slight awkwardness, or an indictable defilement of loyalty. As per Exit-Voice-Loyalty (EVL) model of Dissatisfaction, workers may practice dissimilar strategies to express their displeasure with a firm. These plans are connected to whom employees tell their displeasure and/or contrasting ideas (Kassing, 1997). Voiced opposition plan includes showing dissent amenably and clearly inside organizations to spectators that can efficiently affect organizational modification. If employees wish to say their dissent but they cannot successfully express themselves then latent dissent arises. Because of their deficiency they turn into unfulfilled and option to expressing their inconsistent views and disagreements bellicosely to ineffectual listeners through organizations or in concert with other irritated employees. Latent dissent eagerly occurs but it is not noticeable to some organizational audiences. Displaced dissent includes expressing this to some outside audiences like other friends, partners, outsiders, and family associates, ex-

cept media or party-political bases required by informers (Kassing & Avtgis, 1999). Model of dissent has four mechanisms: 1) activating agent, 2) policy selection effects, 3) strategy assortment and 4) telling dissent. The model proposes that the procedure of workplace dissent instigates with a triggering-event (Kassing & Armstrong, 2002). It occurs when the triggering occasion surpasses employees' lenience for dissent.

Kassing and Armstrong (2002) have clarified the triggering actions that clue employees to dissent as employee handling, organizational alteration, decision making, incompetence, role/duty, resources, morals, recital assessment and stopping harm. Kassing (1997) suggested that dissent is branded as separate, interpersonal, and administrative influences/issues. These influences affect employees' dissent expression plan. Separate effects are about performances within the organization. Dissent principally instigates at a private level. Dissent means sensing apart or dissociated from one's organization. Separate factors contain tendencies/personalities, connotation /association with their organization and their position. Verbal belligerence, quarrelsomeness, locus of switch is some investigation examples of employees' tendencies/personalities (Kassing & Avtgis, 1999). In adding employees' readiness to dissent is prejudiced by rationalities of helplessness and evading conflict (Sprague & Ruud, 1988). Additional separate issues connected with dissent expression are worker commitment, employee gratification and organizational empathy. Interpersonal inspirations contain the kinds and quality of relations employees uphold within organizations. Employees desire to express their differences in face-to-face connections with their managers. Employee's emphasis on the happiness of their coworkers when articulating their dissent (Kassing & Armstrong, 2002). If staffs observe high quality association with their managers, they incline to dissent to their manager, but if they observe low quality affiliation with their managers, they express their difference to coworkers. Organizational effects contain how employees observe and comprehend their organizational environments. Organizations' answers to dissension provide response to following dissenters regarding whether they should imagine to be compensated, unnoticed, or penalized. Organizational values and climate can endorse or struggle organizational dissent. Through making communication environments, organizations remain adoptive or overwhelm dissent. Kassing (2009) found that apparent more liberty of speech existed in the organization produced to more highly recognized employees and more rising dissent. Besides, lateral disagreement decreases when employees perceive more apparent justice concerning organizational decision making (Kassing & McDowell, 2008). Employees' insights of their organizational environments also touch the way and the subject in which workers choose to direct dissent. Whenever dissent is curbed in organizations employees incline to be silent and only dissent in retort to evidently unprincipled issues.

Organizational dissent is considered as appearance of inconsistent thoughts or divergence over organizational strategies and performs. Sprague and Ruud (1988) declared that dissent could be observed as "an ethical responsibility, a civil right, a progressive administrative practice, a slight troublesomeness, or an indictable defilement of loyalty. A developing from of scholarship has tinted a complicated association between organizational, social, and specific characteristics of organizational dissent. A significant part of research has scrutinized the organizational dissent narrates to numerous communication characters (Kassing & Armstrong, 2002). One part of intense awareness has been the association

between organizational dissent and disputatiousness. Individuals vary in their level of disputatiousness and this can affect their dissent policies. Kassing and Avtgis (1999) presented a connection between quarrelsomeness and certain forms of organizational dissent. They also recommend disputatiousness. It does not task as a lonely variable and thus wants to be studied in combination with extra organizational, interactive, and individual effects that happen in the dissent procedure. For now, there has been no continuation of studies on how disputatiousness and dissent function together with other discrete, interpersonal and organizational variables. Thus, there is countless potential to development research on the association between organizational dissent and disputatiousness. An additional area of chance is an expansion of organizational dissent researched in non-U.S. settings. Insufficient studies have verified organizational dissent outside of the United States. Various studies have been conducted in non-U.S. settings have established that utmost organizational associates desire to seek agreement which can hamper dissent to changing degrees (Croucher et al., 2009).

Investigators reviewing organizational dissent have observed organizational effects on way they express dissent (Hegstrom, 1990) organizational answers to dissenters (Finet, 1994). Organizational dissent researchers have deliberated the contented of dissent by distinguishing between dissent between the personal-advantage (i.e., conflicting when one's working hours are concerned or when someone is entitled on to achieve further responsibilities) and righteous dissent (i.e., disputatious about unprincipled or dubious business practices). Organizational dissent model was proposed by Kassing (1997). He said that employees expressed their decent in three strategies of dissent, Articulated, (upward) Antagonistic (Lateral) and displaced.

Upward Dissent

Upward dissent is the way of expressing reservations to the management, supervisor or corporate officers directly (Kassing, 1998). Employees express upward dissent when they perceive someone to be effective and he/she considers that there will be little, or no retaliation between management/authority. Upward dissent is considered a positive response. When the employees have a good relationship with boss/ supervisor then they express upward dissent (Kassing, 2000). Affiliation of the organization was found as positively related with upward dissent. Those who are highly affiliated with organization express upward dissent and less lateral dissent. Cognitive factors are associated with upward dissent. Payne (2007) argued that employees who possess highly organizational self-esteem expressed upward dissent. Numerous strategies have been suggested for upward dissent. It can be communicated through direct factual appeal. This approach comprises supporting one's dissent with information received from the blend of physical evidence, organizational policies, knowledge, practices, and personal work experience. Another way to express upward dissent through the presentation of the solution in organizations and address the causes of dissent rather than to use more threaten strategies like repetition circumvention (Kassing, 2005). Circumvention is defined as expressing dissent to the person who is highest in the chain of command or immediate supervisor. Other strategies suggested including exchange, coalitions, pressure, inspiration, venting, asking for information and

humor (Garner, 2009).

Lateral Dissent

Lateral dissent is kind of dissent when someone feels that his/her dissent is received by management/supervisor. Lateral dissent is also called antagonistic dissent considering as aggressive expression of an organization for getting personal advantages by expressing personal fruition (Kassing, 1998). It is also called latent dissent. It reflects the actual set of dimensions. Latent dissent occurs when employees consider that they have poor relationships with their supervisors/managers, when their organizations are biased of employee feedback. In such case, employees share their dissent with coworkers. There are some factors influencing employees to express lateral dissent. Goodboy, Chory, and Dunleavy (2008) identify that when organization involves employees in decision-making dynamics employees engaged more in lateral dissent. Though when employees feel justice in the organization, they express little lateral dissent. Those who feel emotional exhaustion, stress and isolation do not report and by using lateral dissent (Avtgis, Thomas-Maddox, Taylor, & Patterson, 2007).

Displaced Dissent

Displaced Dissent or articulated dissent is the third strategy to express dissent (Kassing, 1997). It is the kind of verbal expression of dissent with coworkers, friends, spouse and family members. Kassing (1997) stated that when employees feel that their dissent viewed as antagonistic expression, they use this strategy it leads to retaliation. Articulated dissent expresses to these audiences who are not effective in responding to dissent. Mostly employees express this dissent with household members and friends not included in organization. Those who express displaced dissent have lack of organizational commitment (Kassing & McDowell, 2008). So, the employees mostly express displaced dissent and avoid upward and lateral dissent. However, the listeners of displaced dissent cannot take chances in the conditions that cause dissent. Employees choose this type of communication for expressing their work environment frustration. Few factors have co-relate with displaced dissent. Employees having a low level of commitment express displaced dissent (Kassing & DiCioccio, 2004). Employees having less working experience express the high level of displaced dissent.

Empowerment

Empowerment is used to increase the degree of autonomy and self-determination in people. They can show their interest in a self-determined way. Empowerment is used in multiple disciplines like political sciences, education studies, women studies, health studies, and justice is a discipline in which many scholars frequently reported. Empowerment is defined as more individual control related to community participation (Kieffer, 1984). A group-wise participation development process in which individuals and groups have great control on their lives, decision, environment and receive valued resources, rights, and social

marginalization (Maton, 2008). Empowerment is a process and outcome (Prilleltensky, 2008). In empowerment theory, it is difficult to analyze in different levels like individual, organizational, and community levels (Zimmerman, 1995). Factors associated with the environment, group and individuals may influence the organizational empowerment, group empowerment and individual empowerment (Perkins & Zimmerman, 1995).

Justice in Organization

Now a day's Workplace justice studied frequently. Concept of justice started in early 1960 (Adams, 1963). Most of the studies were published since 1990. Organizational justice was explained through three ways distributive, procedural, and interactional justice. Organization justice started with Adams theory of equity. The concept of fairness in organizations begin from literature of social psychological on distributive justice. It focuses on outcome fairness. Fairness of organizational outcome includes pay selection and promotion decision in relationship with quality and quantity of work. It focuses on the outcome so distributive justice prediction relates to intellectual and behavioral reactions to a particular outcome. When outcome perceived to be unfair, it should affect the persons' emotions like experience, happiness and guilt etc. (Cropanzano, Prehar, & Chen, 2002). Social psychology process shifted from results of reward allocation to process by which allocation was made. Procedural justice is the process of fairness in which outcome will be determined (Lind & Tyler, 1988). Interactional justice extends procedural justice by controlling rewards and resources. Interactional justice is related to a source of communication of process between source and justice aspects such as, honesty and respect (Bies, 1986). Greenberg (1990) applies the term 'organizational justice' refers to the extent to which the personnel considers the organizational decisions as fair. Many scholars explain that justice play a major role in the organizations. It effects our behavior feelings and attitudes. It shows fair behavior with employees on the behalf of organization. It would lead higher level of organizational commitment and those feels injustice their commitment will be decrease or they will leave the organization (Mehrabi, Rangriz, Darvishzadeh, & Khoshpanjeh, 2012). Organizational justice comes in three basic forms: Distributive justice, procedural justice, interactional, justice and other is empowerment justice.

Empowerment Justice

(Thibaut & Walker, 1975) worked on the concept of empowerment justice. Results explained that empowerment justice is a kind of skill to explain the thoughts and feelings during the interaction between boss and subordinate. Study further recommended that manifestation of empowerment justice may create a link of better understanding between employees and management. Researchers also termed empowerment justice as the capacity to influence the decisions and implement the process. Gupta and Singh (2013) worked on an important dimension titled as empowerment justice. They said that fairness of procedures is not enough in organization. There is need of environment where employees are fully empowered and control the decisions and procedures. Avrahami (2008) explores that empowerment and performance has positive relationship due to understanding of justice.

When justice is present in organization, employees feel themselves empowered. There is meaningful relationship between justice and empowerment (Chenevert, Charest, & Simard, 2007). They suggest that empowerment justice has positive relationship with organizational commitment. According to Alvandi, Foroghi, and Suleymani (2014) empowerment justice is one of motivational factor for employees.

Study Model

Figure 1
Study Model
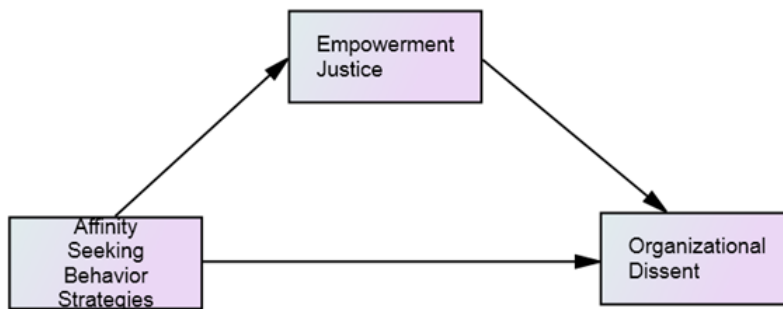
Study Model is developed based on literature review. Model contains independent, dependent and mediating variables. Affinity Seeking Behavior Strategies are used as independent variable, Organizational Dissent is used as dependent variable and empowerment justice is used as mediating variable.

Hypotheses of Study

H1: Affinity Seeking Behavior Strategies have negative significant impact on Organizational Dissent.

H2: Affinity Seeking Behavior Strategies have positive significant impact on Empowerment Justice.

H3: Empowerment justice has negative significant impact on organizational dissent.

H4: There is a mediation impact of empowerment justice between the relationship of affinity seeking behavior strategies and organizational dissent.

Research Methodology

The current study is cross-sectional and quantitative in nature. Population for study is Teaching Assistants/Research Associates of Public Sector Universities of Sindh. The respective administration of public sector universities revealed that around 1200 teaching assistants/research Associates are engaged in several departments of the universities. Sample comprises both female and male Teaching Assistant/ Research Associates of Public Sector universities of Sindh. Sample size of the study is 480 based on rule of thumb as suggested by Jackson (2003). Cluster sampling technique has been used to collect the data. For affinity seeking behavior strategies data collected through adopted and modified questionnaire of Bell and Daly (1984), for organizational dissent data have been collected through adopted questionnaire of Kassing (1998), for empowerment justice data have been collected by questionnaire of Gupta and Singh (2013).

Results and Hypotheses Testing

Table 1
Reliability Analysis

Affinity Seeking Behavior Strategies (IV)	0.710
Organizational Dissent (DV)	0.730
Empowerment Justice (M)	0.700

Nunnally (1978) recommended that reliability stats should be equal or more the .70.

Table 2
Correlation Analysis

Variable (IV, M, DV)	Mean	Standard Deviation	ASBS	EJ	OD
ASBS	3.700	0.610	1.000	0.610*	-0.760**
EJ	3.600	0.640		1.000	0.790**
OD	3.800	0.510			1.000

Correlation is significant at the 0.05* and .01** levels.

The outcome of above table shows that Affinity seeking behavior strategies (ASBS) have significant and positive relationship with Empowerment Justice (EJ) (r=.61, p=<.05) and negative significant with Organizational Dissent (OD) (r=-.76, p=.01). There is significant and negative relationship between Empowerment justice (EJ) and Organizational Dissent (OD) (r=.79, p=<.01).

Hypothesis Testing

Following Baron and Kenny (1986) the mediation procedure is adopted to test the hypothesis of this study.

Analysis One for testing Path C (Testing H1)

H1: Affinity Seeking Behavior Strategies have negative significant impact on Organizational Dissent.

Analysis Two for testing Path A (Testing H2)

H2: Affinity Seeking Behavior Strategies have positive significant impact on Empowerment Justice.

Analysis Three for testing Path B and Mediation (Testing H3 and H4)

H3: Empowerment justice has negative significant impact on organizational dissent.

H4: There is a mediation impact of empowerment justice between the relationship of affinity seeking behavior strategies and organizational dissent.

Analysis One for testing Path C (Testing H1)

H1: Affinity Seeking Behavior Strategies have negative significant impact on Organizational Dissent.

Table 3
Analysis One for testing Path C (Testing H1)

Variable	R	R^2	Adj. R^2	B	Sig
Affinity seeking Behavior Strategies	0.630	0.390	0.380		
				-0.480	0.000

Dependent Variable: Organizational Dissent

Regression outcomes suggest that affinity seeking behavior strategies has negative relationship with organizational dissent (r=.63) and 38% change in organizational dissent effected by affinity seeking behavior strategies ((R^2=.38). Further results suggest that affinity seeking behavior strategies are negatively and significantly effecting to organizational dissent (β = -.48, p< .01) satisfying the primary condition of Path C laid down by (Baron & Kenny, 1986) and accepting hypothesis.

Analysis Two for testing Path A (Testing H2)

H2: Affinity Seeking Behavior Strategies have positive significant impact on Empowerment Justice.

Table 4
Path A

Variable	R	R^2	Adj. R^2	B	Sig
Affinity Seeking Behavior Strategies	0.590	0.340	0.330		
				0.520	0.001

Dependent Variable: Empowerment Justice

Regression outcomes suggest the positive relationship between affinity seeking behavior strategies and Empowerment Justice (r=.59) and 34% change in Empowerment Justice effected by affinity seeking behavior strategies ($(R^2$=.32). Further results suggest that affinity seeking behavior strategies are positively and significantly effecting to empowerment Justice ($\beta = .52$, p< .01) satisfying the primary condition of Path (A) laid down by (Nunnally, 1978) and accepting hypothesis.

Analysis Three for testing Path B and Mediation (Testing H3 and H4)

H3: Empowerment justice has negative significant impact on organizational dissent.

H4: There is a mediation impact of empowerment justice between the relationship of affinity seeking behavior strategies and organizational dissent.

Table 5
Path (B) and Mediation Exploration

Variable	R	R^2	Adj. R^2	β	Sig
First Model (Path C)	0.630	0.390	0.380		
Affinity Seeking Behavior Strategies				-0.480	0.000
Second Model	0.790	0.620	0.610		
Empowerment Justice (B)				-0.510	0.000
Affinity Seeking Behavior Strategies				-0.230	0.070

Dependent Variable: Organizational Dissent

Above mentioned regression results contain two different models. Initially first model belongs to Path (c) which was tested at very beginning and same outcomes have been put here. Second model contains outcomes in which organizational dissent is dependent and affinity seeking behavior strategies (initially independent) and empowerment justice (initially mediating) are independent variables.

Outcomes of second model suggest that 62% change in organizational dissent is due to affinity seeking behavior strategies and empowerment justice. Moreover, results suggest that empowerment justice is negatively and significantly related to organizational dissent ($\beta = -.51$, p< .000) meeting third criteria for path (b) laid down by (Baron & Kenny, 1986) ending in accepting hypothesis 3.

Affinity seeking behavior strategies having negative and significant value initially in first model (path c) ($\beta = -.48$ p< .000) is not significant anymore with substantial decrease in β value ($\beta = -.23$, p> .05) with addition of mediating/intervening variable empowerment justice meeting with final condition described by Baron and Kenny (1986). The findings confirm a full mediation of empowerment justice between affinity seeking behavior strategies and organizational dissent. This study followed the mediation procedures laid down by Baron and Kenny (1986).

Conclusion and Recommendations

The main object of this study was to achieve an empirical investigation which is hardly studied yet in the literature of management sciences. Thus, this study was conducted to understand the impact of affinity seeking behavior strategies (independent variable) on organizational dissent (dependent variable) with an intervention/mediation of empowerment justice. The observed effect of affinity seeking behavior strategies on organizational dissent was significant and negative in relation. Besides the significant and negative relationship between the affinity seeking behavior strategies and organizational dissent. This study investigated the intervening/mediating effect of Empowerment Justice. Consequently, it is found that empowerment justice acts as full mediator between affinity seeking behavior strategies and organizational dissent of teaching assistants/research associates of public sector universities of Sindh. However, it is recommended for future studies to investigate the private sector institutes and several variables can be added in order to achieve generalized results.

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