THE RELATIONSHIP OF ORGANIZATIONAL AMBIDEXTERITY WITH WHISTLEBLOWING ACT AND EMPLOYEES' INTENTION TO LEAVE

BY

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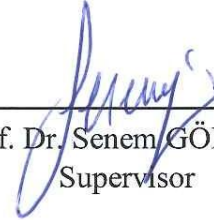NOVEMBER, 2017

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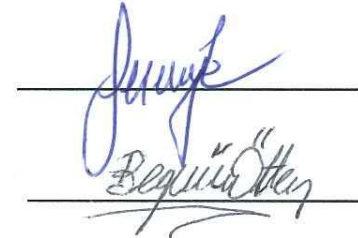Prof. Dr. Dursun ARIKBOĞA
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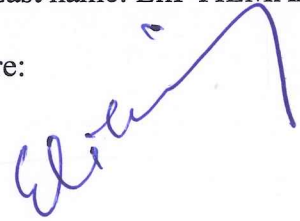Prof. Dr. Mustafa Zeki AKSAN - Haliç University

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ABSTRACT

Ambidexterity comprehensively explains an organization's ability to accomplish two unfamiliar things at the same time. Able to use both hands organizations exploit current or existing capabilities together with exploring new circumstances with equal dexterity. Ability to pursue mutual exploitive and exploratory activity relies on mixes contradictory organizational qualifications like decentralization, formalization and connectedness. In the recent period, increasing complexity of business life and performance pressure cause ethical/unethical behaviors and their impacts becoming apparent in the organizations. Whistleblowing is one of some of the responses that employees show in relation to organizational wrongdoings. These employees are those who inform illegal or unethical actions in an organization instead of keeping quiet. They are named as 'disclosers'; the disclosure act realized is named as whistleblowing.

The study aims to describe organizational ambidexterity strategy; considered as one of the newest concepts in organization and management literature, and whistleblowing, as an ethical behavior, and its impacts on organizations that can manage the organizational ambidexterity strategy.

Data was obtained from Academicians working on both public and private Universities in Turkey and the research also tries to find an answer to academicians' decisions' on whistleblowing and organizations attitude and the the dilemma of employees' intention to leave their careers.

Keywords: Organizational Ambidexterity, Exploiting Ambidexterity, Exploring Ambidexterity, Whistle blowing, Internal Whistleblowing, Silent Act, Intention To Leave

OZET

Hızla değişen çevresel koşullar ve artan rekabet baskısı, örgütleri aktif, yaratıcı, esnek ve uyarlanabilir kılmaya zorlar; Bu gerçek, farklı stratejik alternatiflerin gerekliliğini gosterir. Bu amaçla Örgütsel Ustalik stratejisi, örgütün mevcut yeteneklerinin keşfi ve yeni yeteneklerin keşfi kavramı olarak ortaya çıkar (March 1991).

Son dönemlerde, iş hayatındaki karmaşıklığın artması ve performans baskısı etik ve etik olmayan davranışlarin organizasyonlarda belirgin bir sekilde gorulmesine neden olmaktadır. Dolayısıyla organizasyonlar kurumsal olarak etik disi davranislarin oldugunu saptamakta ve etik disi davranislara yasal yaptırımlar uygulanmakta ve örgütlerin etik yöneliminin sürdürülebilirliği ve geliştirilmesi üzerinde durulmaktadır. İfşa kelimesinin yasal olmayan, etik/ahlak dışı ve suc olabilecek durumları gizlemek yerine açığa/ortaya çıkartma anlamı ile ingilizce literaturde yer alan "whistleblowing" teriminin yasal olmayan, etik/ahlak dışı, suç kabul edilebilecek durumları anlamına en yakın olduğu kabul edilmektedir (Grandey, A.A. (2000). Son yıllarda Türkçe örgütsel davranış literaturunde da tartışılmaya başlanan batı kökenli "Whistleblowing" kavramının Türkçe karşılığı henüz net olarak mutabakati yoktur. Organizasyonlarda uygulanan yontem etik ve yasal olmayan uygulamaların bildirilmesi anlamına gelmis ve eylemsel acidan ihbar etmek, ifşa etmek, afişe etmek gibi fiilleri içermektedir.

Gunumuzde malesef ifsa edenler veya yanlisi ihbar eden calisanlar, işlerinden ayrılma kararı vermeye zorlanabiliniyor. Bu durum; istenmeyen bir durum olmasına ragmen, malesef bir cok kuruluslarda ve cesitli organizasyonlarda yasanmaktadir. Dolayısıyla, bu tarz anlamsızca davranislara sebebiyet vermemek icin gerek calistigi kurumda "ihbarci" kimligi tasimamak, gerekse isten atilma korkusu yüzünden yanlisi

ifsa etme davranisini tercih etmeme karari alabiliyorlar (Zhang, Chiu ve Wei, 2009). Bu çalışma, Örgütsel Ustalik, etiksel ifsa ve isten ayrılma niyeti arasındaki ilişkiyi araştırmaktadir.

Anahtar Kelimeler: Örgütsel Ustalik, Yararlanici Ustalik, Arastirici Yararlanici Ustalik, Whistleblowing, Etiksel Ifsa, Icsel Etiksel Ifsa, Dissal Etiksel Ifsa, Kayitsizlik, Isten Ayrilma Niyeti

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1. INTRODUCTION

The competitive environment for organizations has improved in many ways. Internationalization of the external and internal environments, mainly rapid technological changes, reductions of organizational life cycles and of the products together with growing aggressive competitors; all causes companies to react rapidly (Grant, 1996a; Volberda, 1996). If the organizations can deal with the changes they face, they can survive in the long run. Organizations and corporations search to fit to environmental changes, search for new ideas or processes, also try to create different products and services in order to develop new markets. Moreover, they need to balance to organizations competences and utilize current services and products (Benner & Tushman, 2003).

Quickly changing environments and expanding competitive forces push the organizations to be dynamic, creative, flexible and flexible; all requires the need of various strategic options. Searching for a long-term performance and continuity, organizations are encountered with social, environmental, technological, economical challenges and possibilities. Not only high tech industries that need to be fast-moving, organizations also are assumed to be stable (D'Aveni, 1994).

Organizational ambidexterity strategy is demonstrated for this reason as a concept of exploitation of organization's current abilities and exploration of new ones (March 1991). As competition raises plus the rate of progress expands, organizations are progressively experienced with the pressure within exploiting current skills and exploring new different skills (Floyd & Lane, 2000). Shortly, as in order to be stronger in the environment, organizations should also be ambidextrous. Organizations should be ambidextrous because they should exploit their existing ideas or products to keep

them up-to-date and they should explore new ideas or new products that are necessary for developing science and technology.

The new organizational structure; organizational ambidexterity is a new conception not only for Turkish literature but also internationally. Ambidextrous companies and organizations absolutely demonstrate differences at the innovation stage when comparing with others. They work in organizations that are ready to change and have the opinions that they want both to be innovative and efficient. Besides, those companies try to create new skills, processes for the long-term achievements (Sarkees & Hulland, 2009). This new organizational structure helps organizations work easily under uncertainty and crisis conditions. Organizations maintain their lives by building success and sustainable development from the perspective of this dual path.

Increasing complexity of business life and performance pressure cause ethical/unethical behaviors and their impacts becoming apparent in the organizations. Thus legal punishments are imposed more on the institutional ethical applications, putting an emphasis on the organizations' development and sustainability of ethical orientation.

Sherron Watkins and Cynthia Cooper two women heroes announced by 'Time' magazine of the year 2002. Sherron Watkins, was an executive manager in Enron who detected accounting corruption and had informed the condition to the Enron's top executives. Watkins, after disclosing this corruption to the top executive, was fired from her position as deputy general manager, and she was assigned to a passive duty at a low status. Cynthia Cooper who was appointed as the financial controller and deputy chairman of WorldCom Co also determined a financial corruption. She found out 9 million dollars were falsified by the company accounts and that Arthur Andersen (auditing company) knew about the issue but ignored. The result was that; both women

quit their jobs. However, they were the major causes for the declines of giant

companies like Enron and WorldCom Co.

Researches show that of the 75% organization members have been attempted to

thievery, computer fraud, vandalism and/or absenteeism. As organizational

wrongdoings became wide spread in the world, workplace divergence became

important research topic in management and organizational behavior (Henle, Giacalone,

and Jurkiewicz, 2005).

Trust and certainty is critical in any organization is important and for the

success.   It can't be blind or unquestioning. Deceptive and unethical attitudes deform

the standard system and it intimates the survival or organizations' progressing

activities. Considering these effects, moral mischief requires a fact reaction. Miceli and

Near (2005) support the idea that all employees in organizations are the major effected

and effective sides to reduce the incidence of unethical behaviors in workplaces.

Unethical behavior in an organization is mostly unpredictable, threatening values and

creating pressure for a timely response (Glasscock, 2004, 33).

Whistleblowing is one of some of the responses that employees show in relation

to organizational wrongdoings. Whistleblowing can be seen in any organization. People

in general or employees at an organization who inform illegal or unethical actions

instead of keeping quiet are named as 'disclosers'; the disclosure act realized is named

as whistle-blowing. In brief, it means reporting unethical behaviors, rejecting to

participate in an unethical/illegal event in the work environment by whistling instead of

not saying anything and trying to stop this unwanted event (Pearsall, 1998). Thus, it is a

careful, humanitarian act and it is the thing that needs to be done. It is highly wrong to

characterize the people conducting this action as a bad person, since it is a disclosure

act completely realized in good faith. Whistle blowers are those who try to avoid

organizations from misbehavior.   There is no difference whether the organization is public, private or a non-profit organization; the case of whistleblowing can be seen in all organizations (Özdemir, 2013).   Whistleblowing is accepted as a useful corporate control system against organizational wrongdoings. Whistle blowers' reactions mostly end up with unhappy situations like employees are usually forced to quit their jobs or leave their jobs with their own will. Over 90% of the whistle blowers were made to quit their jobs and careers early. Not only that; but were blackballed, were announced as insane and even lost lawsuits as per researches done on this topic (Greene and Latting, 2004). As per Verschoor (2005) again, more than 44% of the workers who face and are concerned of individual also corporate wrongdoing not reporting their considerations to anyone. Because of mentioned results many observers of wrongdoing can't decide to blow the whistle since a likelihood of retaliation may occur (Zhang, Chiu, and Wei, 2009).

Intention to leave includes conscious willfulness to leave the organization. Whistleblowing and organizational misconduct are some of the factors can play an important role in solving the dilemma of employees' intention to leave their careers. Intention to leave is a conscious decision or it is a movement of the employees on the act of leaving the organization and is usually accepted as an indicator that shows performance processes in the organization and mostly socio-economic conditions do not fulfill the expectations of the employee (He and Wong, 2004). Particularly in a job environment where there is high competition and extreme exploiting strategies such the strategy of Organizational Ambidexterity can be required.

Ethics in organizations is necessary and important; a correct implemented whistleblowing act may have a positive affect in ambidexterous organizational structure. Whistleblowing and deciding to state the wrongdoing, as an ethical behavior,

can be an important reason for an academician who is considered to work in ambidexterous organizational environments.

Academicians, healthcare, banking and information technology professionals are assumed as major employees who work in companies following ambidexterity strategies. Those white-collar workers' intentions to leaving their jobs were examined in many researches and researches are made to investigate the reasons behind these decisions and turnover. So far, the literature review searched showed that the major factor influenced many white-collar employees to quit their careers is the ethical dilemma. Some studies; as references, the intention to leave of white and blue-collar employees working were inspected together with exploring the relations with ethical disturbance.

Universities with both organizational antecedents and external environmental factors are considered to support ambidexterous organizations strategy. However, there is little empirical research that has been made about what factors have impact on organizational ambidexterity. So far some discussed factors were external environment factors (environmental dynamism and competitiveness), decentralized structure, organizational culture and vision and a clear consensus on forthcoming strategy, the tight coordination with top management together with flexible management were the key references of ambidexterity (Tushman and O'Reilly 1996: 26-27).

1.1.Purpose of the Study

In this research we assume that universities are ambidexterous organizations attained by balancing exploration and exploitation that lets the organization to be adaptable, at the same time continuing to rely on more traditional, proven methods of organizations. Universities also should be ambidextrous because they are obliged to

exploit their existing ideas or products to keep them up-to-date and they should explore new ideas or new products that are necessary for developing science and technology.

Trust and certainty can't be unquestioning in universities and is important for the success. Deceptive and unethical attitudes deform the standard system and it intimates the survival or organizations' progressing activities. As mentioned before, unethical behavior in an organization is mostly unpredictable, threatening values and creating pressure for a timely response (Glasscock, 2004:33).

As whistleblowing can be seen in any organization, it may be also seen in Universities. Universities are the contemporary organizations where corruptions, dissent and whistleblowing may exist together. A study on Academicians would provide considerable data about the prevalence of corruption, dissent and whistleblowing. This study searches the relationship between Organizational Ambidexterity strategy, whistleblowing act and academicians' intention to leave decision. The questionnaire will be used to evaluate the relationship between organizational ambidexterity (both its explorative and exploiting strategies), internal and external whistleblowing acts and employees' intentions to leave are applied on Professors, Associates, Assistant Professors, teaching and research assistants from both public and foundation universities will be included. Measuring the relationship of these concepts, a questionnaire is used for over 1000 academicians (universities are considered organizations that require organizational ambidexterity) based in Turkey. To explore relationships mentioned, research questions are posed. The results of this study aims to inspire all organizations to receive and develop ongoing training for the development of ethical decision making on whistleblowing issues, minimizing employees' intention to leave decisions under ambidexterous organizational strategy management.

To make a contribution to the literature to explain the importance of whistleblowing act inside the organization especially organizations are managed with ambidexterity strategy where management is attained by balancing exploration and exploitation. This helps the organization be creative and adaptable, while also continuing to rely on more traditional, proven methods of organizations. Finally, the primary reason of success in organizational ambidexterity and organizational results are examined in the context of literature, and the relation between the ethical disclosure, intention to leave and organizational ambidexterity is clarified. Study is finalized with conclusion and suggestions sections.

1.2. Importance of the Study

Universities' as present organizations whereas corruption and whistleblowing may exist together. This is a good environment to research the relationship between whistleblowing correct ethical behavior, intention to leave and organizational ambidexterity structure. This research is conducted to explain if there is a meaningful relation between organizational ambidexterity, whistleblowing and intention to leave act. When studied literature, ethical issues have been researched in business ethics. There have been few studies that have been made of concepts such as whistleblowing where employees face unwanted situations as an outcome of whistleblowing and whether it has an impact of employees' intention to leave decision.

The organizational ambidexterity strategy is a new concept in literature. There hasn't been many researches done separately on topics of organizational ambidexterity; whistle blowing act and employees' decision to leave in literature. Following model of research and hypotheses were framed to achieve this objective.

1.3. Research Questions

The main aims of this study are to examine the relationship between academicians' ethical issues and to search the organizational ambidexterity level in the university sector in Turkey. The sub-objectives can be listed as follows; determinining the level of organizational ambidexterity at the university, examining the relationship between external/internal whistleblowing and organizational ambidexterity of the organization. Also, examining the relationship of organizational ambidexterous organizations with whistleblowing and intention to leave acts.

Research questions are:

What are the effects of organizational ambidexterity with whistleblowing act and employees' intention to leave attitude?

What are the effects of internal and external whistleblowing attitudes and the academicians' intention to leave action?

Is there any relationship between employee whistleblowing act and being forced into intention to leave decision?

1.4. The Structure of the Thesis

The study will begin with introduction and the description of the purpose of this study. Review of the literature chapter will include; definition of organizational ambidexterity, organizational ambidexterity theories, types of ambidexterity structure, exploiting, exploring sides of organizational ambidexterity, definition of whistleblowing, both external, internal, silent whistle-blowing acts, description and reasons of the intention to leave concepts. It is important to research today's organizations that requires adaptation to organizations environmental change; high

turnover rates or the effects of organizational ambidexterity elements need to be investigated jointly with organizational behavior related studies.

The research chapter covers the reason and the scope of the research, limitations, research sampling, hypothesis and the research model. This chapter will also be about the methodology of the research; the scales of questionnaires is planned to be used in the research will be defined. Validity and reliability of the scales will be included in the thesis. Data collection, statistical analysis and results chapters will follow after the research performed. Following the research chapter, the results and findings will be given and conclusions, suggestions and reerences will be the final chapter.

1.5. Research Model

A comprehensive literature search was conducted for the research model. Hypotheses were tested by quantitative analysis of collected data. With the current study it was expected that the data would reveal the magnitude of relationships between organizational ambidexterity, whistleblowing and intention to leave. To explore these relationships, research questions are posed. The results of this study aims to inspire all organizations to receive and develop ongoing training for the development of ethical decision making on whistleblowing issues, minimizing employees' intention to leave decisions under ambidexterous organizational strategy management. In the research, exploration ambidexterity and exploitation ambidexterity, demographic factors, intention to leave and the relation between internal whistleblowing, external whistleblowing and silence sub - dimensions are examined.

The research model is given in Figure 1 below:
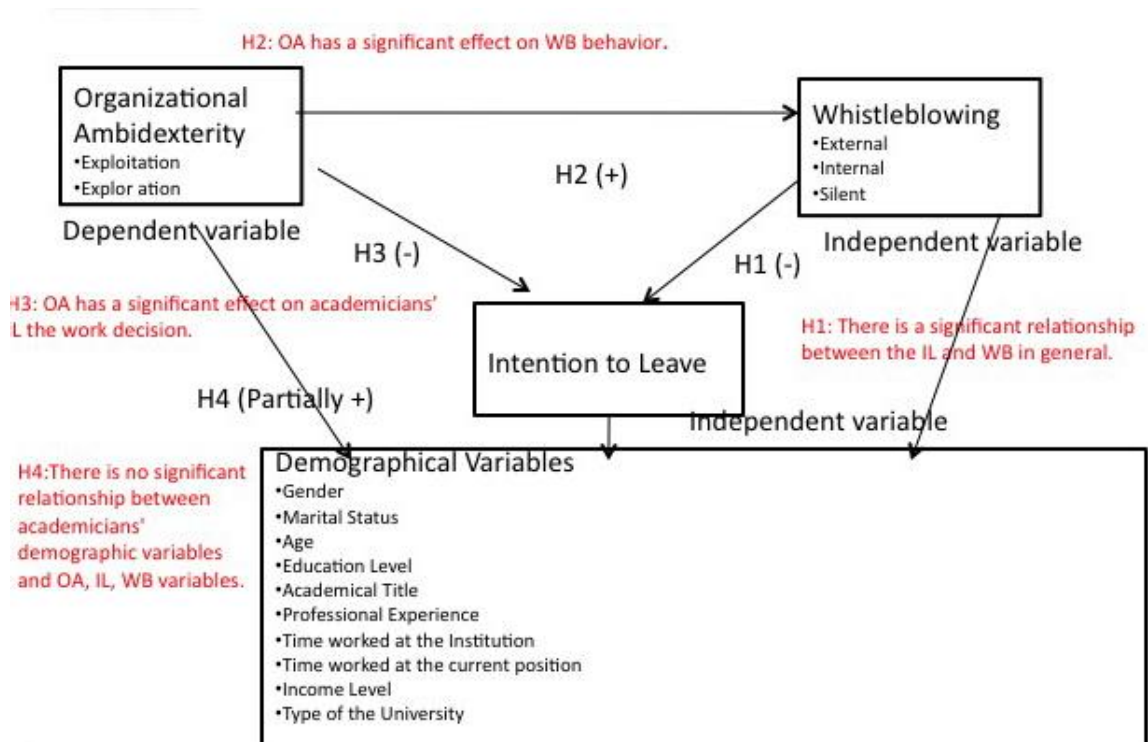
Figure 1. Research Model

2. LITERATURE REVIEW

2.1. Organizational Ambidexterity

2.1.1. Organizational ambidexterity

With the development of science and technology, information started to spread more quickly. Therefore, organizations have been facing some difficulties to keep up with new regulations. If the organizations can deal with the changes they face, they can survive long term.

The organizations that aim to survive and maintain their presence have to renew their sources and competencies (Viyanda, 2012: 1079). In our world in which increasing competition and constant developments are experienced, managers are forced to face with challenges. They have to face with various conflicts and controversies while trying to increase productivity on the one hand and decrease costs on the other hand. For this reason, as the speed of this change increases, the need for isolations in order to respond to the changes is likely to increase, as well.

One of these isolations is "organizational ambidexterity" which has been mentioned commonly in recent years (Reviş et al., 2013: 1). Organizations should be ambidextrous because they should exploit their existing ideas or products to keep them up-to-date and they should explore new ideas or products that are necessary for developing science and technology. Organizational ambidexterity is defined as benefitting from the content knowledge and competence while creating new information in order to deal with the lack of definitions or lack of information related to carrying out the work (Turner et al. 2011:2; Jansen et al., 2005: 57).

Bodwell and Chermack (2010: 193) define organizational ambidexterity as evaluating the opportunities effectively while accomplishing the strategies of the

organization. However, O'Reilly and Tushman (2008: 188) state that the processes, competencies and routine works related to exploitation differs from exploration activities and thus, managing this paradoxical competence is described as organizational ambidexterity. Tushman and O'Reilly in 1996 describes organizations, which can display their competences effectively in markets that focuses on the importance of productivity and increasing isolation and in the current market in which new product, service development, flexibility, experience and speed are considered important, ambidextrous organization and also, he refers to these organizations as "acrobat" organizations (cited in He and Hong, 2004: 482). Organizational ambidexterity is to create the balance between the product, market and technological development long term, but in the short run, it is the ability to manage profitability and coordination (Chaharmahali and Siadat, 2010: 6-7). Researchers like He and Wong (2004: 483) consider organizational ambidexterity as managing the exploitation and exploration dimensions of the organization.

Paliokaite and Pacesa (2014:1) define organizations, which are capable of adapting to the environmental changes and managing the organization effectively and successfully despite the dynamic environmental aspects, as ambidextrous organizations. Ambidextrous organizations are organizations that manage the evolutionary and revolutionary changes successfully (Menguc and Auh, 2008: 458).

Organization ambidexterity does not have a certain definition, but the broad definition of the term suggests that organizational ambidexterity refers to doing two things simultaneously. The definitions of exploitation and exploration create organizational ambidexterity (O'Reilly and Tushman, 2013:15). Organizational ambidexterity is to exploit present competences and abilities besides searching for new

opportunities (Akdoğan, 2009: 17). In another words, an organization aims to acquire long-term success; it should manage coordination and adaptation effectively.

Managing both coordination and adaptation is called organizational ambidexterity (Birkinshaw and Gibson, 2004:47). Searching for a new road and exploiting the current capacity introduces us with organizational ambidexterity (Reeves et al., 2013: 1).

The ability of organizations in terms of applying adaptation and conformation simultaneously shows their ability to accomplish organizational ambidexterity (Lubatkin, 2006). As an example for organizational ambidexterity, researchers Birkinshaw and Gibson (2004: 47) show the Nokia Company in Finland. While this company tries to present a new cell phone technology in the wide range, it also continues to make franchising investment in the cell phone produced by them. Also, in the same way, while Glaxo Smith Kline Plc tries to find new shareholders, technologies and alternative organizational models in order to find a new medicine, on the other hand, the company also tries to maximize the demand for the present medicine portfolio.

2.1.2. The theoretical history of organizational ambidexterity

Professor Robert Duncan used the Organization Ambidexterity concept in 1976. In 1976, Robert Duncan in his article named "The ambidexterous organization: Designing dual structure for innovation" used the term organizational ambidexterity and this new structure took its place in the literature since then (O'Reilly and Tushman, 2008). Contributing to the literature with the introduction of this term, Duncan examined organizational ambidexterity in terms of innovation activities (Raisch et al., 2009: 685; Akt. Erşahan, 2014: 615).

There are researches on ways of achieving organizational ambidexterity. Duncan (1976) pointed out the organizational structures that were necessary at different phases of innovation process (mainly at initiation and implementation). There is significant controversy in regards to the exact definition of organizational ambidexterity (Tushman and O'Reilly 2013: 15).

Although organizational ambidexterity is a term that has been used commonly seen in literature, it is a newly used term in the Turkish literature (Akdoğan et al., 2009: 18).

Tushman and O'Reilly (1996: 24) lately defined ambidexterity as the "ability to simultaneously pursue both incremental and discontinuous innovation and change". Research show that successful and long lasting organizations mainly depend on ambidexterity (Tushman and O'Reilly: 1996). As the level of competition in the business world intensifies and it gets harder to keep pace with change, it becomes a significant challenge for organizations to regenerate themselves via exploiting existing capabilities and exploring new facilities. Along with exploitation and exploration, organizations are able to obtain ambidexterity and the performance of organizations tends to improve significantly.

Various researches point out that there is positive relationship among organizational ambidexterity and the increase in the sales, the subjective evaluation of performance, innovation, evaluation of the market and the survival of the organization (O'Reilly and Tushman, 2013). Furthermore, it is discussed that organizational ambidexterity is more valuable in increasing competition and environmental uncertainty conditions (Jansen, 2005; Wang and Li, 2008).

Jansen claims that ambidextrous organizations can increase profitability through revolutionary changes, creating competition advantage and protection, exploitation and

exploration innovations. In addition to this, ambidextrous organizations can protect themselves from big and unexpected changes. They also acquire high performance and are protected against organizational rigidity. They also acquire increase in sales and develop learning capacities as well as obtain high profits.

The majority of the research on organizational ambidexterity focuses on organizational performance and is considered as an important variable. However, the results are bilateral and vague. While some researchers discuss that organizational ambidexterity has a direct influence on performance (He and Wong, 2004). Researcher Lin (2007) declared that there could be a negative or curvilinear relationship between organizational ambidexterity and performance (Şimşek, 2009).

The exploration strategy is characterized as a dangerous and challenging strategy focusing on radical changes and developing new products, services or technology for new customers. For this reason, the influence of exploration strategy on organizational performance may be long term, different from expectations and show negative effects in the short run. On the contrary, exploitation strategy uses the present information and organizational competences in order to develop the present process, product or services. In this regard, by its nature, the effects of exploration strategy on performance are more predictable and positive in the short run. However, it can also affect organizational performance negatively by creating organizational myopia in the long run.

In a study conducted on 70 Canadian companies, it was proven that in order to acquire high performance, international enterprises needed to manage the strategy equation properly and become ambidextrous organizations.

In summary, the separate relationship between exploitation and exploration strategies and organizational performance may show differences in certain periods. In

literature, it is stated that the influence of organizational ambidexterity referring to the simultaneous balance between both of these strategies on performance may differ in different circumstances. Alpkan (2012) in his latest study explored the relationship between the explorer and exploiter strategies that are components of organizational ambidexterity and market orientation strategies. Also he realized that with production facilities in Kayseri province (Akdoğan and Cingöz, 2010), it is established that 32% of the facilities in that region are executing explorer and exploiter strategies all at once, and they are organizational masters.

Shortly, studies show a direct relationship among organizational ambidexterity and performance, however this relationship is based on the environmental conditions in which the organization functions. When uncertainty conditions and sufficient sources are available (for ex: large companies), organizational ambidexterity becomes relatively more beneficial for the organization (O'Reilly and Tushman, 2013: 4).

In addition to this, organizational ambidexterity is composed of different types of ambidexterity including contextual and structural ambidexterity.

Contextual ambidexterity is an approach that is commonly associated with ambidexterity. As per Gibson and Birkinshaw (2004), contextual ambidexterity is achieved mostly with the help of the activities performed by members in an organization who direct their attempt in direction to alignment and adaptability. Specifically, contextual ambidexterity actions of all employees take a part of a significant role in creating the ambidexterity of an organization (Kang & Snell, 2009).

Besides, Tushman and O'Reilly (1996) target on structural ambidexterity as a result or solution to organizational ambidexterity. There has been an increase in the emphasis on organizational ambidexterity in the world, although the studies related to organizational ambidexterity in the global literature tend to increase in recent years, the

theory has not developed sufficiently. The related studies in Turkey are very limited in number.

As a result, organizational ambidexterity is a new and raw term in literature. As a metaphor for using two hands, organizational ambidexterity refers to meeting the current and future needs of organizations simultaneously and managing the harmony between both of them. Organizational ambidexterity provides several benefits for the organization, but not every organization has successful organizational ambidexterity. At this point, it is important to manage the organizational and environmental dynamics contributing to organizational ambidexterity, as explained above.

2.1.3. Basic approaches to organizational ambidexterity

In order to create ambidexterity between these explorative and exploiting innovation types, three types of ambidexterity suggestions, sequential ambidexterity, structural ambidexterity and contextual ambidexterity, are offered. For years studies on three approaches to ambidexterity have been carried out. These basic approaches will be explained below (Raisch and Birkinshaw, 2008).

Birkinshaw and Gibson (2004) examined organizational ambidexterity in two different ways: structural and contextual ambidexterity. Researchers favoring structural ambidexterity focuses on achieving ambidexterity by benefiting organizational structure and strategies (Gupta et al., 2006). Supporters of contextual ambidexterity; however, puts an emphasis on the behavioral and social aspects of these structures and concentrates on socialization, human capital, organizational environment and shared values.

Structural ambidexterity focuses on harmonizing the contradictory elements simultaneously in an organization. Therefore, structural ambidexterity requires

creating different structures for different types of activities (Birkinshaw and Gibson, 2004). For example, while departments focusing on individual competences of organizations are responsible for creating the harmony between the present product and markets, research and development departments are responsible in order to develop new products, finding new markets finding, following the developing trends in developing industry (Birkinshaw and Gibson, 2004: 49). Structural ambidexterity emphasizes that since adaptation and alignments are different, both of them should be structurally separated. However, since department separation may cause isolation, research departments may encounter challenges while encouraging the core business departments to accept organizational ideas. To overcome this, it is significant to build communication and relationship network between departments. In structural ambidexterity, the same people work both with exploitation and exploration, but rather than structure of both exploitation and exploration, both of them have spatial differences. This strategy can be best applied for sub units or projects which do not have enough resources (Eriksson, 2012), in considering the separation of one unit into two smaller ones is costly both to govern (Liu and Leitner, 2012).

At times of economic crisis, it is discussed that structural ambidexterity has positive effects on organizations (Schmitt et al., 2010). As a result, research on structural ambidexterity shows that structural ambidexterity is composed of exploitation and exploration strategies and in order to exploit sources, target union is required. The research also shows the importance of inclusive vision legalizing the exploitation and exploration needs and also, in order to manage the situations created by multiple organizational trends leadership is required (O'Reilly and Tushman, 2013). However, contextual ambidexterity covers behavioral capacity created for

achieving adaptation and alignment activities in a department (Gibson and Birkenshaw, 2004).

Contextual ambidexterity supports more flexible structures and system that allow them to make decisions in order to using their time between adaptation and alignment activities. Employees are expected to think multiply, achieve several tasks simultaneously, obtain initiatives and make use of it effectively (Şimşek et al., 2009). Contextual ambidexterity requires employees to possess complicated behaviors and thus, they are overwhelmed with a lot of things. In this regard, in order to benefit from contextual ambidexterity and not to lead to burnout syndrome, it is important to create an organizational environment that places importance on human and supports both effective performance management systems and social supports. It is also significant to distribute information from the upper sections to the lower sections without wasting or twisting it.

Jansen (2005) discusses that in competitive and dynamic aspects, organizations prefer contextual ambidexterity and this preference rate tends to increase with formal (decentralization) and informal (relationship networks/the network between employees and other departments) control mechanisms.

Despite differences, structural and contextual ambidexterity approaches should be considered complementary. The interaction between both approaches will support the information transfer and focusing on one approach will decrease the negative sides to the minimum (Prange and Schlegelmilch, 2009). International companies such as Hewlett-Packard, 3M and Intel are organizations that use both approaches simultaneously and become successful (Birkinshaw and Gibson, 2004).

In order to understand structural and contextual ambidexterity more clearly, it is fundamental to look at the differences between both types of ambidexterity. In this regard, the table below shows differences between contextual ambidexterity and structural ambidexterity.

Table 1

Difference between Contextual Ambidexterity and Structural Ambidexterity (Birkinshaw and Gibson, 2004:50)

	Structural Ambidexterity	**Contextual Ambidexterity**
How is ambidexterity achieved?	Alignment-focused and adaptability focused activities are done in separate units or teams	Individual employees divide their time between alignment-focused and adaptability-focused activities
Where are decisions made about the split between alignment and adaptability?	At the top of the organization	On the front line-by salespeople, plant supervisor, office worker
Role of Top Management	To define the structure, to make trade-offs between alignment and adaptability	To develop the organizational context in which individuals act
Nature of Roles	Relatively clearly defined	Relatively flexible
Skills of Employees	More specialists	More generalist

According to Table 1, the accomplishment of structural ambidexterity depends on doing alignment-focused and adaptability-focused activities in distinct sections or teams in an organization. On contrary, the achievement of contextual ambidexterity depends on individual employees who organize their time based on alignment-focused and adaptability-focused activities. However, although there are significant differences between both approaches, both of the approaches should be regarded as complementary.

In another differentiation, focusing on the timing of organizational ambidexterity O'Reilly and Tushman (2008) concentrates on sequential or

simultaneously strategies. As mentioned, the term organizational ambidexterity, introduced by Duncan (1976), it was focused on applying exploration and exploitation strategies in a temporary order. Whether related to the level of individual or organization, the sequential strategy aspect of organizational ambidexterity exploits exploration and exploitation strategies at different period of time while switching from one to another (Güttel and Konlechner, 2009). This strategy is most appropriate when the speed of the market changes and technological changes is less and predictable. However, when the speed and complexity of the changes in modern organizations is considered, O'Reilly and Tushman (2008: 193) discuss that organizations shall carry out exploration and exploitation strategies simultaneously.

Based on this conceptualization, for organizational ambidexterity, exploration and exploitation strategies just as so separate subunits, separate proficiency, systems, incentives, processes and cultures are required. These diverse and dissimilar units can be clutched via uniting strategic objectives. At this point, the importance of conductorship of top management executives is emphasized (Tushman and O'Reilly, 2008: 193). Based on changing variables the role of management is managing the tension between structural and contextual ambidexterity as to manage and sustain organizational ambidexterity.

2.1.3.1. Sequential organizational ambidexterity theories

Raisch (2009) states that sequential ambidexterity is accomplished when organizations adjust to a dynamic and temporal sequencing between exploration and exploitation activities. Moreover, the sequential strategy has advantages for the organization since it helps the organizations to adapt to a changing environment. Regardless of how, when boundary conditions move on to alter, organizations as well

need to respond to this situation and focus on both exploitation and exploration quickly. As per Raisch (2012), it can be easier to complete sequential ambidexterity at individual level.

In the sequential ambidexterity strategy, individuals benefit from both exploitation and exploration. In order for sequential ambidexterity to be successful, the duration or the length of the exploration and exploitation sequences need to be kept very short-lived. According to this view, organizations need to rearrange their structures to reflect the changing environmental conditions and strategies (O'Reilly and Tushman, 2013: 8). According to Duncan (1976), organizations need to change their structures and keep up with innovation in order to undertake enterprises (cited in O'Reilly and Tushman, 2013: 4). Chen and Katila (2008: 200) argue that exploration and exploitation activities need to take place sequentially, and they also discuss that organizations can focus on increasing activities or variety, but not applying both of them simultaneously is the innovation strategy of the organization.

Duncan (1976) suggests that in order to provide innovation and efficiency, exploration and exploitation activities needs to be associated and in order to create a harmonized structure with the strategy of the organization and organizational structure should be changed over time. He further discusses that organizational ambidexterity can be achieved with occasional changes in the structure, only if sequential ambidexterity approach is applied effectively (cited in O'Reilly and Tushman, 2013: 4).

In studies focusing on sequential organizational ambidexterity, the main focus is large firms, in which constant changes take place for long periods. Questions, such as how the transition in this approaches is maintained, if mentioning it is easy or not, how this is provided in real situations and what transition from exploration to exploitation and vice versa is, arise (O'Reilly and Tushman, 2013: 9)

Chen ve Katila (2008: 201) gives Pixar Animations Studios as an example in their study because they consider it as a successful example for sequential ambidexterity. Pixar usually explores and tries the new technical features of a film (as in Geri's Game) and exploiting this experience, he starts to shoot full-length films (for example: A Bug's Life).   Hewlet-Packard (HP) example in Boumgerdan (2012: 590)'s study is a response to how this transition is achieved. These researchers explored the 25-year organizational management of HP Company, one of the largest information technology companies in the world. The reason why they selected HP is that HP explores and exploits new technologies. This company adopted a decentralized management policy in the early years. However, when it started to go upside down, the company adopted centralization policy, underwent structural changes and decided to gather computer groups under a single roof in order to develop marketing, production and coordination. Afterwards, the company adopted decentralization policy. This way, the company had the opportunity to apply two different strategies sequentially.

Known for innovation culture, 3M Company experienced the changes in exploration and exploitation activities in the early 2000s. The productivity of the company increased, but the rate of incomes obtained from the new products proves that innovation ability in 3M decreased (Reeves, 2013: 2). Thus, O'Reilly and Tushman, (2013: 4) state that sequential ambidexterity management becomes ineffective when rapid changes are involved.

2.1.3.2. Structural organizational ambidexterity theories

While focusing on achieving organizational ambidexterity, it is important to consider structural means. When benefiting from the strategy of structural ambidexterity, differentiation in terms of groups or business units separate the

exploitation and exploration activities and this situation leads to differentiation between the tasks (Andriopoulos & Lewis, 2009; Eriksson, 2012). Dividing tasks into different units also encourages each unit to create a suitable context for exploitation or exploration (Raisch, 2009; O'Reilly & Tusman, 2004). Furthermore, O'Reilly & Tushman (2004) discuss that separating activities into different units results in different processes, structures and cultures. When the unit for exploration and the unit for exploitation are compared, the unit for exploration seems to be smaller, more decentralized and flexible. Raisch (2009) further discusses that the individuals who benefit from this strategy focus either on exploration or exploitation, in accordance with the unit within which they work and for this reason, they are not considered as ambidextrous themselves.

During the distinction of the exploitative and explorative actions into different units, it is required to integrate the two for the purpose of benefiting from the results most effectively (O'Reilly & Tushman, 2011). It is hard to accomplish the integration of subunits in a value enhancing way, but it is a required part of the process in order to use the strategy of structural ambidexterity. O'Reilly and Tushman (2004) explained that organizations in which ambidexterity is achieved successfully by benefiting from differentiated units are able to keep firm links across the units at the executive level.

Erickson (2012) discusses that when benefiting from structural separation in the construction industry context, an important solution is to display exploitation in the regular project setting during the performance of exploration activities in an R&D department. However, Eriksson (2012) further discusses that a significant disadvantage of using an R&D department is that it is not possible to offer the innovations and developments reached in the department directly to the market. Alternatively, they must be applied and dispersed through regular projects. Achieving, it is required to

implement a strong integrating management system that increases exploitation of explorative knowledge. However, it is significant to mention that maintaining differentiation is a particularly difficult task in the construction industry because of the project-based nature. For this reason, Eriksson (2012) contends that because of these difficulties, this strategy may not be the best alternative to implement in an organization in the construction industry.

In project and research based organizations, the achievement of structural ambidexterity depends on the organization's project portfolio (Eriksson, 2012). This includes the initiation of projects for exploitation and exploration, for instance pilot projects and development projects as well as the regular projects. However, the transfer of knowledge faces difficulty while helping this type of project to be successful for the organization. It is significant to transfer the knowledge gained from exploration projects to the center of the organization, and also to other projects in the project portfolio, to contribute achieving the organization (Eriksson, 2012). As the characteristics of the construction industry makes it a very difficult task it caused Eriksson (2012) to investigate whether this strategy provides organizations with benefits for the construction industry.

The standard approach to structural ambidexterity creates different structures in terms of different fields of activity. For example, while basic management units are responsible for obtaining new products and market adaptability, other departments may be responsible for following the future trends in industry or exploring new markets and technologies. Furthermore, arguments, which mention that structural ambidexterity is definitely necessary, because both of the activities have definite differences that prevent them from working simultaneously, still continue (Birkinshaw and Gibson, 2004:49).

O'Reilly and Tushman, (2013: 4) argue that organizations facing rapid changes need to manage exploration and exploitation activities simultaneously and this can be achieved by establishing autonomous exploration and exploitation units and adopting structural decomposition. In order to provide the use of abilities and sources, each structure needs to make an association among employees, structure, processes and culture with targeted harmony.

Tushman and O'Reilly (1996) state that it is possible to achieve structural ambidexterity with shared culture and vision, leaders and more adaptable management (cited in Raisch and Birkinshaw, 2013: 399). Birkinshaw and Gibson (2004) associate structural ambidexterity with how organizational investments and functions are organized in order to maintain exploration and exploitation activities (cited in Cao et al., 2009: 29).

Structural ambidexterity does not only require different systematic units of exploration and exploitation. Furthermore, different abilities, systems, processes, cultures and enterprises are suggested for different structures (O'Reilly and Tushman, 2013: 9). However, disintegration does not always work, because while organizational structure shows inclination for temporariness or change, environmental structure may not show any inclination. Furthermore, disintegration may create barriers against the flow or information and source. For example, Zara Company adopts disintegration decrease policy in dynamic environmental conditions. The company prefers to manage design and production cooperatively and restrict new product circle (Reeves et al., 2013: 2).

2.1.3.3. Contextual organizational ambidexterity theories

Contextual ambidexterity is associated with the characteristics of the organizational context. According to Gibson and Birkinshaw (2004), who have

developed the concept of contextual ambidexterity, the contextual ambidexterity strategy depends on pursuing exploration and exploitation simultaneously in the unit. This strategy is based on the significance of individuals and their role on the organization, instead of structures and sequences as in the other strategies. Context includes the systems, processes and beliefs that encourage individual-level behavior in the organization.

According to the contextual theory, ambidexterity lies in an individual's ability to explore and exploit (Raisch, 2009). This strategy also contends that individuals need to benefit from their own sense in order to realize how to organize their time between the conflicting demands of exploitation and exploration for the purpose of creating a dynamic and ambidextrous environment (Gibson & Birkinshaw, 2004). In order to encourage the achievement of this and enable individuals to perform ambidextrously, it is important to establish a number of processes or systems that promote individuals to do so. Processes and systems that encourage individuals to perform ambidextrous behaviors include team-building activities, recognition and socialization (Raisch et al., 2009).

Birkinshaw and Gibson (2004:49) developed ambidexterity concept by providing a new perspective. This concept predicts individual choices between daily duties of employees and their level of adaptability. O'Reilly and Tushman (2013: 11) state that there are significant differences between contextual, sequential and structural ambidexterity.

First of all, arrangements in exploration and exploitation activities do not refer to units, but instead, they focus on individuals. Secondly, according to this approach, organizational ambidexterity is achieved when individuals agree that units are adaptable. Thirdly, this approach does not include the explanation for what kind of

arrangements organizations should make for systems and processes. Confidence, discipline and flexibility are created.

In order to understand this structure, the most concrete example is the functioning of production systems in Toyota. Employees are expected to carry out routine works such as piecing automotive parts (exploitation) and achieve sequential changes in order to provide efficiency (exploration) (Khazanchi, Lewis and Boyer, 2007; cited in O'Reilly and Tushman, 2013: 12). The duties and awards of employees in adaptable enterprises are clear. However, in ambidextrous enterprise units, structures are more flexible and employees are allowed to judge how to manage time in adaptable activities. For example, should an employee focus on the present customer account or keeping up with the relatively different customer needs? The employee makes a decision by himself. It is important to emphasize on human factor to encourage individual ambidexterity (Birkinshaw and Gibson, 2004:49).

Although contextual and structural ambidexterities are different, they are considered complementary approaches. For example, successful enterprises such as 3M, HP and Intel have all applied to the combination of these approaches concurrently (Birkinshaw and Gibson, 2004:49).

As a result, companies, which seek to adopt organizational ambidexterity, should be aware of the different and dynamic aspects of environment and the most appropriate approach should be selected, because each approach has a different influence and different roles (Reeves et al., 2013: 3).

2.1.4. Exploration and exploitation concepts of organizational ambidexterity

The origin of harmonizing exploration and exploitation activities is rooted in molecular biology. For example, Holland's (1995) study is on complicated and adaptable systems. Adaptable system models suggest that involvement with only one activity leads to bad outcomes. Exploration activities, in which no benefits are included, result in useless experimental costs. Exploitation activities, in which research is not included, result in insufficient stability.

March (1991) watched organizations as complicated adaptable systems. He brought these organizations to the organizational area and claimed that the same negative interests were available in organizations (cited in Chen and Katila, 2008: 198). In the management world, exploration and exploitation concepts, which are considered two aspects of organizational ambidexterity, are introduced by March (1991). According to March (1991), these concepts should be regarded as the results of a whole term. As per the introduction by March, concepts exploration and exploitation is the product of the contradiction between the demands and sources of the organization. It is inevitable to establish the harmony between exploration and exploitation concepts, and organizational ambidexterity includes the establishment and management of harmony between these concepts (cited in Cao et al., 2009:3).

Duncan (1976) offers a two-dimensional structure for firms adapting innovation activities. The first of these dimensions is to struggle to launch and develop innovation activities (investigative innovation), while the second is to exploit the present innovations or activate them (useful innovation). That is, it refers following innovations simultaneously and watching the process of exploiting activities that provide them with abilities (Raisch, 2009: 685). As per to O'Reilly and Tushman (2013: 15), exploration

and exploitation remain insufficient in the sustainability of the organization, but in order to maintain sustainability, organizations should explain how to deal with threats experienced by organizations.

James March (1991) states that firms should face the fact that they should show interest in technology and present entities and abilities as well as carry out research activities (cited in O'Reilly and Tushman, 2013: 4). March (1991) also defines becoming a firm as activity, control, certainty and decreasing changes, whereas he considers research as exploring, searching, autonomy and innovation (cited in O'Reilly and Tushman, 2013: 4). Furthermore, research aims to create new markets and innovative technologies as well as direct environmental trends and respond to these trends (Lubatkin et al., 2006: 648).

March (1991) states that organizations trained in exploiting activities are aware of the fact that reviewing the things they know increases their activities and such organizations acquire short-term achievements, but they fail eventually. However, responding to uncertain exploration activities may sometimes threaten organizations. For that reason, according to March, organizations do not lean towards exploration activities and they are unable to make use of this opportunity effectively. Therefore, they are not prepared for developing markets and technology (cited in O'Reilly and Tushman 2008:189).

2.1.4.1. Exploitation strategy of ambidexterity

Changing environmental conditions and increasing competition force firms to implement different alternatives. Ambidexterity is a term that is used for individuals who can use both of their hands simultaneously (Birkinshaw and Gupta, 2013, p. 287). This term, in management, covers the capability of the organization to carry out two

things simultaneously and thus properly (Gibson and Birkinshaw, 2004, p. 210; Han and Celly, 2008, p. 335; Tan and Liu, 2014, p. 424).

The main idea of ambidexterity strategy is quite clear. The executives on different levels in organizations face with contradictory objectives and challenges while investing in different projects, showing flexibility in activities or showing differences in terms of cost leadership. For this reason, they are forced to make decisions and they are in search for exchanging these alternatives.

After Duncan's researches in 1976, 20 years later Mike Tushman and Charles O'Reilly (1996) restated the term in California Management Review and in a book. The authors focused on understanding how firms were able to manage the evolutionary and revolutionary processes. Similar to Duncan's approach, this approach also focused on the structural differentiation on both types of activities (Birkinshaw and Gupta, 2013, p. 288).

As per Tushman and O'Reilly (1996), organizational ambidexterity suggests it shows not always obligatory to stick to one-dimensional strategy. It also suggests that the alternatives that seem to be contradictory may be united (Hodgkinson, 2014, p. 1236). For example, the application of contradictory terms such as efficiency of production and flexibility, differentiation and cost leadership strategies, global union and local reaction point at organizational ambidexterity (Benner and Tushman, 2003, p. 238).

Exploitation is defined as the use of existing knowledge and resources and creating a relationship between actions. As per March (1991: 71) exploitation includes "refinement, choice, production, efficiency, selection, implementation, [and] execution."

Exploitation strategy requires interdependent system and mechanical control (Tan and Liu, 2014, p. 425). Production, efficiency, development, control and implementation are terms used in explaining this strategy. The main objective of exploitation is to respond to environmental conditions by adjusting present technologies and meeting the needs of customers (March, 1991, p. 71; Lubatkin, 2006, p. 647; O'Reilly and Tushman, 2013, p. 324).

One of the best examples of ambidextrous organizations is Seiko. Seiko has applied cost advantage and highquality strategies simultaneously and has become one of the most famous watch producers in the world by producing low quality and highquality watches simultaneously (Tushman and O'Reilly, 1996, p. 10). Regarding, ambidexterity refers to the high level of ability that includes both developing the present works of the organization and managing the activities of looking for new opportunities (Günsel and Keçeli, 2014, p. 906).

Organizational ambidexterity helps organizations control performance risks. It also provides to respond to the changes in the needs and demands of customers within the shortest time. Current advantages may turn into significant risks in the future. For this reason, it is difficult for firms to obtain sustainable competition advantages and it becomes even harder. Also, existing abilities may become invalid and outdated swiftly (Tan and Liu, 2014, p. 424). In this regard, it is important to keep up with the changing conditions, provide productivity and have flexibility to adapt to changes (Stuıbner, 2014, p. 218).

Many related previous studies have shown that successful organizations have organizational ambidexterity (Tushman and O'Reilly, 1996, p. 24; Gibson and Birkinshaw, 2004, p. 209; He and Wong, 2004, p. 481; Raisch and Birkinshaw, 2008, p.375). According to these studies, organizations are capable of obtaining profits

thanks to evolutionary and revolutionary changes, creating and protecting competition advantage and explorative and exploitive innovations (Jansen, 2005, p. 352). In addition to this, ambidextrous organizations can protect themselves from big and unexpected changes, obtain high performance, are protected from organizational rigidity, obtain increase in sales, improve learning capacities and obtain high profit (Tushman and O'Reilly, 1996, Han and Celly, 2008, p.336). As understood, organizational ambidexterity affects organizational performance positively and increases the innovation capacities of firms. These conditions have a positive impact on the general profitability of firms. Furthermore, ambidexterity can protect organizations from rigidity in adapting to conditions and help them reach strategic flexibility. However, flexibility is one of the significant premises of competitive advantage.

2.1.4.2. Exploration strategy of ambidexterity

Adapting environmental changes, firms search for new, up to date ideas and develop new products and services for developing markets. Besides, firms need to exploit present services and products, and use their abilities resolutely. In this regard, organizational ambidexterity is to exploit present abilities as well as benefiting from new opportunities with a level of fair ambidexterity (Lubatkin, 2006, p. 647). That is, in organization-wise ambidexterity is the ability to use present abilities simultaneously and benefit from new opportunities.

Exploration is a term that is described as the act of seeking new knowledge and/or resources and targeting to find new ways of action. March (1991: 71) describes exploration as terms that include "search, variation, risk taking, experimentation, play, flexibility, discovery, [and] innovation."

The origin of harmonizing exploration and exploitation activities is rooted in molecular biology. Holland's (1995) study is on complicated and adaptable systems. Adaptable system models suggest that involvement with only one activity leads to bad outcomes. Exploitation activities, in which research is not included, result in insufficient stability. Exploration activities, in which no benefits are included, result in useless experimental costs. March (1991) watched organizations as complicated adaptable systems. He brought these organizations to the organizational area and claimed that the same negative interests were available in organizations (cited in Chen and Katila, 2008: 198).

Exploration strategy includes exploiting clear information, present technology and marketing approaches (March, 1991, p. 71; Lubatkin, 2006, s. 647). This strategy focuses on organizing present organizational activities in order to maximize profits (Stubner, 2012, p. 218).

The exploration and exploitation concepts, as considered being two aspects of organizational ambidexterity, are introduced by March (1991). According to March (1991), these concepts should be regarded as the results of a whole term. Based on the introduction by March, exploration and exploitation concepts are the product of the contradiction between the demands and sources of the organization. It is inevitable to establish the harmony between exploration and exploitation concepts, and organizational ambidexterity includes the establishment and management of harmony between these concepts (cited in Cao, 2009:3).

Duncan (1976) offers a two-dimensional structure for firms adapting innovation activities. The first of these dimensions is to struggle to launch and develop innovation activities (investigative innovation), while the second is to exploit the present innovations or activate them (useful innovation). That is, it refers following innovations

simultaneously and watching the process of exploiting activities that provide them with abilities (cited in Raisch, 2009: 685). According to O'Reilly and Tushman (2013: 15), exploration and exploitation remain insufficient in the sustainability of the organization, but in order to maintain sustainability, organizations should explain how to deal with threats experienced by organizations.

James March (1991) states that firms should face the fact that they should show interest in technology and present entities and abilities as well as carry out research activities (cited in O'Reilly and Tushman, 2013: 4). March (1991) also defines becoming a firm as activity, control, certainty and decreasing changes, whereas he considers research as exploring, searching, autonomy and innovation (cited in O'Reilly and Tushman, 2013: 4). Exploiting the current abilities of organizations and increasing customer satisfaction while continuing to function in the current and developing markets is called exploitation, but making use of their power in order to produce a new product is called exploration (Voss and Voss, 2012:3). It is not possible to predict the outcome of exploration activities (Menguc and Auh, 2008: 455).

March (1991) states that organizations trained in exploiting activities are aware of the fact that reviewing the things they know increases their activities and such organizations acquire short-term achievements, but they fail eventually. However, responding to uncertain exploration activities may sometimes threaten organizations. For that reason, according to Menguc and Auh (2008) organizations do not lean towards exploration activities and they are unable to make use of this opportunity effectively. Therefore, they are not prepared for developing markets and technology (O'Reilly and Tushman 2008:189).

The opposite of this strategy includes the use of organizational information, development of new technologies and marketing strategies, exploration, variety, risk

taking, flexibility and innovation (Lubatkin, 2006, p. 647-648). Organizations aim to ensure development and sustainability by making explorative innovations (Stubner, 2012, p. 218). The primary aim of exploration strategy is to respond to implicit environmental trends and manage them by creating innovative technologies and new markets (March, 1991, p. 71).

2.1.5. Differences among exploration and exploitation strategy of organizational ambidexterity

The Differences among exploration and exploitation have established reactions in management literature (He and Wong, 2004: 482). Covering different objectives and processes, exploration and exploitation activities have been studied widely (Hsu, 2013: 59).

In essence, exploration and exploitation activities have different features (Tansley 2014: 399). Researchers focus on different aspects of the harmony between exploration and exploitation, and they state that organizations need to harmonize in terms of differences between both dimensions in order for organizations to gain competition advantages and reach the targeted level (Aug and Menguc, 2005: 1653). It is also discussed that organization that seek to gain ambidexterity need to accommodate the contradictions between exploration and exploitation activities (March, 1991; Chang and Hughes, 2012: 1).

Exploitation involves things like refinement, alternative, production, efficiency, selection, implementation and achievement (Lin, 2007: 1645). The goal of exploitation is to respond to present environmental conditions by adjusting current technologies and additionally meeting the needs of existing customers (Lubatkin, 2006: 647). Despite, exploration involves objects such like variation, search, risk taking, experimentation,

discovery and flexibility (March, 1991:71). Developing new technological practices are very crucial for exploration. Exploration is intentional respond to, together with used environmental trends via generating innovative technologies and present-day contemporary markets (Lubatkin, 2006: 647).

Exploration and exploitation demands significant different structures, procedures, strategies, abilities and cultures to follow and do have various effects on organization adaptation and performance. Exploitation is affiliated accompanied by mechanistic structure, tightly coupled systems, control and bureaucracy (He and Wong, 2004: 481).

Established distinctions between exploitation and exploration concepts are indicated in Table 2.

Table 2

Comparisons of Exploitation and Exploration

	Exploration	**Exploitation**
Outcomes	New designs, new markets, and new distribution channels	Existing designs, current markets, and existing distribution channels
Knowledge base	Require new knowledge and departure from existing knowledge	Build and broaden existing knowledge and skills
Result from	Search, variation, flexibility, experimentation, and risk-taking	Refinement, production, efficiency, and execution
Performance implications	Distant in time	Short-term benefit

Source: Jansen, J. (2005), Ambidextrous Organizations: A Multiple-Level Study of Absorptive Capacity, Exploratory and Exploitative Innovation and Performance, Unpublished Dissertation, p. 19.

Adaptation to current environmental requests fosters structural inertia and may reduce organizations' potential to adapt to forthcoming environmental changes and new opportunities. Contrary, experimenting with new possibilities decrease the speed at which existing competencies are enhanced and improved (March, 1991: 71; He and

Wong, 2004: 482). As a result, achieving a proper balance between exploration and exploitation may be the primary factor for sustainable prosperity. Exploration indicates organization behaviors specified by search, discovery, risk taking, experimentation and innovation, while exploitation specifies organization behaviors described by efficiency, improvement, implementation, production and selection (Cheng and Van de Ven 1996).

The conceptual difference between exploration and exploitation was used as an analytical construct explicitly or implicitly, in an extensive array of management research areas, such as strategic management (Winter and Szulanski 2001) and organization theory. These researches demonstrated that both exploration and exploitation demand significantly separate structures, strategies, cultures and abilities in order to follow and can have diverse impacts on organization adaptation and performance (Holmqvist 2004).

Generally, exploration is linked with organic structures, loosely coupled systems, improvisation, autonomy and chaos, emerging markets and technologies. Returns related with exploration are inconsistent, and distant in time, where as the returns linked with exploitation are more concrete and closer in time. Particularly, explorative organizations create larger performance alternatives by experiencing substantial success additionally failure, where as exploitative organizations are presumably to create more stable performance.

Burns and Stalker (1961) have discussed that two sharply uncommon organizational designs such as a mechanistic and organic structure, are suitable for either exploitative or exploratory innovations. The necessity for a properly balance between exploration and exploitation have been formed by Tushman and O'Reilly's (1996) conceptualization of the ambidextrous organization.

Auc and Menguc (2005: 1652) consider exploration and exploitation as two sub-dimensions of organizational learning. They discuss that exploration activities are double sided, productive and based on innovative products, whereas exploitation activities are one-sided, adaptable and based on adaptable products. They claim that explorative activities challenge the present ideas with more innovative and entrepreneurial concepts. They also argue that exploitation includes activities focusing on developing the present abilities and adapting the capacity Auh and Menguc (2005: 1653).

Nonaka (1994) states that exploitation must be used via exploiting the implicit technological information in a unified and inherent manner; present customer needs should be met by exploiting the present technology and it is important to respond to the current environmental conditions (Lubatkin, (2006: 648).

O'Reilly and Tushman (2008:189) state that while exploitation focuses on efficiency, increase in productivity, control, certainty and decrease in change, exploration focuses on exploration, autonomy, innovation and change. It is also stated that exploration brings success by creating small profits and losses, while exploitation can be achieved by decreasing change and increasing efficiency (Benner and Tushman, 2003: 247).

March (1991) discusses that while recycling of exploitation activities could be predicted previously, it is difficult to predict what exploration costs (Chen and Katila, 2008: 197). While exploitation activities direct organizations towards activities, exploitation activities help them gain flexibility (Bodwell and Chermark, 2010: 196).

Also exploration is related to terms such as organic structure, loosely unified systems, development, autonomy and chaos, exploitation is related to mechanic structure, tightly unified systems, routinization, control and bureaucracy (He and Wong,

2004: 481). Boumgarden (2012:588) support the exploration activities of organic and decentralized organizational model, they argue that mechanic and centralized organizational models focus on exploitation activities.

Paliokaite ve Pacesa (2014:1) argue that risks should be taken, exploration should be conducted, and organization should be designed for radical changes in order for exploration activities to respond to the future customer and market needs.

As organizations are exposed to bigger and more significant changes, the level of tension between firms in terms of exploiting current competencies and exploring forthcoming ones tends to increase (Jansen, 2005). The need to fit to the needs of the environment may encourage the organization to be idle and not to be involved in any activities in order to adjust to future environmental changes and embrace new opportunities. However, embracing new alternatives may decrease the speed at which existing competencies are improved and refined (He and Wong, 2004: 482).

Within this context, even though exploration and exploitation approaches seem to bear difference futures in essence, it is significant to accomplish a proper balance between exploration and exploitation, because both of the approaches play a significant role in developing sustainable prosperity.

In addition to this, as understood, exploration and exploitation are based on significantly different structures, processes, strategies, capabilities and cultures and both of the strategies or approaches influence the firm adaptation and performance in different ways.

2.1.6. Harmony between exploration and exploitation strategies

As discussed in many managerial articles, long-term accomplishment of an organization relies on its capability to exploit its ongoing capabilities while mutually exploring new accomplishments and competencies (Levinthal and March 1993).

March (1991) state that creating harmony among exploration and exploitation is important in order the sustainability and prosperity of organizations (cited in He and Wong, 2004: 482). On the other hand, Bougarden (2012:588) criticize the organizations focusing on exploitation activities for "organizational unconsciousness" and state that in order to be able to overcome it, it is required to display unified struggles by top management executives.

According to March (1991), the most significant problem organizations should tackle should be to benefit from exploitation in order to ensure the current states and in order to ensure the future. Organizations should exploit their energy from exploration to exploration (O'Reilly and Tushman, 2013: 4).

O'Reiily and Tushman (2008) give CIBA VISION as an example. By developing contact lens, this company started to produce lens that change eye color for their customers who are into fashion. The primary objective of this strategy is to attract fashion conscious customers and increase sales by combining product exploitation and market exploration. Furthermore, this company marketed two new packages by producing non-returnable contact lens that can be worn perennially (Voss and Voss, 2012:4).

The reason that makes the achievement of this harmony difficult is the bias that exploitation activities provide the organization with short-term success. Exploitation activities become neutralized since they are associated with numerous bad ideas. When faced with a failure, it is an inevitable result for organizations that do not have any

struggle for exploration activities (O'Reilly and Tushman, 2013: 4). Radner (1975) states that focusing on exploitation rather than exploration leads to organizational myopia (cited in He and Wong, 2004: 482).

Furthermore, the short-term success of focusing on exploitation may lead to the trap of organizational competence and weaken the ability of the organization to reply to environmental changes (Jansen, 2005:4). Overconfidence on exploitation activities without the support of exploration activities may lead to the success trap (Auh and Menguc, 2005: 1654). If organizations continue to focus on either exploration or exploitation activities, they may face failure (Lee and Huang, 2012:1099).

Studies show that researchers suggest both of the approaches in order to harmonize both of these different terms. The first perspective is the concurrent management of exploration and exploitation activities in organizations. This approach depends on the idea that complicated adaptable systems need to manage both of these activities simultaneously. The second approach, besides, argues that applying exploration and exploitation activities simultaneously is difficult, artificial and inefficient. However, this approach states that exploration and exploitation activities should be followed consecutively (Chen and Katila, 2008: 199).

2.1.7. The complementary activities of exploration and exploitation activities

The exploration and exploitation movements should not compete with each other, but rather, they should complement each other (Chen and Katila 2008:201). Knott (2002) agrees that Toyota bears exploration and exploitation activities in product development and they complement each other (cited in. He and Wong, 2004: 483).

Some researchers state that the synchronic management of exploration and exploitation activities is difficult and even impossible (Boumgarden 2012: 588). According to researchers like Chen and Katila; if organizations seek to maintain internal consistency, they should engage in managing one of these activities separately rather than focus on both of them simultaneously (Chen and Katila, 2008: 200).

Levinthal and March (1993) state that organizations need to focus on exploitation activities in order to survive in the present and it needs to focus on exploration activities in order to survive in the future (Lee and Huang, 2012: 1099).

According to Raisch (2009), in order to mention abaout complementary aspects of exploration and exploitation activities. The four closely interrelated main tensions related to organizational ambidexterity.

The first tension focuses on differentiation and integration as an alternative or complementary part of ambidexterity. Differentiation is described as separating exploitative and explorative actions that go into discrete organizational units, while integration is associated with the process that encourage organizations to respond exploitative and explorative activities within the same organizational section.

Mentioned second tension is related to whether ambidexterity is effective in terms of demonstrating itself at the individual or organizational level. The majority of ambidexterity studies describe organizational mechanisms to allow ambidexterity, like formal structures or sided coordination mechanisms (Raisch, 2009:686). However, recent studies state that ambidexterity depends on ones independent ability to explore and exploit. It may be a necessity for organizational mechanisms to promote ambidexterity at the individual level, and ambidextrous individuals may play an important role in terms of providing organizational mechanisms with certain benefits.

The third tension is associated with the static versus dynamic views on ambidexterity (Raisch, 2009: 686). Some researches indicate that it is important to pay sequential attention to exploitation and exploration. However, a large number of researches focusing on organizational ambidexterity study offer a span of solutions that encourages organizations to mutually conduct the two activities. These studies focus on the static view of organizational behavior that states that the ambidexterity of organizations depends on adopting certain configurations. The fourth tension focuses on internal versus external perspectives on ambidexterity (Raisch, 2009: 686). According to the study regarding organizational ambidexterity, how organizations label exploitation and exploration internally needs to be taken into consideration. Furthermore, according to related research on innovation and knowledge processes, the external acquisition of new knowledge for exploration are also important.

2.1.8. Adaptation in organizational ambidexterity

Successful companies and organizations are not just quick. They also have to be innovative and proactive. They also need to exploit the values of entities and apply it in the present organizational management model. In other words, it is important for organizations to have adaptability. Adaptability refers to understand how to create value in a short time and how to coordinate and modernize activities in order to obtain value (Birkinshaw and Gibson, 2004: 47).

For example, the fact that Ericson focused more on exploration activities decreased adaptability to the market gradually and the performance of the firm also declined. These kinds of examples show why researchers need to harmonize exploration and exploitation activities (Lee and Huang, 2012: 1098). Likewise, focusing more on adaptability means to build the future firm with today's expenses.

When the case of Ericson is considered, Ericson was the first firm offering the technological development of telephone industry and analogue mobile system. This impressive growth in Ericson's sales, which is the pioneer of general package radio systems, provides the development of mobile communication in global system and determines the mobile technology of the third generation, masked high costs and organizational structure that showed significant growth. For this reason, excessive use of adaptability ended up Ericson to discharge 60.000 employees and to close many technology centers in 2000s (Birkinshaw and Gibson, 2004: 47).

2.1.9. The relationship between organizational ambidexterity and performance

The general opinion on literature related to organizational ambidexterity is that ambidextrous organizations have exploitation ability when exploring new opportunities. Furthermore, in literature, it is included that organizations increase competitive capacities and organizational performance thanks to these abilities and thus, they achieve organizational ambidexterity. However, many studies show ambidextrous organizations do display better performance, the relationship between ambidexterity and performance is not very clear (Clercq, 2013: 119).

According to studies carried out by various authors, there is a positive relationship between ambidexterity and sales growths, subjective ratings of performance, innovation, market valuation, and firm survival (Yu & Khessina, 2012). The study conducted by Yu and Khessina (2012) focuses on the effects of ambidexterity at the firm, business unit, project, and individual level. Despite the fact that in some cases organizational ambidexterity can be duplicative and also inefficient (Ebben & Johnson, 2005). Empirical documents verifies that under conditions of

market and technological uncertainty, there is a positive relationship between organizational ambidexterity and organizational.

There are many ways to choose and become an ambidextrous organization and in their study, Birkinshaw and Gibson (2004: 50) focus on a large company with the highest level of performance and ambidexterity. Renault, as a French automotive company, is one of these companies.

In 1990, Renault Company underwent radical changes. In 1992, when Louis Schweitzer became the CEO of the company, the public company had already started to fall into a decline. Then he started to search for strategic shareholders to bring the company to the first rank. In 1993, after the failure in merging with Volvo, Renault took the control back in 1998 and increased performance surprisingly. In 2001, the merge between Renault and Nissan became one of the most successful industrial leaders among automotive companies in the world. Whereas exploration companies accomplish significant achievements as well as failures, exploitation companies display a more consistent performance (He and Wong, 2004: 481).

Boumgerdan (2012: 587) state that when exploration and exploitation functions are used as complementary of each other, the performance of organization can reach at advanced level. When exploration and exploitation dimensions are combined, obtaining maximum benefit from both of them provides the creation of complementary weld pool and the performance of the organization increases (Cao, 2009: 5).

Birkinshaw and Gibson (2004: 54) list five basic principles for executives seeking to become an ambidextrous organization. Firstly, an organization should discover where it is before moving towards higher performance. Managers should focus on less organizational branches and operate them consciously. Third, in order to create an efficient organizational ambidexterity, the message of top management should be

spread consciously and clearly. If employees do not understand the top management enterprises, the effect of enterprises on creating organizational ambidexterity will be minimal. Fourth, management may consider contextual and structural ambidexterity as complementary of each other. Contextual ambidexterity is not an alternative of structural ambidexterity, but it is complementary. Structural ambidexterity is significant and should be applied temporarily, so that new enterprises can be created. The essential objective should be to integrate rapidly with activity, which is the main tendency of the company. However, internal ambidexterity increases disintegration and integration. Lastly, contextual ambidexterity should present a structure supported by leaders rather than a structure in which organizations are supported. Organizational ambidexterity is defined as a process in which individuals decide how and where to use their energy and time.

2.1.10. Factors that increase and decrease organizational ambidexterity

2.1.10.1. Organizational section

The size of the firm is a factor that changes the effect of organizational ambidexterity (Lee and Huang, 2012:1097). Focusing on exploitation activities and ignoring exploration activities or focusing on exploration activities and ignoring exploitation activities is an important risk. This kind of risks affect large scale firms relatively more than small-scale firms, because the large sources owned by large scale firms decrease the negative effects on the firm and provide protection. However, small-scale firms are more sensitive to these risks since they do not own many sources to decrease the effects of risks (Cao, 2009: 12). According to Damanpour (1996), since large-scale firms have more advantages than small-scale firms in terms of learning activities, they have more control over organizational ambidexterity (cited in Lee and

Huang, 2012:1097). It is easier for large-scale firms to reach internal and external sources. For that reason, it is more important for small-scale firms to build a stronger harmony between exploration and exploitation activities (Javier, 2014: 72).

Small and medium scale firms are forced to face competitive pressure as large-scale firms face competitive pressure while maintaining exploration and exploitation activities simultaneously. However, small and medium scale firms are not able to reach organizational ambidexterity since they have abundance of sources and large scale firms lack of hierarchical management systems which help them manage contradictory information management process. For example, in order to manage such processes, large-scale firms need to create structurally not integrated units which focus on exploration and exploitation separately (Lubatkin, 2006: 647).

Organizations, which seek to obtain competitive advantage, need to keep up with changing environmental conditions. Organizations, companies and production systems that keep up with environmental changes can provide competitive advantage and improve organizational performance (Javier, 2014: 72).

2.1.10.2. Leadership approaches

Leadership is another factor that plays an important role in maintaining organizational ambidexterity. Supportive leaders and flexible management and adaptable top management team has a significant influence on organizational ambidexterity. Lubatkin (2006) states, the coordination of exploration and exploitation activities is important for leadership. Sheremata (2000) emphasizes that maintaining exploration and exploitation activities simultaneously can be achieved through collaborative and creative activities by top management (Li, 2005: 929). In their study, Jansen, (2009) discuss that while measuring the effect of leadership types on

organizational ambidexterity, they included this variable in the study in order to see their influence. According to research results, there is a meaningful connection among transformational leadership and exploration innovation. The strategic leadership increases organizational ambidexterity.

Transformational leadership has a positive relationship with exploration innovation and interactive leadership has a positive relationship with exploitative innovation (Jansen 2009: 15). When dynamic environmental factors are included; the relationship between transformational leadership and exploration innovation increases. In short, dynamic or stable environment plays an important role in the relationship between leadership and innovation types (Jansen, 2009).

2.1.10.3. Competence and experience

Voss and Voss (2012:5) state that structural and contextual ambidexterity increases organizational uncertainty. According to them, while larger and more flexible organizations own sources, competences and experience in order to manage this complexity, smaller organizations lack of sources, competence and experience that help them realize the benefits of organizational ambidexterity. They also indicate that in order to achieve organizational ambidexterity, sufficient competence, experience and sources are required.

When executives carry out daily works, sometimes uncertain and stress related situations arise. Information that is related to any decision or process and reaches the company on time encourages the management to take brave steps. Information justice is important for executives in terms of deciding whether they have acquired enough information during decision making process and it is also important for other employees to consider if management pays attention to their individual views. No

matter how high the level of information justice is, studies show that information justice increases adaptability, contextual ambidexterity and also organizational ambidexterity (Cleq, 2013: 121).

2.2. Whistleblowing

2.2.1. The concept of whistleblowing

More than %70 of the employees working in various organizations have been attempted to theft, sabotage, computer fraud, or absenteeism. Since the frequency of organizational wrongdoings became all over the world, work environment discrepancy has been a dominant issue for researchers and organizations for years (Henle, Giacalone, and Jurkiewicz, 2005). Whistleblowing is an awareness action that aims to create public awareness by exposing an important mistake hidden by a current or an old employee in an organization (Lachman, 2008). People in general or employees at an organization who inform illegal or unethical actions instead of keeping quiet are named as 'disclosers'; the disclosure act realized is named as whistleblowing. Whistleblowing is described as disclosing illegal and immoral actions in an organization (Aktan, 2006).

Whistle blowers are individuals who are aware of the unethical actions realized in the organizations such as threatening health of patients, mobbing, manufacture of products harmful to health are the personnel working within the organizations. It is very important to prevent unethical activities such as 'defalcation', 'carrying on activities informally'.

Whistleblowing researches have been done mostly in the US, and other Western cultures (Park 2005; Nayir and Herzig, 2012). Little is noted about attitudes towards whistleblowing in Turkey. Whistleblowing, in Turkey is recognized as a denied and negative action. Danisman defined whistleblowing as reporting and releasing illegal

and non-ethical actions. However, complaining ethical misbehavior openly like bribery has not been commonly seen in Turkey (Danisman, 2013).

Miceli and Near (2005) discuss that members at organizations are the major actual parties to decrease unethical behaviors in organizations. One of the most common reactions that organization members show in relation to organizational wrongdoings is whistleblowing. Whistleblowing has many definitions and indeed, many striking incidents in different forms were defined as whistleblowing in the past. Some of these definitions were internal, external while some were anonymous, societal or intentional.

Eaton and Akers (2007) state that the origin of whistleblowing dates back to centuries ago and as a matter of fact, the term was derived as a result of misapplications of the present government. Wilmot (2000) contends that whistleblowing has arisen the interest of individuals in England and it has become the focal point in the political environment especially after the executive has explained the deficiencies in healthcare assurance following the case of Graham Pink (1991).

Disclosing unethical events and activities to internal authorities, when it is not adequate to external authorities with the aim to certify necessary measures are applied. This disclosure made for the minimization of the nonconformity that is marked as a conscientious activity (Jubb, 1999). As per Camerer, Uys and Binikos (cited in Holtzhausen, 2007), whistleblowing refers to reporting organizational corruption to authorities that are capable of fighting against the corruption.

In English literature, principled organizational dissidence corresponding to "organizational wrongdoing", "organizational misconduct", "malpractice" is defined as reporting the situation to internal or external authorities orally or in written form by concealing or exposing the identity of the exposer (Celep and Konaklı, 2012:66).

This concept was used for the first time in 1963 in a legal document in where security hazards and risks were involved. Thus, trying to stop those who are acting unethically also illegally by means of a whistle (disclosure) demonstrates the essence of this concept. "For this reason, stopping individuals, who act against ethical values and laws, with the help of a whistle explains the core of this term.

The whistleblowing action, which is displayed to abolish or minimize discordance, is defined as a conscientious action (Sayğan and Bedük, 2013:1-23)." According to Near and Miceli (1985), whistleblowing is reporting of unethical and illegal applications to executives, who can influence the incident, by current or old employees (Bjørkelo and Madsen, 2013:28-40). Also, Kaplan and Schultz (cited in Ahmad, Smith and Ismail, 2010) describe whistleblowing as an organizational structure that aims to prevent corruptions.

Miceli (2001) propose personal characteristics like positive and negative attacks, active personality influence the evaluation of whistleblowing. Near (2004) declared that what kind of wrongdoing influences the whistle blower's intention to blow the whistle. Near (2004) constituted that employees having announced the wrongdoing related to mismanagement, legal violations and sexual harassment were more conceivably to report it than were employees who detect stealing, lies or discrimination (Near, 2004).

Besides to type of wrongdoing, employees' insights, employees' perceptions and moral judgments are related with the decision-making procedures for blowing the whistle (Miceli and Near, 1985). Miceli (1991; 2001) discusses that whistle blowers are likely to be appraised personalities since they observe limited to report wrongdoing by their own objectives on moral behavior. Moral reasoning necessitates the capability to recognize and precisely evaluate any ethical dilemma.

Statistics showed that more than 40 % of the employees who became aware of organizations wrongdoings don't report their views to anyone. Main reasons why employees don't speak against corporate wrongdoings are because of lack of remedial action. Also worries that their complains will not be kept private is another reason for not disclosing a wrongdoing (Verschoor 2005). Sadly, where a responsible worker blows the whistle on falsification the best they could hope for seems to be isolation and disapproval. The out-turn is that someone who reports the corruption which he or she has participated in receives more protection and help from the authorities than an innocent colleague who blows the whistle on it.

In the case of bribery this condition has particular relevance. Unless people are permitted and motivated to blow the whistle when a bribe is requested from them, it is unclear how much the fight against corruption may succeed. With no details from organizations about the solicitation of bribes or from employees regarding corrupt colleagues, the authorities must rely on documentation from either the bribe payer or the bribe recipient. As these two employees will have successfully collaborated against the public good, it can be optimistic to rely on one of them to 'see the light'.

According to Camerer, Uys and Binikos (Holtzhausen, 2007), whistleblowing refers to reporting organizational corruption to authorities that are capable of fighting against the corruption. It is the exposure of unethical and illegal applications that may affect individuals or organizations by an old or a current employee working in the organization (Brown, 2008).

Near and Miceli (1985:2) suggest that whistleblowing is a process that includes four elements. These elements are the whistleblower, complaint, unit where the complaint is made and public organizations where the complaint is made.

On the other hand, Apaza and Chang (2011: 115) refer to five factors type of whistleblowing, the role of media, the documenting evidence, revenge or retaliation and legal protection and these factors affect whistleblowing.

Researches also showed that employees either blow the whistle apparently (via his/her identity is known to the public) or hidden and privately (his/her identity is not known to public). Several whistle blowers often use hidden letters, telephone conversations or e-mail to indicate their critical opinions (Aktan 2006).

Whistleblowing takes three forms these are 'internal whistleblowing', 'external whistle-blowing' and "silent-act". "Gorta and Forell classify the responsibilities of employees for malfunctions in four ways including doing nothing, talking to other employees and internal and external exposure (Eren and Orhan, 2013:455-468)."

During internal whistleblowing involves of reporting to superiors inside organizations, external whistleblowing covers disclosing wrongdoing outside organizations to the media, lobby groups, public authorities and regulators (Dworkin & Baucus 1998). Researches show that whistleblowing covers the expression of dissent to external audiences (Dozier & Miceli 1985; Near & Jensen 1983).

Whistleblowing is an incident that might be experienced in any organization. It does not matter whether it is a public, private or non-profit organization. The case of whistleblowing may be experienced in any organization. Ray (2006) indicates that if there is no legal obligation for whistleblowing, it is not easy to make a whistleblowing decision. He also states that this action should be seen as a step that is taken when everything fails.

Whistleblowing is displayed for exposing illegal and unethical behaviors and actions where illegal and unethical behaviors the terms mentioned are significant:

1. Organizational behaviors and actions are against the laws.

2. Organizational behaviors and actions are not ethical or the perception created by the "exposer" is unethical.

3. Organizational behaviors and actions are illegitimate. In other words, organizational behaviors and actions are illegal (Aktan, 2006:1-13).

In conclusion, Whistleblowing is a voluntary behavior in organization involving a viewer's decision to announce a wrongdoing is based upon organizational, situational and personal factors. As whistle blowers launch information intentionally, and use unsual methods to disclose a fact, they are seen at high risk like being laid off (Jubb, 1999).

2.2.2. Theoretical background

The idea of whistleblowing that has been researched in organizational behavior in recent years has no precise meanings in many languages. It is interpreted as terminating an action by whistling and giving information to administration about illegal actions in an organization (Pearsall, 1998).

The title "ihbarcılık" in Turkish is used as the equal of "whistleblowing" in English. The origin of whistleblowing is known as the whistling of a policeman to stop a criminal from committing an illegal act.

The term was first used in the security report that was devised for the Sub-Committee of Senate by Otto F. Otepka in 1963. Peters and Branch (1972) see Otepka as the first whistleblower in modern times (cited in Bjorkelo and Madsen, 2013:28).

Various researchers make different definitions of whistleblowing. However, the most common definition is by Miceli and Near (1984: 689). According to this definition, whistleblowing is reporting the illegal or unethical actions in an organization

to authorities those who are capable of preventing this situation. Celep and Konaklı (2012: 66) draw the attention on the fact that reporting in this definition is to be done secretly or unambiguously in the oral or written form. Uyar and Yelgen (2015: 87) made a detailed examination of the elements related to the term. According to this examination, whistleblowing may be observed in any private, public or non-profit organizations.

Whistleblowing is made for revealing the illegal and unethical behaviors and actions. Among actions related to whistleblowing are stealing from the properties of the organization, bribing, accounting fraud, taking organizational properties out of the organization for individual interests, laundering money, negligent supervision, not reporting unethical behaviors, wasting organizational assets, exploiting organizational status for individual interests and receiving gifts. Furthermore, keeping unhealthy production secret, human rights violation, occupational crimes that are committed in the workplace and concealed, abuse, violence or environmental injuries are related to whistleblowing.

Whistleblowing is a topic of discussion. It is still accounted to be a taboo by employees or people in general in many countries (Greene and Latting, 2004; Zhang, Chiu, and Wei, 2009). For example, as explained by Rothschild and Miethe (1999), while some see whistle blowers as betrayers violating organizational norms, others consider them as heroes defending organizational loyalty norms (Bouville, 2007: 1).

Grant (2002) considers whistleblowers as the saints of secular culture. Sayğan and Bedük (2013) consider whistle blowing as a conscientious and humane behavior that aims to abolish or minimize illegal and unethical behaviors in the workplace. However, the famous explanation by Edward Morgan Forster provides the topic with a different understanding: "If I am obliged to make a decision between betraying my

country or my friend, I hope to be brave enough to betray my country." This shows that whistleblowing is a decision between betraying the organization or humanity in a way (Bouville, 2007: 2). Considering whistleblowing is a contentious condition, individuals need to evaluate wrongdoing, and need to decide what to do if wrongdoing is present. Hence, identifying value orientation of an employee might help to understand his/her propensity to blow the whistle.

Near and Miceli (1985) discuss that whistleblowing may enhance long-term organizational effectiveness when leaders support whistleblowing in their organizations to develop their organization's effectiveness and efficiency. Relating to this whistleblowing should not be considered as a threat to organizational authority structures. Members of organizations, stockholders, external environments all gain from the termination of organizational wrongdoings such as fraud, discrimination, or safety violations. As per this fact, whistle blowers can propose answers to organizational problems (Near & Miceli, 1985).

Researches on whistleblowing within management literature generally take two different approaches. First approach points to how the whistleblowing may enhance the ethical life of organizations (Brooks 1993). The second approach includes inspecting the effects of whistleblowing on fraud. Examples like, major determinants of whistleblowing on less significant fraud were determined in several studies (Keenan 2000).

Additionally, some other researches showed that whistleblowing decreased fraud in organizations (Eaton & Akers 2007). Also, other empirical indications verify a definite relationship between whistleblowing and corruption in public sector organizations (Mbatha 2005). Miethe and Rothschild (1994) proposed whistleblowing does help to mark plus control organizational misconduct.

Past literature showed that organizational corruption ought to connect to organizational dissent and in today's business world as whistleblowing. Nevertheless, the relationship between these concepts has so far not to be surveyed in detail in the educational context. There are few researches concerned with academicians' dissent (Zoraloğlu, 2004) and whistleblowing in educational organizations (Vinten, 1999).

Zhang (2009) proclaims that revealing insider information to the outsider, violates obligations to the organization, ignores the written or unspoken contract, and extracts damaging publicity. Hence, external whistleblowing may generate significant damage to the organizations as compared to internal whistleblowing. That is why ethically internal whistleblowing is preferred (Park & Blenkinsopp, 2009). The employee or the person fosters whistleblowing event into the open does have information on the topic. Furthermore employees, stakeholders can have the information and they are able to disclose this situation. Besides the employee or the person who has the information can use this knowledge directly by herself/himself, or can onward this knowledge or information to other persons and organizations (authorized public establishments, media, organizations, etc.) and disclosure can be made in this way.

Whistleblowing is defined as reporting misbehaviors or misapplications in an organization to authorities or institutions. In this regard, it is possible to make reporting in different ways. In studies related to this topic, two approaches such as internal and external whistleblowing and anonymous and known whistleblowing are adopted.

In addition to these, Park (2008) mention the third type of whistleblowing, formal and informal whistle blowing. Formal whistleblowing is an organizational form of reporting misbehaviors and reporting is made through standard communication or by following formal organizational protocol. Informal whistleblowing focuses more on

reporting the misbehaviors in the organization to close friends or trustable people around employees. Rohde-Liebenau (2006) used authorized-unauthorized whistleblowing for formal-informal whistleblowing.

Inside the structure of these explanations, whistleblowing is categorized as "internal whistle-blowing", "external whistle-blowing" and "identified or silent whistle-blowing" mentioning to an occasion where as the employee reporting the wrongdoing uses his or her real name, or when information to spot whistle blower is provided.

In internal whistleblowing, an employee reports the misbehavior or misapplication to the authority. In external whistleblowing, an employee reports the misbehavior or misapplication to authority outside the organization (Park, 2008: 930). In another word in known whistleblowing the employee reports with his/her real identity. However, in anonymous whistleblowing the reporter does not reveal his/her identity or reports the misbehavior or misapplication with a different name.

Research shows that whistle blowers use internal whistleblowing channels at first. When they do not receive sufficient reply although they use internal channels commonly, they use external whistleblowing channels (Dworkin and Near, 1997: 4).

According to a study in England, the majority of employees prefer internal reporting. However, they state in 60% of their reports that they do not receive any reply from the management. Also, most of these employees believe that misapplications in the organization will not be handled (Bowal, 2013:24). However, according to literature, external whistleblowing is found out more effective than internal whistleblowing.

Other researches such as in Rorthschild and Miethe (1999:126) also prove that, 44% of misapplications changed for the result of external whistleblowing and 27% of misapplications changed as per the result of internal whistleblowing. Likewise,

according to Dworkin and Baucus (1998), external whistleblowing is more efficient, because external whistleblowing encourages organizational investigation or other regulatory actions to be initiated. If whistleblowers were not injured by revenge attacks and retaliation, they would not go to law that requires external whistleblowing (Dworkin and Near, 1997: 4).

It is claimed that when employees get no result from internal whistleblowing or when they believe top management is involved in misapplication or fear the employees, they are highly likely to use mass media as an external whistleblowing channel (Callahan and Dworkin, 1994). Regarding, there are studies claiming that when the objective evidence for misapplications is proven, whistleblowing may be more successful. Near and Miceli (1985) and Dworkin and Baucus (1998), claim that when employees have stronger evidence and witnesses, they are able to choose external whistleblowing.

To make whistleblowing apparent, saying that it is announcing wrongful practices in an organization; being motivated by the wish to stop useless wrongdoing to others, giving information predominantly to the authorities about the wrongdoing; and revealing it to the media or concealing it in a government.

A whistle blower can be a former or current employee of any organization, private or public even for-profit or non-profit. Along with this, a whistle blower believes whether that he/she has been directed to execute some act or he/she has received information that the organization is involved in activities are generating useless harm to third parties (Vinten, 1996). As per to Brabeck, (1984), and Miceli (2009), whistle blowers are utilitarian with high-ranking levels of moral development.

Whistle blowers are those that are encouraged by their sense of unity and social responsibility to speak out eventhough they are under authoritarian pressure being

forced to keep silent. An employees' judgments, evaluation of the ethicality of whistleblowing can also influence his/her aim as to whether to involve in the practice or not (Nayir and Herzig, 2012). On the other hand, an individual's capability to identify and to analyze correctly of any wrongdoing is a significant prerequisite to make the right ethical conclusion whether to blow whistle or not (Near, & Rehg, 2001).

Many researches on whistleblowing have completed through surveys and interviews. These studies examined why employers do not want whistleblowing to happen and the reasons behind why whistle blowers blow the whistle and how whistle blowing effect and have an impact on government policies (Johnson and Kraft 1990). Sadly but mostly found was that, because of revenge or retaliation, whistleblowers avoid revealing their identities. For example, although the total number of applicants applying for Prime Ministry Communication Centre, BİMER (Data 2011-2015), which is one of the public regulations focusing on developing transparency and reliability was 203.912 and the number of the applicants, who applied by not hiding their identities was 110.835 (54%).

Whistleblowing is seen as a key factor encouraging individual responsibility and organizational accountability (Perks and Smith, 2008: 15). It holds an important place in developing transparency and accountability (Apaza and Chang, 2011: 113). However, around 44% of employees, who are aware of individual or organizational misbehaviors, do not report to anyone or do not reveal their observations (Toker Gökçe, 2013a: 163).

The most significant reason why employees avoid reporting misbehaviors is that employees are not content with reporting misbehaviors (Kaptein, 2011: 513). The reason why organizations are not content with reporting misbehaviors is the concern

about destroying organizational hierarchy (Mesmer-Magnus and Viswesvaran, 2005: 278).

Studies show that although the existence or absence of these factors causes cultural or social differences, it leads to similar influences in every country. However, Nayır and Herzig (2012) suggest cultural and ethical differences may influence on how whistleblowing will be made or whether it will be made or not. It was also found that employees with reconciliation and extraversion personality were more liable to whistleblowing (Bjorkelo, 2010; Park 2014: 122).

Corporate trust is seen as a key factor for whistleblowing and organizational justice. When executives correct misbehaviors and misapplications, employees think they are more supported and whistleblowing durations are fair. Higher level of organizational justice (distributive, functional and interactional) leads to higher level of internal whistle blowing (Seifert, 2014: 158).

King (1997) states that nurses, who are close to the executives, are more liable to internal whistleblowing acts. Perks and Smith (2008) claim that supportive organizational culture is significant for whistleblowing. Barnett (1992) suggests that the level of whistleblowing is higher in organizations where unionization takes place. Vandekerckhove (2006) indicates that unions create whistleblowing procedures and they play an effective role in realizing these procedures.

Near and Miceli (1985), and Miceli (1999) explain that whistleblowing can enhance long-term organizational efficacy and success when leaders foster and push whistleblowing in their organizations in order to better their organizations' effectiveness. In regard to this, whistleblowing can't be considered as the fear to organizational authority structures (Rocha & Kleiner, 2005). Therefore, employers, associates of organizations, stockholders, the external society gains from the stopping

of organizational wrongdoings like fraud. Whistle blowers can suggest solutions to organizational problems (Near & Miceli, 1985; Miceli, 1999).

2.2.3. Types of whistleblowing

A whistleblower is an important information source whether the government or public can't receive from any surveillance systems, because whistle blowers are insiders of the organizations. The insiders mainly the employees are most knowledgeable about what their organizations are doing. So, whistleblowing is a powerful and effective way to enhance government transparency and accountability (Jos 1991; Rosen 1998; Rosenbloom 2003). Whistleblowing is not something found only be in state sector. It can be found also in private sector and non-profit organizations. Whistleblowing can be both in private sector and non-profit organizations (Aktan 2006).

There are various ways blowing the whistle. An employee or any member working at an organization may blow the whistle internally, externally; named, anonymously, or keep silent which is called a silent act.

Park (2008) suggested a typology of whistleblowing according to three dimensions. Each aspect portrays individual's or employees' decision for whistleblowing formal or informal, internally, whether externally, using identification or anonymously. To blow the whistle formally indicates wrongdoing in an institutional format. A whistle-blower informs wrongdoings via prosecuting formal organizational protocols and media channels. However, whistleblowing informally emerges when the whistle blower personally reports someone s/he trusts (Park, 2008).

Whistleblowing is categorized in three ways. Firstly it is determined by the place or authorities illegal and unethical actions and these behaviors are revealed, and

involves 'internal whistleblowing','external whistleblowing' and 'silent whistleblowing'; the second categorization is done according to the procedure and method of disclosure action and includes 'overt disclosure" and 'implicit disclosure'.

Before 2001, internal and external whistleblowing acts were two types of whistleblowing (Ozdemir, 2013) that was accepted in literature. Internal whistleblowing is described as activities to top management which external whistleblowing is reporting activities to press or legal authorities outside organization. Particularly; the internal whistleblowing, announcing, reporting and disclosure are made to the top management of the related organization; and reporting and disclosure are made to external political authorities or to the media in the external whistle blowing.

Following years and after new researches, Dehn (2001) added new dimension named "to become silent". Thus, we now can accept and indicate that whistleblowing has three types (internal-external-silent) as it will be used in this thesis.

Different surveys' were performed in many countries; such like a survey was made in a police department in Norway showed that, as per the court report, 70 % of lawsuits were externalwhistle blowing while 30 % of internal whistleblowing (Gottschalk and Holgersson, 2011). According to a different study performed in India, nurses used to choose to keep silent because of the fear and the belief that she wouldn't be defended (Jackson, 2010).

A different term rarely is also used in literature such like open and implicit whistleblowing as types of whistleblowing acts. However these terms and acts are not commonly used. The first indicates to report without any fear, the second is reporting by secreting identity (Beduk, 2014).

As per another research that has been performed in hospitals, employees have less subject to whistleblow because of the fact of their honest and devoted emotion (Bakar, 2012). Remarkable research has examined the whistleblowing on putting an importance demographic and rational decision making processes (Brabeck (1984); Miceli and Near, 1985; McDevitt and Van Hise, 2002; Keenan, 2002; Tavakoli, 2003; Reidenback and Robin, 1990; and Cohen 1993, 2001).

2.2.3.1. Internal whistleblowing

Reporting unethical behaviors to authorities in the organization refers to internal whistleblowing. Internal whistleblowing is related to understanding unethical behaviors in the organization.

In the process of understanding and evaluation phase, whistleblower is affected by social values, cultural structure, corporate culture and social environment. As a result of this, whistleblower shares results related to ethical issues with top management or authorities. Executive or authority perceives and evaluates what he/she learns from the whistleblower and his/her thoughts on the topic within the organizational environment.

Corporate values, corporate life practices, corporate culture and corporate policies are effective in the process of understanding and evaluation phase. The whistle blower reports the wrongdoing to a top manager, avoiding managerial hierarchy instead of the other accessible channels in the organization. As a result of this process, the behavior of the executive is the explanation of corporate behavior. If this behavior focuses on taking the information received from the whistleblower seriously and solving the problem, whistleblowing ends within the organization. The problem is solved effectively through necessary investigation and evaluation. However, if the

executive or the authority does not take the information received from the whistleblower seriously and instead, displays negative behaviors such as outtalking or dismissing the whistleblower, the whistleblower is directed towards external whistleblower (Aktan, 2008).
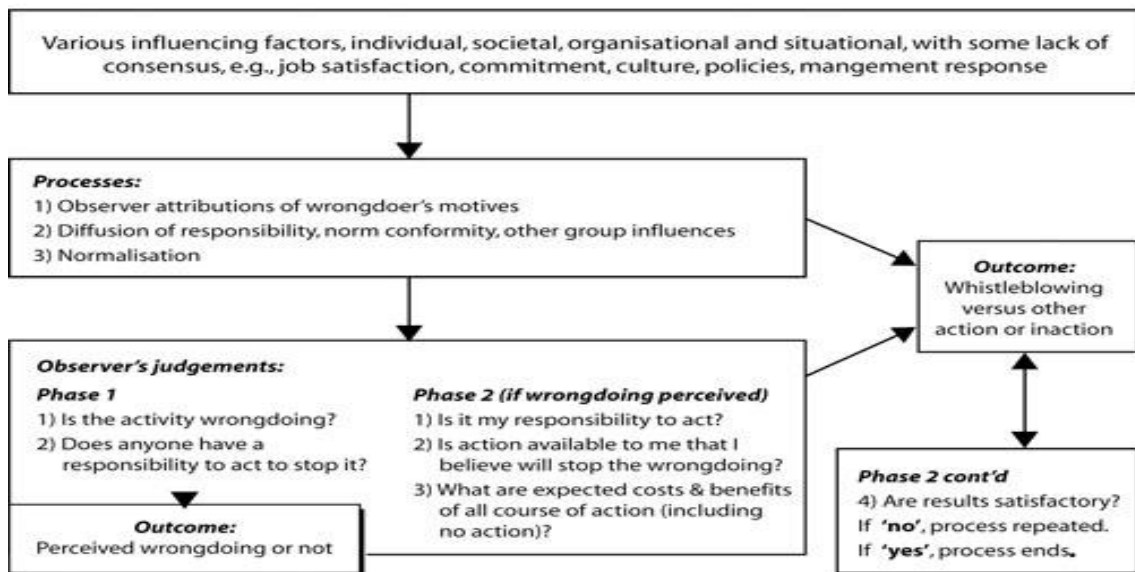
Figure 2. Internal Whistleblowing Phases (Miceli et al., 2001)

It is possible to mention two types of communication in organization where internal whistleblowing takes place. These are formal and informal communication. Formal communication identifies who will communicate with whom within the organization, who are effective in certain areas, who is able to collect information through certain ways and where this information will be collected. Also, it is determined in corporate plans clearly. The hierarchy that creates the formal structure of the corporate determines the structure, direction and speed of the communication. The employee in the formal structure knows to whom they are responsible, by whom they will be supervised and who they will refer to when experiencing problems. All official

writings, reports, circular letters, formal meetings and official reports create types of communication.

In formal communication, whistle blower reaches the top manager or authorized individual within the hierarchical structure and explains the problem through formal communication tools (official writings, reports, meetings etc.).

The second dimension of internal communication is informal communication. Informal communication is apparent when natural relationship is maintained without depending on any particular structure among employees. No matter how well formal communication channels function, in any environment where people exist informal communication that depends on friendship, relationships and duties will be definitely available. Informal communication is not always created for organizational interests. It is also created for individual needs. It is a spontaneous and informal communication that cannot be met by formal communication and is based on needs. This type of communication is observed in environments where employees know each other very well and information is exchanged without the notice or permission of the authorities.

False or corrupted information that is disturbed by informal communication system can be distributed among employees easily. That is, during the transfer of information from person to person a number of deficiencies may arise. As a result of misunderstandings between superior and subordinate, distance may arise between members of the organization (Eroğlu, 2003). It is possible to conclude that in internal whistle blowing informal communication is stronger than formal communication. The reason why informal communication is stronger can be summarized as insecurity environment and experiencing a situation that creates future concern, uncertainties, personal characteristics of employees, lack of formal channels, distrust in formal messages (Koçel, 2007).

External whistleblowing may cause significant harm to the organizations comparing as to internal whistleblowing. So ethically internal whistleblowing is selected (Park & Blenkinsopp, 2009). Internal whistleblowing allows organization managers the chance to cope with the wrongdoing without the strain of external publicity. Additionally, via solving complicated issues internally, managers verify that private information to remain confidential that strengthens organizational accountability and learning (Zhang, 2009). We can also say that the way to remove misapplications without damaging the organization is the application of internal policies and internal communication system properly.

2.2.3.2. External whistleblowing

Blowing the whistle externally explains informing a wrongdoing to outside groups accepted to have the prosperity to correct it. Whistle blower starts the external whistle blowing process by sharing information with judicial authorities, police, prosecutors and media. Wrongdoings that are ultimately reported externally are primarily reported internally. If a wrongdoing contains harm to the public or the rest of the employees it will apparently end up with external whistle blowing.

When not managed effectively, external whistleblowing may lead to destructive results for the corporate. Developed by external target group in the corporate communication department, communication strategy and communication policies determine whether this process is managed effectively or not. Since the information shared by whistleblower creates public opinion through media, this situation necessitates crisis management and crisis communication in terms of corporate. As a result, the corporate may lose its reputation in terms of corporate trust and corporate image. When external whistleblowing takes place, it may create dangerous results for

the corporate. Since it may damage corporate image and corporate trust, its cost is very high. In order to make up for the corporate damage caused by unethical behaviors, a long period of time and financial sources will be needed.

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┌─────────────────┐      ┌──────────────┐      ┌─────────────────────────────┐
│  WHISTLEBLOWER  │ ──▶  │ INFORMATION  │ ──▶  │ JUDICIAL AUTHORITIES MEDIA  │
└─────────────────┘      └──────────────┘      │            POLICE           │
                                               │       PROSECUTION etc.      │
                                               └─────────────────────────────┘

              ┌──────────────────────┐
              │  Relations with Media │
              └──────────────────────┘
                                                      ┌─────────────────┐
                          ⬇  ⬆                        │  Corporate      │
                                                      │  Communication  │
                                                      │  Management     │
              ┌──────────────────────────────┐        └─────────────────┘
              │ Crisis Management and Crisis │
              │ Communication                │
              │ Corporate Image              │
              │ Corporate Reputation         │
              │ Corporate Trust              │
              └──────────────────────────────┘
```
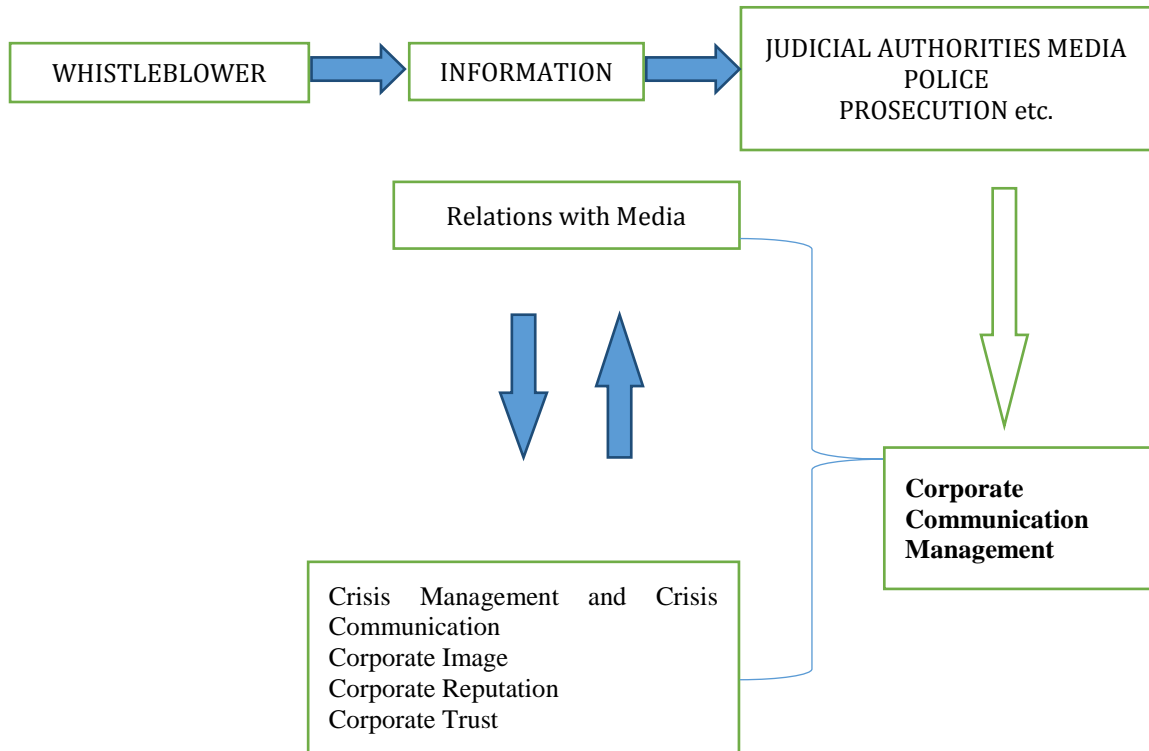
Figure 3. The Function of External Whistleblowing

(Source: Yılmaz, 2010 Kurumsal İletişim ve Prensiplere Dayalı Kurumla Uyuşmazlık Davranışı: Whistleblowing, p. 9)

What is offered to organizations that seek to get over the negative aspects of whistleblowing is to create an appropriate complaint and reporting policy as well as abiding by the law. In a study that was carried out in USA in 1999 and was concerned with 57 firms employing 800.000 people, it was identified that whistle blowing and complaining mechanism was developed in 9 out of 10 firms and every two firms out of three in private sector. An important development was achieved in 2000 when ILO Union signed collective agreement; the union asked for whistleblowing cause for

reporting unethical incidents and as a result of the meetings, the provision for reporting applications in the work place was confirmed in the collective agreement.

2.2.3.3. Silence act

Mostly in both internal and external whistleblowing acts; the individual or the employee who report the wrongdoing uses his/her real name or the information of the whistle blower is provided. But in the third case, named as silent whistleblowing act using either a nickname or providing no information about him/herself while blowing the whistle. This act is also called the anonymous whistleblowing (Park, 2008).

Organizational silence means that employees keep silent about the points that may change organization or in other words, employees don't mention the useful information that may bring out important changes in the organization. In this regard, silence in this context is characterized as intentional and conscious.

Morrison and Milliken (2000) define organizational silence as "preserving their thoughts, information and ideas related to improving their job and company and preferring to be silent." They also state that in organizations, there are cases that are apparently seen by employees but they are not reported to superiors clearly (Morrison and Milliken, 2000:706). When the definition of employee silence or organizational silence is analyzed, silence is considered as an active, informed, intentional and purposeful behavior (Bildik, 2009:34).

Organizational silence is a new term. In literature related to management, it is possible to mention two major studies that have a direct relationship with organizational silence. Morrison and Milliken (2000) explained the silence process that develops systematically in organizations as well as the continuity and strength of this process.

Another different study done by Pinder and Harlos in 2001 focused on the

decision of employees on speaking clearly or not in terms of perceived injustice and development organizational silence (Çakıcı, 2008:118). Researchers define organizational silence as "preserving the ideas of people, who are capable of affecting or improving change, on their behavioral, cognitive or emotional evaluations related to organizational incidents (Çakıcı and Çakıcı, 2007:389).

In conclusion, "silence" is a topic that has appeared in recent years, is still investigated and has a limited number of sources. The controversy that employees do not speak about the truth with their superiors although they know the truth makes it worthwhile to investigate silence (Çakıcı, 2008:119). For this reason, organizational silence shows that there is a problem in the operating mechanism of an organization. This new term; which has not been investigated sufficiently, needs to be examined more elaborately, was introduced by Milliken and Morrison. In their article published in 2000, Morrison and Milliken state that although they show a lot of data related to organizational silence, the topic was not valued sufficiently (Morrison and Milliken, 2000:706).

2.2.4. Factors that determine whistleblowing actions

2.2.4.1. Personal features

Near and Micelli summarizes the findings related to the personal characteristics in the table below and classifies individual differences in categories that are directly related to the whistleblower (individual differences, moral behavior, demographic structure, work status). Results show that personal characteristics do not have a close relationship with whistle blowing but these values have different influences on the perception of ethics. Although some results show differences, it is indicated that compared to passive observers, whistleblowers are better trained, more mature and have

served more. It is also known that compared with passive observers, whistleblowers are individuals who have higher salaries and work performance or have more responsibility in terms of reporting unethical behaviors. Some studies show that whistleblowers are more content with their work (Near, 1996).

2.2.4.2. Situational features

The results of a traditional study that investigate the effects of whistleblowing on situational changes are seen in the table below. The results of the study are classified in the light of the characteristics features of the organization and unethical application. The characteristics of the injustice have an important relationship with the type of whistle blowing behavior. It is also stated that the support by the authority and the features of the evidence has a positive relationship with whistle blowing. In addition to this, the preference for using external channels is related to improving it especially when the social status of the person, who displays unethical behaviors, is low and when the misapplication is in the field of security and healthcare. Research also shows that external reporting has a relationship with the concept of retaliation and retaliation environment.

Even though the evidence seems to be inconsistent, many researchers state that moral development or behavior is included in whistleblowing action and there may be an increase in moral behaviors with the help of organizational culture or advanced social relationship between employees.

Based on these studies mentioned in Table 4, in order to explain why the person observing the unethical behavior acts to report it, three perspectives were developed:

a. Moral development of whistleblower,

b. Loyalty displayed by whistleblower.

c. Situational variables together with personal variables.

The second question of debate is that whistle blowers have more or less loyalty than active observers. Loyalty in this context includes social loyalty or contrast of public utilities. Discussed debates may be maintained from different points: Whistle blowers are more loyal than inactive observers, because they help the organization hear the unethical behavior before the public, whistle blowers are more loyal than inactive observers, because they do not let the outer world hear about the organizational corruptions also whistle blowers are less loyal than inactive observers, whereas they are more loyal to the public, because they are involved in actions that are beneficial for the public.

Related to this idea, rather than displaying anti-social behaviors, whistle blowers display pro-social behaviors. It is definite that employees who are exposed to unethical behaviors need to be informed of the loyalty of the organization in terms of remaining inactive or initiating whistleblowing. Furthermore, the society may also obtain important advantages in such cases. Finally, situational variables and the effects of these variables have an important role in personal and situational differences. From this theoretical perspective, whistleblowing should be considered in terms of the dynamic relationship between several social actors: complainants, defrauders, collaborators, participants, supervisor, coalition members or organizational top management. The power of these social actors and other corporate features should embody the interactions between them. Both tables and related researches show that whistle blowers are not different from members who observe the unethical behavior but prefer not to report it. In other words, no evidence shows that whistle blowers are typically contrary.

Basically, whistle blowers are individuals who are available in the wrong place at the wrong time because of their jobs. Some evidence shows that if whistle blowers believe that they can end the misbehavior on time, they are to take action. In order to benefit from whistle blowing rights, organizations can encourage their employees to use their internal channels by assuring that they will not be destroyed and providing enough information.

Table 3

Experimental Studies on the Relationship Between the Characteristics and Behaviors of Whistleblowers

Studies																		
Personal Characteristics	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
Intolerance in Uncertainty																	+	
Field Dependence																	+	
External Control							+		0									
Low Self-Respect								+										
Low Self-Observation						+												
Moral Behavior																		
Values Related to Whistle blowing		+						+			+							
Moral Judgments	+							+	-									
Actions were Ethically Challenging.									+									
Religious																	+	
Social Responsibility						+												
Demographic Features																		
Age and Group		+	+					0					+					
Education		+			+	-		0			+			+				
Gender (male)			0	0	+			+		+	+						+	
Work Status Features																		
Salary		+						+			+	+						
Work Performance		+	+								+		+					
Role Responsibility								+										+
Channel Information for Reporting												+						
Job Satisfaction								0				+						
Salary Satisfaction								-										0
Procedural Justice Perception																		+
Organizational Commitment								0										
Work Commitment			+															

Note: This table presents the summary of personal characteristics. This research was compiled by the studies of the following authors: (A) Braebeck, 1984; (B) Brewer & Selden, 1995; (C) Dworkin & Baucus, 1995; (D) Fritzsche, 1988; (E) Graham, 1989; (F) Jensen, 1987; (G) Jos et al., 1989; (H) Keenan & Sims, 1995; (İ) Miceli, Dozier & Near, 1991; (J) Miceli, Near & Schwenk, 1991; (K) Miceli & Near, 1984; (L) Miceli & Near, 1988b; (M) Miceli Near, 1988a; (N).
Note: 0 = zero relationship, + = positive relationship, **-** = negative relationship; some studies contain only internal and external whistleblowers.

Table 4

Experimental Studies on the Relationship between Situational Features and

Whistleblowing Behavior

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
Features of Misapplication																	
Quality of the Evidence				+							+						
Seriousness of Misapplication					0						+					+	
Type of Misapplication				+					+								
Social Status of Mis-applicator											+						
Support of Superiors for Whistleblowers							+										
Organizational Features																	
The Effect of Organizational Misapplication											+						
Company Policies						+											
Group Size								+				+					
Better Management	0																
Value of Superior Adaptation													+				
Organization with High Performance	+																
Organization with Lack of Sources	+																
Corporate Size											+						
Bureaucracy								-									
Organizational Environment	+					+					+			+			+
Organizational Response													+				
Whistle blowing Incentives			-			-				-							
Type of Industry				+													
Public or Private Enterprise				+													

Note: This table presents the summary of situational features. This research was compiled by the studies of the following authors: (A) Blackburn, 1988; (B) Brewer & Selden, 1995; (C) Brewer & U.S. Dept. of Ag., 1995; (D) Dworkin & Baucus, 1995; (E) Fritzsche, 1988; (F) Keenan, 1988; (G) Keenan & Sims, 1995; (H) Miceli, Dozier & Near, 1991; (İ) Miceli, Near & Schwenk, 1991; (J) Miceli & Near, 1984; (K) Miceli & Near, 1985; (L) Miceli Near, 1988a; (M) Miceli & Near, 1984b; (N) Near, Baucus & Miceli, 1993; (O) Near & Jensen, 1983; (P) Victor et al., 1993; (Q) Zalkind & Eisenman, 1988.
Note: 0 = zero relationship, + = positive relationship, - = negative relationship; some studies contain only internal and external whistleblowers.

2.2.5. Whistleblowing' the effect of position

2.2.5.1. Differences at the managerial level

Top management, employees and organization create a culture and environment appropriate for moral values. We can characterize these executives as individuals who direct the vision and mission of the organization and employees and build an effective relationship between organization and external environment. Because of the superiority, authority and power caused by their positions, executives are superior to other superiors. They plan and shape organizational culture, values and standardized behaviors (Posner, 1987). However, mid-level managers are quite different. Even though mid-level managers are called individuals undertaking changing roles in the organization, they are different from senior executives.

Mid-level managers are responsible for building the relationship between junior administrative officers and senior executives. They are also responsible for implementing organizational policies, making them appropriate for operational implementations and solving problems. Posner and Schmidt indicate that mid-level managers feel more pressure in terms of sacrificing personal ethical principles for organizational requirements. Likewise, Halcrow states that compared with other executives, mid-level managers display more unethical behaviors (Keenan, 2002).

Organizational downsizing in recent years leads to a great deal of mistrust among mid-level managers in terms of reconstruction and regulations. Therefore, their willingness to take risks during whistle blowing may be in danger. Junior administrative officers are individuals between employees and senior executives; and loyalty to both groups is low. Compared to other executives, junior administrative officers have closer relationship with employees and thus employees address to them when a whistleblowing incident takes place. In addition to this, junior administrative

officers tell employees how the management and organization look at reporting information in illegal and unethical situations and what kind of policy they follow. Furthermore, they are responsible for providing the effective management of these policies.

2.2.5.2. Whistleblowing individual trend

The degree of individual education in whistleblowing should encourage employees to start whistleblowing and if they observe unethical behaviors such as corruption, they need to feel responsible. This is a positive factor to encourage whistleblowing. Previous researches point out that there is tendency towards reporting any unethical behaviors at management level. Katz and Kahn state that senior executives are more concerned about changing the structure in the beginning or the formulization of policies. Mid-level executives and junior administrative officers are concerned about using the appropriate structure to maintain organizational performance (Keenan, 2002). As stated before, senior executives are at the top of organizational hierarchy and they know that internal and external communication are important to manage organizational policies. These communication types play an important role in identifying where they are in terms of organizational ethics and social responsibilities. On the other hand, mid-level executives are keener on sacrificing ethically and they consider that the explanation for the outer world may bring more dangers especially in implementing organizational culture and that they may be damaged by operational problems rather than ethical problems.

According to the results of a perspective research, compared to mid-level executives and junior administrative officers, senior executives are less loyal to organizational sources (money, social interaction, meaningful studies) and are capable

of indicating their concern over unethical implementations. For this reason, senior executives have a more positive attitude towards employees in terms of reporting defraud and corruption (Keenan, 2002).

2.2.5.3. Organizational trend whistleblowing

The encouragement of organizations to promote whistleblowing and support their employees in terms of where to transfer the information is pretty important. Near and Micelli discuss that there are two things that whistleblowers need to pay attention: building the information on solid basis and where to report. Especially if a manager or senior executive is involved in an unethical behavior, these are very important for a clear organizational policy. Previous studies show that it shows a positive relationship between organizational encouragement and where to report the sufficient and solid information (Keenan, 1995). Compared with other executives, because of their position, task duration and high involvement in political problems, senior executives want to know where whistleblowing will be done. Furthermore, they are expected to need more information to solve such complicated issues (Katz, 1978)

Research on whistleblowing in administration literature takes two different perspectives. The first perspective focuses on how whistle blowing enriches the ethical life of organizations (Brooks 1993). The second perspective includes examining the effect of whistle blowing on fraud. For instance, main determinants of whistle blowing on lesser significant fraud were discovered in several studies (e.g. Keenan 2000).

2.2.5.4. Ethical rules for whistleblowing

Legal solutions may be helpful, but it is very important for organization to create rules for implementing whistleblowing. This provides protection for the

whistleblower as well as for the organization. Money also has certain rules in terms of whistleblowers.

In organizational culture the roles of whistleblower are storytelling and specialty. Although both have negative aspects, they are necessary for the integrity of organization and obtaining great advantages. When these are not available, it will be easy to realize that they may destroy the organization by applying external whistleblowing.

According to Bowiw; whistleblowing stops damage to others through appropriate ethical motives, whistleblowers use internal methods in order to correct a problematic behavior, whistleblowers have enough evidence to convince a reasonable person, whistleblowers can detect serious dangers that are caused by violating ethical judgments, whistleblowers act accordingly with personal responsibilities in ordero prevent and reveal ethical violations.

Velasquez creates a combination by grounding on the ideas of other authors via five major discussions mainly

- How comprehensive and important are the ideas of employees about incidents?

- What do unethical application include? Why are they unethical? What is the value of the damage of these applications in public opinion?

- What are the employee responsibilities in terms of ending these applications?

- Are employees more successful in ending applications by working with the organization or external forces?

- What are the possible effects of these incidents on organizations?

Likewise, Bok classified the level of moral conflicts into three steps. First is whether whistle blowing draws the attention of public or not. Second is the possible effect of public opinion on employee loyalty and ethical rules. Third is fear against retaliation.

According to De George (2013); the firm may cause the public opinion to experience serious damage through product or policies. This may include society, people who use the product and innocent people who have no relation to the incidents. The superiors should be informed of the problem and ethical problems (internal whistleblowing process) and if no result is obtained. Employee should end the internal procedure and opportunities and this is achieved through management steps and board of directors (external process).

In terms of the corporate, the existence of procedural and ethical rules for whistleblowing and positive attitudes of organizations to whistleblowers are of great importance. Institutes such as American Government Accountability Project and English Public Concern at Work try to protect the legal rights of whistleblowers. In cases that which are not protected with laws, these organizations have an important role.

2.2.6. The relationship between ethics and whistleblowing

Whistleblowing arose as a result of ethical misapplications for the purpose of providing security and welfare (Lachman, 2008). Whistleblowing is introduced as the presentation of unethical behaviors that result from organizational mistakes and ethical behaviors (Wilmot, 2000). According to the research, researchers, who focus on work ethics, have responsibilities for employees and the organization they work in and this is called loyalty (Vandekerckhove and Commers, 2004:225-233). Duska (1989) considers

employee loyalty as a classification or identification mistake. He further suggests that organizations are not loyalty institutions, because loyalty is a disinterested attitude. The most important thing is social loyalty. In order not to damage the society, organizations should apply whistleblowing in a legal framework. Although whistleblowing is conceived as "disloyalty" to organization, ethically it is defined as a term that highlights honesty.

There are two roles related to whistleblowing: the ethical conflict between organizational and individual values and ethical dilemmas that happen as a result of loyalty conflict. In this sense, whistleblowing can be considered voice of conscience an individual has (Çiğdem, 2013). Aktan (2006) states that whistleblowing is a civic virtue behavior and instead of being silent to illegal and unethical behaviors in an organization, it is an important individual responsibility to struggle for ending this situation.

As a result of global competition, it has become inevitable for firms to focus on different studies and to investigate elements such as products, quality and so on. Occupation and occupational ethics brings ethics to a different dimension. This shows that ethics is a topic of individual, social and institutional discussion. Occupational ethics may also be defined as behavioral rules that need to be applied in professions which are directly related to people." If individuals disobey principles, they may be ostracized from profession. Therefore, an occupational ethics principle points to an individual principle. However, this individual principle is also shared with other members of profession. Occupational ethical rules and standards help to develop and improve working conditions for member of profession. These rules and standards help to develop unity. This unity helps to increase the service quality of employees. As a result, this encourages employees to display ethical behaviors to other employees, so

that an environment of trust is built. As a result of this, internal and external prestige is obtained.

Ray (2006) has investigated the relationship between whistleblowing and organizational ethics and the reason for the actions of whistleblowers need to depend on ethical reasons in order to consider it an ethical behavior. Ethical rules and standards are opportunities that help to improve and develop working conditions of members of profession. The existence of rules and standards provides unity and order. Honesty, trust and responsibility are important for organizations. Ethical rules and behaviors that are appropriate for standards ensure the quality of service provides by individuals and organizations. Thanks to organizational trust, collaboration increases. Mutual trust encourages information to be distributed and helps individuals display proper behaviors towards each other.

Richard DeGeorge (cited in Aktan, 2006) contends that society and laws may accept whistleblowing action only under circumstances such like if the total cost of the illegal or unethical behavior is very high in the society, if individuals, who have information about the issue, report it to the senior executives, if individuals, who have information about the issue, report it to the senior executives and receive no satisfying answer and become helpless, if the whistleblower shares the evidence with an authority and informs the authority of the issue and if the whistleblower presents the issue to the public and believes it will end (Aktan, 2006:1-13).

Reiser (cited in Ray, 2006) focuses on eight ethics in order to create a supportive, collaborative and responsible work atmosphere in the organization. Those were considered as humanity, look out for others' interests, trust, justice, honor, service, gratitude and strenuousness. Jos (cited in Wilmot, 2000) indicates that in order to

correct the malfunction of a system, whistleblowing cannot be seen as a norm but as professional duty in terms of righteousness, transparency and objectivity.

2.2.7. The relationship between whistleblowing and administration and ethics

It is also important to discuss the significance of whistleblowing applications in office management, since offices are places where individuals work together. Even though office ethics and whistleblowing seem to conflict in some points, reporting system highlights the importance of honesty which is considered one of the most significant principles in office ethics. Protection of organizational information is accepted as one of the most significant rules in office ethics. However, if the information is risky for the society and employees, it should be reported to authorities and necessary precautions should be taken. It is considered a right attitude to be sensitive to misapplications in an organization and report it to the authorities as soon as possible.

When whistleblowing is done, the corporate image may be destroyed and the whistleblower may be dismissed. At this point, whistleblowing seems to be an application that conflicts with the employee interest and struggle for making the organization successful. At the same time, it is an action that acts contrary to organizational norms and standards. Indeed, some conflicts are hard to be solved. Does the individual who witnesses a couple of unethical and illegal behaviors behave ethically when reporting it to the authorities or does the individual act ethically when he/she puts an end to it? This is probably the most basic question that needs to be answered.

Occupational ethics, which is defined as realizing what is wrong and doing the right thing, means almost the same thing as whistleblowing described as reporting unethical and illegal behaviors in an organization. It is possible to look for a solution considering the main reason for the reporting action of whistle blowers.

In order to develop mutual justice, as a last resort, the whistleblower grounds on organizational laws and ethics and reveals the organizational problem. Only after all legal procedures are followed, the whistleblower uses every means possible as a last resort. With this action, the whistleblower does not object directly to the corporate structure or corporate contract. On the contrary, the whistleblower prefers this action in order to utter the concern caused by the violation of the basic principles and contract. Therefore, whistle blowing is a legal action that is against corporate confidentiality.

Internal reporting mechanism includes contacting with management to solve problems identified by employees. By this approach, the organization obtains solution opportunity with low cost. Furthermore, reporting system has an important function in terms of providing security for the labor and society and protecting the corporate image. More importantly, protecting defrauds, identifying organizational defrauds, and abiding by the law and achieving company goals is seen as an ethical method. So, whistleblowing means reporting employees, unethical and illegal behaviors to senior executives or units outside the organization. However, it is important to note that the whistleblower report to public enterprises and media as a last resort. It may be more effective to report internal problems when unethical and illegal actions are reported to the top and middle management via following "open door" policy.

In whistleblowing, there are two roles related to tension. First is ethical conflict between personal and organizational values. When the whistleblower notices the conflict, he/she needs to make a preference between these choices. In this case, the

whistle blower may prefer challenging bravely or obeying the fact that is considered as taking part in crime. The other tension is the ethical dilemma caused by loyalty conflict. This is mainly based on the individuals' loyalty to colleagues and the organization or responsibility for public opinion. In this regard, whistle blowing is the individual's "voice of conscience." According to duty of loyalty, employer should not act at a loss for employee. The major advantage of revealing misbehaviors is for the public weal and benefit of the society. Revealing those, who are in the wrong, causes wrong doers to fear and abstain. Whistleblower needs to feel relieved and this relief is considered the biggest acquisition because he individual prevents crimes from being committed and helps environment and other individuals to be protected.

2.3. Intention to Leave

2.3.1. The concept of intention to leave

Intention to leave is defined as conscious and cautious decision or tendency of the employees on the subject of leaving the organization. In today's business world, where change, uncertainty, risks and chaotic environment arise, it can be stated that organizations try to provide employment of qualified labor force with the purpose to achieve their targets, and they try to ensure continuity of this labor force. On the other hand, employees change their workplaces for a variety of reasons, and every time they want to be employed in enterprises where they can work in better conditions (Barlett, 1999:70). Frequent employee withdrawals in the organizations, in other words high rate of labor force change may cause serious problems. For this reason, qualified employees like academicians are wished to continue to work for a long period of time (Demir and Tütüncü, 2010:67).

Before an employee leaves the work, an intention in this direction is developed. This situation defined as a conscious and cautious decision or intention on the subject of leaving the work is named as intention to leave. Personal and organizational factors that may cause development of this intention in the individuals can be mentioned. In terms of organizations, organizational factors that may cause give rise to intention to leave are considered as significant problems that should be solved, because these factors can cause the individuals to have negative ideas and behaviors concerning the organization (Bedeian, 2007).

Organizations consist of people who have been selected in anticipation of meeting demands and orienting the organization environment. In this context, employees' all kind of reactions matter for organization in terms of organization-well-being related outcomes can be negative and positive. The concept of intention to leave has been the subject of many disciplines such as psychology, sociology, economics and organizational behavior.

There are a lot of studies conducted about employee behavior in the work life to examine the current situation, redesign the processes and prevent the issues that cause negative outcomes for the organizations in the work life. Employee behavior and emotions are linked as stated several researches. Thus, emotions in the workplace have been paid attention of researchers (Ashkanasy, 2000).

Rusbult (2007) define intention to leave as "destructive and active actions displayed by employees when they are displeased with work conditions". Intention to leave indicates the employees' wish or likeliness to quit the organization they work for. Intention to leave is the planning to separate from the employees' current jobs, that involves attitudes and tendencies of the employees' leave their work, and the intention is also the planning of whether the employee decides to continue to keep working with

his/her colleagues and organizationIt is illustrated as an intentional, slow-paced, and arranged or planned process that begins with a negative appraisal, followed by withdrawal perceptions and lastly a research procedure (Hom &Griffeth, 1991). There is a common understanding that intention to leave influences organizational effectiveness. When factors affecting intention to leave are determined, researchers are able to predict and explain the behaviors related to intention to leave in advance and executives are able to develop precautions to prevent the potential to leave the organization (I. Hwang and J. Kou, E p: 254).

Intention to leave is a motivational term like work satisfaction. It is the tendency to leave a social system with his/her own initiative (Samuel Gaertner, p: 479). The reasons of intention to leave behavior vary from individual to individual. Generally, employees leave their jobs to use their potentials more effectively and increase their salaries and awards.   The period between employment and leave of employment is described as a cycle. When an employee decides on an alternative, socialization process is initiated. Employees affect the organization and are influenced by the organization during this process. As a result of this, employees obtain a certain level of motivation, achievement, work satisfaction and organizational commitment. When one of these factors is decreased to a low level, turnover intention is involved in the process (Robert P. Tett and John P. Meyer p: 293).
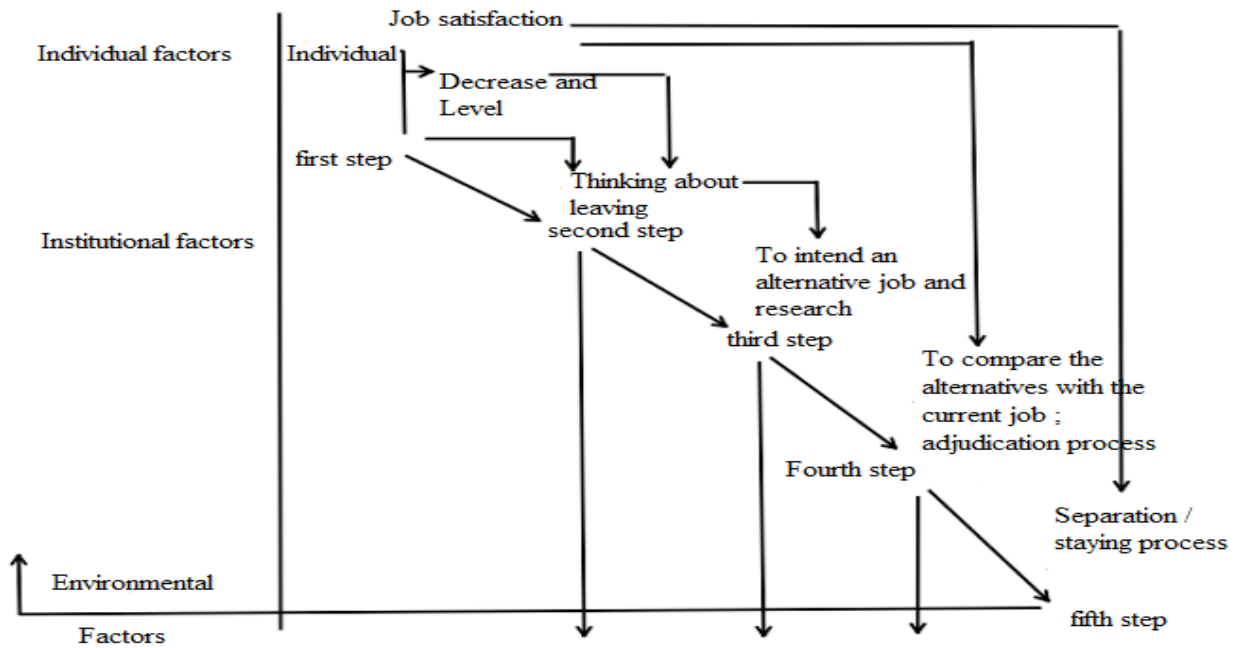
Figure 4. The Period of Employment and Leave of Employment Cycle
(Tett and Meyer p: 293).

Leave of employment does not always lead to negative results for the
organization. The most important term that needs to be investigated is whether leave of
employment is functional or not. While the leave of employment by employees with
high performance is an unpleasant situation, the leave of employment by employees
with low performance is a functional and positive situation for the organization.

Kinnie (1998) points out the leave of employment with the stress created with
employment termination. Because of the fear for employment termination, employees
do not want to go to work, decrease quality, work less effectively and look for a job
somewhere else. On the contrary, according to Armstrong-Stassen (1998), it is stated
that work satisfaction and performance decrease significantly and employees have
turnover intention or intentions to leave when the expectations of employees are not
met (Marjorie Armstrong-Strassen, p: 310).

Boshoff, Van Wyk, Hoole and Owen (2002), explains intention to leave is the power of an individual's opinion and their view that they don't wish to remain with their employer. The researchers and authors suggest that intention to leave begins from the estimation and judegement by individuals on their of their present situation Employees later move on through various further on until a company intention to quit is been reached. Last final result is the decision leaving the company they work for.

The elements of intention to leave and turnover rate have great relationship with the employee who thinks on quitting, also the manager that faces with the lack if employees' sustainability together with the high costs in the training of the new employee (Firth, 2004; Siong, Mellor, Moore & Firth, 2006). The employee who thinks about leaving, the manager faces employee discontinuity, the high costs contained in training personnel and organizational productivity issues are all related as to the determinants of employee turnover (Firth, 2004). The control of the aims of the employee to leave the work is totally in their own hands and this intention is continuously repeated.

Researches show that employees' intention to leave job motivated and are sourced from achieving their individual objectives and objectives. The plan to separate from each work won't end up in work separation. Regardless of the expectation to leave their jobs, there are worries about resistance to change, fear of what others will think, and a failure find a better job. Employees with this thought and belief can't end their business due to the above reasons (Jaramillo. 2006 p. 28). When employees are consistently presenting emotions not actually felt; they meet emotional dissonance. Seeing that emotional dissonance has a negative impact on employees' feelings of job satisfaction and sympathy towards the organization over time (Grandey, 2000),

employees facing emotional dissonance are presumably to be motivated to separate themselves from such situations.

Employees, who sorrow from negative results caused by their jobs, would not prefer to continue working under such conditions, and thus, their intentions to leave their job escalates. Zerbe (2000) and Abraham (1999) showed that emotional dissonance result in increased intention to leave. Because of emotional dissonance and surface acting are theoretically similar kinds (Grandey, 2003; Zammuner & Galli, 2005); and is believed to have a direct effect on intention to leave. Also, researchers have made substantial analysis of turnover involving human resources management and personnel psychology where recognition was given to center on the personnel policies and employees' job attitudes (Robinson, R. N. S., 2010).

The literature review proved that the major reacon that affects employees to leave their jobs is the intention itself. As per the Theory of Reasoned Action, the individual's behavior is established by his or her behavioral intention. The more an individual aim to perform a particular attitude, the more he or she is expected to act it. High levels of job satisfaction and organizational commitment allow unwillingness of quitting work.

The intention to leave has two dimensions: leaving voluntarily and employment termination or dismissal. Leaving voluntarily is associated with the employee's individual decision. Involuntary leave takes place when employees do not have a high performance or tend to display unpleasant attitudes in the workplace. Every enterprise needs to stick to the labor law in such cases. In Turkey leave of employment or dismissal are related to the provisions stated in labor law.

The intention to leave leads to several problems such as losing abilities, hiring new employees and increasing management costs. Environmental factors affecting the

intention to leave are organizational culture and values, the relationship with colleagues, career development opportunities such as work/role demands and expectations and reward structures such as autonomy.

New organizational strategies are being studied and explored in order to find out whether there is a relationship within new organizational structures and employees' decisions on quitting their jobs. It is stated that factors decreasing or preventing leave of employment are organizational rewards, work satisfaction, alternative business opportunities and the extent of work investments by employees. One of the most significant employee investments is to take part in trainings that help employees obtain unique abilities that cannot be used in other organizations. In this regard, Love (1998) states that employees do not want to leave organizations where they can improve themselves and when employers provide them with education opportunities, they become more committed to organizations (Thomas Love, p: 11). Ethical issues such as whistleblowing as a new ethic concept in business and management literature can also have an effect on white and blue-collar employees in Turkey. All two concepts such as organizational ambidexterity and whistleblowing concepts can play a serious role in determining employees' intention to leave their jobs.

2.3.2. Theoretical background

Researches on negative effects of intentions to leave were the first researches followed by turnover rates. As per Price (1977) and Scott (1999), organizations can be affected in terms of job disruption and performance. Reichheld (1996) has stated the negative results of turnover rates and intentions to leave of highly skilled employees (as cited in Hoonakker, 2003). Negative results of turnover rate are of mainly seen among highly skilled employees Reichheld (1996).

Gardner (2010) has performed a study among teachers and direct effectiveness has been denoted between teacher attributes, job attributes, teacher opinions and retention and turnover.

Firth (2004) who has done a big research on the intention to quit highlighted variables such like the experience of job related-stress, the range of factors that lead to job-related stress, lack of commitment to organization and job satisfaction. All were related to the subject and were controlled by personal, environmental or organizational factors. Intention to leave; besides the negative outcome it is also costly, moreover turnover rate definitely affects the prestige of organization. Some other researchers pointed out other negative job characteristics such like; chronic stress, inadequate pay, lack of recognition, increased job demand are all identified as reasons relating to worker's turnover (Scannapieco & Connell-Carrick, 2007). It has been declared that to stop quits; possible job plans, career planning must be suggested by organizations (McEvoy and Cascio, 1985).

Researches have been done also on academicians; Gardner (2010) has disclosed a study on teachers and effects have been indicated between teacher and job attributes, teacher opinions and retention and turnover. Some various stress models have been initiated related employees' intention to leave the organization they work for; job satisfaction and organizational commitments may affect the relationship between intention to leave and stress (Kemery, Mossholder, & Bedian, 1987).

2.3.3. The importance of intention to leave

The main feature of the traditional career model is continuity. When continuity is examined in two aspects, it is possible to mention the validity of this factor for both employees and organizations. However, when the structure of modern organizations is

taken into consideration, it is seen that this model seems to be different with changing conditions. Based on that, the intention to leave in organizations increases and life cycle of organizations gradually decreases. Therefore, keeping employees is one of the most significant priorities of organizations.

Training employees is quite difficult for organizations and organizations spend a great deal of money and time to train employees. Therefore, the intention to leave is an important cost element for organizations. Although the problem of labor turnover, employee behaviors and factors related to employee behaviors are still investigated, they are still considered as significant problems for organizations. While organizations face training cost problems due to workforce loss and new employment in sectors experiencing workforce loss, training costs decrease in sectors employing qualified employees. On the other hand, sectors that continue to employ new employees find an opportunity to expand and develop since they obtain qualified workforce. The existence of qualified workforce leads to success and eventually boosts national economics. Also, regression in sectors experiencing loss of qualified workforce has a negative influence on economy. For that reason, it is important to take serious measures.

Researchers	Sample	Variables studied related to "Intention to Leave
Firth, L., Mellor, D. J., Moore, K. A. & Loquet, L. (2004)	173 sales people were recruited from the clothing sections of a large department store in Australia.	1. Organizational commitment 2. Job satisfaction 3. Stress 4. Supervisor support 5. Locus of control 6. Self-esteem 7. The perceived stressors in the job 8. Intention to quit 8. Organizational characteristics
Hellman, C. M. (1997)	A meta-analysis of 50 studies.	1. Job satisfaction 2. Intent to leave 3. Personal/situational factors (ex. One's skill or occupational specialty) 4. Age, tenure 5. Employing organization
Eisenberger, R., Stinglhamber, F., & Vandenberghe, C. -2002	Three different sets of participants were approached.	1. Three separated studies were conducted 2. Supervisor's perceived organizational status 3. Perceived organizational support 4. Perceived supervisor support 5. Tenure
Tett, R. P. & Meyer, J. P. (1993)	Psychological abstracts from 1968 to the middle of 1992 were searched by computer based on the union of each pair of variables (e.g., "job satisfaction and organizational commitment"	1. Organizational commitment 2. Turnover intention 3. Global versus facet job satisfaction
Dee, J. R. (2004)	The population included all full-time faculty members employed by an urban community college in U.S	1. Faculty turnover intent to leave or to stay

Figure 5. Summary of the Findings From Different Sources (Ku, 2007, P: 19-21)

2.3.4. Factors affecting intention to leave

Factors affecting the intention to leave of employees are organizational culture and values, relationship with colleagues, work or role demand and expectations, career development opportunities, reward systems and wage. There is a common understanding that the intention to leave affects organizational effectiveness. The

intention to leave is an antecedent of absenteeism and creates serious costs for organizations. One of the most significant investments of employees is to join trainings that provide employees with unique abilities. Thus, Love (1998) indicates that individuals do not want to leave organizations in which they can develop themselves. They become more committed to these organizations when they get training opportunities by employers.

Cotton and Tuttle (1986) divide factors affecting the intention to leave into three groups including environmental factors, work-related factors and personal traits of employees as shown in the Figure 6 below:

Environmental Factors	Work-Related Factors	Personal Traits
Rate of unemployment Perception of work Existence of union Rate of new employees attending to workforce	Wage Work performance Role clarity Repeating work Job satisfaction Wage satisfaction Executive satisfaction Employee satisfaction Promotion satisfaction Organizational commitment	Age Seniority Gender Biographic information Education Marital status The number of dependents Ability and skill Intelligence Behavioral tendencies (Ethics and Whistleblowing)

Figure 6. Factors Affecting Intention To Leave (Cotton and Tuttle, Employee Turnover: A Meta-Analysis and Review with Implications for Research, The Academy of Management Review, Vol. 11, No.1, January 1986, s.57.)

In 1986, Cotton and Tuttle made an analysis concluding that perception of work and existence of union have a strong relationship with the intention to leave, the existence of work alternatives has a positive impact and relation with among intention to leave and the existence of union and rate of unemployment have a negative relationship. They have also indicated that work-related factors have a strong

relationship with the intention to leave. It was found that performance, role clarity and satisfaction measures have a negative relationship with the intention to leave, role repetition has a weaker relationship with the intention to leave.

Cotton and Tuttle (1986) have concluded that considering personal traits, whereas age, seniority and the number of dependents have a negative relationship with the intention to leave, level of education and behavioral tendencies including ethical conciousness and whistleblowing have a positive relationship with intention to leave. As per their further claims, compared with males, females have a higher level of tendency to stay in the organization.

2.3.4.1. Organizational factors

Some of the studies focusing on intention to leave or in other terms intention to leave concentrate on the harmony between work and individuals. Udo has concluded that factors such as decision-making authority, working in an interesting job, obtaining feedback, variety of duties and perceived autonomy have both direct and indirect influence on turnover intention (Godwin J. Udo p: 32-45). Boselie and Van Der Wiele (2002) have indicated that factors such as freedom of information, tolerance to ethical disclosure, leadership, money-received, work conditions and identifying objectives lead to the desire to stay in the organization (Boselie and Van Der Wiele p: 12)

Çekmecelioğlu (2006) has contended that organizational climate supporting organizational encouragement, management support, team support and interesting job has a positive effect on job satisfaction and negative impact on the intention to leave. However, Mignonac (2006) state that external prestige about the work and members of the organization perceived by individuals leads to the creation of self-respect and self-

development and thus, meets the identity need and as a result, perceived external prestige has a negative relationship with the intention to leave.

Van Vianen (2007) have examined the intention to leave based on the harmony or disharmony between employees and organization in terms of work ethics and have concluded that different individual and organizational values promote disharmony and eventually, it leads to strong the intention to leave. However, Bellou (2008), who examines the intention to leave within organizational change process, has claimed that work and family conflict and unsupported work environment decreases work commitment and job satisfaction and as a result, the intention to leave is encouraged (Çarikci, Celikkol, p: 170).

Uncertainty arising from the organization affects their intention to leave their job. That is because sharing information and trust within the organization is important. The more the information is shared the more the uncertainty at the work environment is reduced. Thus, information flow within the organization will reduce the intentions to share information from the work. Meanwhile, it is also accepted that uncertainty causes job stress and role ambiguity. In other words, role conflict, role ambiguity, work overload and intention to leave work are important determinants (Campbell, p: 1155-1156)

One other factor that affects employees' intention to leave work is the number of different alternative jobs they have. The less the business alternatives, the intention to leave the job will be low. Sometime, even though employees aren't satisfied with their job, they still want to continue their jobs when there are not many other opportunities and maybe their fear of being unemployed. The job alternatives employees have and the more job options they have, there is more intention to leave the job (Addae, P. 349).

2.3.4.2. Factors out of business

2.3.4.2.1. Individual factors

Factors affecting intention to leave decision of employees are organizational culture and values, relationship with colleagues, work or role demand and expectations, career development opportunities, reward systems and wage. There is a common understanding that the intention to leave affects organizational effectiveness. Intentions to leave can create serious costs; apart from general economic and operational reasons, all other reasons can be called as individual reasons. Those reasons can be generalized as changes in living conditions, sympathy for another work, family related changes (marriage, death), age related responsibilities (retirement, invalidity), educational needs (for self and children), various psychological and physical reasons (state of health, work environment) and underachievement of work related demands and ideals.

According to Dreher (1982), there is an important relationship between the intention to leave and career stages and the level of organizational commitment. During the first years of career, the level of organizational commitment and individual or work-related opportunities change. During this period, employees' behaviors towards the organization are shaped and the intention to leave becomes more dominant. During the middle ages of the career, employee focuses on individual or vocational development and organizational commitment. For this reason, the intention to leave decreases. However, towards the last years of career, it becomes difficult for employee to review investment in the work (energy and time) and to get promoted. Therefore, the eagerness to find another job decreases during this period (Aaron Cohen, p: 256-260).

2.3.4.2.2. Psychological factors

There are behaviors of employees that influence the intention to leave and constitute this study's main topic. Organizational commitment is at the top of these factors; it is evident that employees, who are not committed to their organization, tend to leave (McBey and Karakowsky, 2001). Employees, who are not satisfied with their jobs, may want to leave when a new opportunity is presented to them. This negative situation has a significant influence on employee performance. Within this context, Jackofsky states that there is a significant relationship between the intention to leave and job performance (Jackofsky, 1984).

Psychological factors such as stress, exhaustion or burnout may influence the intention to leave significantly. As, unexpected leave of employment by a qualified employee may damage organizational harmony completely; factors encouraging employees to leave work are presented to executives in order to be involved in a general classification.

It is generally accepted that individual traits, demographic variables and other factors related to work performance are important in terms of classification. Differed from other classifications, McBey and Karakowsky have identified some of the reasons encouraging employees to leave the organization are factors that encourage them to leave the organization, whereas some of them encourage them to be a part of the organization. It is important for organizations to consider both boosting and driving factors while evaluating the reasons for leaving the organization. This study, which investigates whether ethical leadership behavior is one of these factors or not, antecedents of the intention to leave are examined roughly.

Maertz (2001), mentioned in Maerts and Campion (2004) determined the

following eight motivational forces of attachment and withdrawal, as depicted in the

Figure 7 below:

Type of force	Psychological Motive for Attachment or Withdrawal
Affective: Current affective response to an organization	Occasion is when an individual is more attached because membership currently provides employment and positive emotions. Negative emotional responses to job or organizational membership cause a withdrawal response.
Contractual: Psychological contract obligations to an organization and violations of contract	A desire to perform professed obligations in the current psychological contract through staying. On the other hand, the desire to disband a psychological contract or to respond to violations through quitting. This desire depends on an employee's holding a standard of reciprocity to some extent.
Constituent: Commitment to people or groups in an organization	A desire to preserve, or on the contrary, to end, relationships with constituents by staying or quitting. This desire can stem from a number of motive forces. The net force (for staying or leaving) may depend on relationships with one or many constituents, and it may alter direction if the constituents themselves leave the organization.
Alternative: Perceived alternatives to a current job	An employee's self-efficacy beliefs regarding competence to obtain alternatives, combining the perceived confidence and quality of alternative options.
Calculative: Anticipated future satisfaction associated with continued organization membership	An assessment of future value attainment possibilities connected with continued membership. High expectancy of value attainment or a positive calculation increases psychological attachment, while low expectancy or a negative calculation increases withdrawal propensity.
Normative: Pressures to stay or leave an organization derived from the expectations of others	A desire to meet perceived expectations of family members or friends outside the organization with respect to staying or quitting. These pressures may come from one or many parties, and the motivation to comply with these expectations varies.
Behavioral: Behavioral commitment to an organization	A desire to avoid the explicit and / or psychological costs of quitting. These costs are brought on largely by membership-related behaviors in the past or by company policies regarding the value of tenure. Perceived costs can range from zero to a very high level.
Moral: Moral / ethical values about quitting	A desire for uniformity between behavior and values with regard to turnover. Internalized values lie somewhere on a continuum from "quitting is bad and persistence is a virtue" to "changing jobs regularly is positive; staying too long leads to stagnation".

Figure 7. The Eight Motivational Forces of Attachment and Withdrawal (Maertz &

Campion, 2004)

2.3.4.2.3. Operational reasons

Operational reasons are reasons concerned with production and management aspects of the organizations. Since management plays a significant role in the creation of these reasons, they can be handled with management. Some of operational reasons can be organizational site of establishment, transportation opportunities (benefiting from services or public transportations), type of the work and level of difficulty, salary system problems (unjust salary pays, unequal performance evaluation), bad work conditions (high probability of work accident, managing time), forcing employees psychologically, physically or in terms of skills and abilities, unethical and unjust behaviors, no social services in the workplace and ineffective management of production process like hiring untalented or insufficient number of employees and workload) are factors that affect the intention to leave.

2.3.5. Consequences of intention to leave

Intention to leave has significant impacts on the organization. When employees decide to leave the organization, it is inevitable that the organization faces certain challenges and difficulties consequently. The functions of the organization may not be fulfilled properly when employees leave the organization. That also means that the daily functions may not be completed properly because of the lack of qualified employees (Kokemuller, 2017).

Losing a good employee is like losing a gear in the best condition. It may fail to function properly when it is replaced with another one or the replaced gear may not work as effectively as the lost one. Staw emphasizes that this danger has serious outcomes in terms of upper stages in hierarchical structures and suggests the distribution of multitasking (Staw, 1980). In order to accomplish organizational

functions, organizations depend on the qualified employees and their work performance. Therefore, if employees decide the leave the organization, it is inevitable for the organization to encounter with important problems.

High cost is another major consequence of the intention to leave. When an employee leaves the organization and the management replaces another employee for the vacancy, the costs of hiring and training the newly hired employee increases. This is an important factor that causes the organization to spend a significant amount of money for the organization. Sometimes the leave of employment by an employee may even damage the organization, whereas sometime it may bring the end of the organization. Cascio divide these costs into three different categories such as turnover costs, new employment costs and training costs of new employees (Tziner, Birati, 1996). According to Kokemuller (2017), employing a technical skilled personnel or a high level manager can cost as much as three to five times the annual salary. Various costs of the intention to leave may appear. According to this, costs of external meetings, costs of turnover activities, costs of compensation, advertisement costs, interview costs, costs of employment meetings, employment costs, cost of performance increasing, costs of distributing information about the organization and employment training costs for newly hired employees are among these costs.

Sanderson mentions costs of the intention to leave as; costs of new employment and selection of new employees, costs of training new employees, costs of the wages when employees do not work most productively, costs of overtime work when the new employee works long hours to adapt to the work, costs of loss of production during the period when the old employee leaves and the new one is hired, and costs of negative behaviors of employees who do not let others work effectively (Sanderson, p.46).

Management frustration is another consequence of the intention to leave. When employees decide to leave the organization constantly, managers experience frustration because employers become busy with looking for new employees and hiring qualified employees to make up for the job vacancy. Workload, high level of workload leads to several inconveniencies for the organization. When a well-trained employee is lost, problems arise in production and this situation creates de-motivation among other employees (Çakir, p: 150-152).

In summary, after elaborating antecedents of the intention to leave, it is important to examine consequences of intention to leave acts. The intention to leave may result in positive outcomes such as allocating organizational sources more effectively and creating better opportunities (Staw, 1980). However, the existence of the intention to leave creates negative effects as well.

2.3.6. Loss of motivation with organizational members

Intention to leave is mostly affected by job dissatisfaction, lack of commitment to the organization and feelings of stress. Considering their significance in quitting intentions, managers have to observe the extrinsic and intrinsic documents of job satisfaction accessible to employees (Firth, 2004). According to Gawali (2009), the intention to leave results in lack of motivation and low moral. When employees are not rewarded with promotions or other gifts, their motivation is decreased fundamentally (Gawali, 2009). However, when the organization provides employees with rewards, their morale is boosted and their motivation is increased. It also encourages employees to work effectively and productively.

2.3.7. Prevention of intention to leave decision

Organizational achievement and performance depend on the effective use of sources and labor force. Therefore, employers need to recognize intention to leave before employees leave the organization and analyze the reasons encouraging employees to leave.

To prevent obstacles created by turnover Sandeson discusses and points out the importances on; behavior-based employment process should be developed to recruit the right employee, employees to be united to become successful, development and improvement opportunities at work environment should be provided, rewards should be appropriate and individualized. Also what is said and suggested should be applied appropriately and mutual values should be determined and applied effectively. Each employee should be invited to solve problems. Involvement in problem solving creates sense of belonging (Sandeson, p: 47).

In addition to this, managers should treat employees fairly, justly and with human dignity by showing respect to them and avoiding negative behaviors such as harassment, mobbing and embarrassment. Prevention of negative behaviors towards employees will create a positive, peaceful and productive atmosphere for both employees and employers, and as result, employees will be able to work more effectively and productively. Likewise, when employees are provided with a positive and peaceful work atmosphere, the intention to leave is decreased significantly (Akinyomi, 2016).

The intention of employee leave can be decreased significantly if employees are provided with career progression opportunities. Employees who feel that they have made significant progress in terms of their positions generally are encouraged to stay with the organization. Training and development are another strategy for encouraging

employees to give up on leaving the organization. Training helps employees learn

specific skills and correct their deficiencies in their performances and development is

considered as an effort that aims to provide employees with abilities the organization

may need in the future (Chew, 2004).

3. RESEARCH DESIGN AND METHODOLOGY

Universities have many technologies and practices that they use to achieve sustainability and competitive superiority. It is important that universities fulfill today's and tomorrow's requirements in the same way when it is thought that speed and competition are limitless, uncertainty and chaos prevails in today's new information economy. Thus, the main purpose of this section is to provide information about the research methodology and results of the work carried out to measure the correctness, the conceptual model developed in the framework of the literature on the intention to leave organizational ambidexterity and desire, the theoretical part examined in the theoretical part of the study.

The aim is to search the relation between both exploring and exploiting sides of organizational ambidexterity, internal, external and silent whistle-blowing attitude and employees' intention to leave action. Comprehensive literature review for the research model has been done. Whistleblowing, intention to leave, various demographical variables have been selected as independent variables and the dependent variable is organizational ambidexterity.

This section is concerned with the conceptual model and methodology of the research and includes the conceptual model, the precepts, the assumptions and the scope of the research. In addition, the purpose of the research and accordingly the developed hypotheses are presented and the research methodology that is followed in the collection of the data to be used in testing these hypotheses is explained. The development of the data collection tool, the determination of the sample and the statistical methods used in the analysis of the collected data are explained. The hypotheses are to be tested by applying quantitative analyses on the data collected.

Reliability analysis (Cronbach-alpha), descriptive factor analysis, t-test, ANOVA test, Pearson correlation and Regression analysis were performed.

3.1. The Sampling Procedures

The Population was selected from white-collar employees (academicians) of various private and public universities based in Turkey. Research associates and members in the academic staff of state, foundation and private universities in Turkey are determined as the population of this research.

To make generalizations about the universe based upon data obtained from a sample population is a probabilistic application. Sample is constituted by sampling from universities located in each region in respect of geographical regions. Attention was shown to include at least one university from each region into the population. Sample size is important to reduce margin of error in the generalizations made for the universe. Selected sample size will try to ensure the representation power, and achieve a balance by considering cost, time and data analysis conditions.

Sampling size is planned 1005 participators who are actively working at the universities (universities are considered organizations that require organizational ambidexterity strategy and academicians are considered white collar workers) based in Turkey.

3.2. The Measurement Instruments

The Organizational Ambidexterity Scale (OA) is a measure based on the theory of modern strategy and social learning. Measuring exploration and exploitation strategies of organizational ambidexterity dependent variable and defining a structural

and empirical definition for whistleblowing (WB) and Intention To Leave (IL) independent variable have been defined as the main goal.

The validity and reliability of the WB and IL scales in English is the main objective of this work. The survey included 1005 academicians as blue-collar employees working in different universities in Turkey. In order to carry out the test-re-test reliability of the survey, 100 racademicians were selected in various universities in a pilot study completed before the actual research.

3.2.1. Organizational ambidexterity

Organizational ambidexterity is a concept in the literature that is studied newly, and it is still immature. There is no scale that is certainly agreed upon and frequently used, because number of international and national publications is very limited. In this study, the scale for calculating organizational ambidexterity survey, developed by Lubatkin (2006), was used to measure organizational ambidexterity. The scale consists of two sub-dimensions. These sub-dimensions are exploitation ambidexterity and exploration ambidexterity. There are a total of 12 items on the scale.

3.2.2. Whistleblowing

The scale consists of three sub-dimensions. Scale consists of three sub-dimensions being internal whistleblowing, external whistleblowing and silent act including a total of 9 questions in the scale with 9 entries, which was developed by Heungsik Park (2005). The "Whistle-blowing" scale is utilized (5-point Likert scale; 1= I completely agree; 5= I completely disagree).

3.2.3. Intention to Leave

Scale of intention to leave that was developed by Wayne, Shore and Linden (1997) in 3 entries was used to evaluate employees'intention to leave. The "intention to leave" scale is utilized (5-point Likert scale; 1= I completely agree; 5= I completely disagree).

3.3. Research Hypotheses

Hypotheses mentioned below are to be tested by applying quantitative analyses to data collected. The relationship between variables is included in the literature review section. Further Hypothesis testing was applied between dependent, independent and demographical variables which results were shown at the Appendices section and discussed in the conclusion.

H1: There is a significant relationship between the intention to leave work and whistleblowing in general.

H2: Organizational ambidexterity has a significant effect on whistleblowing behavior.

H3: Organizational ambidexterity has a significant effect on academicians' intention to leave the work decision.

H4: There is no significant relationship between academicians' demographic variables and organizational ambidexterity dependent variable, intention to leave and whistleblowing independent variables.

3.4. The Data Collection Method

The data collection tool consisting of four parts was used in the research. The first part of the data collection tool includes a questionnaire consisting of gender,

marital status, age, education level, academic title, work experience, time worked at the institution, time worked at current position at the institution, income and university type.

In the second part of the data collection tool, Organizational Ambidexterity Scale developed by Lubatkin, Simsek, Ling and Veiga (2006) was used to measure the level of organizational ambidexterity. This scale consisted of 12 items in 2 sub-dimensions and five likert types (1: strongly disagree to 5: strongly agree), including Exploration Strategy (6 items) and the Exploitation Strategy (6 items).

In this study, the Cronbach Alpha coefficient of the scale is 0.94; the alpha coefficients of the sub-dimensions are calculated as 0,92 and 0,90.

In the third part of the data collection tool, whistleblowing scale, developed by Saygan (2011) was used for reliability and validity studies. The scale consists of 9 items in 3 sub-dimensions and 5 types of likert (1: strongly disagree to 5: strongly agree) as External whistleblowing (3 items) and Internal whistleblowing (4 items) and Silence Act (2 items). In this study, the Cronbach Alpha coefficient of the scale was 0.74; Alpha coefficients of the sub-dimensions are calculated as 0,71 - 0,76 and 0,84.

In the fourth part of the data collection tool, the Intention to Leave Scale, which was developed by Camman (1983) and adapted to Turkish by Gürbüz ve Bekmezci (2012) and used for reliability and validity studies, was used to measure intention to leave the work. The scale consists of 3 items in the one-dimensional and five-point likert type (1: strongly disagree, to 5: strongly agree.

The Cronbach Alpha coefficient of the scale was calculated as 0,91. The Cronbach-alpha coefficients of the scales were determined to be sufficient by the reliability analysis.

Since the values are between $0.60 \leq \alpha < 0.80$, it can be said that all the scales were trustworthy (Kalaycı, 2010: 405).

3.5. Pilot Study

A Pilot study was used to test the structural validity of organizational ambidexterity, whistleblowing scales and intention to leave jobs. Principal Components Analysis factor analysis was performed on the data obtained from 100 academicians working in state and private universities in Turkey.

Table 5

Factoral Analysis Result for Organizational Ambidexterity Scale

Questions	First Varimax		Last Varimax	
	F1	**F2**	**F1**	**F2**
11. Mevcut öğrenci tabanına derinlemesine nüfuz etmeye çalışır.		0,852		0,862
10. Çalışmalarını, kaliteyi yükseltmeye ve maliyete düşürmeye adar.		0,811		0,831
12. Mevcut öğrencilerin memnuniyetini düzenli olarak değerlendirir.		0,734		0,753
9. Mevcut öğrencilerin memnuniyetini devam ettirmek için mevcut ürün ve hizmetlerinde küçük değişiklikler ya da eklemeler yapar.	*0,562*	*0,622*		
8. Operasyonlarındaki otomasyon seviyelerini yükseltir.	0,612	0,529	0,677	0,453
7. Ürün ve hizmetlerinin güvenilirliğini sürekli olarak geliştirir.	0,678	0,456	0,669	0,428
1. Alışılmışın dışında hareket ederek, yeni teknolojik fikirler bulmaya çalışır.	0,788		0,789	
2. Öğrencilerin ihtiyaçların karşılamak için yaratıcı yollar arar.	0,721		0,720	
3. Rekabetçi bir şekilde yeni alanlara girmeyi göze alır.	0,787		0,787	
4. Üniversite için yenilikçi olan ürün ve hizmetler oluşturur.	0,832		0,837	
5. Başarısını yeni teknolojiler araştırma kabiliyetine dayandır.	0,798		0,810	
6. Etkin bir şekilde yeni öğrenci gruplarını hedef alır.	0,718		0,733	
Eigenvalue	**3,678**	**2,863**	**4,867**	**2,832**
Variance %	**33,531**	**26,03**	**44,24**	**25,750**
Total Variance %	**33,531**	**59,56**	**44,24**	**69,992**

Organizational ambidexterity; the data was found to be suitable for factor

analysis with Kaiser-Meyer-Olkin (KMO) coefficient. The results (KMO = 0.856, X2 =

546.437, p = .00) showed that the data set was suitable for factor analysis (Factor

analysis results of the basic components of Varimax transformation showed two factors

were explained which explains 59.561% of the change in points and above the value of

1. Organizational ambidexterity is measured under two sub-dimensions: exploring and

exploiting ambidexterity strategies. According to the results of factor analysis, the

factor load of all the items is over 0.40, so there is no need for item subtraction from the

scale. The Cronbach Alpha coefficient of the scale was 0.72

Table 6

Factoral Analyses on Whistleblowing Scale

Questions	1. Factor	2. Factor	3. Factor
Olayı görmezden gelirim.			0,933
Sessiz kalırım.			0,888
Olayı kurum içerisinde bu gibi durumlarla ilgilenen kişiler vasıtasıyla bildiririm.	0,812		
Olayı tepe yöneticime bildiririm.	0,765		
Yetkili makamlara durumu bildirirdim.	0,728		
Olayı üst yönetime iletirim.	0,635		
Olayı ilgili yasal mercilere bildiririm.		0,772	
Olayı kurum dışındaki kişilerle paylaşırım.		0,783	
Olayı kamuoyuna açıklarım.		0,722	
Eigenvalue	**2,300**	**1,990**	**1,758**
Variance %	**25,559**	**22,115**	**19,538**
Total Variance %	**25,559**	**47,674**	**67,213**
Cronbach Alpha (α=0,935)	**0,755**	**0,706**	**0,837**

Whistleblowing; the suitability of the data for factor analysis is found by the

Kaiser-Meyer-Olkin (KMO) coefficient. The results (KMO = 0.609; X2 = 262.067; p =

.00) showed that the data set was appropriate for factor analysis. According to the factor

analysis results of the basic components of varimax transformation, three factors were

explained which explains 70.562% of the change in points and above the value of 1.

Whistleblowing is measured under three subscales, silent, internal whistleblowing, and

external whistleblowing. According to the results of factor analysis, the factor load of

all the items is over 0.40, so there is no need for item subtraction from the scale. The

Cronbach Alpha coefficient of the scale was 0.75.

Table 7

Factoral Analyses on Intention To Leave Scale

Questions	1. Factor
Sıklıkla bu işten ayrılmayı düşünüyorum.	0,930
Ciddi olarak işimi bırakmayı düşünüyorum.	0,914
Daha iyi bir iş bulur bulmaz bu işten ayrılacağım.	0,908
Eigenvalue	**2,526**
Variance %	**84,196**
Total Variance %	**84,196**
Cronbach Alpha (α=0,736)	**0,91**

The intention to leave; the suitability of the data for factor analysis is found by

the Kaiser-Meyer-Olkin (KMO) coefficient. The results (KMO = 0.703; X2 = 282.067;

p = .00) showed that the data set was not appropriate for factor analysis. Intention to

Leave is measured under no subscales. According to the results of factor analysis, the

factor load of all the items is over 0.40, so there is no need for item subtraction from the

scale. The Cronbach Alpha coefficient of the scale was 0.91.

Table 8

Pilot Hypotheses

H1	:	There is a relationship between the exploration sub-dimension of organizational ambidexterity and all sub-dimension of whistleblowing.
H2	:	There is no relationship between the sub-dimension of organizational ambidexterity and age demographical variable.
H3	:	There is a relationship between external whistleblowing and age demographical variable.
H4	:	There is a relationship between Silent act and educational status demographical variable.

3.5.1. Pilot Study Results

An exploratory factor analysis was conducted on organizational ambidexterity, whistleblowing and intention to leave jobs scales and the results were found to be appropriate for explanatory factor analysis. In order to be able to compare the variables (in case of 2 groups), the t test was used for the parametric tests and the ANOVA test was used (for groups of 3 and more). The level of significance was taken as 5% when the differences were determined. Significant differences among the variables were included in the study.

The point average results for the variables used in the study are shown in Table 9.

Table 9

Average scores related to (between) variables

Variables	N	Mean	S.D
Exploiting Ambidexterity	600	**3.52**	**.81**
Exploring Ambidexterity	600	**3.50**	**1.39**
Organizational Ambidexterity	600	3.51	**.977**
Internal Whistle Blowing	600	**3.70**	**.65**
External Whistle Blowing	600	**3,25**	**.91**
Silent Act	600	**2.22**	**1.15**
Whistle Blowing	600	**3.05**	**.63**
Intention To Leave	600	**2.19**	**.59**

The general score average of organizational ambidexterity is 3.51, the general score average of whistleblowing score is 3.05 and the general score of intention to leave is 2.19. As per the demographical variables in our pilot study, 10 demographical questions were asked in the questionnaire and results showed that the most of the participants in the survey were female (55%), married (60%), 31-40 years (26%), education status was doctorate (61%) and academic title researcher (27%).

H1: There is a relationship between the exploration sub-dimension of organizational ambidexterity and all sub-dimension of whistleblowing.

Hypotheses 1 **Rejected:** As per the results, the exploration sub-dimension of organizational ambidexterity and all sub-dimension of whistleblowing were not significantly related (P = .779> .05), exploratory ambidexterity (p = .258> .05), internal whistleblowing (p = .777> .05), external whistleblowing (p =. 591> .05) and silent (p = .117> .05). There was a meaningful weak correlation between positive organizational

ambidexterity and whistleblowing variable. As the score of the organizational ambidexterity variable increases, the score of the whistleblowing variable also increases. There was a significant positive correlation between exploratory ambidexterity and exploitory ambidexterity, internal whistleblowing, external whistleblowing and silent action. There was a very weak positive correlation between exploratory ambidexterity strategy and silent whistleblowing act.

As the score of the exploratory ambidexterity variable increases, the score of the silent whistleblowing act variable increases. There was a meaningful weak correlation between the internal whistleblowing and the external whistleblowing variables in the positive direction. As the score of the internal whistleblowing variable increases, the score of the external whistleblowing variable also increases. As the score of the external whistleblowing variable increases, the score of the silent whistle blowing variable increases.

H2: There is no relationship between the sub dimensions of organizational ambidexterity and age demographical variable.

H3: There is a relationship between exploration strategy and age demographical variable.

Hypotheses 2 **Accepted** whereas Hyputheses 3 **Rejected**: Results of the ANOVA test showed that there were no significant differences between the age variable and exploitation stratagey (p = .282> .05), exploration strategy (p = .553> .05), internal whistleblowing (p = .081> .05), external whistleblowing (p =. 766> .05) and silence act (p = .241> .05) were not significantly different.

H4: There is a relationship between Silent act and educational status demographical variable.

Hypotheses 4 **Accepted**: A significant difference was found between the educational status variable and the silence act (p = .005 < .05) variance.   As per the results, the average score of those who are in different doctoral degree is higher than those of masters. It is believed that those with a change in doctoral degree tend to be more indifferent to the cause of more participation than those with a master degree.

Table 10

Hypothesis Results

H1	:	There is a relationship between the exploration sub-dimension of organizational ambidexterity and all sub-dimension of whistleblowing.	H1 **Rejected**
H2	:	There is no relationship between the sub-dimension of organizational ambidexterity and age demographical variable.	H2 **Accepted**
H3	:	There is a relationship between exploration strategy and age demographical variable.	H3 **Rejected**
H4	:	There is a relationship between Silent act and educational status demographical variable.	H4 **Accepted**

4. RESULTS AND DISCUSSION

In this chapter, the research findings are discussed and evaluated in accordance with the research questions and purposes of the study. The findings of the data analyses are compared with the studies of the existing literature. The contribution and importance of the study are discussed. Furthermore, the practical implications of the findings will be covered under managerial implications. Finally, suggestions for future research are presented.

The statistical program SPSS 22.0 was used for the analysis of the data. The demographic characteristics of the academicians are determined by frequency and percentages; mean, standard deviation and skewness values of scale and sub-dimensions are shown in the table of descriptive statistics. The skewness coefficient was used in the normality test of the scale scores. It can be interpreted that the scores within ± 1 of the skewness coefficient used in the normal distribution feature of constantly varying scores do not show a significant deviation from the normal distribution (Büyüköztürk, 2011: 40).

Since the scores are in normal distribution, two independent sample t tests were used in comparison of gender, marital status, educational level and university type variables. Age, title, work experience, time worked at the institution, time worked at current position at the institution, income comparisons were used in the ANOVA test.

Pearson correlation analysis in the analysis of the relationship between variables; Multiple regression analysis was used in the analysis of causality between variables. The level of significance in the analysis was determined as 0.05 (p <0,05).

In the data analysis, descriptive statistics such as frequency, mean and standard deviation were used. When testing hypotheses of the research, t test, ANOVA test, Pearson correlation analysis was done.

4.1. Result of Reliability

The Cronbach-alpha coefficients of the scales were determined to be sufficient by the reliability analysis. The reliability of the questions was measured by the Cronbach Alpha reliability coefficient. Organizational Ambidexterity Scale developed by Lubatkin, Simsek, Yan Ling and Veiga (2006) was used to measure the level of organizational ambidexterity. The scale consists of 12 items in 2 sub-dimensions and five likert types (1: strongly disagree to 5: strongly agree), including the Exploration Strategy (6 items) and the Exploitation Strategy (6 items). In this study, the Cronbach Alpha coefficient of the scale is 0.94; the alpha coefficients of the sub-dimensions are calculated as 0,92 and 0,90.

Table 11

Reliability Scores of Variables

Variables	Type of the Scale	#Questions	Cronbah Alpha
Exploration Strategy	5'li Likert Type Scale	6	0.92
Exploitation Strategy	5'li Likert Type Scale	6	0.90
Organizational Ambidexterity	5'li Likert Type Scale	12	0.94
Internal Whistleblowing	5'li Likert Type Scale	3	0.71
External Whistleblowing	5'li Likert Type Scale	3	0.76
Silent	5'li Likert Type Scale	3	0.84
Whistleblowing	5'li Likert Type Scale	9	0.74
Intention To Leave	5'li Likert Type Scale	3	0.91

The whistleblowing scale, developed by Saygan (2011) was used for reliability and validity studies. The scale consists of 9 items in 3 sub-dimensions and 5 types of

likert (1: strongly disagree, 5: strongly agree) as External whistleblowing (3 items) and Internal whistleblowing (4 items) and Silence Act (2 items). In this study, the Cronbach Alpha coefficient of the scale was 0.74; Alpha coefficients of the sub-dimensions are calculated as 0,71 - 0,76 and 0,84. Last, the Intention to Leave Scale, which was developed by Camman et al. (1983) and adapted to Turkish by Gürbüz ve Bekmezci (2012) and used for reliability and validity studies, was used to measure intention to leave the work. The scale consists of 3 items in the one-dimensional and five-point likert type (1: strongly disagree, 5: strongly agree). In this study, the Cronbach Alpha coefficient of the scale was calculated as 0,91. Since this value is between $0.60 \leq \alpha <0.80$, it can be said that the scale is trustworthy (Kalaycı, 2010: 405).

4.2. Demographical Findings

The sample size was 1005 participators who are actively working at the universities (universities are considered organizations that require organizational ambidexterity strategy and academicians are considered white collar workers) based in Turkey. Of the 1005 participating in the survey, 58.5% are female and 41.5% are male. 66.7% of academicians are married and 33.3% are single.

Of the academicians, 22.3% are in the age group of 30 years and below, 23.3% are in the age group of 31-40, 21.3% are in the age of 41-50, 13.1% are in the age of 51-60, 20% the age group is 61 years and over. The age range was equally distributed.

31,4% of the academicians has master degrees and 68,6% have doctorate degrees. 16,4% of the academicians was teaching assistants, 20,6% were research assistants. The rest of the academicians had a PhD (Doctorate) degree and the sample was composed of 21,7% Assistant Professors, Associate Prof. Dr., 20,5% and 20,8% were Professors. The range of academical title was also seen equally distributed.

Among 28.4% of the academicians had a service period of 5 years or less, 10,9% of them were 6-10 years, 17,9% of them were 11-15 years, 18,2% of them were 16-20 years, Of them are in service for more than 20 years. Academicians working at their current institutions were 37.1% of the academicians had a working period of 5 years or less, 13.7% of the academicians 6-10 years, 15.1% of the academicians 11-15 years, 15.6% of the academicians 16-20 years, 18,4 years of work in the institution over 20 years.

The study period in which 38,5% of the academicians have a position is 5 years or less, 16,8% is 6-10 years, 14,6% is 11-15 years, 15,3% is 16-20 years, 14.7% of the time, the working period is more than 20 years.

11,9% of the academicians have monthly income between 2001-3000TL, 17,2% of them are 3001-4000TL, 17,9% of them are 4001-5000TL, 12,5% of them are between 5001-6000TL and 16,6% between 6001-7000TL, 23,8% is over 7000TL. 55.1% of academicians are working in public universities and 44.9% are working in foundation universities

Table 12

Demographic Characteristics of Academic Staff

Demographic Variable	Groups	# Academicians	%
Gender	Male	588	58,5
	Female	417	41,5
Marital Status	Married	670	66,7
	Single	335	33,3
Age **(20,78±1,76)**	Under 30	224	22,3
	Age 31-40	234	23,3
	Age 41-50	214	21,3
	Age 51-60	132	13,1
	Age 61 and above	201	20
Educational Status	Masters	316	31,4
	PhD	689	68,6
Academic Title	Instructor	165	16,4
	Research Assistant	207	20,6
	Assistant. Professor	218	21,7
	Associate Professor	206	20,5
	Professor	209	20,8
Professional Experience	Less than 5 years	285	28,4
	6-10 Years	110	10,9
	11-15 Years	180	17,9
	16-20 Years	183	18,2
	More than 20 Years	247	24,6
Time worked at the Institution (University)	Less than 5 years	373	37,1
	6-10 Years	138	13,7
	11-15 Years	152	15,1
	16-20 Years	157	15,6
	More than 20 Years	185	18,4
Time worked at the existing position	Less than 5 years	387	38,5
	6-10 Years	169	16,8
	11-15 Years	147	14,6
	16-20 Years	154	15,3
	More than 20 Years	148	14,7
Income	2001-3000TL	120	11,9
	3001-4000TL	173	17,2
	4001-5000TL	180	17,9
	5001-6000TL	126	12,5
	6001-7000TL	167	16,6
	7000TLand Above	239	23,8
Type of the University	Public University	554	55,1
	Private University	451	44,9

4.3. Validity of the Measurement Instruments (Principal Component Analysis)

The structural validity of organizational ambidexterity, whistleblowing scales and intention to leave jobs was tested with Principal Components Analysis factor analysis was performed on the data obtained from 1005 academicians working in state and private universities in Turkey.

Table 13

Factoral Analysis Result for Organizational Ambidexterity Scale

Questions	First Varimax		Last Varimax	
	F1	F2	F1	F2
11. Mevcut öğrenci tabanına derinlemesine nüfuz etmeye çalışır.		0,856		0,854
10. Çalışmalarını, kaliteyi yükseltmeye ve maliyete düşürmeye adar.		0,819		0,821
12. Mevcut öğrencilerin memnuniyetini düzenli olarak değerlendirir.		0,730		0,750
9. Mevcut öğrencilerin memnuniyetini devam ettirmek için mevcut ürün ve hizmetlerinde küçük değişiklikler ya da eklemeler yapar.	*0,561*	*0,616*		
8. Operasyonlarındaki otomasyon seviyelerini yükseltir.	0,641	0,509	0,667	0,451
7. Ürün ve hizmetlerinin güvenilirliğini sürekli olarak geliştirir.	0,680	0,466	0,703	0,425
1. Alışılmışın dışında hareket ederek, yeni teknolojik fikirler bulmaya çalışır.	0,788		0,789	
2. Öğrencilerin ihtiyaçların karşılamak için yaratıcı yollar arar.	0,722		0,719	
3. Rekabetçi bir şekilde yeni alanlara girmeyi göze alır.	0,787		0,787	
4. Üniversite için yenilikçi olan ürün ve hizmetler oluşturur.	0,832		0,837	
5. Başarısını yeni teknolojiler araştırma kabiliyetine dayandır.	0,798		0,810	
6. Etkin bir şekilde yeni öğrenci gruplarını hedef alır.	0,717		0,732	
Eigenvalue	**3,688**	**2,863**	**4,867**	**2,832**
Variance %	**33,531**	**26,030**	**44,242**	**25,750**
Total Accepted Variance %	**33,531**	**59,561**	**44,242**	**69,992**
Cronbach Alpha (α=0,935)			**0,931**	**0,837**

Table 14

Organizational Ambidexterity Goodness Compliance Index

Goodness Compliance Index	
X2/sd (863,77/43)	20,08
GFI	0,86
AGFI	0,78
CFI	0,89
RMR	0,06
RMSEA	0,01

Organizational ambidexterity; the data were found to be suitable for factor analysis with Kaiser-Meyer-Olkin (KMO) coefficient. The results (KMO=0,916; X2= 8125,138; p=0,00) showed that the data set was appropriate for factor analysis (Factor analysis results of the basic components of Varimax transformation showed two factors were explained which explains %69,992 of the change in points and above the value of 1).

Organizational ambidexterity is measured under two sub-dimensions: exploring and exploiting ambidexterity strategies. According to the results of the factor analysis, the item (Article 9) was subtracted from the scale since the difference between the factor load of one item (Article 9) and the load of the other factors was less than 0,10 (0,616-0,561 = 0,05).

Table 15

Factoral Analyses on Whistleblowing Scale

Questions	F1	F2	F3
Olayı görmezden gelirim.			0,926
Sessiz kalırım.			0,881
Olayı kurum içerisinde bu gibi durumlarla ilgilenen kişiler vasıtasıyla bildiririm.	0,828		
Olayı tepe yöneticime bildiririm.	0,785		
Yetkili makamlara durumu bildirirdim.	0,738		
Olayı üst yönetime iletirim.	0,635		
Olayı ilgili yasal mercilere bildiririm.		0,782	
Olayı kurum dışındaki kişilerle paylaşırım.		0,793	
Olayı kamuoyuna açıklarım.		0,720	
Eigenvalue	**2,300**	**1,990**	**1,758**
Variance %	**25,559**	**22,115**	**19,538**
Total Accepted Variance %	**25,559**	**47,674**	**67,213**
Cronbach Alpha (α=0,935)	**0,755**	**0,706**	**0,837**

Table 16

Whistleblowing Goodness Compliance Index

Goodness Compliance Index	
X2/sd (109,17/42)	2,58
GFI	0,84
AGFI	0,72
CFI	0,97
RMR	0,012
RMSEA	0,014

Whistleblowing; the suitability of the data for factor analysis is found by the Kaiser-Meyer-Olkin (KMO) coefficient. The results (KMO=0,652; X2= 2839,103; p=0,00) showed that the data set was appropriate for factor analysis. According to the factor analysis results of the basic components of varimax transformation, three factors

were explained which explains %67,213 of the change in points and above the value of 1.

Whistleblowing is measured under three subscales, silent, internal whistleblowing, and external whistleblowing. According to the result of factor analysis, the factor load of all the items is over 0.40 and the factor load of all the items is lower than the factor load of the other dimensions of 0,10.

Table 17

Factoral Analyses on Intention To Leave Scale

Questions	F1
Sıklıkla bu işten ayrılmayı düşünüyorum.	0,930
Ciddi olarak işimi bırakmayı düşünüyorum.	0,914
Daha iyi bir iş bulur bulmaz bu işten ayrılacağım.	0,908
Eigenvalue	**2,526**
Variance %	**84,196**
Total Accepted Variance %	**84,196**
Cronbach Alpha (α=0,935)	**0,905**

The suitability of the data for factor analysis is found by the Kaiser-Meyer-Olkin (KMO) coefficient. The results (KMO=0,751; X^2=1977,299; p=0,00) showed that the data set was not appropriate for factor analysis. According to the factor analysis results of the basic components of varimax transformation, three factors were explained which explains %77,727 of the change in points and above the value of 1.

Intention To Leave is measured under no subscales. According to the results of factor analysis, the factor load of all the items is over 0.40, so there is no need for item subtraction from the scale. The Cronbach Alpha coefficient of the scale was 0.91.

4.4. Results of the Descriptive Statistics

4.4.1. Descriptive statistics of organizational ambidexterity

The average score of the academician's perception on organizational ambidexterity average was 3.28 ± 0.87; the perception level of exploration strategy score was 3.26 ± 0.96; Perception level score of the exploitation strategy was found to be 3.29 ± 0.87. According to the lowest (1) and highest (5) points that can be taken from the scale, the level of organizational ambidexterity score of the academicians is at the level of "I agree".

Table 18

Descriptive Statistics of the Variables

Scales and Sub-dimensions	#	Avg.	SD
Exploration Strategy	1005	3,26	0,96
Exploitation Strategy	1005	3,29	0,87
Organizational Ambidexterity	**1005**	**3,28**	**0,87**
External Whistleblowing	1005	2,59	0,96
Internal Whistleblowing	1005	3,43	0,73
Silence Act	1005	1,91	0,90
Whistleblowing	**1005**	**2,81**	**0,60**
Intention To Leave	**1005**	**2,33**	**0,99**

As can be seen from Table 20, academicians as the participants of the academical sector showed more scores on Expolitation Strategy dimension. This can be interpreted as the fact that the university sector predominantly enters into the exploitative type. However, the fact that both exploitative and explorative strategy dimensions are closely approximated indicates that both exploitative and explorative strategies are valid in the academical world. According to March (1991:71) exploitation includes such things as "refinement, choice, production, efficiency, selection, implementation, [and] execution (He ve Wong, 2004: 481) "Exploitation is defined as

the use of existing knowledge and resources and creating a relationship between actions and these existing resources.

When it comes to the academic sector, it is important to protect the rights of current academics and students, to select and develop the right academicians for the appropriate positions, and to use existing technologies effectively. The exploitation strategy is associated with mechanical structures, tightly connected systems, routine, process dependency, control and bureaucracy, and static markets and technologies (He and Wong, 2004: 481).

The outcome of the exploitation strategy is more precise and short-term. With this strategy, it is therefore possible to expect constant performance (He and Wong, 2004: 481). In contrast, exploration strategy includes the use of implicit information, the development of new technologies and marketing methods, acceptance of differences, research, diversity, risk taking, flexibility and innovation (He and Wong, 2004, Akdoğan and Cingöz, 2010). The main aim in exploration strategy is to react to and guide the unpredictable environmental conditions by creating innovative technologies and new markets (Lubatkin, 2006).

Table 19

Academicians Level of Organizational Ambidexterity Perception

	Organizational Ambidexterity	**Avg.**	**Std Dev.**
1	Alışılmışın dışında hareket ederek, yeni teknolojik fikirler bulmaya çalışır.	3,11	1,44
4	Müşterilerin ihtiyaçlarını karşılamak için yaratıcı yollar aramaktadır.	3,2	1,5
6	Rekabetçi bir şekilde yeni pazarlara girmeyi göze almaktadır.	3,22	1,59
8	Örgüt için yenilikçi olan ürün ve hizmetler oluşturmaktadır.	3,32	1,53
10	Başarısını yeni teknolojiler araştırma kabiliyetine dayandırmaktadır.	3,25	1,54
12	Etkin bir şekilde yeni müşteri gruplarını hedef alır.	3,15	
	Exploration Ambidexterity Strategy	**3,21**	1,47
2	Ürün ve hizmetlerinin güvenirliliğini sürekli olarak geliştirir.	3,42	1,53
3	Operasyonlarındaki otomasyon seviyelerini yükseltir.	3,52	1,57
5	Mevcut müşterilerin memnuniyeti devam ettirmek için mevcut ürün ve hizmetlerinde küçük değişiklikler ya da eklemeler yapar.	3,54	1,59
7	Çalışmalarını, kaliteyi yükseltmeye ve maliyeti düşürmeye adamıştır.	3,55	1,59
9	Mevcut müşteri tabanına derinlemesine nüfuz etmeye çalışır.	3,48	1,56
11	Mevcut müşterilerin memnuniyetini düzenli olarak değerlendirir.	3,37	1,52
	Exploitation Ambidexterity Strategy	**3,48**	1,53
	Organizational Ambidexterity	3,34	1,35

Notes: (i) n=100 Scale 1 = kesinlikle katılmıyorum ve 5 =kesinlikle katılıyorum anlamındadır. (iii) Anova Test (χ_2=57,209: p< .005) results are significant

4.4.2. Descriptive statistics of whistleblowing

As can be seen from Table 22, academicians as the participants of the academical sector showed more scores on internal whistleblowing and silence act rather than external whistleblowing. This can be interpreted as the fact that the majority of academicians prefer internal reporting but not prefer silent or no disclosure. The whistleblowing score of the academicians was $2,81 \pm 0,60$; External whistleblowing point $2,59 \pm 0,96$; Internal whistleblowing point $3,43 \pm 0,73$; The silence act score was found to be 1.91 ± 0.90. The whistleblowing general score level of academicians according to the lowest (1) and highest (5) score that can be taken from the scale is at "undecided" level. The levels of external whistleblowing and silence are at the "I do not agree" level; It is determined that the internal whistleblowing scores are at the level of "I agree". Academician's use of internal whistleblowing is higher than other methods of disclosure.

Table 20

Academicians Level of Whistleblowing Perception

Whistleblowing	Avg.	Std Dev.
Olayı kurum dışındaki kişilerle paylaşırım.	1005	2,59
Olayı ilgili yasal mercilere bildiririm.	1005	2,48
Olayı kamuyuna açıklarım.	1005	2,51
Olayı üst yöetime iletirim.	1005	3,39
Olayı tepe yöneticime bildiririm.	1005	3,21
Olayı kurum içerisinde bu gibi durumlarla ilgilenen kişiler vasıtasıyla bildiririm.	1005	3,43
Yetkili makamlara durumu bildirirdim.	1005	1,88
Olayı görmezden gelirim.	1005	1,52
Sessiz kalırım.	1005	1,93

Notes: (i) n=100 Scale 1 = kesinlikle katılmıyorum ve 5 =kesinlikle katılıyorum anlamındadır.
(iii) Anova Test (χ2=57,209: p< .005) results are significant

Reporting unethical behaviors to authorities in the organization refers to internal whistleblowing. Internal whistleblowing is related to understanding unethical behaviors in the organization. In internal whistleblowing, an employee reports the misbehavior or misapplication to the authority. In external whistleblowing, an employee reports the misbehavior or misapplication to authority outside the organization (Park, 2008: 930). In another word in known whistleblowing the employee reports with his/her real identity. However, in anonymous whistleblowing the reporter does not reveal his/her identity or reports the misbehavior or misapplication with a different name.

Research shows that whistle blowers use internal whistleblowing channels at first. When they do not receive sufficient reply although they use internal channels commonly, they use external whistleblowing channels (Dworkin and Near, 1997: 4). Similarly, this research also showed that academicians prefer either not to declar an unethical even act silent or use interninternal whistleblowing channels at first. As external whistleblowing may cause significant harm to the organizations as compared to internal whistleblowing. So ethically internal whistle blowing is selected (Park & Blenkinsopp, 2009). Internal whistle blowing allows organization managers the chance to cope with the wrongdoing without the strain of external publicity. Additionally, by solving problems internally, managers verify that private information remains confidential that strengthens organizational accountability and learning (Zhang, 2009). We can also say that the way to remove misapplications without damaging the organization is the application of internal policies and internal communication system properly. A different interpretation can be accepted as that when employees get no result from internal whistleblowing.

4.4.3. Descriptive statistics of intention to leave variable

In the process of understanding and evaluation phase, whistleblower is affected by social values, cultural structure, corporate culture and social environment. As a result of this, whistleblower shares results related to ethical issues with top management or authorities.

The average score of the academicians' intentions of leave the job was found to be $2,33 \pm 0,99$. According to the lowest (1) and highest (5) points that can be taken from the scale, the level of intention of the academicians to leave the job is at the level of "I do not agree".

Table 21

Academicians Level of Intention To Leave Perception

Intention To Leave	Avg.	Std Dev.
Ciddi olarak işimi bırakmayı düşünüyorum.	1005	1,88
Daha iyi bir iş bulur bulmaz bu işten ayrılacağım.	1005	1,52
Sıklıkla bu işten ayrılmayı düşünüyorum.	1005	1,93

Notes: (i) n=100 Scale 1 = kesinlikle katılmıyorum ve 5 =kesinlikle katılıyorum anlamındadır. (iii) Anova Test (χ_2=57,209: p< .005) results are significant

In the process of understanding and evaluation phase, whistleblower is affected by social values, cultural structure, corporate culture and social environment. As a result of this, whistleblower shares results related to ethical issues with top management or authorities. Intention to leave is a motivational term like work satisfaction. It is the tendency to leave a social system with his/her own initiative (Samuel Gaertner, p: 479). The reasons of intention to leave behavior vary from individual to individual. Generally, employees leave their jobs to use their potentials more effectively and increase their salaries and awards. There are a lot of studies conducted about employee behavior in the work life to examine the current situation, redesign the processes and

prevent the issues that cause negative outcomes for the organizations in the work life. However, it is not a strong evident for academicians to leave their jobs. Working in an environment that has an ambidexterity management strategy is a strong reason for academicians not loosing their careers.

4.5. Hypothesis Testing

Planned analyses; so far, conducted in order to test the structural validity of the Organizational Ambidexterity, Whistleblowing, Intention to Leave Scales, a factor analysis (Principal Components Analysis) was done with the data received from the academicians working at the universities in Istanbul. The results and analysis of Relationship between Organizational Ambidexterity, Whistleblowing and Intention To Leave Variables and Sub-Dimensions by Pearson Correlation Analysis was as follows.

Table 22

Relationship between Organizational Ambidexterity, Whistleblowing and Intention To Leave Variables and Sub-Dimensions

Scales and Sub-dimensions	2	3	4	5	6	7	8
1-Intention To Leave	-0,22**	-0,25**	-0,25**	0,06	-0,07	0,15**	0,04
2-Exploration Strategy		0,78**	0,94**	0,12**	0,14**	0,07	0,18**
3-Exploitation Strategy			0,93**	0,19**	0,24**	0,07	0,27**
4-Organizational Ambidexterity				0,16**	0,20**	0,07	0,24**
5-External Whistleblowing					0,31**	0,24**	0,80**
6-Internal Whistleblowing						0,02	0,73**
7-Silent Act							0,46**
8-WHISTLEBLOWING							

* $p<0,05$ ** $p<0,01$

H1: There is a significant relationship between the intention to leave work and whistleblowing in general.

H1 **Rejected:** There is a significant relationship between the intention to leave and the whistleblowing in general.

There was no significant relationship between intention to leave and external whistleblowing, internal whistleblowing and general whistleblowing scores (p> 0,05). There was a positive correlation between intention to leave and silence act points (r = 0,15; p <0,01). In other words, academicians with high silence act behavior have a high intention to leave score.

Trying to take certain actions with the intention to protect disclosers result from "whistleblowing" being an ethical behavior. This opinion draws attention to the management problems within the environment and tries to disclose misapplications immediately, and this is aimed not for the disadvantage yet for the benefit of the organization (Truelson, 1989). This is why, it is important to secure 'disclosers' as they are the witnesses of unethical behaviors. No one else can know the faulty activities within an organization better than employees working there.

Bouville (2007) claims that in terms of its outcomes, whistleblowing may be a bad responsibility. However, Toker Gökçe (2013a) discusses that employees may be unhappy as a result of whistleblowing, because it is known that among whistleblowers are employees who were dismissed from their work (Alford, 2007), 90% of those ended their career early, those who were in the black list, those who lost their investment because of cases, those who were treated as crazy and those who broke up or lost their lives (Zhang, 2009), because revenge or retaliation behaviors towards whistleblowers are common and severe. 60% of whistleblowers are either dismissed or forced to resign (Apaza and Chang, 2011:114).

Researches show that state that 69% of whistleblowers have lost their jobs or have been forced to retire (Rothschild and Miethe; (1999). The performance of 68% of them has been affected negatively. Although; almost no research have been made about the relationship between whistleblowing act and employees decision to leave his/her current job, correct employee and supervisor support was expected to moderate the relationship between burnout and intention to leave such that the impact of burnout on intention to leave will decrease with increasing levels of the supervisor support (Kalliath and Beck (2001).

H2: Organizational ambidexterity has a significant effect on whistleblowing behavior.

H2 **Accepted:** Organizational ambidexterity has a significant effect on whistleblowing behavior.

The exploration strategy and external whistleblowing ($r = 0,12$; $p <0,05$), internal whistleblowing ($r = 0,14$; $p <0,05$) and whistleblowing scores in general ($r = 0.18$; $p <0.05$) scores were positively and significantly correlated. In other words, academicians with a high perception of exploration strategy have high external whistleblowing internal whistleblowing and whistleblowing in general behaviors.

Ambidexterous Organizations employs mostly blue-collar employees and sustainability in keeping these employees are important. When a well-trained employee is lost, problems arise in production and this situation creates de-motivation among other employees. The costs of new employment; selection, training, adaptation to work to maybe long and efficient hours of new employees in ambidexterous organizations is high. Employers and managers working in ambidexterous organizations such as universities need to recognize the importance of employees' intention to leave the organization and analyze the reasons encouraging employees to leave.

The exploitation strategy and external whistleblowing ($r = 0.19$, $p < 0.05$), internal whistleblowing ($r = 0.24$, $p < 0.05$) and whistleblowing ($r = 0.27$; $p < 0.05$) scores were positively and significantly correlated. Academicians who have a high perception of exploitation strategy have high levels of external whistleblowing, internal whistleblowing and general whistleblowing behaviors. Organizational ambidexterity perception scores were significantly correlated with external whistleblowing ($r = 0,16$, $p < 0.01$), internal whistleblowing ($r = 0,20$; $p < 0,01$) and whistleblowing in general ($r = 0.24$; $p < 0.01$). The scores were positively and significantly correlated. In other words, academicians with a high perception of organizational ambidexterity have higher levels of external whistleblowing, internal whistleblowing, and whistleblowing in general behavior.

Organizational downsizing in recent years leads to a great deal of mistrust among mid-level managers in terms of reconstruction and regulations. Therefore, their willingness to take risks during whistleblowing may be in danger. Junior administrative officers are individuals between employees and senior executives; and loyalty to both groups is low. Compared to other executives, junior administrative officers have closer relationship with employees and thus employees address to them when a whistle blowing incident takes place. Not only; providing developmental and improvement opportunities, motivations, appropriate rewards for academicians should be provided; ethical behaviors and correct acts against whistle blowing behavior should be implemented by the top management.

Organizational ambidexterity is also associated with organizational justice and ethical behavior. Organizational justice is defined as the extent to which employees recognize the procedures applied within the organization as well as interactions and

outcomes. Fairness is the most important thing in organizational justice (Baldwin, 2006) and has a significant influence on the attitudes and behaviors of employees.

Baldwin (2006:1) states that organizational justice includes not only equal pay for male and female employees, reviewing performances of both male and female employees equally but also avoiding unjust dismissals. As each individual in society, organizational members want to work in an atmosphere where organizational justice against unethical misbehaviors and acts is maintained effectively and equally. Cohen-Charash and Spector (2001) claim that unethical behavior have a negative influence on employees' intention to leave (Harris, 2007). Especially in ambidexterous organizations, a strong organizational culture indicates the perception of employees to link themselves with that organization. This view does create a belief that can be useful in answering the problems in organizations where intention to leave is high-ranking due to ethical disclosure. However, in a study done by Aktan (2006), whistle blowing was explained as a civic virtue behavior. Whistleblowing as a civic virtue attitude can cover the way if there may be a relationship between whistle blowing and organizational citizenship behavior. Some acts such as whistle blowing does have an effect on affective attachment and it can't expand by the employees to integrate them with the organization, intention to leave develops in the members of the organizations automatically. Again, so far there hasn't been many researches on the relationship between organizational ambidexterity and whistle blowing completed in literature.

H3: Organizational ambidexterity has a significant effect on academicians' intention to leave the work decision.

H3 Rejected: Organizational ambidexterity has a significant effect on academicians' intention to leave the work decision.

The results were as follows (r = -0,22, p <0,05), exploitation strategy (r = -0,25, p <0,01) and organizational ambidexterity strategy (r = -0, 25; p <0.05). The scores were negative and significant. In other words, academicians with a high sense of organizational ambidexterity perception are less likely to leave the job.

Ambidexterity, defined as organization's ability to chase two different things at the same time (Lin, 2007). Companies that implement ambidexterity successfully are able to benefit from the existing competencies as well as looking for new opportunities with equal dexterity (Lubatkin, 2006). Implementing organizational ambidexterity strategy initiates cost-effectiveness for a company and helps companies' meet different customers' needs. In addition to this, ambidexterity plays an important role to maintain the sustainability and achievement of the organization.

According to various studies many successful firms are ambidextrous. If a company has the purpose of obtaining these advantages and wants to gain ambidexterity, it is important to support the organization with antecedents and external environmental factors. External environmental factors that play an important role in ambidexterity are environmental dynamism and competitiveness (JanseN, 2005: 352). Academicians, information technology, healthcare, and banking professionals are considered major employees who work in firms following ambidexterity strategies. Many researches have been performed to investigate the reasons backing intentions to leaving their jobs and the major reasons behind the high turnover rates. As per the researches and literature reviews it is found out that the main component that affects employees to leave their current jobs is the ethical dilemma. Organizational Ambidexterous organizations usually employ career-oriented employess with high-level education and try to keeptheir employees long-term. As employees increase in seniority, their intentions to leave work are diminishing. As the education levels of

employees increase, their intention to leave the workplace also increases. Employees who are married or engaged are less likely to leave their jobs. Part-time employees are more likely to leave the job than full-time employees. This is due to the fact that there is not much ties with the organizations of the part-time employees (Eberhardt, Pooyan, Moser; s.397).

H4: There is no significant relationship between academicians' demographic variables and organizational ambidexterity dependent variable, intention to leave and whistleblowing independent variables.

H4 Partially Accepted: There is no significant relationship between academicians' demographic variables and organizational ambidexterity dependent variable, intention to leave and whistleblowing independent variables.

Different studies (Lawler, 1973; Mathieu and Zajac, 1990 as cited in Morrison, 1996) all report that work attitudes and decisions are related to employees' demographic characteristics, personal assumptions and other reasons. Many demographical variables such as age, gender, marital status, seniority and education can affect the intention to leave work (Böckerman, Eberhardt, Pooyan, Moser, s.78).

Whistleblowing scale and subscale scores were not significantly different with gender (p> 0,05). In their work, Magnus and Viswesvaran (2005: 280) and Sims and Keenan (1998: 415-416) found a strong relationship between gender and external whistleblowing and found that female employees are more likely to resort to external whistleblowing. King (1997), in his work on female nurses, has found that women attach more importance to the issue of whistleblowing than male managers and that they refer more to 'wrongs'. Whistleblowing scale and subscale scores in this research showed that were not significantly different with gender, marital status. However, all whistleblowing sub-scores were significantly different according to age groups.

Stansbury and Victor (2009) found that there was a significant relationship between age variation and whistleblowing in their studies. However, younger and less experienced academicians seem to be more open to both external and internal whistleblowing acts. The scores of academics whose career duration is 5 years or less generally have higher whistleblowing scores than academician with professional work experience of 11-15 years, 16-20 years and more than 20 years. Also, the whistleblowing score of academics with 6 to 10 years of service in the profession is significantly higher than the scores of academicians who have more than 20 years of service time in their profession.

Summarized datas show that; as per LSD test, the scores of external, internal whistleblowing and whistleblowing (reporting / disclosure) of the academicians who have worked over 20 years old at the institution are significantly lower than the scores of the academicians have worked 6-10 years at the institution.

On the other hand, the silence act scores of the academicians whose working time of the institution of more than 20 years are significantly higher than the scores of rest of the academicians of different working time in the institution. However, failure to report unethical behavior to organizational authorities is often officially or unofficially considered complicity in that behavior, howsoever common such complicity may be (Pershing, 2003; Trevin˜o and Victor, 1992), so it is not unreasonable to suspect that non reporting would be higher for the youngest employees along with other forms of deviance.

The sub-dimensions of organizational and academicians' organizational ambidexterity perception scores of organizational ambidexterity level are significantly higher than the perception scores of academicians at doctoral level. The results were as follows; the academicians' perception scores on organizational ambidexterity were

significantly different according to the title. Prof. Dr; bearing the title, the exploitation strategy and the academicians' organizational ambidexterity perception scores in general are significantly lower than the perception scores of the academicians in other titles and overall academicians' organizational ambidexterity perception who have more than 20 years of service life in the profession are significantly lower than the perception scores of academicians in other professions.

The higher the academical level the less academicians believe that the work environment they work at is ambidexterous. Basically, the exploration strategy, exploitation strategy and overall organizational ambidexterity perception scores of the academicians who are over 20 years old at the institution are significantly lower than the perception scores of the academicians who are 6 years and over.

Accordingly, its antecedents have been shown to include professional status, positive attitudes toward the job, a belief that the organization is responsive toward employee voice, and idiosyncrasy credits (proxies for reputation or status that enhance other employees' tolerance of idiosyncratic actions) (Miceli and Near, 1988)

4.6. Regression Analysis

4.6.1. Regression analysis regarding organizational ambidexterity and intention to leave

It is seen that the model that shows the relation between the independent variables of organizational ambidexterity perception and intention to leave intention variable is appropriate (F $(1;1003)=33,81$; $p<0,05$). The organizational ambidexterity variables account 6% of the change in intention to leave ($\Delta R2=0,061$).

When the results of the t test on the significance of the regression coefficient were examined, it was found that only the exploitation strategy had a negative and

significant effect on the intention to leave the work (β = -0,21; t = -4,19; p <0,05) but was found that the effect of the exploration strategy was not significant (t = -1,15; p> 0,05).

Table 23

Results of Regression Analysis Regarding Organizational Ambidexterity and Intention to Leave

Independent Variables	B	SH$_B$	B	t	P
Constant Value	3,284	0,120		27,477	0,000
Exploration Strategy	-0,057	0,050	-0,056	-1,146	0,252
Exploitation Strategy	-0,232	0,055	-0,205	-4,194	**0,000**

R=0,251 R^2=0,063 ΔR^2=0,061 F $_{(2,\ 1002)}$=33,805   p=0,000

As per the results of the regression analysis, the mathematical model of the predictions of organizational ambidexterity variables is as follows:

Intention to Leave = 3,28 - 0,21 * Exploitation strategy - 0,06 * Exploration strategy

H5: The sense of organizational ambidexterity has a significant effect on academicians' intention to leave the work decision.

H5 **Partially accepted:** The sense of exploitation strategy has a negative and significant effect on the intention to leave behavior. There is no significant effect of the intention to leave behavior on exploration strategy.

4.6.2. Regression analysis results regarding whistleblowing behavior and organizational ambidexterity strategy

Magnus and Viswesvaran (2005: 280), Sims and Keenan (1998: 415-416) discussed on a positive relationship between exploiting/exploratory ambidexterity variance and general whistleblowing in their study. Increasing work on organizational ambidexterity will affect the ethical dilemma positively. In this research also; there was

a meaningful weak correlation between positive organizational ambidexterity and whistle blowing variable. As the score of the organizational ambidedexterity variable increases, the score of the whistleblowing variable also increases. There was a significant positive correlation between exploratory ambidexterity and exploratory ambidexterity, internal whistle blowing, external whistle blowing and silent action. As the score of the exploring ambidexterity variable increases, the scores of explorative ambidetxerity, internal whistle blowing, external whistle blowing and silence increase.

It is found out that the model showing the relationship between the organizational ambidexterity perception (independent variables) and the whistleblowing behavior (dependent variable) is appropriate (F (2;1002)=42,13; p<0,05). Organizational ambidexterity strategy variables explain 8% of the whistleblowing behavior change ($\Delta R2=0,076$).

When the results of the t test on the significance of the regression coefficient are examined, it is found that only the exploitation strategy has a positive and significant effect on whistleblowing ($\beta = 0,35$; t = 7,11; p <0,05). The effect of exploration strategy was not significant (t = -1.92, p> 0.05). Results also show that, the high level of academicians' perception on organizational ambidexterity causes academicians to perform more whistleblowing behavior.

Table 24

Regression Analysis Results Regarding Whistleblowing Behavior and Organizational Ambidexterity Strategy

Independent Variables	B	SH$_B$	B	T	p
Constant Value	2,220	0,072		30,794	0,000
Exploration Strategy	-0,058	0,030	-0,093	-1,925	0,055
Exploitation Strategy	0,237	0,033	0,345	7,112	**0,000**

R=0,279 R^2=0,078 ΔR^2=0,076 F $_{(2, 1002)}$=42,129   p=0,000

According to the results of the regression analysis, the mathematical model of the organizational ambidexterity variables on whistleblowing behavior is as follows:

Whistleblowing= 2,22 + 0,35*Exploitation Strategy– 0,09*Exploration Strategy

H6: The perception on Organizational Ambidexterity has a significant effect on whistleblowing behavior.

H6 Partially accepted: The perception of organizational ambidexterity of the exploitation strategy has a positive and significant impact on whistleblowing behavior.

There is no significant effect on the whistleblowing behavior of the organizational change in the research strategy.

4.6.3. Regression analysis results regarding whistleblowing and intention to leave

It seems that the model showing the relationship between whistleblowing and intention to leave variable is appropriate (F (3; 1001) = 9.94, p <0,05). Whistleblowing accounts for about 3% of the change in intention to leave decision ($\Delta R2 = 0.026$).

When t test result of the regression coefficient was examined, negative and significant effect of intention to leave on internal whistleblowing (t = -2,57, p <0,05), positive and significant effect on silence act behavior (t = 4,36; p <0,05). There was no significant effect on the intention to leave the on external whistleblowing behavior (t = 1,17; p> 0,05).

The high level of academicians' internal whistleblowing behavior leads to a decrease in intention to leave decision.

Table 25

Results of Regression Analysis Regarding Whistleblowing and

Intentional To Leave

Independent Variable	B	SH_B	B	T	P
Constant Value	2,319	0,159		14,547	0,000
External Whistleblowing	0,041	0,035	0,040	1,167	0,244
Internal Whistleblowing	-0,113	0,044	-0,084	-2,569	0,010
Silence Act	0,156	0,036	0,142	4,363	0,000

R=0,170 R^2=0,029 ΔR^2=0,026, $F_{(3, 1001)}$=9,943 p=0,000

Results also show that; the high level of silent behavior leads to an increase in academicians' decision on intention to leave their jobs. The most effective whistleblowing behaviors on the intention to leave work is the silence act ($\beta = 0,14$) and internal whistleblowing ($\beta = -0,08$) behavior, respectively, and standardized regression coefficients indicating the importance of whistleblowing behavior on the intent to leave the work are examined.

Organizational downsizing in recent years leads to a great deal of mistrust among mid-level managers in terms of reconstruction and regulations. Therefore, their willingness to take risks during whistle blowing may be in danger. Junior administrative officers are individuals between employees and senior executives; and loyalty to both groups is low. Compared to other executives, junior administrative officers have closer relationship with employees and thus employees address to them when a whistleblowing incident takes place. In addition to this, junior administrative officers tell employees how the management and organization look at reporting information in illegal and unethical situations and what kind of policy they follow. Furthermore, they are responsible for providing the effective management of these policies.

According to the results of the regression analysis, the mathematical model of the whistleblowing behavior and the intention to leave the work is as follows:

Whistleblowing = 2,32 + 0,14 * Silence act - 0,08 * Internal whisteleblowing+ 0,04 * External whistleblowing

H7: Whistleblowing behavior has a significant effect on intention to leave decision.

H7 **Partially accepted**: Internal whistleblowing has a negative and significant effect on academicians' intention to leave the work decision. The silence act behavior has a positive and significant effect on academicians' intention to leave the work decision. There is no significant effect on the intention to leave on external whistleblowing behavior.

4.7. Summary of the Results

Table 26

Hypothesis Results

Hypotheses	Result	Type of Test
H1 There is a significant relationship between the intention to leave work and whistleblowing in general.	H1 **Rejected**	ANOVA
H2 Organizational ambidexterity has a significant effect on whistleblowing behavior.	H2 **Accepted**	ANOVA
H3 Organizational ambidexterity has a significant effect on academicians' intention to leave the work decision.	H3 **Rejected**	ANOVA
H4 There is no significant relationship between academicians' demographic variables and organizational ambidexterity dependent variable, intention to leave and whistleblowing independent variables.	H4 **Partially accepted**	ANOVA, T-test
H5 The sense of organizational ambidexterity has a significant effect on academicians' intention to leave the work decision.	H5 **Partially accepted**	Regression
H6 The perception on Organizational Ambidexterity has a significant effect on whistleblowing behavior	H6 **Partially accepted**	Regression
H7 Whistleblowing behavior has a significant effect on intention to leave decision.	H6 **Partially accepted**	Regression

5. CONCLUSION

The concepts of organizational ambidexterity and whistleblowing have become increasingly important in recent years. Institutional links to ethical values are seen as a significant constraint for internal and external stakeholders to establish a positive reputation. Organizational ambidexterity seems to be sensitive to compliance with ethical values in this process.

As a reflection of the transition to information society, the globalization of world markets, the increasing dynamism, the ever-increasing pace of innovation expectations and needs, and the confidence-spoiling of ethical / moral scandals are becoming agile, creative, flexible and multifaceted compulsory and requires the student and the academic environment to be managed by different strategic alternatives in order to be sustainable. One of these alternatives is the Organizational Ambidexterity Strategy, which is defined as sustainable competitiveness and exploitation of existing capabilities of organizations to survive and exploring innovations and which is frequently emphasized in the recent period.

This study primarily aims to explore the relationship dynamics among organizational ambidexterity, whistleblowing and intention to leave act. It initially analyzes, and examines the sub-dimensions of organizational ambidexterity and individual values that are related with employee whistleblowing and intention to leave act and decisions. However, while external whistleblowing is effective in accelerating change, revenge attacks targeting external whistleblowers are more severe (Apaza and Chang, 2011: 115).

Both whistleblower and organization have many positive and negative effects on the country. The most significant effect of whistleblowing for the whistleblower and

the reason for protection is to come across bad and discriminative attitudes and even get dismissed. There are many employees who are exposed to threat and blackmailing and thus decreased to a lower status as a result of whistleblowing or get dismissed eventually (Aydın, 2003). Trust and certainty is critical in any organization is important and for success. It can't be blind or unquestioning. Deceptive and unethical attitudes deform the standard system and it intimates the survival or organizations' progressing activities.

Academicians who work in higher education institutions have an important role in the process of preparing young people for their new careers. The views of organizational ambidexterity level and whistleblowing acts inside and outside institutions where the academicians are working are investigated, the impacts of the whistleblowing act on individuals' decisions in leaving their jobs together with the demographic factors affecting these views were all determined and their relationships between organizational ambidexterity, whistle blowing act and intention to leave jobs was investigated.

Research has found that there was a positive relationship between exploiting/exploratory ambidexterity variance and general whistleblowing. Increasing work on organizational ambidexterity will affect the ethical dilemma positively. In this research also there was a meaningful weak correlation between positive organizational ambidexterity and the whistleblowing variable. As the score of the organizational ambidedexterity variable increases, the score of the whistleblowing variable also increases. There was a significant positive correlation between exploratory ambidexterity and exploitative ambidexterity, internal whistleblowing, external whistleblowing and silent action. As the score of the exploring ambidexterity variable

increases, the scores of explorative ambidetxerity, internal whistleblowing, externalwhistle blowing and silence increase.

According to the common belief reached in the work done, young employees are not satisfied with their jobs compared to the elderly. This research also showed that the intention to leave results were significantly different according to age groups and academical titles. Future shows that; the intentions to leave the work for younger academicians under 30 or 31-40 age group are significantly higher and are also conscious about the importance of ethics and whistleblowing. Generations and ethical consiousness among academicians change in a positive way.

The results were as follows; external whistleblowing (F = 7.08, p <0.05), internal whistleblowing (F = 6.94, p <0.05) and total whistleblowing (F = 6.05, p < 0,05) all Scores were significantly different according to age groups. According to the results of the LSD test on which groups the difference is, the scores of external whistleblowing of academicians under the age of 30, 31-40 and 41-50 are significantly higher than those of the academicians in the 51-60 age group. Internal whistleblowing scores of under-30 and 31-40 age groups are significantly higher than those of the 41-50 age group.

Stansbury and Victor (2009) found that there was a significant relationship between age variation and whistleblowing in their studies. However, younger and less experienced academicians seem to be more open to both external and internal whistleblowing acts.

Obviously, as the level of academicians' number of years of work experience increases, the income level increases as well. Thus the fear of loosing careers, their positions at the university, academicians with higher academicial titles and with longer

terms of positions have the fear more to loose their jobs. Academicians rather than whistleblowing the facts, they may choose to silent act.

The scores of academics whose career duration is 5 years or less generally have higher whistleblowing scores than academicians with professional work experience of 11-15 years, 16-20 years and more than 20 years. Also, the whistleblowing score of academics with 6 to 10 years of service in the profession is significantly higher than the scores of academicians who have more than 20 years of service time in their profession. Summarized datas show that; as per LSD test, the scores of external, internal whistleblowing and whistleblowing (reporting / disclosure) of the academicians who have worked over 20 years old at the institution are significantly lower than the scores of the academicians have worked 6-10 years at the institution. On the other hand, the silence act scores of the academicians whose working time of the institution of more than 20 years are significantly higher than the scores of rest of the academicians of different working time in the institution.

The intention to leave the organization is completely within the individual control of the persons. The intention to leave result was significantly different according to age groups (F = 3.14; p <0.05). According to the LSD test results, which indicate the difference between the groups, the scores of intentions to leave the work for academicians under 30 and 31-40 age group are significantly higher than those of 51-60 and 61 years age group. According to studies, the intention of middle-aged individuals between the ages of 24 and 45 to leave the organization is lower than that of young or old individuals. Since people around these ages have completed to selecting jobs or finding their interests, the case of changing jobs constantly disappears (Adda, P. 349).

The basic principle between age and intention to leave showed in a previous research is that the older academicians showed a lower absentee or an intentional leave behavior rate because of a better professional grooming develoed in future time. There was a significant relationship between age and intention to leave. A negative relationship was found between age and intention to leave (Kabungaidze &Mahlatshana, 2013). However, researches on intention to leave pointed out different results. There is a consensus reached in some studies that older women have a higher intention to leave the company than younger and inexperienced women (Campbell & Campbell; p.1153-1154). Thus, it has been noted that differences in the intentions of women or men to leave the work have been observed in the studies conducted.

In some studies women's intentions were high, while in some studies men's intentions were observed to be higher. However, in the majority of cases, it is concluded that the intentions of women to leave the work are more than those of the men. This difference observed in men and women is based on position, work, education, quarry, years and seniority at work, colleagues and work experience.

Whistleblowing scale and subscale scores were not significantly different with gender (p> 0,05). In their work, Magnus and Viswesvaran (2005: 280) and Sims and Keenn (1998: 415-416) found a strong relationship between gender and external whistleblowing and found that female employees are more likely to resort to external whistleblowing. King (1997), in his work on female nurses, has found that women attach more importance to the issue of whistleblowing than male managers and that they refer more to 'wrongs'. Whistleblowing scale and subscale scores in this research showed that were not significantly different with gender, marital status. However, all whistleblowing sub-scores were significantly different according to **age groups (gender).**

The first and the most important factor affecting ethical behavior are organizational factors. Organizations have started to focus on ethics. The reasons for this are to make employees more honest, to prevent problems that may arise in social relations and to increase the morale and efficiency of employees. Because of this, organizations started to pay more attention to ethics. For this reason, the importance of ethics has been increasing day by day and it has become one of the most important terms in recent years. "Thanks to organizational ethics, the desire for common action will be created automatically using a common language by employees while accomplishing organizational mission" (Gül, Gökçe, 2008).

The whistle blower and organization have many positive and negative effects on the organization, society and country. The most significant effect of whistleblowing for the whistleblower and the reason for protection is to come across bad and discriminative attitudes and even get dismissed. There are many employees who are exposed to threat and blackmailing and thus decreased to a lower status as a result of whistle blowing or get dismissed eventually (Aydın, 2003). In a study conducted in 2007, it was found that many individuals, who were exposed to unethical behaviors, did not know to whom or where to report and they did not know whether they were going to be protected when they reported. It was also detected in the same study that whistleblowers were forced to resign or get missed (Holtzhausen, 2007). Bjørkelo (2013) investigated the reluctant behavior of whistleblowers towards the work and workplace, depression and the need for traumatic and psychological treatment.

Risks whistle blowers may experience are mentioned as follows; not being taken seriously, isolation, judgment, accusing, retaliation, dismissal, exclusion, psychological violence, friendship relationship breakdown, impairment of health, stress etc (Aktan, 2006:1-13).

Over centralization in organizations affects the creation of ethical principles such as identifying duties and responsibilities clearly, bringing forward confidentiality, and overgrowth of the organization and lack of transparency. Furthermore, teaching employees about these ethical principles, applying, transferring and sharing these principles brings forward the importance of organizational ethics. Effective communication is one of the factors affecting organizational ethical behavior. Every employee in the organization interacts with each other. Therefore, organizational communication is one of the most important factors. It is one of the factors affecting ethical behavior. Policies direct organizational works. How departmental duties are maintained should be executed with policies. Although policies are prepared ethically, the execution of these policies should be elaborated.

Universities with both organizational antecedents and external environmental factors are considered to support ambidexterous organizations strategy. The sub-dimensions of organizational and academicians' organizational ambidexterity perception scores of organizational ambidexterity level are significantly higher than the perception scores of academicians at doctoral level. The results were as follows; the academicians' perception scores on organizational ambidexterity were significantly different according to the title. Prof. Dr; bearing the title, the exploitation strategy and the academicians' organizational ambidexterity perception scores in general are significantly lower than the perception scores of the academicians in other titles and overall academicians' organizational ambidexterity perception who have more than 20 years of service life in the profession are significantly lower than the perception scores of academicians in other professions.

The higher the academical level the less academicians believe that the work environment they work at is ambidexterous. Basically, the exploration strategy,

exploitation strategy and overall organizational ambidexterity perception scores of the academicians who are over 20 years old at the institution are significantly lower than the perception scores of the academicians who are 6 years and over.

Accordingly, its antecedents have been shown to include professional status, positive attitudes toward the job, a belief that the organization is responsive toward employee voice, and idiosyncrasy credits (proxies for reputation or status that enhance other employees' tolerance of idiosyncratic actions) (Miceli and Near, 1988)

The results were as follows; the academicians' perception scores on the exploration strategy (F = 10,30, p <0,05), exploitation strategy (F = 14,90, p <0,05) and organizational ambidexterity (F = 13,61; p < 0,05) were significantly different according to the title. According to the results of the LSD test on which groups are among the difference, Prof. Dr. The exploration strategy of the academics bearing the title, the exploitation strategy and the academicians' organizational ambidexterity perception scores in general are significantly lower than the perception scores of the academicians in other titles. Increasing work on organizational ambidexterity will affect the ethical dilemma positively. Thus, the emphasis should be placed on the work that will lead to the development of organizational ambidexterity. It is thought that the literature will contribute to investigate how organizational skill is achieved in the context of silent act, work and life satisfaction in future studies.

Ethical conscouisness and responses are also related with the experience and the years spend at the university. But negatively, the less years the academicians stay at the university the easier and more likely to whistle. They have less concern on being forced to leave their jobs. Resutls show that there was a significant difference according to the time worked at the existing position. According to the results of the LSD test, which is the difference between the groups, the duration of work in the position is more

than 20 years, the exploration strategy, exploitation strategy and organizational ambidexterity perception scores in general, and the perception scores of the academicians who are 16-20 years or less It is significantly lower.

As per the income and financial security results; all showed that academicians are influenced by their higher income level, on their academical status and what type of university they work for. Most of the academicians are happy at working in public universities where they feel secure and believe that they work at a better academical environment. Scores showed that; academicians working in private universities have significantly higher levels of external whistleblowing and whistleblowing scores than academicians in public universities. It has been determined that the scores of internal whistleblowing and silence act do not differ significantly according to the type of university employed (p> 0,05). It was determined that the scores of external whistleblowing scorewas (t = -4.74, p <0.05) and whistleblowing (t = -3.33; p <0.05) were significantly different according to the university type.

Intentional to leave scores were found to be significantly different according to income level (F = 7.02, p <0.05). According to the LSD test results regarding the different income groups; the intention to leave the academicians with a monthly income of 2001-3000 TL is significantly higher than the scores of the academicians whose monthly income is 4001-5000TL, 6001-7000TL and 7000TL. It was found that exploration strategy subscale scores and organizational ambidexterity scale scores did not show any significant difference according to income level (p> 0,05).

Scores on organizational ambidexterity strategy was quite different then of intention to leave scores on the effect of income. The academicians' perceived scores on the exploitation strategy were found to be significantly different according to the income level (F = 2.34, p <0,05). The perception score of the exploitation strategy of

the academicians whose monthly income is 4001-5000TL is significantly higher than the perception scores of the academicians whose monthly income is 2001-3000TL.

All sub-dimension scores of whistleblowing scores were significantly different according to income level. Whistleblowing is more of a threat to academicians with higher income level. Oversll; the monthly whistleblowing scores of 2001-3000TL, 3001-4000TL and 4001-5000TL are generally higher than the scores of the academicians whose monthly income is 5001-6000TL and 6001-7000TL Detailed data proved that external whistleblowing internal whistleblowing and silence act) scores were significantly different according to income level. According to the results of the LSD test on which groups the difference is, the external whistleblowing points of the academicians whose monthly income is 3001-4000TL are significantly higher than the scores of the academicians whose monthly income is over 5000TL.

According to the results of the LSD test on which groups the difference is, both internal and external scores of academicians whose monthly incime is lower like 2001-3000TL are significantly higher than the scores of the academicians whose monthly income is over 5000TL. The monthly whistleblowing scores of 2001-3000TL, 3001-4000TL and 4001-5000TL are generally higher than the scores of the academicians whose monthly income is 5001-6000TL and 6001-7000TL

As per different university types'; it has been determined that the scores of internal whistleblowing and silence act do not differ significantly according to the type of university employed but academicians working in private universities have significantly higher levels of external whistleblowing and whistleblowing scores than academicians in public universities.

.In conclusion, there are few researches concerned with academicians' perceptions (Zoraloğlu, 2004) and whistleblowing in educational organizations (Vinten, 1999). The organizational ambidexterity strategy is a new concept in literature. There hasn't been many researches done separately on topics of organizational ambidexterity; whistle blowing act and employees' decision to leave in literature. In this research we assume that universities are ambidexterous organizations attained by balancing exploration and exploitation that lets the organization to be adaptable, at the same time continuing to rely on more traditional, proven methods of organizations. Universities also should be ambidextrous because they are obliged to exploit their existing ideas or products to keep them up-to-date and they should explore new ideas or new products that are necessary for developing science and technology. Whistleblowing is also another new phenomena in managerial literature and needs to be more in consideration. Whistleblowing needs to be accepted as a useful corporate control system against organizational wrongdoings. As known, reasons why employees don't speak against corporate wrongdoings are because of lack of remedial action. This problem needs to be examined and solved. Researches showed that many whistle blowers are made to quit their careers or jobs early.

5.1. Managerial Implications

All businesses that have entered into a competitive struggle in the globalization process have to produce goods and / or services in the most efficient manner with the least possible cost, using the available resources and capabilities to the maximum extent. Managers at organizations have become aware of adaptation ability in recent years. Adaptation is the construction of activities by units in order to meet the requests and needs in assigned positions (Akdoğan, 2009: 19).

Adaptation ability can be explained as moving towards new opportunities, keeping up with the changing market and avoiding to being content with the present situation. It refers to maintaining harmony among organizational activities and working together for the same purpose (Akdoğan, 2009: 19).

Academicians, healthcare, banking and information technology professionals are assumed as major employees who work in companies following ambidexterity strategies. Those white-collar workers' intentions to leaving their jobs were examined in many researches and researches are made to investigate the reasons behind these decisions and turnover.

Ethics in organizations is necessary and important; a correct implemented whistleblowing act may have a positive affect in ambidexterous organizational structure. Whistleblowing and deciding to state the wrongdoing, as an ethical behavior, can be an important reason for an academician who is considered to work in ambidexterous organizational environments.

Near and Miceli (1985) discuss that whistleblowing may enhance long-term organizational effectiveness when leaders support whistleblowing in their organizations to develop their organization's effectiveness and efficiency. Relating to this whistleblowing should not be considered as a threat to organizational authority structures. Members of organizations, stockholders, external environments all gain from the termination of organizational wrongdoings such as fraud, discrimination, or safety violations. As per this fact, whistle blowers can propose answers to organizational problems (Near & Miceli, 1985).

Risks whistleblowers may experience are mentioned as follows; not being taken seriously, isolation, judgment, accusing, retaliation, dismissal, exclusion, psychological violence, friendship relationship breakdown, impairment of health, stress etc (Aktan,

2006:1-13). Strength should be given to internal whistleblowing. Solving problems internally, managers verify that private information remains confidential that strengthens organizational accountability and learning (Zhang et al. 2009). We can also say that the way to remove misapplications without damaging the organization is the application of internal policies and internal communication system properly.

Major reasons why employees don't choose not speak openly opposed to organization wrongdoings are to be short of correcting action and their worry that their complaints will be not kept confidential. Even though there are whistleblowing laws that protect employees', still whistleblowing is accepted as a taboo by individuals and organizationss in many countries (Greene, and Latting, 2004). People who witness can experience unwanting and unhappy situations that may enforce to a decision to leave their jobs or their positions as a conclusion of their whistleblowing act.

It was found that employees who had a high level of work satisfaction, corporate trust and organizational citizenship were more liable to whistleblowing. It is also claimed that when organizational misapplication is identified at a high level, the liability level of whistleblowing is high, too (Le Pine, 2002; Taylor and Curtis, 2010, 2013: 619-623).

Obviously, the findings can"t be generalized, but at least the literary contribution has not been overlooked. Application by other researchers in different sectors related to the mentioned phenomena may contribute to the article. Studies carried out in this context will also be important in terms of turning cases into theoretical ones.

More empirical researches need to be done on factors on the impacts on organizational ambidexterity. So far, some discussed factors were external environment factors (environmental dynamism and competitiveness), decentralized structure,

organizational culture and vision and a clear consensus on forthcoming strategy, the tight coordination with top management together with flexible management were the key references of ambidexterity (Tushman and O'Reilly 1996: 26-27).

Understanding of support by top management is important in terms of making the decision of whistleblowing and it is effective in deciding which whistle blowing channel is used. For example, internal whistle blowing channel is preferred when top management or colleagues support employees (Magnus and Viswesvaran, 2005: 280).

In order for a possible whistleblowing action not turn into a crisis and lead to destructive results in the corporate, structuring a corporate communication system and policy trustable and efficient, not to overestimate the situation but dealing with concerns, alyaws keeping in mind that this misbehavior may repeat if not solved and organizations may experience the same situation again. To benefit from whistleblowing rights, organizations can encourage their employees to use their internal channels by assuring that they will not be destroyed and providing enough information.

Become more careful about building relationships with media during external whistleblowing, not to lose confidence, become consistent and apply communication methods and techniques successfully, convey clear, honest, objective, instructive and easy messages, keep internal and external communication channels open and focus on problems, become honest, sympathy, clear, understandable, neutral, instructive and punctual throughout communication rather than become indifferent and violent,

5.2. Limitations of the Study

Organizational ambidexterity provides several benefits for the organization, but not every organization has successful organizational ambidexterity. At this point, it is important to manage the organizational and environmental dynamics contributing to

organizational ambidexterity, as explained above. The results of this study mostly are with the theoretical expectations. Some limitations of the current research should be noted.

Although common results about organizational ambidexterity strategies implemented in Turkey although, some commonalities were seen, the research could not generalize the results. But, what is proposed from this research is to show the importance of whistleblowing and how it works in an academical environment. For future studies, when done meta-analysis with more number of cases from other countries the generalizability issue (Jensen and Rogers 2001) can be reached.

The study findings are obtained from a single organizational sector; universities. A generalization of the findings in different organizations and industries is limited. As there are not many sufficient researches done in those new concepts in management like organizational ambidexterity, whistleblowing and intention to leave issues; replications and further researches are necessary.

Not many academicians preferred replying to email questionnaires; most of the questionnaires were completed on university visits in person.

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APPENDICES

Appendix A. The Sample of the e-mail sent to companies to collect data (in Turkish)

Değerli Katılımcı,

"Örgütsel Ustalık, Etiksel İfşa ve İşten Ayrılma Niyeti Arasındaki İlişki" konulu doktora çalışması için ampirik veri desteği sağlamak amacıyla aşağıdaki anket geliştirilmiştir. Soruların cevapları doktora çalışmam için veri olarak kullanılacak olup; hiçbir kişi veya kuruma verilmeyecek, gizli tutulacaktır.

Lütfen aşağıdaki soruları size en uygun yanıta göre cevaplayınız.

Desteğiniz ve araştırmaya vereceğiniz katkıdan dolayı şimdiden teşekkür ederim.

Saygılarımla,

Elif Yılmaz
İşletme Fakültesi

Appendix B. The Sample of the e-mail sent to companies to collect data (in English)

RESEARCH QUESTIONAIRE

Dear Respondent,

This research is conducted as a part of my dissertation at Yeditepe University. The following questionnaire will be used to collect data about organizational ambidexterity, whistleblowing and intention to leave attitude in universities.

It should take your 5-10 minutes to complete this questionnaire. Items ask your opinions and perception about the organization you are currently working for.

Your answers will be used only for this research study. Please do not use your name or other recognizable marks to ensure anonymity. No question in the questionnaire will be asking you to mention your identity.

It is very important that you respond to each and every statement. Only then can we include your response in the final analysis.

If you have any questions or concerns regarding this study, please feel free to contact me.

Thank you very much in advance for your cooperation.

Sincerely,

Elif Yılmaz
Dept of Business Administration

Appendix C. The Survey Questionnaire (Turkish)

Değerli Katılımcı,

Universitelerin surdurebilirlik ve rekabetci ustunluk elde etmede kullandiklari bir cok uygulama vardir. Universitelerin bugunun ve gelecegin gerekliliklerini ayni anda dengeleyerek yerine getirmeleri onem tasimaktadir. Örgütsel ustalık literatürde genellikle iki elini eşit beceride kullanabilen insanların yeteneği olarak tanımlanmıştır.

Bu calismada universitelerin hem yenilikleri araştırmaya/keşfetmeye hem de yeniliklerden yararlanmaya yoğunlaştıklarını goz onunde bulundurarark; universitelerin orgutsel ustalik duzeyini belirlemek ile birlikte "Akademisyenlerde Örgütsel Ustalık, Etiksel İfşa ve İşten Ayrılma Niyeti Arasındaki İlişki" konulu bir çalışma yapılmış ve veri desteği sağlamak icin anket geliştirilmiştir.

Lütfen aşağıdaki soruları size gore en uygun yanıta göre cevaplayınız. Soruların cevapları bilimsel araştırma için veri olarak kullanılacaktır. Hic bir kişi veya kuruma verilmeyecek, gizli tutulacaktır.

Desteğiniz ve araştırmaya vereceğiniz katkıdan dolayı şimdiden teşekkür ederiz.

Saygilarimla,

Elif Yilmaz

1. KİŞİSEL BİLGİLER
1. Cinsiyetiniz   ( ) Erkek   ( ) Kadın
2. Medeni Durumunuz   ( ) Evli   ( ) Bekâr
3. Yaşınız:
4. Eğitim Durumunuz: ( ) Lisans ( ) Yüksek Lisans   ( ) Doktora
5. Akademik Ünvanınız: ( ) Öğretim Görevlisi   ( ) Araştırma Görevlisi   ( ) Yardımcı Doç. Dr.   ( ) Doçent Dr.   ( ) Profesör Dr.
6. Mesleğinizdeki Çalışma Süreniz ( ) 0-5 Yıl ( ) 6- 10 Yıl ( ) 11-15 Yıl ( ) 16-20 Yıl ( ) 21 Yıl ve Üzeri
7. Kurumdaki Çalışma Süreniz ( ) 0-5 Yıl ( ) 6- 10 Yıl ( ) 11-15 Yıl   ( ) 16-20 Yıl ( ) 21 Yıl ve Üzeri
8. Mevcut Pozisyonunuzdaki Çalışma Süreniz ( ) 0-5 Yıl ( ) 6- 10 Yıl ( ) 11-15 Yıl   ( ) 16-20 Yıl ( ) 21 Yıl ve Üzeri
9. Gelir: ( ) 2001-3000 TL ( ) 3001-4000 TL ( ) 4001- 5000 TL ( ) 5001 – 6000 TL ( ) 6001– 7000 TL ( ) 7001 TL ve Üzeri
10. Çalıştığınız Üniversite Türü: ( ) Kamu Üniversitesi   ( ) Vakıf Üniversitesi

1. ÖRGÜTSEL USTALIK (Araştırma ve Yararlanma) Soruyu çalıştığınız kurumu düşünerek cevaplandırınız)	Kesinlikle Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
Araştırma					
1. Alışılmışın dışında hareket ederek, yeni teknolojik fikirler bulmaya çalışır.					
2. Öğrencilerin ihtiyaçlarını karşılamak için yaratıcı yollar aramaktadır.					
3. Rekabetçi bir şekilde yeni alanlara girmeyi göze almaktadır.					
4. Universite için yenilikçi olan ürün ve hizmetler oluşturmaktadır.					
5. Başarısını yeni teknolojiler araştırma kabiliyetine dayandırmaktadır.					
6. Etkin bir şekilde yeni Öğrenci gruplarını hedef alır.					
Yararlanma					
7. Ürün ve hizmetlerinin güvenilirliğini sürekli olarak geliştirir.					
8. Operasyonlarındaki otomasyon seviyelerini yükseltir.					
9. Mevcut Öğrencilerin memnuniyeti devam ettirmek için mevcut ürün ve hizmetlerinde küçük değişiklikler ya da eklemeler yapar.					
10. Çalışmalarını, kaliteyi yükseltmeye ve maliyete düşürmeye adamıştır.					
11. Mevcut Öğrenci tabanına derinlemesine nüfuz etmeye çalışır.					
12. Mevcut Öğrencilerin memnuniyetine düzenli olarak değerlendirir.					

2. İFŞA (WHISTLEBLOWING) EĞİLİMİ: İş hayatında, yasadışı ve etik değerlere uygun olmayan davranışların raporlanması ve açığa çıkarılmasıdır. Çalıştığınız kurumda ahlaki değerlere uygun olmayan davranış ve eylemlerle karşılaştığınızda ne yapardınız?	Kesinlikle Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
4. Olayı kurum dışındaki kişilerle paylaşırım.					
5. Olayı ilgili yasal mercilere bildiririm.					
6. Olayı kamuoyuna açıklarım.					
7. Olayı üst yönetime iletirim.					
8. Olayı tepe yöneticime bildiririm.					
9. Olayı kurum içerisinde bu gibi durumlarla ilgilenen kişiler vasıtasıyla bildiririm.					
10. Yetkili makamlara durumu bildirirdim.					
11. Olayı görmezden gelirim.					
12. Sessiz kalırım.					

3. İŞTEN AYRILMA NİYETİ (Çalıştığınız kurumdaki durumunuzu göz önünde bulundurunuz)	Kesinlikle Katılmıyorum	Katılmıyorum	Fikrim Yok	Katılıyorum	Kesinlikle Katılıyorum
1. Ciddi olarak işimi bırakmayı düşünüyorum.					
2. Daha iyi bir iş bulur bulmaz bu işten ayrılacağım.					
3. Sıklıkla bu işten ayrılmayı düşünüyorum.					

Appendix D. Gender Demographic Variable with Dependent and Independent Variables

Table 27

Hypthesis Results on Gender and Organizational Ambidexterity, Whistleblowing, Intention to Leave Variables

Hypothesis	Result
H8: There is a significant relationship between whistleblowing and Gender.	**Accepted**
H9: There is a significant relationship between external whistleblowing and gender.	**Accepted**
H10: There is a significant relationship between internal whistleblowing and gender.	**Accepted**
H11: There is a significant relationship between Organizational Ambidexterity and Gender.	**Accepted**
H12: There is a significant relationship between Exploration Strategy of Organizational Ambidexterity and Gender.	**Accepted**
H13: There is a significant relationship between Exploitation Strategy of Organizational Ambidexterity and Gender.	**Accepted**
H14: There is a significant relationship between Intention To Leave and Gender.	**Rejected**

Table 28

The Pearson Correlation analysis results between Gender and Variables

		Org. Amb.	Gender	Explore Str.	Exploit Str.	External	Internal	Silence	Whistlebl	Intention
	Pearson Correlation	-0,017	1	-0,038	0,043	-0,038	0,024	0,015	-0,003	0,061
Gender	Sig. (2-tailed)	0,581		0,229	0,174	0,224	0,452	0,633	0,935	0,055
	N	1005	1005	1005	1005	1005	1005	1005	1005	1005

Table 29

Hypthesis Results on Marital Status and Organizational Ambidexterity, Whistleblowing,

Intention to Leave Variables

Hypothesis	Result
H15: There is a significant relationship between Whistleblowing and Marital Status.	**Accepted**
H16: There is a significant relationship between External Whistleblowing and Marital Status.	**Accepted**
H17: There is a significant relationship between Internal Whistleblowing and Marital Status.	**Accepted**
H18: There is a significant relationship between Silence Act and Marital Status.	**Rejected**
H19: There is a significant relationship between Intention To Leave and Marital Status.	**Rejected**
H20: There is a significant relationship between Exploitation Strategy of Organizational Ambidexterity and Gender.	**Accepted**
H21: There is a significant relationship between Intention To Leave and Gender.	**Rejected**

Table 30

The Pearson Correlation analysis results between Marital Status and Variables

		Org.Amb	Whistleblo	Inten ToLeave	External	Internal	Silence	Exploration	Exploitation
Marital Status	Pearson Correlation	.077*	0,016	.068*	0,020	-0,017	0,043	.073*	.069*
	Sig. (2-tailed)	0,015	0,614	0,030	0,537	0,601	0,169	0,021	0,029
	N	1005	1005	1005	1005	1005	1005	1005	1005

Table 31

Comparison of Whistleblowing Scores with Marital Status

Scales and Sub-dimensions	Marital Status	N	Avg.	SD	T	P
External Whistleblowing	Male	670	2,51	0,95	-3,82	0,000
	Female	335	2,75	0,98		
Internal Whistleblowing	Male	670	3,38	0,78	-2,90	0,004
	Female	335	3,53	0,63		
Silence Act	Male	670	1,91	0,93	-0,54	0,591
	Female	335	1,90	0,83		
Total	Male	670	2,76	0,61	-3,62	0,000
	Female	335	2,91	0,56		

Appendix F. Age Demographic Variable with Dependent and Independent Variables

Table 32

Hypthesis Results on Age demographical variable and Organizational Ambidexterity, Whistleblowing, Intention to Leave Variables

Hypothesis	Result
H22: There is a significant relationship between Internal Whistleblowing and Age groups.	**Accepted**
H23: There is a significant relationship between Silence Act and Age groups.	**Accepted**
H24: There is a significant relationship between Whistleblowing and Age groups.	**Accepted**
H25: There is a significant relationship between Intention To Leave Age groups.	**Accepted**
H26: There is a significant relationship between Organizational Ambidexterity and Marital Status.	**Rejected**

Table 33

The Pearson Correlation analysis results between Whistleblowing and Age.

		Age	Exploration	Exploitation	Organzational A	External	Internal	Silence	Whistleb	Intention To
Age	Pearson Correlation	1	-.095**	-.139**	-.114**	-0,052	0,001	-0,037	-0,040	-0,030
	Sig. (2-tailed)		0,003	0,000	0,000	0,099	0,987	0,238	0,205	0,347
	Covariance	8,606	-0,259	-0,372	-0,290	-0,147	0,001	-0,098	-0,070	-0,086
	N	1005	1005	1005	1005	1005	1005	1005	1005	1005

Table 34

Comparison of Intention to Leave and Age Variable

Age Groups	N	Avg.	SD	F	P	Sig.
Under 30	224	2,45	1,10	3,14	0,014	A,B>D,E
Age 31-40	234	2,46	1,04			
Age 41-50	214	2,26	0,97			
Age 51-60	132	2,22	0,84			
Age 61 and above	201	2,21	0,86			

Table 35

Comparisons of Whistleblowing Scores with Age Groups

Scales and Sub-dimensions	Age Groups	N	Avg.	SD	F	P	Sig. Diff
External Whistle blowing	Less than 5 years	224	2,77	0,91	7,08	0,000	A,B,C>D
	6-10 Years	234	2,61	0,91			
	11-15 Years	214	2,69	0,93			
	16-20 Years	132	2,29	1,03			
	More than 20 Years	201	2,45	1,01			
Internal Whistle blowing	Less than 5 years	224	3,59	0,68	6,94	0,000	A,B>C
	6-10 Years	234	3,51	0,69			
	11-15 Years	214	3,28	0,71			
	16-20 Years	132	3,44	0,76			
	More than 20 Years	201	3,32	0,80			
Silence act	Less than 5 years	224	1,85	0,73	2,10	0,079	
	6-10 Years	234	2,00	0,95			
	11-15 Years	214	1,98	0,95			
	16-20 Years	132	1,93	1,03			
	More than 20 Years	201	1,77	0,86			
TOTAL	Less than 5 years	224	2,93	0,48	6,05	0,000	A,B>D,E
	6-10 Years	234	2,87	0,60			
	11-15 Years	214	2,79	0,58			
	16-20 Years	132	2,72	0,69			
	E-61 yaş ve üzeri	201	2,68	0,63			

Appendix G. Education Level Demographic Variable with Dependent and Independent Variables

Table 36

Hypthesis Results on Education Level demographical variable and Organizational Ambidexterity, Whistleblowing, Intention to Leave Variables

Hypothesis	Result
H27: There is a significant relationship between Whistleblowing and Educational Level.	**Accepted**
H28: There is a significant relationship between Internal Whistleblowing and Educational Level.	**Accepted**
H29: There is a significant relationship between External Whistleblowing and Educational Level.	**Accepted**

Table 37

Comparisons of Whistleblowing Scores According to Education Level

Scales and Sub-dimensions	Education Level	N	Avg	SD	T	P
External Whistle blowing	Masters	316	2,81	0,88	4,98	0,000
	PhD.	689	2,49	0,98		
Internal Whistle blowing	Masters	316	3,56	0,66	3,79	0,000
	PhD.	689	3,37	0,76		
Silence Act	Masters	316	1,96	0,84	1,78	0,076
	PhD.	689	1,88	0,93		
TOTAL	Masters	316	2,95	0,52	2,15	0,000
	PhD.	689	2,75	0,62		

Table 38

The Pearson Correlation analysis results Variables and Education Level

		Edu.Level	Exploration	Exploitation	Organzational A	External	Internal	Silence	Whistleb	Intention To
Educational Level	Pearson Correlation	-0.046	-.095**	-.139**	-.114**	-0,052	0,001	-0,037	-0,040	-0.046
	Sig. (2-tailed)	0.143	0,003	0,000	0,000	0,099	0,987	0,238	0,205	0.143
	Covariance	8,606	-0,259	-0,372	-0,290	-0,147	0,001	-0,098	-0,070	8,606
	N	1005	1005	1005	1005	1005	1005	1005	1005	1005

Appendix F. Academical Title Demographic Variable with Dependent and Independent Variables

Table 39

Hypthesis Results on Academical Title demographical variable and Organizational Ambidexterity, Whistleblowing, Intention to Leave Variables

Hypothesis	Result
H30 There is a significant relationship between Whistleblowing and Academical Title.	**Accepted**
H31 There is a significant relationship between Silence and Academical Title.	**Accepted**
H32 There is a significant relationship between Internal Whistleblowing and Academical Title.	**Accepted**
H33 There is a significant relationship between External Whistleblowing and Academical Title.	**Accepted**
H34 There is a significant relationship between Intention to Leave and Academical Title.	**Accepted**
H35 There is a significant relationship between Organizational Ambidexterity and Academical Title.	**Accepted**

Table 40

Comparison of Whistleblowing With Academicians' Academic Title

Scales and Sub-dimensions	Academic Title	N	Avg.	SD	F	P	Sig.Diff
External Whistle blowing	Instructor	165	2,91	0,89			
	Research Assistant	207	2,86	0,82			
	Assistant. Professor	218	2,46	0,94	15,18	0,000	A,B>C,D,E
	Associate Professor	206	2,45	0,94			
	Professor	209	2,33	1,05			
Internal Whistle blowing	Instructor	165	3,56	0,55			
	Research Assistant	207	3,66	0,72			
	Assistant. Professor	218	3,36	0,72	10,59	0,000	A,B>C,D,E
	Associate Professor	206	3,29	0,74			
	Professor	209	3,32	0,82			
Silence Act	Instructor	165	1,96	0,83			
	Research Assistant	207	2,01	0,96			
	Assistant. Professor	218	1,78	0,85	4,59	0,001	D>E
	Associate Professor	206	2,02	0,94			
	Professor	209	1,77	0,88			
TOTAL	Instructor	165	2,99	0,49			
	Research Assistant	207	3,03	0,53			
	Assistant. Professor	218	2,71	0,57	18,01	0,000	A,B>C,D,E
	Associate Professor	206	2,73	0,60			
	Professor	209	2,65	0,67			

Table 41

The Pearson Correlation analysis results Variables and Academical Title

		Acad.Title	Exploration	Exploitation	Organzational A	External	Internal	Silence	Whistleb	Intention To
Academical Title	Pearson Correlation	-0.022	-.129**	-.158**	-.046**	-0,015	0,008	-0,002	-0,013	-0.022
	Sig. (2-tailed)	0.494	0,000	0,000	0,000	0,638	0,808	0,953	0,686	0.494
	Covariance	1005	1005	1005	1005	1005	1005	1005	1005	1005
	N	-0.022	-.129**	-.158**	-.046**	-0,015	0,008	-0,002	-0,013	-0.022

Table 42

Comparisons of Organizational Ambidexterity Scores with Academic Title

Scales and Sub-dimensions	Academic Title	N	Avg.	SD	F	P	Sig. Diff
Exploration Strategy	Instructor	165	3,41	1,02			
	Research Assistant	207	3,36	0,93			
	Assistant. Professor	218	3,19	0,89	10,30	0,000	A,B,C,D>E
	Associate Professor	206	3,45	0,83			
	Professor	209	2,93	1,07			
Exploitation Strategy	Instructor	165	3,39	0,77			
	Research Assistant	207	3,44	0,88			
	Assistant. Professor	218	3,30	0,78	14,90	0,000	A,B,C,D>E
	Associate Professor	206	3,43	0,83			
	Professor	209	2,90	0,95			
Organizational Ambidetxerity	Instructor	165	3,40	0,84			
	Research Assistant	207	3,40	0,85			
	Assistant. Professor	218	3,25	0,78	13,61	0,000	A,B,C,D>E
	Associate Professor	206	3,44	0,77			
	Professor	209	2,92	0,97			
Intention to Leave	Instructor	165	2,56	1,09			
	Research Assistant	207	2,35	1,09			
	Assistant. Professor	218	2,42	0,82	5,23	0,000	A>E
	Associate Professor	206	2,25	0,99			
	Professor	209	2,13	0,89			

Appendix G. Professional Experience Demographic Variable with Dependent and Independent Variables

Table 43

Hypthesis Results on Professional Experience demographical variable and Organizational Ambidexterity, Whistleblowing, Intention to Leave Variables

Hypothesis	Result
H36 There is a significant relationship between External Whistleblowing and Professional Experience	**Accepted**
H37 There is a significant relationship between Internal Whistleblowing and Professional Experience.	**Accepted**
H38 There is a significant relationship between Silence and Professional Experience.	**Accepted**
H39: There is a significant relationship between Silence and Professional Experience.	**Accepted**
H40 There is a significant relationship between Intention to Leave and Academical Title.	**Accepted**
H41 There is a significant relationship between Organizational Ambidexterity and Academical Title.	**Accepted**

Table 44

The Pearson Correlation analysis results Variables and Professional Experience

		Prof. Exp	Exploration	Exploitation	Organzational A	External	Internal	Silence	Whistleb	Intention To
Prof. Exp	Pearson Correlation	-0.082	-.080**	-.123**	-.098**	-0,015	0,015	-0,004	-0,018	-0.022
	Sig. (2-tailed)	0.182	0,011	0,000	0,000	0,638	0,808	0,953	0,686	0.494
	Covariance	1005	1005	1005	1005	1005	1005	1005	1005	1005
	N	-0.082	-.080**	-.123**	-.098**	-0,015	0,015	-0,004	-0,018	-0.022

Table 45

Comparisons of Whistleblowing Scores According to Professional Experience

Scales and Sub-dimensions	Professional experience	N	Avg	SD	F	p	Sig. Dif.
External Whistle blowing	Less than 5 years	285	2,81	0,90	10,42	0,000	A>D,E B>E
	6-10 Years	110	2,78	0,85			
	11-15 Years	180	2,58	0,97			
	16-20 Years	183	2,48	0,98			
	21 Years and Above	247	2,33	0,99			
Internal Whistle blowing	Less than 5 years	285	3,62	0,70	8,68	0,000	A>C,D,E
	6-10 Years	110	3,48	0,57			
	11-15 Years	180	3,28	0,73			
	16-20 Years	183	3,40	0,68			
	21 Years and Above	247	3,32	0,83			
Silence Act	Less than 5 years	285	1,90	0,86	2,73	0,028	D>E
	6-10 Years	110	1,95	0,89			
	11-15 Years	180	1,99	0,87			
	16-20 Years	183	2,01	1,04			
	21 Years and Above	247	1,76	0,84			
TOTAL	Less than 5 years	285	2,97	0,51	11,71	0,000	A>C,D,E B>E
	6-10 Years	110	2,91	0,49			
	11-15 Years	180	2,76	0,62			
	16-20 Years	183	2,78	0,64			
	21 Years and Above	247	2,64	0,64			

Appendix H. Time worked at the institution demographic variable with Dependent and Independent Variables

Table 46

Hypthesis Results on Professional Experience demographical variable and Intention to Leave Variable

Hypothesis	Result
H42 There is a significant relationship between Organizational Ambidexterity and Time Worked at the Institution.	**Accepted**

Table 47

Pearson Correlation analysis results of Organizational Ambidexterity Variable and Time Worked at the Institution

		Exploration	Exploitation	Organzational A	External	Internal	Silence	Whistleb	Intention To
Time worked at the Institution	Pearson Correlation	-0.082	-.080**	-.63**	-.048**	-0,055	0,051	-0,054	-0.022
	Sig. (2-tailed)	0.182	0,011	0,000	0,000	0,638	0,808	0,953	0.494
	Covariance	1005	1005	1005	1005	1005	1005	1005	1005
	N	-0.082	-.080**	-.63**	-.048**	-0,055	0,051	-0,054	-0.022

Table 48

Comparison of Organizational Ambidexterity Scores with Time worked at the Institution (University)

Scales and Sub-dimensions	Time Worked at the Existing Position	#	Avg	SD	F	P	Sig. Dif.
Exploration Strategy	Less than 5 years	387	3,33	0,96	6,40	0,000	A,B,C,D>E
	6-10 Years	169	3,33	0,95			
	11-15 Years	147	3,37	0,73			
	16-20 Years	154	3,26	0,96			
	More than 20 Years	148	2,90	1,11			
Exploitation Strategy	Less than 5 years	387	3,34	0,82	10,59	0,000	A,B,C,D>E
	6-10 Years	169	3,32	0,90			
	11-15 Years	147	3,50	0,70			
	16-20 Years	154	3,31	0,88			
	More than 20 Years	148	2,89	0,98			
Organizational Ambidexterity	Less than 5 years	387	3,34	0,84	9,15	0,000	A, B, C,D>E
	6-10 Years	169	3,32	0,87			
	11-15 Years	147	3,43	0,65			
	16-20 Years	154	3,29	0,88			
	More than 20 Years	148	2,90	1,00			
External Whistleblowing	Less than 5 years	373	2,78	0,87	17,23	0,000	A, B,C,D>E
	6-10 Years	138	2,79	0,92			
	11-15 Years	152	2,61	1,00			
	16-20 Years	157	2,48	1,06			
	21 Years and Above	185	2,13	0,90			
Internal Whistleblowing	Less than 5 years	373	3,58	0,69	10,22	0,000	A>C, E B>E
	6-10 Years	138	3,51	0,64			
	11-15 Years	152	3,32	0,69			
	16-20 Years	157	3,41	0,78			
	21 Years and Above	185	3,19	0,81			
Silence act	Less than 5 years	373	1,87	0,85	2,42	0,047	D>E
	6-10 Years	138	1,90	0,88			
	11-15 Years	152	2,04	1,01			
	16-20 Years	157	2,05	1,02			
	21 Years and Above	185	1,75	0,77			
Total	Less than 5 years	373	2,93	0,49	16,94	0,000	A, B, C,D>E
	6-10 Years	138	2,91	0,51			
	11-15 Years	152	2,80	0,67			
	16-20 Years	157	2,80	0,68			
	21 Years and Above	185	2,52	0,62			

Appendix I. Income demographic variable with Dependent and Independent Variables

Table 49

Hypthesis Results on Income demographical variable and Organizational Ambidexterity, Whistleblowing, Intention to Leave Variables

Hypothesis	Result
H43 There is a significant relationship between Intention To Leave and Income.	**Accepted**
H44 There is a significant relationship between Organizational Ambidexterity and Income.	**Accepted**
H45 There is a significant relationship between Exploration Strategy and Income.	**Accepted**
H46 There is a significant relationship between Whistleblowing and Income.	**Accepted**
H47 There is a significant relationship between Internal Whistleblowing and Income.	**Accepted**
H48 There is a significant relationship between External Whistleblowing and Income.	**Accepted**

Table 50

The Pearson Correlation analysis results between Intention to Leave Variable and Income Level

		Exploration	Exploitation	Organzational A	External	Internal	Silence	Whistleb	Intention To
	Pearson Correlation	-.000**	-.054**	-.012**	-0,055	0,032	-0,002	-.000**	-0.003
Income	Sig. (2-tailed)	0,989	0,167	0,700	0,638	0,306	0,953	0,989	0.928
	Covariance	1005	1005	1005	1005	1005	1005	1005	1005
	N	-.000**	-.054**	-.012**	-0,055	0,032	-0,002	-.000**	-0.003

Table 51

Comparisons of Organizational Ambidexterity, Whistleblowing and Intention To Leave Scores with Income Level

Scales and Sub-dimensions	Income	N	Avg	SD	F	p	Sig. Dif.
Exploration Strategy	A-2001-3000TL	120	3,15	1,02	1,61	0,156	
	B-3001-4000TL	173	3,26	0,95			
	C-4001-5000TL	180	3,38	0,94			
	D-5001-6000TL	126	3,28	0,86			
	E-6001-7000TL	167	3,34	0,91			
	F-7000TL and Above	239	3,17	1,04			
Exploitation Strategy	A-2001-3000TL	120	3,14	0,91	2,34	0,040	C>A
	B-3001-4000TL	173	3,36	0,82			
	C-4001-5000TL	180	3,43	0,73			
	D-5001-6000TL	126	3,32	0,86			
	E-6001-7000TL	167	3,24	0,92			
	F-7000TL and Above	239	3,22	0,94			
Organizational Ambidexterity	A-2001-3000TL	120	3,15	0,93	1,90	0,091	
	B-3001-4000TL	173	3,31	0,82			
	C-4001-5000TL	180	3,41	0,78			
	D-5001-6000TL	126	3,30	0,82			
	E-6001-7000TL	167	3,29	0,87			
	F-7000TL and Above	239	3,19	0,94			
Intention To Leave	A-2001-3000TL	120	2,71	1,16	7,02	0,000	A>C,E,F
	B-3001-4000TL	173	2,42	1,03			
	C-4001-5000TL	180	2,26	0,92			
	D-5001-6000TL	126	2,48	1,05			
	E-6001-7000TL	167	2,24	0,82			
	F-7000TL and Above	239	2,13	0,91			
External Whistle blowing	2001-3000TL	120	2,66	0,80	10,31	0,000	B>D,E,F
	3001-4000TL	173	2,87	0,87			
	4001-5000TL	180	2,83	0,87			
	5001-6000TL	126	2,29	0,91			
	6001-7000TL	167	2,40	1,04			
	7000TL and Above	239	2,45	1,04			
Internal Whistle blowing	2001-3000TL	120	3,63	0,53	4,22	0,001	A>D
	3001-4000TL	173	3,51	0,75			
	4001-5000TL	180	3,44	0,68			
	5001-6000TL	126	3,42	0,74			
	6001-7000TL	167	3,25	0,75			
	7000TL and Above	239	3,41	0,81			
Silence Act	2001-3000TL	120	1,98	0,77	3,32	0,011	B>C
	3001-4000TL	173	1,78	0,81			
	4001-5000TL	180	2,09	0,94			
	5001-6000TL	126	1,80	0,74			
	6001-7000TL	167	1,94	1,04			
	7000TL and Above	239	1,86	0,95			
Total	2001-3000TL	120	2,94	0,43	7,17	0,000	A,B,C>D,E
	3001-4000TL	173	2,91	0,52			
	4001-5000TL	180	2,94	0,51			
	5001-6000TL	126	2,68	0,58			
	6001-7000TL	167	2,68	0,71			
	7000TL and Above	239	2,75	0,67			

Appendix J. Type of the University demographic variable with Dependent and Independent Variables

Table 52

Hypthesis Results on Income demographical variable and Organizational

Ambidexterity, Whistleblowing, Intention to Leave Variables

Hypothesis	Result
H49 There is a significant relationship between Exploration Strategy and Type of the University.	**Accepted**
H50 There is a significant relationship between Exploitation Strategy and Type of the University.	**Accepted**
H51 There is a significant relationship between Organizational Ambidexterity and Type of the University.	**Accepted**
H52: There is a significant relationship between Intention to Leave and Type of the University.	**Accepted**
H53 There is a significant relationship between Internal, External, Silent Whistleblowing and Type of the University.	**Accepted**

Table 53

The Pearson Correlation analysis results between Variables and Type of the University.

		Exploration	Exploitation	Organzational A	External	Internal	Silence	Whistleb	Intention To
Type of the University	Pearson Correlation	-.013**	-.041**	-.002**	-0,020	0,032	-0,003	-0,046	-0.034
	Sig. (2-tailed)	0,685	0,191	0,953	0,535	0,934	0,083	0,851	0.928
	Covariance	1005	1005	1005	1005	1005	1005	1005	1005
	N	-.013**	-.041**	-.002**	-0,020	0,032	-0,003	-0,046	-0.034

Table 54

Comparison of Organizational Ambidexterity, Whistleblowing and Intention to Leave

Scores According to Type of University

Scales and Sub-dimensions	Type of the University	n	Avg.	SD	t	P
Exploration Strategy	Public University	554	3,26	0,94	-0,17	0,868
	Private University	451	3,27	1,00		
Exploitation Strategy	Public University	554	3,30	0,86	0,33	0,745
	Private University	451	3,28	0,88		
Organizational Ambidexterity	Public University	554	3,28	0,85	0,07	0,943
	Private University	451	3,27	0,89		
External Whistle blowing	Public University	554	2,46	0,90	-4,74	0,000
	Private University	451	2,75	1,01		
Internal Whistle blowing	Public University	554	3,42	0,76	-0,69	0,492
	Private University	451	3,45	0,71		
Silence Act	Public University	554	1,87	0,85	-0,72	0,471
	Private University	451	1,95	0,96		
Total	Public University	554	2,75	0,59	-3,33	0,001
	Private University	451	2,88	0,61		

Appendix K. All Hypotheses.

Table 55

All Hypothesis

Hypothesis	Result
H1: There is a relationship between the exploration sub-dimension of organizational ambidexterity and all sub-dimension of whistleblowing.	**Rejected**
H2: There is no relationship between the sub-dimension of organizational ambidexterity and age demographical variable.	**Accepted**
H3: There is a relationship between exploration strategy and age demographical variable.	**Rejected**
H4: There is a relationship between Silent act and educational status demographical variable.	**Accepted**
H5 The sense of organizational ambidexterity has a significant effect on academicians' intention to leave the work decision.	**Partially accepted**
H6 The perception on Organizational Ambidexterity has a significant effect on whistleblowing behavior	**Partially accepted**
H7 Whistleblowing behavior has a significant effect on intention to leave decision.	**Partially accepted**
H8: There is a significant relationship between whistleblowing and Gender.	**Accepted**
H9: There is a significant relationship between external whistleblowing and gender.	**Accepted**
H10: There is a significant relationship between internal whistleblowing and gender.	**Accepted**
H11: There is a significant relationship between Organizational Ambidexterity and Gender.	**Accepted**
H12: There is a significant relationship between Exploration Strategy of Organizational Ambidexterity and Gender.	**Accepted**
H13: There is a significant relationship between Exploitation Strategy of Organizational Ambidexterity and Gender.	**Accepted**
H14: There is a significant relationship between Intention To Leave and Gender.	**Rejected**
H22: There is a significant relationship between Internal Whistleblowing and Age groups.	**Accepted**
H23: There is a significant relationship between Silence Act and Age groups.	**Accepted**
H24: There is a significant relationship between Whistleblowing and Age groups.	**Accepted**
H25: There is a significant relationship between Intention To Leave Age groups.	**Accepted**
H26: There is a significant relationship between Organizational Ambidexterity and Marital Status.	**Rejected**
H27: There is a significant relationship between Whistleblowing and Educational Level.	**Accepted**
H28: There is a significant relationship between Internal Whistleblowing and Educational Level.	**Accepted**
H29: There is a significant relationship between External Whistleblowing and Educational Level.	**Accepted**

Hypothesis	Result
H30 There is a significant relationship between Whistleblowing and Academical Title.	**Accepted**
H31 There is a significant relationship between Silence and Academical Title.	**Accepted**
H32 There is a significant relationship between Internal Whistleblowing and Academical Title.	**Accepted**
H33 There is a significant relationship between External Whistleblowing and Academical Title.	**Accepted**
H34 There is a significant relationship between Intention to Leave and Academical Title.	**Accepted**
H35 There is a significant relationship between Organizational Ambidexterity and Academical Title.	**Accepted**
H36 There is a significant relationship between External Whistleblowing and Professional Experience	**Accepted**
H37 There is a significant relationship between Internal Whistleblowing and Professional Experience.	**Accepted**
H38 There is a significant relationship between Silence and Professional Experience.	**Accepted**
H39: There is a significant relationship between Silence and Professional Experience.	**Accepted**
H40 There is a significant relationship between Intention to Leave and Academical Title.	**Accepted**
H41 There is a significant relationship between Organizational Ambidexterity and Academical Title.	**Accepted**
H42 There is a significant relationship between Organizational Ambidexterity and Time Worked at the Institution.	**Accepted**
H43 There is a significant relationship between Intention To Leave and Income.	**Accepted**
H44 There is a significant relationship between Organizational Ambidexterity and Income.	**Accepted**
H45 There is a significant relationship between Exploration Strategy and Income.	**Accepted**
H46 There is a significant relationship between Whistleblowing and Income.	**Accepted**
H47 There is a significant relationship between Internal Whistleblowing and Income.	**Accepted**
H48 There is a significant relationship between External Whistleblowing and Income.	**Accepted**
H49 There is a significant relationship between Exploration Strategy and Type of the University.	**Accepted**
H50 There is a significant relationship between Exploitation Strategy and Type of the University.	**Accepted**
H51 There is a significant relationship between Organizational Ambidexterity and Type of the University.	**Accepted**
H52: There is a significant relationship between Intention to Leave and Type of the University.	**Accepted**
H53 There is a significant relationship between Internal, External, Silent Whistleblowing and Type of the University.	**Accepted**