

ISTANBUL BILGI UNIVERSITY
SOCIAL SCIENCES INSTITUTE
ORGANIZATIONAL PSYCHOLOGY MASTER PROGRAM

HOW DOES RESISTANCE TO CHANGE IN BUSINESS ENVIRONMENT
AFFECT PROFESSIONAL'S BELIEF TOWARDS CHANGE?

Selen OSKAN YILDIZ
115630002

Assistant Professor Dr. Gergely CZUKOR

İSTANBUL
2017

A Thesis Submitted to the Graduate School of Social Sciences

of

Istanbul Bilgi University

How does resistance to change in business environment affect professional's
belief towards change?

by

SELEN OSKAN YILDIZ

In Partial Fulfilment of the

Requirements for the Degree of Master of Arts in the

Department of Organizational Psychology

Thesis Advisor / Assistant Professor Dr. Gergely Czukur

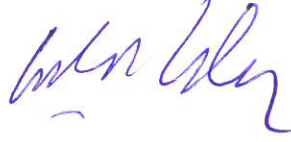
June, 2017

How Does Resistance to Change in Business Environment Affect Professional's Belief
Towards Change?

İş Dünyasındaki Değişime Direnç Çalışanların Değişime İnanacını Nasıl Etkiler?

Selen OSKAN
115630002

Tez Danışmanı: Yrd. Doç. Dr. Gergely CZUKOR



Jüri Üyesi: Yrd. Doç. Dr. İdil IŞIK



Jüri Üyesi: Doç. Dr. Tülay TURGUT



Tezin Onaylandığı Tarih :21/06/2017

Toplam Sayfa Sayısı: 92

Anahtar Kelimeler (Türkçe)

- 1) değişime karşı direnç eğilimi
- 2) örgütsel değişim alıcılarının inancı
- 3) değişim ajanı
- 4) lider-üye etkileşimi
- 5) takım üyesi-üye etkileşimi
- 6) sosyal alışveriş kuramı

Anahtar Kelimeler (İngilizce)

- 1) dispositional resistance to change
- 2) organizational change recipients' belief
- 3) change agent
- 4) leader-member exchange
- 5) team member exchange
- 6) social exchange theory

*“Everyone thinks of
changing the world, but no one
thinks of changing himself.” –
Leo Tolsoy.*



ACKNOWLEDGMENTS

Working on my master thesis was an invaluable and unforgettable experience. First and foremost, I would like to present my sincere gratitude to my advisor Assistant Professor Dr. Gergely Czukor for his support, guidance and encouragement. He has not only motivated me during this dissertation, but also broadened my horizon. It was a great opportunity for me to work with him.

I would like to express my very profound gratitude to my family for providing me with unfailing support and continuous encouragement throughout my master degree and through the process of researching and writing this thesis.

I love you all, thank you.

TEŐEKKÜR

Yüksek Lisans Tezim üzerinde çalışmak benim için paha biçilemez unutulamaz bir tecrübeydi. Öncelikle, tez danışmanım Yard. Doç. Dr. Gergely Czukor'a desteęi, yönlendirmeleri ve cesaretlendirmeleri için en içten teşekkürlerimi sunmak isterim. Bu tez çalışması boyunca, beni motive etmekle kalmayarak, benim vizyonumu da geliřtirdi. Onunla çalışmak benim için büyük bir fırsattı.

Sevgili aileme, yüksek lisansım, arařtırmam ve tezim boyunca bana sağladıkları sonsuz destek ve cesaretlendirmeleri için en içten teşekkürlerimi sunmak isterim.

Hepinizi çok seviyorum, teşekkürler.

TABLE OF CONTENTS

ACKNOWLEDGEMENTS	i
ABBREVIATIONS	vi
LIST OF FIGURES	vii
LIST OF TABLES	viii
ABSTRACT	ix
ÖZET	x
INTRODUCTION	1
CHAPTER 1	
BACKGROUND AND THEORETICAL FRAMEWORK	2
1.1 CHANGE RECIPIENTS' REACTIONS TO ORGANIZATIONAL CHANGE	3
1.1.1 Antecedents	3
1.1.2 Explicit Reactions	4
1.1.2.1 Affective Reactions	4
1.1.2.2 Cognitive Reactions	4
1.1.2.3 Behavioral Reactions	5
1.1.3 Change Consequences	5
1.2 DISPOSITIONAL RESISTANCE TO CHANGE	
1.1.4 Important Resources Affecting Dispositional Resistance to Change	6
1.2.1.1 Reluctance to Lose Control	6
1.2.1.2 Cognitive Rigidity	6
1.2.1.3 Lack of Psychological Resilience	6
1.2.1.4 Intolerance to the Adjustment Period	6
1.2.1.5 Preference for Low Levels of Stimulation and Novelty	7

1.2.1.6 Reluctance to Give up Old Habits	7
1.2.2 Factors of Dispositional Resistance to Change	7
1.2.2.1 Routine Seeking	8
1.2.2.2 Emotional Reaction	8
1.2.2.3 Short Term Focus	8
1.2.2.4 Cognitive Rigidity	8
1.3 ORGANIZATIONAL CHANGE RECIPIENTS' BELIEF	8
1.3.1 Factors of Organizational Change Recipients' Belief	9
1.3.1.1 Discrepancy	9
1.3.1.2 Appropriateness	9
1.3.1.3 Efficacy	9
1.3.1.4 Principal Support	10
1.3.1.5 Valence	10
1.4 CHANGE AGENT: INFLUENCER	10
1.5 ORGANIZATIONAL CHANGE : ACQUISITION	11
1.6 LEADER MEMBER EXCHANGE	12
1.6.1 Factors of Leader Member Exchange	13
1.6.1.1 Contribution	14
1.6.1.2 Affect	14
1.6.1.3 Loyalty	14
1.6.1.4 Professional Respect	14
1.6.2 Low vs. High Leader Member Exchange	15
1.7 TEAM MEMBER EXCHANGE	15
1.7.1 Factors of Team Member Exchange	16
1.7.1.1 Contribution	16
1.7.1.2 Recipient	16
1.8 THE RESEARCH OBJECTIVE	16

1.9 HYPOTHESIS	18
CHAPTER 2	
METHOD	
2.1 PARTICIPANTS AND DESIGN	19
2.2 INSTRUMENTS	21
2.2.1 Dispositional Resistance to Change Scale	22
2.2.2 Leader-Member Exchange Scale	23
2.2.3 Team-Member Exchange Scale	23
2.2.4 Organizational Change Recipients' Beliefs Scale	23
2.3 PROCEDURE	
CHAPTER 3	
RESULTS	
3.1 FACTOR AND RELIABILITY ANALYSIS	26
3.1.1 Self-Rated Dispositional Resistance to Change	26
3.1.2 Perceived Dispositional Resistance to Change of Leader	29
3.1.3 Perceived Dispositional Resistance to Change of Influencer	32
3.1.4 Leader-Member Exchange	34
3.1.5 Team Member Exchange	37
3.1.6 Recipients' Belief towards Acquisition	40
3.1.7 Principal Support towards Acquisition	43
3.2 CORRELATION RESULTS	43
3.2.1 Dispositional Resistance to Change of Follower	44
3.2.2 Perceived Dispositional Resistance to Change of Leader	45
3.2.3 Perceived Dispositional Resistance to Change of Influencer	46
3.2.4 Leader-Member Exchange	47
3.2.5 Team Member Exchange	47
3.2.6 Recipients' Belief and Support towards Acquisition	47

3.3 PREDICTORS OF RECIPIENTS' BELIEF TOWARDS ACQUISITION	48
3.3.1 LMX as a Moderator	48
3.3.2 TMX as a Moderator	51
3.3.3 Mixed Model Analysis	51

CHAPTER 4

GENERAL DISCUSSION	52
4.1 DISCUSSION	52
4.2 STRENGTH AND LIMITATIONS	54
CONCLUSION	55
REFERENCES	56
APPENDICES	67
Appendix A: Full Questionnaire in English	67
Appendix B: Full Questionnaire in Turkish	70
Appendix C: Results of Evaluation by the Ethics Committee	78
Appendix D.1 CFA Model of Dispostional RTC of Follower	79
Appendix D.2 CFA Model of Perceived Dispostional RTC of Leader	79
Appendix D.3 CFA Model of Perceived Dispostional RTC of Influencer	80
Appendix D.4 CFA Model of LMX	80
Appendix D.5 CFA Model of TMX	81
Appendix D.6 CFA Model of Follower's Belief towards Acquisition	81
Appendix E: Enlarged Correlation Table	82

ABBREVIATIONS

BAF: Follower's Belief towards Acquisition

LMX: Leader-Member Exchange

RF: Follower Rated Dispositional Resistance to Change

RI: Perceived Dispositional Resistance to Change of Influencer

RL: Perceived Dispositional Resistance to Change of Leader

RTC: Resistance to Change

OCRB: Organizational Change Recipients' Belief

TMX: Team Member Exchange

SAF: Follower Support towards Acquisition

SAI: Influencer's Perceived Support towards Acquisition

SAL: Leader's Perceived Support towards Acquisition

SAT: Team Members' Perceived Support towards Acquisition

LIST OF FIGURES

Figure 1. Moderation effect of LMX to Perceived Support of Leader and Follower
Belief toward Acquisition Relationship **50**



LIST OF TABLES

Table 1 Multi-Level Model Design	20
Table 2.a.Efa Results of Self-Rated Dispositional RTC	27
Table 2.b.Cfa Results of Self-Rated Dispositional RTC	28
Table 3.a Efa Results of Perceived Dispositional RTC of Leader	30
Table 3.b. Cfa Results of Perceived Dispositional RTC of Leader	31
Table 4.a. Efa Results of Perceived Dispositional RTC of Influencer	33
Table 4.b. Cfa Results of Perceived Dispositional RTC of Influencer	34
Table 5.a. Efa Results of LMX	35
Table 5.b.Cfa Results of LMX	36
Table 6.a. Efa Results of TMX	38
Table 6.b. Cfa Results of TMX	39
Table 7.a. Efa Results of Recipients' Belief towards Acquisition	41
Table 7.b. Cfa Results of Recipients' Belief towards Acquisition	42
Table 8. Reliability Analysis for Principal Support towards Acquisition	43
Table 9. The Correlation Results of the Continuous Variables in the Research Model	44
Table 10. Influencers of the Organization	46
Table 11.a.Summary of Hierarchical Regression Analysis for Variables Predicting Follower's Belief towards Acquisition (N=168)	49
Table 11.b. Summary of Hierarchical Regression Analysis for Variables Predicting Follower's Belief towards Acquisition (N=147)	49
Table 12. Summary of Hierarchical Regression Analysis for Variables Predicting Follower's Belief towards Acquisition (N = 147)	51

ABSTRACT

The aim of the present study is to investigate how dispositional resistance to change (RTC) of employees affect their beliefs towards the imposed organizational change. In business environment employees are in social interaction with many people including their manager, team members, other teams' managers, other teams' members, unit managers, top management and anyone who couldn't been mentioned. To answer the question whether those people are effective on employees' change beliefs or not, not only dispositional RTC of employee, but also perceived dispositional RTC, change belief and support of leaders and influencers are assessed. 168 employees who work in the same private sector company, which is in Post-Acquisition Process, participated in the study. In addition, leader member exchange (LMX) and team member exchange (TMX) are used as moderators to find out how the social exchanges affect this relationship. As a result of this study it is found that participant's belief toward acquisition is negatively correlated with his/her own dispositional RTC and not correlated with his/her manager's perceived RTC. Moreover, positive correlation is found between participant's belief toward change and his/her manager's perceived support toward change; LMX shows a moderation effect. Not only the manager's but also the influencer's support and participant's belief and support show positive correlation. Influencer is defined as the person who influence the participant at most during the Post-Acquisition Integration Process. Though a positive relationship between team members' perceived support and follower's belief is founded, strength of team's social exchange (TMX) does not contribute to this relationship. To summarize, it is crucial to understand the importance of parties' beliefs and supports towards imposed change instead of their dispositional RTC. As the support of the managers, team members and influencers increases participant's support and belief towards change increases as well.

Keywords: dispositional resistance to change, organizational change receipts' belief, change agent, leader member exchange, team member exchange, social exchange theory

ÖZET

Bu çalışmanın amacı, çalışanların değişime direnç eğilimlerinin, onların değişime karşı olan inancını nasıl etkilediğini incelemektir. İş dünyasında, çalışanlar, onların değişime karşı inancını etkileyen birçok kişi ile etkileşim içindedirler. Bu kişiler, çalışanın yöneticisi, takım arkadaşları, diğer takımın yöneticisi, diğer takımın üyeleri, birim müdürleri üst yönetim ve burada adı geçmeyen kişiler olabilir. Bu kişiler, çalışanın değişime karşı inancını etkiler mi sorusuna cevap vermek için, çalışanın değişime karşı direnç eğilimine ile birlikte, yöneticisinin ve onu etkileyen kişinin de çalışan tarafından algılanan değişime karşı direnç eğilimlerine ve bu kişilerin değişime desteklerine bakılmıştır. Bu çalışmaya şirket satın alım sonrası entegrasyon sürecinde olan özel sektörde hizmet veren bir şirkette çalışan 168 kişi katılmıştır. Ek olarak, Lider-Üye Etkileşimi(LÜE) ve Takım Üyesi-Üye Etkileşimi(TÜE) moderator olarak kullanılmıştır. Sonuç olarak, katılımcının değişime karşı inancı ile değişime karşı direnç eğilimi arasında negatif korelasyon bulunmuş, yöneticisinin katılımcı tarafından algılanan değişime direnç eğilimi arasında korelasyon gözlenmemiştir. Ayrıca, katılımcının bu şirket satın alımında değişime karşı inancı ile, yöneticisinin katılımcı tarafından algılanan değişime karşı desteği arasında pozitif korelasyon gözlenmiş, LÜE moderator rolü oynamıştır. Sadece yöneticisinin katılımcı tarafından algılanan desteği değil, ayrıca, ve katılımcıyı bu değişim sürecinde etkileyen kişinin değişime karşı desteği ile katılımcının değişime karşı inanç ve desteği arasında pozitif korelasyon gözlemlenmiştir. Ancak, TÜE'nin moderator etkisini destekleyici bir sonuca ulaşamamıştır. Özetleyecek olursak, kritik olan, kişilerin değişime karşı algılanan değişim eğiliminden ziyade, değişime karşı desteklerinin olduğu sonucuna varılmıştır.. Yöneticilerin, takım üyelerinin ve etkilenen kişilerin değişime karşı desteği artıkça, katılımcının da değişime karşı inancı ve desteği artmaktadır.

Anahtar kelimeler: değişime karşı direnç eğilimi, örgütsel değişim alıcılarının inancı, değişim ajanı, lider-üye etkileşimi, takım üyesi-üye etkileşimi, sosyal alışveriş kuramı

INTRODUCTION

Everything around us changes abruptly; people can sometimes adopt the change; or sometimes reject it. What factors do affect our change beliefs? There might be many such social and individual factors, including cognitive, behavioral, emotional, social aspects etc. This thesis seeks to explore how does resistance of our own selves and resistance of people around us affect our change beliefs in business life?

Many authors (Lawrence, 1954; Maurer, 1996; Strebel, 1994; Waddell and Sohal, 1998) claim that resistance to change is the reason for the failure of many change attempts in organizations. Resistance to change brings costs and delays into the change process (Ansoff, 1990) which is not easy to predict (Lorenzo, 2000) but should be considered carefully. Resistance has also been evaluated as a source of information, which is useful in learning how to develop a more affluent change process (Beer and Eisenstat, 1996; Goldstein, 1988; Lawrence, 1954; Piderit, 2000; Waddell and Sohal, 1998). Obviously, resistance to change is a key topic in change management and should be seriously considered to assist the organizations to achieve the advantages of the transformation.

Organizational change brings new ways of thinking, acting and operating (Schalk, Campbell and Freese, 1998). The main aim of organizational change is an adaptation to the environment (Barr, Stimpert and Huff, 1992; Child and Smith, 1987; Leana and Barry, 2000) or an increase in performance. Resistance to change can cause to deterioration of organizational success and loss of resources. Thus, adaptation to change environment for the success of the organization is so crucial (Boeker, 1997; Keck and Tushman, 1993).

Involvement of human factors should be considered in the any change implementation. According to Pondy, Huff and Albert (1992), framing strategies influences cognitive acceptance of organizational change. Cartwright and Cooper (1993) move one step further by claiming that professionals in all level should be part of the organizational change to provide integration. This view is also supported

by Ashkanasy and Holmes (1995) claiming that management should consider human and cultural factors in change environment. This claim raises questions regarding factors that affect people's responses in a change environment. Do these factors originate from dispositions or do people affect each other's attitude towards change? Oreg and Sverdlik claimed that when the people have positive attitude towards a change agent, people who enhance change transformation, their attitudes towards change become more positive. Though dispositional resistance to change is inherent; as trust, identification and social exchange increases, people's behavior become more positive towards change situations (2011). Those findings can lead to more specific questions about the social context surrounding change: Can leaders, team members, unit manager or any other people have a role similar to a change agent?

Thus, in this thesis I wonder how different parties and social exchange with those parties affect individual's behaviors towards imposed change. In addition, how does dispositions play a role in those change circumstances? Specifically, how dispositional resistance to change affects individuals' beliefs towards change where leader member exchange and team member exchange play roles as moderators.

CHAPTER 1

BACKGROUND AND THEORETICAL FRAMEWORK

In this section, theoretical framework will be provided. This study mainly constructed on dispositional resistance to change, change recipients' reactions to organizational change and social exchange theory. The details of those theories and the relations of those theories with the research question will be explained.

1.1 CHANGE RECIPIENTS' REACTIONS TO ORGANIZATIONAL CHANGE

There are many studies in the literature regarding organizational change and improvement concentrating on organizations' change plan and implementation to enhance effectiveness of the organizations (see Vakola, Armenakis & Oreg; 2012

Alderfer 1977; Armenakis & Bedeian 1999; Faucheux, Amado & Laurent 1982; Friedlander & Brown 1974; Pasmore & Fagans 1992; Porras & Silvers 1991; Sashkin & Burke 1987; Weick & Quinn 1999; Woodman, 1989). In 2011, Oreg, Vakola and Armenakis published quantitative studies review of 60 years focusing on “change recipients’ reactions to organizational change”. In this study, Oreg et al. claimed that the way recipients’ react to organizational change is the core determinant of the change’s success. Though it is considered that the reaction of change recipients is embedded in duties regarding organizational change, the concentration remains mostly at organizational level.

Judge, Thoresen, Pucik & Welburne (1999) focused on the reactions of individuals who can be named as change recipients. Their research was based on the accelerating consensus that change recipients’ response to change has a strategic importance on change success. In addition, it is claimed that there is a link between recipients’ involvement during the change process and four main components of successful change. Those components can be summarized as getting positive feelings, understanding change’s meaning, recognizing possible profit of change and involving in the behavioral change implementation (Bartunek, Rousseau, Rudolph & DePalma; 2006). Response to organizational change was reviewed by Vakola et al. (2013) and then one model indicating the relationship of different change components was proposed.

1.1.1 Antecedents

The antecedents are conceptualized as the causes to explicit responses, not the responses itself (Oreg et al. 2011). Employee’s character is one of the key factors to evaluate as predictor of his/her responses to change. Thus, the premise which acclaims that different people act differently to stated circumstances and those different responses indicate predispositions became the base of change studies. Those characteristics are classified into four categories: “*dispositions, motivational needs, coping styles, and demographics*” (Vakola et al. 2013; Ashford, 1988; Cunningham et al., 2002; Judge et al., 1999). Dispositions and needs are mostly considered as “stable factors” which consist of personality, They are

accepted as inherited. However, there is one distinct difference: Dispositions are mainly descriptive and “portray the typical manner in which an individual behaves”; needs are mainly explanatory and “pertain to why an individual behaves as he/she does”. Coping styles are defined as the behavioral tendencies in specific context. Lastly, demographics are defined as societal classification (Vakola et al. 2013).

1.1.2 Explicit Reactions

Piderit categorized explicit reactions in three dimensions, namely, affective, cognitive and behavioral. Affective dimension is related to feelings, cognitive dimension is related to thinking and behavioral dimension is related to intention (2000).

1.1.2.1 Affective Reactions

Affective Reactions are grouped as either positive or negative reactions. To illustrate, researchers classified positive change reactions as change related satisfaction (Oreg et al., 2011; Jones, Jimmieson, and Griffiths 2005; Parsons et al., 1991), positive emotions (Oreg et. al, 2011; Fugate and Kinicki 2008), and affective aspects of change commitment (Oreg et al., 2011; Walker, Armenakis, and Bernerth 2007). In contrast, studies indicated that change attempts can cause negative reactions like stress (Oreg et al., 2011; Amiot et al., 2006; Ashford, 1988; Begley and Czajka 1993; Cartwright and Cooper 1993; Martin, Jones, and Callan 2005), anxiety (e.g., Oreg et al., 2011; Miller and Monge 1985; Miller, Johnson, and Grau 1994; Oreg 2006), and negative emotions (Oreg et al., 2011; Kiefer 2005).

1.1.2.2 Cognitive Reactions

Change recipients’ explicit responses as a cognitive dimension can be characterized as change *evaluation* and change *beliefs*. The measures assessing these cognitive dimensions indicate change value for recipients, organization or both (Wanberg & Banas; 2000). Cognitive reactions to organizational change were classified into two categories as *sense making* and *effectiveness*. Sense making is defined as meaning of change on the basis of change recipients’ belief and

perceptions (Bartunek, Rousseau, Rudolph & DePalma; 2006). Effectiveness is defined as overall perceived gains as a result of change (Bartunek, Greenberg, & Davidson; 1999). In this study, I will specifically focus on change belief of change recipients. Thus, change belief will be explained in detailed in Section. 1.3.

1.1.2.3 Behavioral Reactions

Behavioral Reactions are classified into two categories as “explicit behaviors in response to change” and “reported intentions to behave”. These reactions can be exemplified as behavioral intentions and involvement of change recipient. Those behaviors and intentions might be either supportive or resistive (Oreg et al., 2011).

1.1.3 Change Consequences

After the occurrence of a specific change in an organization, not only work related but also personal consequences can be observed. Those consequences could either benefit or harm the organizations (Oreg et. al, 2011). Work related consequences include job satisfaction (Amiot et al. , 2006), work satisfaction (Bhagat & Chassie, 1980), change satisfaction (Covin, Sigtler, Kolenko & Tudor, 1996), commitment to organization (Cartwright & Cooper, 1993), quit intention (Shapiro & Kirkman, 1999), job engagement and performance (Hall, Goodale, Rabinowitz & Morgan, 1978) .

1.2 DISPOSITIONAL RESISTANCE TO CHANGE

In the previous section 1.1.1, it was suggested that employee’s individual characteristics are one of the key factors to consider as a predictor of change response. “Disposition” is one of the core characteristics which affects people’s responses in change circumstances. In addition, dispositions are accepted as the unchangeable factors which are originated from personality (Vakola et al., 2013).

In his article, Oreg (2003) claimed that until recent studies, the main concentration of researchers regarding resistance to change was situational antecedents (e.g., Coch & French, 1948; Tincy, 1983; Zander, 1950). Yet, latest

studies' investigation regarding resistance to change made the individual difference perspective more salient. Those individual differences were illustrated by self-discipline, creative accomplishment orientation, and defensive rigidity (Mumford, Baugman, Threlfall & Uhlman, 1993).

1.2.1 Important Resources Affecting Dispositional Resistance to Change

Six resources were classified as the origin of individual's personality which affects his/her resistance to change (Oreg, 2003).

1.2.1.1 Reluctance to Lose Control

According to Conner (1992), main reason of resistance is loss of control. Individuals would prefer self-initiated changes instead of imposed changes. In their life situations, they would like to have control. In case they feel lack of control, they may show resistance toward the change situation. To overcome this resistance, the source of resistance should be focused (Sagie & Koslowsky, 2000).

1.2.1.2 Cognitive Rigidity

Many researchers studied cognitive processes which cause individual reflections (eg. Bartunek, Lacey, & Wood, 1992; Bartunek & Moch, 1987; Lau & Woodman, 1995), Some of them see that as the trait of dogmatism (Rokeach, 1960) as the potential prediction of change approach from individuals' perspectives (Oreg, 2003; Fox, 1999). The character of dogmatic people is found as rigid and close-minded. Thus, it is expected to be hard for them to adjust themselves to the lately emerged circumstances (Oreg, 2003).

1.2.1.3 Lack of Psychological Resilience

According to some researchers, resilience is a good predictor to assess individual's stress coping ability where the change is assumed as a stressor (e.g., Ashforth & Lee, 1990; Judge et al., 1999). According to Wanberg and Banas (2000), individuals whose resilience is high, are expected to welcome organizational changes more willingly. In addition, those cope changes in a better way.

1.2.1.4 Intolerance to the adjustment period

Individuals who have high resilience are found to adjust new situations in a better way. On the other hand, for the individuals whose resilience is low, especially in the short term, more effort might need to overcome the change resistance (Kanter, 1985). During change process, some emerging tasks might occur and those might require additional learning and adjustment. Though some individuals whose resistance is low show more supportive behaviors; some might show more responsive behaviors.

1.2.1.5 Preference for low levels of stimulation and novelty

Adaptive people are defined as individuals who perform best under well-defined circumstances and with familiar tasks. On the other hand, innovators are defined as the individuals who bring novel and out-of-box solutions (Oreg, 2003; Kirton, 1980; 1989). Change requires high stimulation and thus, it is not surprise that people who prefer low stimulation may have higher change resistance (Oreg, 2003).

1.2.1.6 Reluctance to give up old habits

According to many organizational theorists, unwillingness to leave old habits is an important sign to have high resistance to change (e.g. Tichy, 1983; Watson, 1971). Their comfort area feeds them to stay still and lessen the occurrence of net stimuli (Oreg, 2003).

1.2.2 Factors of Dispositional Resistance to Change

Dispositional resistance to change is evaluated by taking cognitive, emotional and behavioral aspects into considerations. The six resources which were outlined above were taken into consideration while proposing the empirical factors of dispositional resistance to change concept. Shortly, in Oreg et al.'s article, four factors of dispositional resistance to change are indicated (2008).

1.2.2.1 Routine Seeking

It is defined as taking satisfaction and looking for steady and routine environments. “I’ll take a routine day over a day full of unexpected events any time” is an example of routine seeking question. As respondent agree this question, his/her routine seeking gets higher.

1.2.2.2 Emotional Reaction

It is defined as individuals’ reaction to imposed change as they feel stresses and disturbed when change occurs. “If one of my managers changed the performance criteria, it would probably make me feel uncomfortable even if I thought I’d do just as well without having to do any extra” is an example of emotional reaction question. As respondent agree this question, his/her emotional reaction gets higher.

1.2.2.3 Short Term Focus

It is defined as individuals’ preferences on short term benefits instead of potential long term gains and opportunities. “Often, I feel a bit uncomfortable even about changes that may potentially improve my life” is an example question to short term focus. As people have higher short term focus, they agree more to the question.

1.2.2.4 Cognitive Rigidity

It is defined as the individuals’ inflexibility and involuntariness to evaluate alternative ideas, opinions and views. “I don’t change my mind easily” is an example question to cognitive rigidity factor. As people do not change their mind easily, they would agree more to the question.

1.3. ORGANIZATIONAL CHANGE RECIPIENTS’ BELIEF

Change belief is categorized as cognitive reaction towards change under explicit reactions. Recipients’ beliefs originated from how they sense about the

imposed change. To have a positive belief toward imposed change, recipients need to buy-in the proposed changes. (Vakola, Armenakis & Oreg, 2013).

1.3.1 Factors of Organizational Change Recipients' Belief

Five crucial precursors are identified to assess the recipients' buy-in level. Those precursors are categorized as discrepancy, appropriateness, efficacy, principal support and valence. Change recipients evaluate those precursors by their cognition, emotion and intentions and decide whether to support or resist the imposed change. Five precursors are indicated below.

1.3.1.1 Discrepancy

It can be defined as the gap between current and desired situation. Employees need to understand the reasons of change to embrace the imposed change. To do so, they need to understand what this change will bring to the current situation. Otherwise, they consider this change as arbitrary. As it is considered as arbitrary by recipients, this creates discrepancy in recipients' change belief. "A change is needed to improve our operations" is an example question to assess discrepancy factor (Armenakis, Bernerth, Pitts & Walker, 2007).

1.3.1.2 Appropriateness

It can be evaluated by assessing whether current organizational situation is proper or not to the organizational standards. If it is not, to make it appropriate and lessen the discrepancy, corrective actions should be taken. To evaluate the perception of recipients toward organizational change, a question as "the change that we are implementing is correct for our situation" can be asked (Armenakis, Bernerth, Pitts & Walker, 2007).

1.3.1.3 Efficacy

It can be defined as the "perceived capacity to implement change initiative". Individuals prefer activities which they believe they are capable of doing so. Hence, in the change context, employees need to believe that they are capable of doing

proposed changes (Bandura, 1986). “I have the capability to implement the change that is initiated” is an example to illustrate the efficacy factor questions.

1.3.1.4 Principal Support

It emphasizes the support from change agents and opinion leaders. Change agent can be anyone in the organization from C-level to immediate supervisor level. If the individuals believe that there is a principal support from all level of change agents, then the recipient embraces the change more adequately (Bies, 1987). “The majority of my respected peers are dedicated to making this change work” is an example principal support question.

This factor has an additional importance in this study since one of the objective of this study is to evaluate how change agents’ beliefs affect recipients’ beliefs toward organizational change. Managers, team members, other team’s members, unit managers, top management or anyone I couldn’t identify right now can be a change agent. Since those change agents’ support is crucial for recipient’s belief, in my thesis, I multiplied the questions of this factor for all prospected change agents. I asked participants their perceived principal support by considering their managers, team members and the influencers.

1.3.1.5 Valence

It can be defined as perceived consequences of the change. Either rewards and benefits or gain-sharing programs can be considered as valence.” With this change in my job, I will experience more self-fulfillment” is an example question regarding valence (Armenakis, Bernerth, Pitts & Walker, 2007).

1.4 CHANGE AGENT: INFLUENCER

Change agent can be defined as the social accountants who explain why an organizational change is required. In addition, Change agent can be anyone in the organization from C-level to immediate supervisor level (Bies, 1987). Change messages are expected to be transmitted throughout employees by various channels

such as active communication, persuasive behaviors, HR strategies, events, ceremonies etc (Armenakis et al., 2007). Change agent can be anyone and change messages can reach by any channel to influence employees. People are only influenced by the change agents to whom they have positive emotions (Oreg & Svedlik, 2011). Thus, it is a crucial to identify in imposed change circumstances the change agent. This will enable analysts to understand and assess its effect to individuals' change beliefs.

In addition to leader-member, team-member relationship, in this thesis, it is proposed that the relationship with specific influencers might be important. Thus, it is understood that other than leaders and team members; influencers are effective on workplace dynamics. Since these parties play role in change adaptation, those questions brought another curiosity to the thesis: might professionals be in relationship with some another people in the workplace who are not in the same team? In addition, might the exchanges they involve affect their work related outcomes? Then, who are those people? To answer this question, not only manager and team-member related questions; but also influencer related questions are added to the questionnaire.

1.5 ORGANIZATIONAL CHANGE: ACQUISITION

For years, "change" in organizations has been a strong motivator to achieve organizations' targets, increase organizations' improvement and enhance their modernization. To acquire such change benefits, organizations might prefer merger, acquisition or other changes on organizations' ongoing functions (Catwright & Cooper, 1992). Schuler and Jackson claimed that Human Resources (HR)' role is crucial in post-Merger and Acquisition (M&A) processes and that great number of M&A failures were rooted in HR related ignorance (2001).

In most of the post M&A processes, the organizations lay a burden on leaders to re-engineer the structure/organization successfully. Leaders are expected to be qualified and trained about that specific process to enhance this transformation process by transparent and healthy communication. The success or failure of the M&A is related to the professionals' perception toward that specific change since

the culture of the organization mostly changes after those certain M&A processes (Kavangah & Ashkanasy, 2006).

Kouzes and Posner (1987) claimed that “Leadership is the art of mobilizing others to want to struggle for shared aspirations” in substantial change situations. In addition, Schein claimed that leaders are the prominent figures in organizations who affect organizational culture (1992). Furthermore, leaders are also perceived as controller and influencer over organizational culture and climate. They are seen as the representative of “collective social construction” of the organizations (Mumford, Scott, Gaddis & Strange, 2002).

Many authors emphasize the importance of leaders in the transformation process, I question the hierarchical position of the leaders. Are the leaders assumed to be the managers, or professionals in the top management? Or could it be some ordinary professional within a team who is not entitled as manager? What if that leader who influence other professionals does not even belong to the same team with the people who are influenced from him/her? Thus, in this research, in addition to the effect of leaders, the effects of team members and unnamed influencers are taken into consideration.

1.6 LEADER MEMBER EXCHANGE

The study of generalizability of leadership across cultures has been a longstanding debate (Avolio, Walumbwa, & Weber, 2009). Although leadership history is a century-long, almost all of its studies have been exercised in the West by focusing on Western cultures (Yukl, 2010). Thus, the applicability of leadership theories to diverse economies and cultures might be limited (Hoftsedde, 1993). In concurrent leadership theories, to illustrate, transformational, servant, or authentic leadership theories, the focus is to examine how leader behaviors, attitudes and self-perceptions affect follower attitudes, and the follower related performance outcomes. On the other hand, role theory and social exchange theory based leadership studies can be used to analyze both vertical-collectivist cultures and horizontal-individualistic cultures. Regardless of culture type, social exchange based leadership theory-LMX- affects individual performance and commitment to

organization and the theory is tested in 23 cultures including individualistic and collectivist ones (Rockstuhl, Dulebohn, Ang & Shore; 2012). Thus, LMX can be used in cross-cultural studies as well as collectivist and individualistic ones (Rockstuhl, et. al 2012).

Role Theory and Social Exchange may provide theoretical support for the multidimensionality of LMX. Thus, Role theory built theoretical foundation for LMX (Liden & Maslyn , 1998; Graen, 1976). This approach claims that professionals are evaluated by leaders with a variety of work assignments in a series of role making activities. An exchange is described as the supply of resources by leader reciprocally to professionals' task behaviors (Liden & Maslyn, 1998; Graen & Scandura, 1987). Correspondingly, Graen and his colleagues claim that these reciprocities are restricted to work related issues. Thus, regarding work behaviors of leaders and professionals LMXs are one-dimensional (Liden & Maslyn, 1998; Graen, 1976; Graen & Scandura, 1987; Graen & Uhl-Bien, 1995). Nevertheless, according to role theory, the theoretical roots of LMX research (eg.Graen 1976), roles are multidimensional (Liden & Maslyn, 1998; Katz & Kahn, 1978; Jacobs, 1971). Hence leaders' roles consist of more than one factor as supervision, allocation of resources and service as a liaison (Liden & Maslyn, 1998; Kim & Yukl, 1995; Tsui, 1984).

As maintained by Social Exchange theorists, variety of material and non-material commodities might be exchanged (Gouldner, 1960) such as guidance, job stream and amity (Sparrowe & Liden, 1997). These strengthen the multidimensionality claim of exchange relationship so both roles and reciprocity between parties are characterized by multiple factors. Those factors should be constructed while conceptualizing the LMX.

1.6.1 Factors of Leader Member Exchange

Dienesch and Liden proposed that LMXs might be established on different amounts of three "currencies of exchange:" Task associated behaviors (named contribution), loyalty to each other (named loyalty), and basically liking one another (named affect). Moreover, they added "professional respect" factor to those three currencies of exchange (Liden & Maslyn, 1998).

Initial version of LMX which consists of 7 items was created by Graen (1976). Later, Liden & Maslyn (1998) proposed the updated version of LMX and named it as LMX13. LMX 13 is found more adequate to the model proposed in this study. It has four factors:

1.6.1.1 Contribution

According to Dienesch and Liden, the definition of perceived contribution is as the "perception of the amount, direction, and quality of work-oriented activity each member puts forth toward the mutual goals (explicit or implicit) of the dyad" (1986); loyalty is as the "both leader and member publicly support each other's actions and character". This factor's questions can be exemplified as "I do work for my immediate manager that goes beyond what is specified in my job description" (1986).

1.6.1.2 Affect:

According to Dienesch and Liden, the definition of affect is "the mutual affection members of the dyad have for each other based primarily on interpersonal attraction rather than work or professional values". "I like my immediate manager very much as a person" is an example of an affect factor's question. (1986).

1.6.1.3 Loyalty:

According to Dienesch and Liden, the definition of loyalty is "the extent to which both leader and member publicly support each other's actions and character". "My immediate manager defends my work actions to a superior, even without complete knowledge of the issue in question is an example question to loyalty factor (1986).

1.6.1.4 Professional Respect

It is defined as "Perception of the degree to which each member of the dyad has built a reputation, within and/or outside the organization, of excelling at his or her line of work". To illustrate "I am impressed with my immediate manager's knowledge of his/her job" belongs to professional respect factor (Liden and Maslyn, 1998).

1.6.2 Low vs High Leader Member Exchange

LMX is rooted on role development which leads to distinguished role definitions. Thus, leader member exchanges differ for each role. Graen claims that since the time is limited, the leader is in close relationship solely with limited number of key subordinates who are considered as *in-group* members. The remaining group members who have limited relationship with the leader are referred to as *out-group* members. For out-group members the leader is seen as authority figure, ruler and policy maker to acquire certain performance (1976). In group members acquire more exchange whereas out group members acquire less exchange. Those exchanges can be exemplified as trust, mutual affection, endorsement, and formal/informal return (Graen & Cashman, 1975; Liden & Graen, 1980).

1.7 TEAM MEMBER EXCHANGE

As organizations' structures move from hierarchical to flatter (Bettis & Hitt, 1995), though vertical relationship is significant; its appearance may decrease comparing to horizontal structures (Avolio, Jung, Murry & Sivasubramaniam, 1996). Design of organizational structures around teams has emerged over recent decades (Mesmer-Magnus & DeChurch, 2009). The reason is that team work can leverage individual's knowledge and skills (Stevens & Campian, 1994). As the prevalence of team-oriented organizational structures is increasing, the need for comprehensive understanding of social exchange relation within teams is improving. This comprehensive understanding could assist both professionals and researchers (Liao et al. 2010).

Latest empirical studies (eg. Anand, Vidyarthi, Liden, & Rousseau, 2010; Dierdorff, Bell, & Belohlav, 2011; Liao, Liu, & Loi, 2010) have arisen interest for the investigation of social exchange affiliation quality within work clusters called *team-member exchange* (TMX) theory (Banks, Batchelor, Seers, O'Boyle, Pollack, & Gower, 2014; Seers, 1989; Seers, Petty, & Cashman, 1995). TMX was adjusted from LMX and introduced as the "reciprocal exchange quality among peers within a team" by Seers (1989). The formal definition of TMX is as follows: team mate's

perception of qualification of “the reciprocity between a member and his or her team with respect to the member’s contribution of ideas, feedback, and assistance to other members and, in turn, the member’s receipt of information, help, and recognition from other team members” (Seers et al., 1995, p. 21). Hence, instead of individual relationship quality evaluation, TMX corresponds shared team role exchange quality (Banks et. al; 2014).

1.7.1 Factors of Team Member Exchange

Initial version of TMX which consists of 10 items was adjusted from LMX by Seers (1989). For this study, I preferred the updated version of TMX which was constructed by Ford, Wilkerson, Seers and Moormann in 2014. The updated version enhances the usage of symmetric measures: contribution and receipt. Differentiating the contributions and receipts demonstrates the actuality of “social reciprocity” (Seers, Wilkerson & Grubb;2006). Thus, the new version includes 6 contribution items, 6 receipt items and 1 general item questioning the quality of TMX (Ford et al.; 2014) .

1.7.1.1 Contribution

Contribution factor assesses “the reciprocity between a member and his or her team with respect to the member’s contribution of ideas, feedback, and assistance to other members”. An example question of contribution factor is “I communicate openly with my team-mates about what I expect from them” (Seers et al., 1995, p. 21).

1.7.1.2 Receipt

Receipt factor assesses “the member’s receipt of information, help, and recognition from other team members”. To illustrate “My team-mates frequently provide support and encouragement to me” question is asked to evaluate degree of receipt from team members. (Seers et al., 1995, p. 21)

1.8 THE RESEARCH OBJECTIVE

In my thesis, I aim to understand how dispositional resistance to change of employees affect belief towards the imposed organizational change. In addition, I

would like to test how the other parties' dispositional resistance to change and belief towards the imposed change affect individual's belief towards change.

Change agent's role is critical in organizational change situations (Oreg & Svedlik, 2011). Thus, I would like to assess participants' change agent by asking participants to indicate the person who influences them the most during the Post-Acquisition Process (Imposed Change). In this study, change agent is named as "Influencer".

Moreover, since social exchange plays a crucial role in relationships, I would like to use leader member exchange and team member exchange as moderators. One of my aims is to find out whether the strength of the social exchange has an effect on the relationship between dispositional resistance to change and organizational change recipient's belief.

This study is expected to bring the following contributions to the literature:

a. In this study, I examine how social exchange (LMX and TMX) moderates the correlation of dispositional resistance to change and change belief in post-acquisition process. Since these moderators haven't been used in previous studies, I believe the findings will bring benefit the literature.

b. In the organizations, professionals work with their managers, team members, subordinates and other 3rd parties. They might be affected by all those people in terms of developing an attitude toward change. Thus, in this study, in addition to leader and team members, influencer's possible effect to change belief is considered as an important factor.

c. This study is conducted in a private sector where one International company bought one Turkish company's shares. They both operate in the same industry. Due to confidentiality, I couldn't issue the sector they operate in. However, still this study is expected to bring a new outlook to the literature from professionals' point of view to Post-Acquisition related change.

1.9 HYPOTHESIS

The objective of this study is to examine how dispositional resistance to change level of professionals affect their change belief in Post-acquisition process where LMX and TMX are moderator. In addition, how the influencer's perceived dispositional RTC correlates with professionals' belief and support towards change. As it was mentioned above, Organizational Change Recipients' belief scale has a factor, named Principal support. This factor is multiplied for each party: follower, manager, team members and influencer. To avoid misinterpretation, Principal support factor is named as support towards change. Thus, the hypothesis are as follows:

H1a: There is a negative correlation between dispositional RTC of follower and his/her belief towards acquisition;

H1b: There is a negative correlation between dispositional RTC of follower and his/her support towards acquisition.

H2a: There is a negative correlation between perceived dispositional RTC of leader and follower's belief towards acquisition

H2b: There is a negative correlation between perceived dispositional RTC of leader and follower's support towards acquisition

H3a: There is a positive correlation between leader's perceived support towards change and follower's belief towards acquisition

H3b: LMX increase the strength of correlation between leader's perceived support towards acquisition and follower's belief towards acquisition

H4a: There is a positive correlation between team members' perceived support towards acquisition and follower's belief towards acquisition

H4b: TMX increase the strength of correlation between team members' perceived support towards change and follower's belief towards change.

H5a: There is a positive correlation between dispositional RTC of follower and perceived dispositional RTC of influencer

H5b: There is a positive correlation between follower's support towards acquisition and perceived support of influencer towards acquisition

CHAPTER 2

METHOD

2.1. PARTICIPANTS AND DESIGN

Participants (N=168) are employees working in the company which operates in the private sector. Due to confidentiality reasons, the company's name will not be shared. This Target Company is in Post-Acquisition Integration process. 147 team-members and 21 managers representing 66 teams participated in the study. Prior to the acquisition, majority shares of the Target Company belonged to a local company. Then, the majority shares were acquired by a foreign company which operates in the same sector. The target company has a large employment rate in Turkey with more than 2,000 employees in the headquarter and approximately 20.000 employees in field locations. Convenient sampling method was used in the study. The survey link was sent to 387 HQ employees resulting in a 43% percent response rate.

Among 168 participants, 64% of employees (n= 108) are female and 36% of employees (n= 60) are male. Mean age of employees is 33.20 and standard deviation is 5.66; age distribution of participants ranges between 23 and 48. Ninety-three % of the participants have bachelor degree or higher. The average length of service in the company is 8.68 years ($SD=5.36$) and in the sector is 10.30 years ($SD=5.62$). Employees who have less than a year experience in current company weren't invited to participate in the study. The reason is that company experience a specific change situation, and to understand its effects it is better to have experience in the company.

The study has a multi-level model design (see Table 1). Level 1 predictors include (a) followers’ self-ratings for dispositional resistance to change, (b) followers’ “other” ratings, including their leader’s and their influencers’ perceived dispositional resistance to change, their leader’s, their influencers and teams’ perceived belief in the acquisition. Level 1 moderators include the followers’ ratings for leader member exchange and team member exchange. Level 2 variables include (a) the leader’s self-ratings for resistance to change and belief in the acquisition and (b) team membership as a random effect. Level 1 dependent variable is the followers’ self-ratings for their belief in the acquisition.

Though this was the original design, since enough data for leader rated RTC and belief could not be collected these two variables will not be used, only team membership will be included in the data analysis. Thus, the design was restructured as Level 1 design.

Table 1 Multi-Level Model Design

Level	Self- ratings	Perceived Rating
Level 1: Followers	Dispositional RTC, LMX, TMX, Belief towards Acquisition	Perceived dispositional RTC of leader, Perceived dispositional RTC of influencer, Perceived support of leader towards Acquisition, Perceived support of team members towards Acquisition, Perceived support of influencer towards Acquisition
Level 2: Leaders	Dispositional RTC, LMX, Belief towards Acquisition	

2.2. INSTRUMENTS

This is a quantitative research and the instrument of that research is a questionnaire. The questionnaire is distributed via an online survey platform—Qualtrics (<http://qualtrics.com/>) - to all participants. The survey was initiated by informative message and participant's consent to participate in this study. The survey consisted of five scales including dispositional resistance to change (RTC), leader-member exchange (LMX), team-member exchange (TMX), organizational change recipients' belief scale (OCRBS) and principal support factor of OCRBS scale which is named as support towards acquisition in this study. The participants responded questions which asked their opinions about themselves, their managers, their team members and their influencers. It is a self-rated questionnaire. Six-point Likert type scale ranging from 1 (strongly disagree) to 6 (strongly agree) was used for each measure. Turkish and English versions of survey are presented in Appendix A. and Appendix B.

All measures used in the survey were constructed originally in English. RTC and LMX scales were translated and validated in Turkish in prior studies. RTC was retrieved from Bayazit's study (Oreg et al., 2008) and LMX was retrieved from Bas, Keskin & Mert's study (2010). For TMX and Change Recipients' Belief Scales, the English versions of the original scale items were translated into Turkish by two independent translators who have good command of both English and Turkish. Then, the two versions of the Turkish translations were discussed with an independent reviewer to decide on the exact translation of each item of the questionnaire. Then, the Turkish versions of the items were back translated into English by another independent translator. Finally, the resulting English version was compared against the original items and the final version of the questionnaire was prepared.

Before the distribution of the questionnaire to the actual sample, a pilot study was conducted in order to assess whether all the questions and directions in the questionnaire are understood properly. The data for this pilot study were collected from 35 employees working for different companies. Based on the

feedback received, ambiguous wordings were rephrased and the survey instrument was finalized. In addition, those translated questions were also discussed with three individuals from the target company to ensure the adoptability of the question style to company's culture.

2.2.1 Dispositional Resistance to Change

Dispositional resistance to change scale (Oreg, 2003) was used to measure dispositional resistance to change. The questionnaire has four dimensions with 17 questions, namely, *routine seeking*, *emotional reaction*, *short term focus* and *cognitive rigidity*. It has two reverse items which are question 4 and question 14. Responses to each items are rated by 6 point Likert type scale from 1 (strongly disagree) to 6 (strongly agree).

The initial study was tested in a US sample. To extend the generalizability of the questionnaire, a validation study of RTC was conducted in 2008 across 17 nations (Oreg et al., 2008). The model's overall reliability from 17 nations was $\alpha = .83$; Root-mean-square error of approximation (RMSEA) = .05; Comparative fit index (CFI) = .93; and Goodness of fit index (GFI) = .92.) The test was also conducted in Turkey, Istanbul, among Turkish undergraduate students by Bayazit, Mahmut. Reliability of the study was .77 (RMSEA = .056; CFI = .90; and GFI = .91). The present thesis used this validated Turkish version of the questionnaire. As explained in the previous section, in the present study, participants were asked to indicate not only their own dispositional RTC, but also the perceived dispositional RTC of their leaders and influencers. Dispositional RTC scale was originally constructed as self-rating scale since traits generally are self-rated. However, in the past, several studies used other ratings of personality traits of scale items that were originally used in self-ratings. In this condition, they are called as "perceived traits". Individual traits cannot be assessed by someone other than the individual himself/herself. However, perceived traits might be assessed by someone who is in interaction with the target person (Michel, Todnem & Burnes, 2013; Oreg, 2003). The question items are shown in Appendix A and B.

2.2.2 Leader Member Exchange

The original version of LMX consists of 7 items (Graen,1976). Liden & Maslyn (1998) updated the measure and named it as LMXMDM ($\alpha = .91$). LMXMDM was used in the present thesis. It has four dimensions: *contribution*, *affect*, *loyalty*, and *professional respect*. Responses to each items are rated by 6 point Likert type scale from 1 (strongly disagree) to 6 (strongly agree). Turkish version of LMX scale reliability and validity test was conducted by Bas, Keskin & Mert (2010) among banking professionals. The scale was found reliable with all four factors: contribution (.70), affect (.92), loyalty (.86) and professional respect (.90). In addition, the Turkish version of the scale showed good fit (Kline, 2005) on the basis of confirmatory factor analysis (RMSEA = .04; CFI = .99; and GFI = .98) (were confirmed The Turkish model was fitted into 4 factors as the original version. The question items are shown in Appendix A and B

2.2.3 Team Member Exchange

TMX, which consists of 10 items, was constructed on the basis of LMX (Seers, 1989). For the present study, the updated version of TMX was used which was constructed by Ford, Wilkerson, Seers and Moormann in 2014. The updated version enhances the usage of symmetric measures: contribution and receipt Differentiating the contributions and receipts demonstrates the actuality of “social reciprocity” (Seers, Wilkerson & Grubb; 2006). Thus, their new version includes 6 contribution items ($\alpha = .77$), 6 receipt items ($\alpha = .86$) and 1 general item questioning quality of TMX (Ford et al; 2014). The questions are added to Appendix A and B.

2.2.4 Organizational Change Recipients’ Beliefs Scale

To assess change recipients’ belief toward a specific change, which referes to a company acquisition in the present thesis, the change recipients’ belief scale was used (Armenakis et al, 2007). The original scale ($\alpha = .90$) consists of five dimensions, namely, appropriateness ($\alpha = .89$), discrepancy ($\alpha = .89$), efficacy ($\alpha = .76$), principal support ($\alpha = .75$) and valence ($\alpha = .82$). One of the aims of the thesis is to explore how other parties’ belief toward change affect individuals’

beliefs. Thus, perceived leader, team member and influencers' belief in the acquisition are included. . Principal support factor of OCB scale explains the support and belief of change agents and opinion leaders toward change situation. In this study, the relationship between opinion leaders' belief and individuals' belief is assessed (Armenakis et al, 2007). Thus, this factor is multiplied for each opinion leaders: the individual himself/herself, leader, team members and influencer.

The specific circumstance is "Post Acquisition Integration". Thus, instead of using "change", the measure used in this thesis termed the change as "Post Acquisition Integration". In addition, to identify the origins of support within an organization, participants answered the same questions from his/her own perspective, his/her leader's perspective, his/her team members' perspectives, and his/her influencer's perspective. To illustrate; I multiplied the question "My immediate manager is in favor of this change" to the following questions: "*I am in favor of the change in Post-Acquisition Integration*" (follower self-rating); "*My manager is in favor of the change in Post-Acquisition Integration*" (follower rating manager); "*My team members, in general, are in favor of the change in Post-Acquisition Integration*" (follower rating team members); "*My influencer is in favor of the change in Post-Acquisition Integration*" (follower rating influencer).

2.3 PROCEDURE

I contacted with the organization where the study would be conducted. Then, I went through the context and the questions of the study to get permission. Then, I got Ethics Committee Approval dated Feb 9, 2017, and issued with the 2017-20024-06 number (Appendix C). Prior to data collection, I contacted with a person from each department. These contact persons contacted people in their department and provided me the prospected participants' contact information. After that, I sent an informative e-mail to these prospected participants which includes details of my study. Then, I sent each individual a protected survey link via qualtrics e-mail system. I sent a remainder e-mail one week after the distribution of the questionnaire to the prospected participants. Among 387 questionnaires, 168 of them successfully completed (response rate 43%).

CHAPTER 3

RESULTS

In this section, exploratory factor analysis, confirmatory factor analysis and reliability analysis of the scales are presented. Then, correlation and inferential tests' results are demonstrated and interpreted.

3.1 FACTOR AND RELIABILITY ANALYSIS

Exploratory factor analysis (EFA) is a statistical approach which examines how questionnaire items load onto some latent factors. Each of those latent factors correspond to different aspects of the scale. In the following analysis, prior to EFA, *Kaiser-Meyer-Olkin Measure of Sampling Adequacy* (KMO) and *Bartlett's Test of Sphericity* were tested. KMO measures the sampling adequacy and is expected to be above .60. In addition, the Bartlett's Test of Sphericity indicates whether the correlations between the items differ significantly from zero (Hair, Black, Babin, & Anderson, 2010). In EFA, a conservative measure is applied and principal component analysis with varimax rotation on each variable is selected. This method is preferred since the sample size of the study was limited and some of the scales were translated. Small coefficients below .40 were suppressed and items with low factor loadings or cross-loadings were discarded (Hair et al., 2010; Nunnally, 1978). The items which loaded on more than one factor, or that loaded on different factors proposed by the original subscales, were discarded as well. The overall aim of the EFA was to retain a model in which each measure and its subscales corresponded to the original measures. EFA analysis of the research was conducted in SPSS.17.

Confirmatory Factor Analysis (CFA) was conducted by using Amos 24.0 to confirm the structure of scales proposed by theory or prior research. CFA was conducted separately for each variable. The aim of the CFA was to test and enhance model fit on items retained in EFA. It is recommended to consider several fit indexes in CFA. Cmin/df value is the minimum discrepancy which gives chi-square goodness of fit, should be below 2. Comparative Fit Indices (CFI) compares the fit of a target model to the fit of an independent model, should be below .90. Tucker-

Lewis Index (TLI) assess the fit in the non-normal samples, should be greater than .90. Root Mean Square Error of Approximation (RMSEA) shows a measure of approximate fit instead of perfect fit. It removes the effects of df and sample size ($p < .08$ is an acceptable fit and $p < .05$ is a good fit) (Hair, 2010).

Following CFA, reliability analysis was conducted with the items retained. Reliability analysis was completed for the each retained original subscale and overall scales. Items that reduced reliability substantially were discarded. This process was repeated until maximum reliability was reached. Cronbach Alpha's reliability of the factors and overall scale is expected to be higher than .80. In statistical analysis, to warrant construct reliability and validity, construct reliability value should be greater than 0.70 (Nunnally, 1978).

3.1.1 Self-rated Dispositional Resistance to Change

First EFA then CFA was applied to Follower's Dispositional Resistance to Change scale. The scale originally consists of 17 items embedded within 4 factors. This four factors emerged with Eigen values over 1 explaining 63.45% of the variance. Four items indicated cross-loadings and were subsequently removed. Table 2.a. shows the EFA structures and respective reliabilities. A value of .72 for KMO and the result of Bartlett Test ($\chi^2 = 566.36$, $df = 78$, $p < .001$) indicated a good fit. Then, CFA was conducted with the retained 13 items. The fit was improved by discarding one further item (*RF14: I often change my mind*). The final structure included 12 items which are shown in Table 2.b below with their CFA standardized loadings. Based on the fit indexes ($CFI = .90$; $RMSEA = .08$, $TLI = .87$, $Cmin/df = 1.98$) the model achieved a "reasonable approximate fit" (Kline, 2015). Based on reliability analyses, emotional reaction and short-term focus subscales were constructed. Due their low reliabilities, the subscales of cognitive rigidity and routine seeking were not constructed. For an overall measure, reliability analysis was conducted with the items retained in CFA (12 items) and $\alpha = .78$ was achieved. To summarize, self-rated dispositional resistance to change was measured by an overall scale and the subscales of emotional reaction and short term focus. High scores on these scales indicate high dispositional resistance to change.

Table 2.a. EFA Fitted Solution, Factor Loading, Eigen Values, Total Variance Explained and Reliabilities for Self-Rated Resistance (N=168)

Factors	Factor Loadings	Eigen Values	Total Variance Explained (%)	Cronbach Alpha
<i>Follower Rated Dispositional RTC Total</i>			63.45%	
<i>Factor 1: Short Term Focus (4 items)</i>		3.66	18.86	$\alpha = .78$
RF12. When someone pressures me to change something, I tend to resist it even if I think the change may ultimately benefit me.	.81			
RF13. I sometimes find myself avoiding changes that I know will be good for me.	.80			
RF11. Often, I feel a bit uncomfortable even about changes that may potentially improve my life.	.76			
RF10. Changing plans seems like a real hassle to me.	.59			
<i>Factor 2: Emotional Reaction (3 items)</i>		1.6	17.26	$\alpha = .78$
RF7. When I am informed of a change of plans, I tense up a bit.	.84			
RF8. When things don't go according to plans, it stresses me out.	.77			
RF6. If I were to be informed that there's going to be a significant change regarding the way things are done at work, I would probably feel stressed.	.76			
<i>Factor 3: Cognitive Rigidity (3 items)</i>		1.1	12.37	$\alpha = .51$
RF15. I don't change my mind easily.	.82			
RF16. Once I've come to a conclusion, I'm not likely to change my mind.	.71			
RF14: I often change my mind	.56			
<i>Factor 4: Routine Seeking (3 items)</i>		1.1	11.81	$\alpha = .44$
RF1. I generally consider changes to be a negative thing.	.72			
RF2. I'll take a routine day over a day full of unexpected events any time.	.62			
RF3. I like to do the same old things rather than try new and different ones.	.61			

Table 2.b. CFA Fitted Solution, Inter-Item Reliabilities, Standardized Estimates and Correlation among Subscales for Self-Rated Resistance (N=168)

Factors	Loadings	Interactions with other Factors			
		1	2	3	4
<i>Factor 1: Short Term Focus (4 items)</i>		$\alpha = .78$			
RF11. Often, I feel a bit uncomfortable even about changes that may potentially improve my life.	.75				
RF12. When someone pressures me to change something, I tend to resist it even if I think the change may ultimately benefit me.	.75				
RF13. I sometimes find myself avoiding changes that I know will be good for me.	.67				
RF10. Changing plans seems like a real hassle to me.	.58				
<i>Factor 2: Emotional Reaction (3 items)</i>		.43	$\alpha = .78$		
RF6. If I were to be informed that there's going to be a significant change regarding the way things are done at work, I would probably feel stressed.	.82				
RF7. When I am informed of a change of plans, I tense up a bit.	.79				
RF8. When things don't go according to plans, it stresses me out.	.60				
<i>Factor 3: Cognitive Rigidity (3 items)</i>		.27	.21	$r = .47$	
RF15. I don't change my mind easily.	.97				
RF16. Once I've come to a conclusion, I'm not likely to change my mind.	.48				
<i>Factor 4: Routine Seeking (3 items)</i>		.61	.54	.36	$\alpha = .44$
RF1. I generally consider changes to be	.53				
RF2. I'll take a routine day over a day full of unexpected events any time.	.44				
RF3. I like to do the same old things rather than try new and different ones.	.41				

Note: $Cmin/df = 1.98$, $CFI = .90$, $TLI = .87$ and $RMSEA = .08$ (Appendix D.1)

3.1.2 Perceived Dispositional RTC of Leader

The three factors emerged with Eigen values over 1 explaining 71.98% of the variance after application of EFA and CFA to the original scale. Eight items indicated cross-loading, which were subsequently removed, including all items measuring routine seeking. Table 3.a. shows the EFA structures and respective reliabilities. A value of .83 for KMO and the result of Bartlett Test ($\chi^2= 595.66$, $df=.36$, $p < .001$) indicated a good fit. CFA was conducted with the retained 9 items. To improve fit, two further items were discarded (*RL15. My manager does not change his/her mind easily and RL16. Once my manager has come to a conclusion, he/she is not likely to change his/her mind*). The final structure included 7 items which are shown in Table 3.b. Based on the fit indexes ($CFI=.98$; $RMSEA=.08$, $TLI=.96$ $Cmin/df = 1.94$) the model achieved a “reasonable approximate fit” (Kline, 2015). Emotional reaction and short-term focus indicated high inter-item reliabilities thus their subscales were constructed. Due its low reliability, the subscale of cognitive rigidity was not constructed. For an overall measure, reliability analysis was conducted with the items retained in CFA (7 items) and $\alpha = .86$ was achieved. In sum, follower rated perceived dispositional resistance to change of leader was measured by an overall scale and the subscales of emotional reaction and short term focus. High scores on these scales indicate high dispositional resistance to change.

Table 3.a. EFA Fitted Solution, Factor Loading, Eigen Values, Total Variance Explained and Reliabilities among Subscales for Leader's RTC (N=168)

Factors	Factor Loadings	Eigen Values	Total Variance Explained (%)	Cronbach Alpha
<i>Leader's Perceived Dispositional RTC</i>			71.98%	
<i>Factor 1: Short Term Focus (4 items)</i>			45.25	$\alpha = .82$
RL12. When someone pressures my manager to change something, he/she tends to resist it even if he/she thinks the change may ultimately benefit him/her.	.84			
RL13. I sometimes find myself avoiding changes that I know will be good for me.	.81			
RL11. Often, my manager feels a bit uncomfortable even about changes that may potentially improve his/her life.	.78			
RL10. Changing plans seems like a real hassle to my manager.	.58			
<i>Factor 2: Emotional Reaction (3 items)</i>			13.95	$\alpha = .83$
RL7. When my manager is informed of a change of plans, he/she tenses up a bit.	.86			
RL6. If my manager were to be informed that there's going to be a significant change regarding the way things are done at work, he/she would probably feel stressed.	.83			
RL8. When things don't go according to plans, it stresses my manager out.	.75			
<i>Factor 3: Cognitive Rigidity (3 items)</i>			12.78	$r = .43$
RL15. My manager does not change his/her mind easily.	.83			
RL16. Once my manager has come to a conclusion, he/she is not likely to change his/her mind.	.79			

Table 3.b. CFA Fitted Solution, Inter-Item Reliabilities, Standardized Estimates and Correlation among Subscales for Leader's RTC (N=168)

<i>Factors</i>	<i>Loadings</i>	<i>Interactions with other Factors</i>	
		1	2
<i>Factor 1: Short Term Focus (4 items)</i>		$\alpha = .82$	
RL12. When someone pressures my manager to change something, he/she tends to resist it even if he/she thinks the change may ultimately benefit him/her.	.81		
RL11. Often, my manager feels a bit uncomfortable even about changes that may potentially improve his/her life.	.78		
RL13. I sometimes find myself avoiding changes that I know will be good for me.	.71		
RL10. Changing plans seems like a real hassle to my manager.	.65		
<i>Factor 2: Emotional Reaction (3 items)</i>		.63	$\alpha = .83$
RL7. When my manager is informed of a change of plans, he/she tenses up a bit.	.87		
RL6. If my manager were to be informed that there's going to be a significant change regarding the way things are done at work, he/she would probably feel stressed.	.81		
RL8. When things don't go according to plans, it stresses my manager out.	.69		

Note: Cmin/df = 1.94, CFI= .98, TLI=.96 and RMSEA= .08 (Appendix D.2)

3.1.3 Perceived Dispositional RTC of Influencer

Three factors emerged with Eigen values over 1 explaining 75.13% of the variance. Nine items (including all the items for routine seeking) indicated cross-loading, thus these items were discarded. Table 4.a. shows the EFA structures and respective reliabilities. A value of .75 for KMO and the result of Bartlett Test ($\chi^2=402.70$, $df=28$, $p<.001$) indicated a good fit. CFA was conducted with the retained 8 items. The results supported the three structures that emerged in EFA. Two further items were discarded to enhance fit (*RII5. My influencer does not change his/her mind easily and RII6. Once my influencer has come to a conclusion, he/she is not likely to change his/her mind*). The final structure included 6 items which are shown in Table 4.b below with their CFA standardized loadings. Based on the fit indexes ($CFI=.98$; $RMSEA=.08$, $TLI=.96$ $Cmin/df = 1.81$) the model was a “reasonable approximate fit” Emotional reaction and short-term focus indicated high reliability thus these subscales were constructed. Cognitive rigidity as a subscale, due to the low reliability of its items, was not constructed. For an overall measure, the items retained in CFA (6 items) were used ($\alpha=.81$). To summarize, perceived dispositional resistance to change of influencer was measured by an overall scale and the subscales of emotional reaction and short term focus. High scores on these scales indicate high dispositional resistance to change.

Table 4.a. EFA Fitted Solution, Factor Loading, Eigen Values, Total Variance Explained and Reliabilities among Subscales for Influencer's RTC (N=131)

<i>Factors</i>	<i>Factor Loadings</i>	<i>Eigen Values</i>	<i>Total Variance Explained (%)</i>	<i>Cronbach Alpha</i>
<i>Influencer's Perceived Dispositional RTC Total</i>			75.13%	
<i>Factor 1: Emotional Reaction (3 items)</i>		3.54	29.09	$\alpha = .85$
RI7. When my influencer is informed of a change of plans, he/she tenses up a bit.	.88			
RI6. If my influencer were to be informed that there's going to be a significant change regarding the way things are done at work, he/she would probably feel stressed.	.84			
RI8. When things don't go according to plans, it stresses my influencer out.	.80			
<i>Factor 2: Short Term Focus (3 items)</i>		1.43	27.43	$\alpha = .79$
RI12. When someone pressures my influencer to change something, he/she tends to resist it even if he/she thinks the change may ultimately benefit him/her.	.85			
RI11. Often, my influencer feels a bit uncomfortable even about changes that may potentially improve his/her life.	.81			
RI13. I sometimes find my influencer avoiding changes that he/she knows will be good for him/her	.78			
<i>Factor 3: Cognitive Rigidity (2 items)</i>		1.05	18.62	$r = .49$
RI16. Once my influencer has come to a conclusion, he/she is not likely to change his/her mind.	.86			
RI15. My influencer does not change his/her mind easily.	.78			

Table 4.b CFA Fitted Solution, Inter-Item Reliabilities, Standardized Estimates and Correlation among Subscales for Influencer’s RTC (N=131)

Factors	Loadings	Interactions with other Factors	
		1	2
<i>Factor 1: Emotional Reaction (3 items)</i>		$\alpha = .85$	
RI7. When my influencer is informed of a change of plans, he/she tenses up a bit.	.90		
RI6. If my influencer were to be informed that there’s going to be a significant change regarding the way things are done at work, he/she would probably feel stressed.	.77		
RI8. When things don’t go according to plans, it stresses my influencer out.	.75		
<i>Factor 2: Short Term Focus (3 items)</i>		.48	$\alpha = .79$
RI11. Often, my influencer feels a bit uncomfortable even about changes that may potentially improve his/her life.	.83		
RI12. When someone pressures my influencer to change something, he/she tends to resist it even if he/she thinks the change may ultimately benefit him/her.	.74		
RI13. I sometimes find my influencer avoiding changes that he/she knows will be good for him/her	.66		

Note: $C_{min}/df = 1.81$, $CFI = .98$, $TLI = .96$ and $RMSEA = .08$ (Appendix D.3)

3.1.4 Leader Member Exchange

The scale originally consists of 12 items embedded within 4 factors. KMO result which is .83 and Bartlett Test ($\chi^2 = 1103.11$, $df = 36$, $p < .001$) were appropriate to apply EFA. Three factors emerged with Eigen values over 1 explaining 83.33% of the variance. Three items indicated cross-loading, which were removed. Table 5.a. shows the EFA structures and respective reliabilities. Then, CFA was conducted with the retained 9 items. The results supported the structures that emerged in EFA. As indicated Table 5.b. the model with 9 items regarding contribution, affect, and professional respect achieved a “reasonable approximate

fit” based on the fit indexes ($CFI = .95$; $RMSEA = .12$, $TLI = .92$ $Cmin/df = 3.43$) (Kline, 2015). All the factors retained in EFA and CFA were constructed: The overall measure based on the nine items was reliable ($\alpha = .89$) was achieved. Thus, leader-member exchange was measured by an overall scale and the subscales of contribution, affect and professional respect. High scores on these scales indicate high leader-member exchange.

Table 5.a. EFA Fitted Solution, Factor Loading, Eigen Values, Total Variance Explained and Reliabilities among Subscales for Leader Member Exchange (N=168)

Factors	Factor Loadings	Eigen Values	Total Variance Explained (%)	Cronbach Alpha
<i>LMX Total</i>			83.33 %	
<i>Factor 1: Professional Respect (3 items)</i>		5.1	28.10	$\alpha = .89$
LMX10. I am impressed with my immediate manager's knowledge of his/her job.	.88			
LMX12. I admire my immediate manager's professional skills.	.86			
LMX11. I respect my immediate manager's knowledge of and competence on the job.	.81			
<i>Factor 2: Affect (3 items)</i>		1.36	27.90	$\alpha = .89$
LMX1. I like my immediate manager very much as a person.	.89			
LMX2. My immediate manager is the kind of person one would like to have as a friend.	.89			
LMX3. My immediate manager is a lot of fun to work with.	.78			
<i>Factor 3: Loyalty (3 items)</i>		1.05	27.33	$\alpha = .90$
RI16. Once my influencer has come to a conclusion, he/she is not likely to change his/her mind.	.86			
RI15. My influencer does not change his/her mind easily.	.78			

Table 5.b CFA Fitted Solution, Inter-Item Reliabilities, Standardized Estimates and Correlation among Subscales for Leader Member Exchange (N=168)

Factors	Loadings	Interactions with other Factors		
		1	2	3
<hr/>				
<i>Factor 1: Professional Respect (3 items)</i>		$\alpha = .89$		
LMX10. I am impressed with my immediate manager's knowledge of his/her job.	.92			
LMX12. I admire my immediate manager's professional skills.	.84			
LMX11. I respect my immediate manager's knowledge of and competence on the job.	.82			
<hr/>				
<i>Factor 2: Affect (3 items)</i>		.49	$\alpha = .89$	
LMX2. My immediate manager is the kind of person one would like to have as a friend.	.89			
LMX1. I like my immediate manager very much as a person.	.85			
LMX3. My immediate manager is a lot of fun to work with.	.82			
<hr/>				
<i>Factor 3: Loyalty (3 items)</i>		.65	.51	$\alpha = .90$
LMX5. My immediate manager would come to my defense if I were attacked by others.	.96			
LMX6. My immediate manager would defend me to others in the organization if I made an honest mistake.	.83			
LMX4. My immediate manager defends my work actions to a superior, even without complete knowledge of the issue in question.	.82			

Note: $Cmin/df = 3.43$, $CFI = .95$, $TLI = .92$ and $RMSEA = .12$ (Appendix D.4)

3.1.5 Team Member Exchange

The scale originally consists of 12 items that distribute within 2 factors. Since, KMO was acquired as .87 and result of Bartlett Test ($\chi^2= 1079.19$, $df= 55$, $p < .001$) indicated a good fit, EFA was applied. These two factors emerged with Eigen values over 1 explaining 65.25 % of the variance. One item indicated cross-loading, which was removed. The EFA results are presented in Table 6.a. Then, CFA was conducted with the retained 11 items in which one item was further discarded to enhance fit (*TMX1. I communicate openly with other members of my division about what I expect from them*). The results supported the original structures.

The final structure included 10 items (Table 6.b). The model achieved “a good approximate fit” based on the fit indexes ($CFI= .99$; $RMSEA= .06$, $TLI=.98$ $Cmin/df = 1.51$) (Kline, 2015). For an overall measure, reliability analysis was conducted with the items retained in CFA (10 items) and $\alpha=.89$ was achieved. Overall, follower rated team-member exchange was measured by an overall scale and the subscales of contribution and receipt. High scores on these scales indicate high team-member exchange.

Table 6.a. EFA Fitted Solution, Factor Loading, Eigen Values, Total Variance Explained and Reliabilities among Subscales for Team Member Exchange (N=168)

<i>Factors</i>	<i>Factor Loadings</i>	<i>Eigen Values</i>	<i>Total Variance Explained (%)</i>	<i>Cronbach Alpha</i>
<i>TMX Total</i>			65.25 %	
<i>Factor 1: Receipt (5 items)</i>		5.26	34.82	$\alpha = .92$
TMX10. Other members of my division frequently take actions that make things easier for me	.91			
TMX11. When I am busy, other members of my division often volunteer to help me out	.89			
TMX12. Other members of my division frequently suggest ideas that I can use	.87			
TMX8. Other members of my division frequently provide support and encouragement to me	.78			
TMX9. Other members of my division frequently recognize my efforts	.78			
<i>Factor 2: Contribution (6 items)</i>		1.92	30.43	$\alpha = .83$
TMX6. I frequently suggest ideas that other members of my division can use	.77			
TMX2. I frequently provide support and encouragement to other members of my division.	.76			
TMX4. I frequently take actions that make things easier for other members of my division	.76			
TMX3. I frequently recognize the efforts of other members of my division	.72			
TMX5. When other members of my division are busy, I offer volunteer to help them out	.70			
TMX1. I communicate openly with other members of my division about what I expect from them	.59			

Table 6.b. CFA Fitted Solution, Inter-Item Reliabilities, Standardized Estimates and Correlation among Subscales for Team Member Exchange (N=168)

<i>Factors</i>	<i>Loadings</i>	<i>Interactions with other Factors</i>	
		1	2
<i>Factor 1: Receipt (5 items)</i>		$\alpha = .83$	
TMX10. Other members of my division frequently take actions that make things easier for me	.91		
TMX11. When I am busy, other members of my division often volunteer to help me out	.88		
TMX12. Other members of my division frequently suggest ideas that I can use	.87		
TMX9. Other members of my division frequently recognize my efforts	.77		
TMX8. Other members of my division frequently provide support and encouragement to me	.75		
<i>Factor 2: Contribution (6 items)</i>		.49	$\alpha = .83$
TMX4. I frequently take actions that make things easier for other members of my division	.76		
TMX3. I frequently recognize the efforts of other members of my division	.73		
TMX5. When other members of my division are busy, I offer volunteer to help them out	.73		
TMX2. I frequently provide support and encouragement to other members of my division.	.68		
TMX6. I frequently suggest ideas that other members of my division can use	.61		

Note: $C_{min}/df = 1.51$, $CFI = .99$, $TLI = .98$ and $RMSEA = .06$ (Appendix D.5)

3.1.6 Recipients' Belief Toward Acquisition

The scale originally consists of 24 items embedded within 5 factors. As mentioned above, principal support factor items are multiplied for follower, leader, team member and influencer. Among the remaining 18 questions, "I will earn higher pay from my job after this change" question is discarded prior to the research due to confidentiality reasons. The remaining items provided a value of .89 for KMO and the result of Bartlett Test ($\chi^2 = 2295.89$, $df = 120$, $p < .001$), indicated a good fit. In EFA three factors emerged among 4 factors with Eigen values over 1 explaining 72.72 % of the variance. One item indicated cross-loading, which was subsequently removed. Table 7.a. shows the EFA structures and respective reliabilities. Two of the factors from the original scale came together and were loaded into one factor in the study. Since I preferred to follow the original subscales, instead of creating a new a sub-scale, three items were discarded ("*B15. This Post Acquisition change will benefit me*"; "*B16. With this Post Acquisition change in my job, I will experience more self-fulfillment, B17*"; "*The Post Acquisition change in my job assignments will increase my feelings of accomplishment*"). Then, CFA was conducted with the retained 13 items. The fit was, however, improved by discarding one further item (*B14. We have the capability to successfully implement this Post Acquisition change*). The results supported the original structures.

The final structure included 12 items which are shown in Table 7.b below with their CFA standardized loadings. Based on the fit indexes ($CFI = .99$; $RMSEA = .04$, $TLI = .99$ $Cmin/df = 1.32$) the model achieved "a good approximate fit" (Kline, 2015). For an overall measure, reliability analysis was conducted with the items retained in CFA (12 items) and $\alpha = .90$ was achieved. To summarize, follower rated recipients' belief toward acquisition was measured by an overall scale and the subscales of appropriateness, discrepancy and efficacy. High scores on these scales indicate high belief toward acquisition.

Table 7.a EFA Fitted Solution, Factor Loading, Eigen Values, Total Variance Explained and Reliabilities among Subscales for Recipients' Belief Toward Acquisition (N=168)

<i>Factors</i>	<i>Factor Loadings</i>	<i>Eigen Values</i>	<i>Total Variance Explained (%)</i>	<i>Cronbach Alpha</i>
<i>Recipients' Belief toward Acquisition Total</i>			72.72 %	
<i>Factor 1: Appropriateness + Valence (8 items)</i>		7.64	35.66	<i>α</i> = .95
B2. The change in our operations which is related to Post Acquisition will improve the performance of our organization.	.87			
B4. When I think about this Post Acquisition change, I realize it is appropriate for our organization.	.84			
B1. I believe the proposed organizational change related to Post Acquisition will have a favorable effect on our operations.	.83			
B5. This Post Acquisition change will prove to be best for our situation.	.83			
B16. With this Post Acquisition change in my job, I will experience more self-fulfillment.	.82			
B3. The Post Acquisition change that we are implementing is correct for our situation.	.80			
B15. This Post Acquisition change will benefit me.	.80			
B17. The Post Acquisition change in my job assignments will increase my feelings of accomplishment.	.78			
<i>Factor 2: Discrepancy (4 items)</i>		2.72	20.41	<i>α</i> = .90
B8. In this Pos Acquisition process we need to improve our effectiveness by changing our operations	.91			
B9. A change is needed to improve our operations in Post Acquisition Integration.	.91			
B7. We need to improve the way we operate in this organization	.86			
B6. We need to change the way we do some things in this organization in Post Acquisition Integration.	.65			
<i>Factor 3: Efficacy (4 items)</i>		1.28	16.66	<i>α</i> = .82
B12. I am capable of successfully performing my job duties with the Post Acquisition change.	.81			
B11. I can implement this Post Acquisition change in my job.	.78			
B10. I have the capability to implement the Post Acquisition change that is initiated.	.71			
B14. We have the capability to successfully implement this Post Acquisition change.	.68			

Table 7.b CFA Fitted Solution, Inter-Item Reliabilities, Standardized Estimates and Correlation among Subscales for Recipients' Belief Toward Acquisition (N=168)

Factors	Loadings	Interactions with other Factors		
		1	2	3
<i>Factor 1: Appropriateness (5 items)</i>		$\alpha = .93$		
B2. The change in our operations which is related to Post Acquisition will improve the performance of our organization.	.92			
B4. When I think about this Post Acquisition change, I realize it is appropriate for our organization.	.86			
B5. This Post Acquisition change will prove to be best for our situation.	.85			
B1. I believe the proposed organizational change related to Post Acquisition will have a favorable effect on our operations.	.82			
B3. The Post Acquisition change that we are implementing is correct for our situation.	.79			
<i>Factor 2: Discrepancy (4 items)</i>		.36	$\alpha = .90$	
B8. In this Pos Acquisition process we need to improve our effectiveness by changing our operations	.97			
B9. A change is needed to improve our operations in Post Acquisition Integration.	.95			
B7. We need to improve the way we operate in this organization	.83			
B6. We need to change the way we do some things in this organization in Post Acquisition Integration.	.62			
<i>Factor 3: Efficacy (3 items)</i>		.38	.53	$\alpha = .82$
B11. I can implement this Post Acquisition change in my job.	.98			
B10. I have the capability to implement the Post Acquisition change that is initiated.	.78			
B12. I am capable of successfully performing my job duties with the Post Acquisition change.	.61			

Note: $Cmin/df = 1.32$, $CFI = .99$, $TLI = .99$ and $RMSEA = .04$ (Appendix D.5)

3.1.7 Principal Support toward Acquisition

Principal Support factor was originally belongs to Organizational Change Recipients' Belief Scale (Armenakis et al., 2007). Since principal support of each party, leader, team member and influencer is important and has an effect, this factor is multiplied into four to assess all the principals' perceived support towards Acquisition. Participant rated the same principal support questions considering himself/herself, for his/her manager, team members in general and influencer. For this factor neither EFA, nor CFA were applied since it consists of only one factor. Instead, reliability analysis conducted and results are shown in Table 8.

Table 8 Reliability Analysis for Principal Support Factor (N=168)

	Follower	Leader	Team Members	Influencer
<i>Principal Support</i>	.94	.94	.93	.92
1..... embrace(s) the proposed Post Acquisition Change.				
2.....am/is/are dedicated to making this Post Acquisition Change at work.				
3.....support(s) this Post Acquisition Change.				
4.....encourage(s) the people around to support the Post Acquisition Change.				

3.2 CORRELATION RESULTS

After reliability analysis, correlation analysis was conducted for all scales and their sub-scales. The scales' Pearson correlation coefficients are indicated in Table 9 and expanded version which includes sub-scales is presented in Appendix E.

Table 9. The Correlation Results of the Continuous Variables in the Research Model (N=168)

	1	2	3	4	5	6	7	8	9	10
1.RF	(.78)									
2.RL	.49**	(.86)								
3.RI	.54**	.50**	(.81)							
4.LMX	-.07	-.41**	.00	(.89)						
5.TMX	-.19*	-.07	-.02	.23**	(.89)					
6.BAF	-.30**	-.03	-.09	.08	.14	(.90)				
7.SAF	-.30**	-.15	-.12	.18*	.31**	.53**	(.94)			
8.SAL	-.13	-.39**	-.10	.36**	.15	.23**	.63**	(.94)		
9.SAT	-.15*	-.18*	-.14	.25**	.27**	.31**	.72**	.61**	(.93)	
10.SAI	-.23**	-.09	-.25**	.12	.26**	.45**	.72**	.44**	.60**	(.92)

** $p < 0.01$ level (2-tailed). * $p < 0.05$ level (2-tailed)

3.2.1 Dispositional Resistance to Change of Follower

Dispositions are traits and dispositional RTC is one of the traits and antecedents of recipients towards change. Besides, change belief is one of the explicit reactions towards change. The antecedents are conceptualized as the causes to explicit responses, not the responses itself (Oreg et al., 2011). In line with this, dispositional resistance to change of follower and follower's belief towards acquisition are correlated in the expected direction $r(168) = -.30$ $p < .01$ with $d(168) = .26$ (small effect size). As dispositional resistance to change increases, belief towards acquisition decreases. Moreover, follower RTC and follower's support to the acquisition are strongly correlated $r(168) = -.30$ $p < .01$ with $d(168) = .27$ (small effect size). Thus, Both H1a and H1b are supported. (H1a: there is a negative correlation between dispositional RTC of follower and his/her belief towards acquisition; H1b: there is a negative correlation between dispositional RTC of follower and his/her support towards acquisition).

Dispositional RTC of follower and perceived dispositional RTC of leader are strongly correlated $r(168) = .49$ $p < .01$ with $d(168) = .44$ $p < .01$ (small to medium effect size).

Dispositional RTC of follower and perceived dispositional RTC of influencer are strongly correlated $r(131) = .54$ $p < .01$ with $d(168) = .48$ $p < .01$ (medium effect size). H5a: There is a positive correlation between dispositional RTC of follower and perceived dispositional RTC of influencer is supported. It can be interpreted that employees choose their influencers in that change situation as the person whose dispositional RTC is in correlation with theirs. In addition, positive correlation between follower support towards acquisition and perceived support of influencer towards acquisition was founded $r(131) = .44$ $p < .01$ with $d(168) = .27$ $p < .01$ (small effect size) H5b: There is a positive correlation between follower support towards Acquisition and perceived support of influencer towards acquisition is supported.

3.2.2 Perceived Dispositional Resistance to Change of Leader

When correlation between perceived dispositional RTC of leader and Follower's Belief toward Acquisition is assessed, there is no significant correlation is found $r(168) = -.03$ $p > .05$. Neither Follower's Belief toward Acquisition nor Follower's support correlated with perceived RTC of leader $r(168) = -.15$ $p > .05$. Thus, *H2a and H2b were rejected (there is a negative correlation between dispositional RTC of leader and follower's belief towards acquisition; H2b: there is a negative correlation between dispositional RTC of leader and follower's support towards acquisition).*

There is a strong correlation between perceived RTC of leader and leader's perceived support toward acquisition $r(168) = -.39$ $p < .01$ with $d(168) = .31$ $p < .01$ (small effect size). It can be interpreted that as the perceived RTC of leader decreases, his/her perceived support towards change increases. Moreover, LMX is strongly correlated with perceived RTC of influencer, $r(168) = -.41$, $p < .01$ with $d(168) = .40$ $p < .01$ (small to medium effect size). This can be interpreted as the perceived dispositional RTC of leader decreases his/her exchange with the follower increases. However, perceived RTC of leader and TMX are not correlated $r(168) = -.07$, $p > .05$, which can be interpreted as leader's perceived dispositional RTC has no significant effect on team members' exchange.

3.2.3 Perceived Dispositional Resistance to Change of Influencer

In this study, participants were asked to identify their influencer. Influencer is defined as “the person influenced you at most in the Post Acquisition Processes of your organization”. In the below Table 10, influencers of participants are shown on the bases of title. Participants are regrouped into three level which are junior (assistant & associate), senior (supervisor & senior supervisor) and managerial (manager & unit manager).

Table 10. Influencers of the Organization

	Junior	Senior	Managerial
Nobody	24%	23%	17%
My Manager	22%	24%	*31%
Other Team's Manager	2%	4%	*7%
Team member	20%	10%	3%
Other Team's Member	7%	6%	7%
My Unit's Manager	11%	23%	*31%
Other Team's Unit Manager	4%	2%	*7%
One of the Member in the Top Management	11%	10%	34%
Total Participant Number	55	84	29

* In managerial level manager’s manager is equal to unit manager.

From the table above, it can be interpreted that people were influenced from nobody and their managers around 20% percentage. As their title went up in hierarchy, they were more influenced by their unit managers; less influenced by their team members. Thus, it can be roughly interpreted that as they get more interaction with the people, they are more influenced. To be more certain, a qualitative research can be conducted on this topic.

There is a strong correlation between perceived dispositional RTC of influencer and perceived support of influencer toward acquisition $r(131) = -.25$ $p < .01$ with $d(131) = .38$ $p < .01$ (small to medium effect size). It can be interpreted that as the perceived RTC of influencer decreases, his/her perceived support towards acquisition increases.

3.2.4 Leader Member Exchange

Leader member exchange and team member exchange are originated from social exchange. LMX evaluates follower's social exchange with his/her leader; while TMX evaluates follower's social exchange with team members. In this study, there is a strong correlation between LMX and TMX $r(168) = .23 p < .01$ with $d(168) = .34 p < .01$ (small to medium effect size). According to the results, as the exchange with the leader increases, the exchange with the team members increases as well. Moreover, there is a strong positive correlation between LMX and leader's perceived support towards acquisition $r(168) = .36 p < .01$ with $d(168) = .36 p < .01$ (small to medium effect size). LMX and team members' perceived support towards acquisition are also found correlated $r(168) = .25 p < .01$ though its effect size $d(168) = .23 p < .01$ is limited.

3.2.5 Team Member Exchange

As LMX, TMX also correlates with follower's support toward acquisition $r(168) = .27 p < .01$, its effect $d(168) = .23 p < .01$ is small. There is also correlation between TMX and team members' perceived support toward acquisition) $r(168) = .27 p < .01$ with $d(168) = .23 p < .01$ (small effect size). As the exchange among team members improve, perceived support of team members' toward acquisition improve as well.

3.2.6 Recipients' Belief and Support towards Acquisition

There is a strong correlation between follower's belief towards acquisition and follower's support toward acquisition $r(168) = .53 p < .01$ with $d(168) = .47 p < .01$ (medium). As the belief on the basis of appropriateness, discrepancy, efficacy and valence of individual towards acquisition increases in general, his/her support towards it increases as well. Though there is a correlation between follower's belief towards acquisition and leader's support toward acquisition $r(168) = .23 p < .01$, its effect $d(168) = .15 p > .05$ is not significant. Team member's perceived support makes the similar effect. Although there is a correlation between follower's belief towards acquisition and team member's perceived support

$r(168) = .31 p < .01$, its effect $d(168) = .19 p < .05$ is so small. Influencer's perceived support toward change make more effect compared to leader's and team member's. There is a correlation between follower's belief towards acquisition and influencer's support toward acquisition $r(168) = .45 p < .01$, with small effect $d(168) = .28 p < .01$.

As the belief towards acquisition is evaluated on the basis of principal support, there is a strong correlation between leader's perceived support and follower's support $r(168) = .63 p < .01$, with large effect $d(168) = .80 p < .01$. Correlation of follower's support increases with support of team members' and influencer's, $r(168) = .72 p < .01$, with medium effect $d(168) = .59 p < .01$ and $r(131) = .72 p < .01$, with medium effect $d(131) = .59 p < .01$ respectively. This can be interpreted as support of followers are effected by team members and influencer's support.

3.3 PREDICTORS OF RECIPIENTS' BELIEF TOWARDS ACQUISITION

One of the main aims of this study is to evaluate how the people in the organization affects individual's belief towards change in a specific change circumstances: acquisition. In addition, how the strength of the relationship among those people is changed by the strength of the social exchange of those people. For this aim, LMX and TMX are assessed as moderators of this study.

3.3.1 LMX as a moderator

In hypothesis 2, correlation between leader's perceived RTC and belief of follower towards acquisition was assessed. At the beginning, hierarchical regression analysis was conducted. However, since the between team differences were not significant $p(6,62, 147) = .10 p > .05$, it was not necessary to include team membership in the analysis. . Thus, regression analysis can be conducted. It can be concluded that perceived RTC of leader is not a predictor for neither follower's belief toward acquisition nor leader's perceived support toward acquisition. Though there is a correlation between follower's belief toward acquisition and leader's perceived support toward acquisition $r(168) = .23 p < .01$, its effect

$d(168) = .15$ $p > .05$ is not significant. Thus, H3a (*there is a positive effect of manager's perceived support towards change on follower's belief towards change*) was not supported. To evaluate how LMX affects the correlation, H3b (*"LMX increase the strength of correlation between manager's perceived support towards change and follower's belief towards change"*) was tested. According to the results in Table 11.a and Table 11.b exchange between follower and leader shows moderating effect on follower's belief toward acquisition where perceived support of leader is independent variable.

Table 11.a. Summary of Hierarchical Regression Analysis for Variables Predicting Follower Belief toward Acquisition ($N = 168$)

Variable	Model 1				Model 2									
	<i>B</i>	<i>SE B</i>	β	<i>t</i>	<i>R</i>	R^2	ΔR^2	<i>B</i>	<i>SE B</i>	β	<i>t</i>	<i>R</i>	R^2	ΔR^2
					.23	.05	.04					.30	.09	.07
SAL	.17	.06	.23	2.81**				.21	.06	.28	3.41**			
LMX	-.01	.06	-.01	-.08				.02	.06	-.03	-.32			
SAL*LMX								.11	.04	.20	2.53*			

* $p < .05$. ** $p < .01$

The test was, then repeated by discarding the managerial level employees who have leader role in organization. The findings didn't differ substantially. LMX is a moderator which support positively the correlation between leader's perceived support and follower's belief toward acquisition. Shortly, H3b. is supported as a result of the analysis.

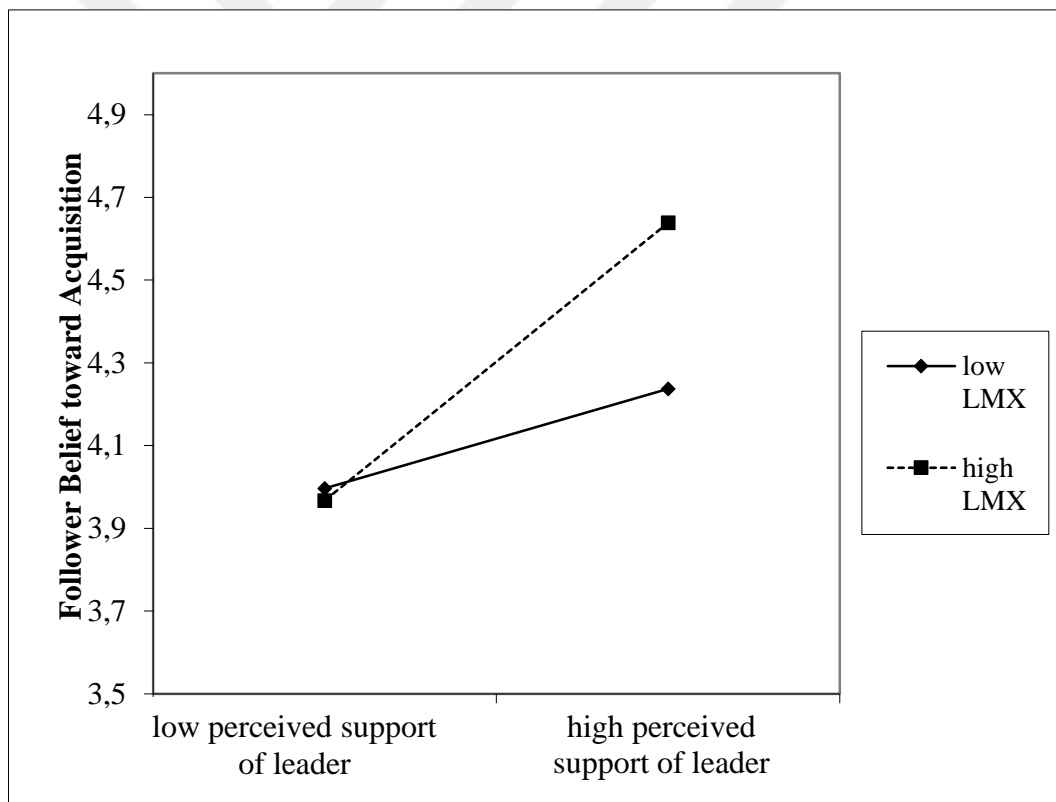
Table 11.b Summary of Hierarchical Regression Analysis for Variables Predicting Follower Belief toward Acquisition ($N = 147$)

Variable	Model 1				Model 2									
	<i>B</i>	<i>SE B</i>	β	<i>t</i>	<i>R</i>	R^2	ΔR^2	<i>B</i>	<i>SE B</i>	β	<i>t</i>	<i>R</i>	R^2	ΔR^2
					.21	.04	.03					.29	.08	.06
SAL	.16	.06	.22	2.50**				.21	.07	.29	3.20**			
LMX	-.04	.07	-.05	-.55				.01	.07	-.02	-.17			
SAL*LMX								.12	.05	.22	2.52*			

* $p < .05$. ** $p < .01$

In Figure 1, it is indicated how LMX moderated the relationship between Leader's perceived support and Follower belief toward Acquisition. Interaction of

leader's perceived support and LMX has a significant effect on Follower's belief toward acquisition. Though perceived support of leader is low, when LMX was high, leaders who supported the acquisition had a strong effect on their followers to believe in acquisition. The slope differences indicate the effect of LMX as a moderator to the relationship. It can be concluded from the finding that, as the perceived support of the follower toward acquisition, the follower's belief towards acquisition increases. When the relationship between follower and leader is strong, leader's support make more positive effect to follower's belief. Shortly, in change processes, follower's belief is in line with leader's support toward it. As the exchange between them increases, the power of this effect increases as well.



Section 3.3.1 Figure 1. Moderation effect of LMX to Perceived Support of Leader and Follower Belief toward Acquisition Relationship

3.3.2 TMX as a Moderator

There is a correlation between follower's belief toward acquisition and team members' perceived support toward acquisition $r(168) = .31 p < .01$, its effect $d(168) = .19 p < .05$ is so small. Thus H4a: *there is a positive correlation between team members' perceived support towards change and follower's belief towards change* can be partially accepted. To evaluate how TMX affect the correlation, H4b: *TMX increase the strength of correlation between team members' perceived support towards change and follower's belief towards change* is tested. Regarding the findings which is shown in Table 12, TMX is not founded as the moderator in this model, $p(147) = .69 p > .05$.

Table 12. Summary of Hierarchical Regression Analysis for Variables Predicting Follower Belief toward Acquisition ($N = 147$)

Variable	Model 1				Model 2									
	<i>B</i>	<i>SE B</i>	β	<i>t</i>	<i>R</i>	R^2	ΔR^2	<i>B</i>	<i>SE B</i>	β	<i>t</i>	<i>R</i>	R^2	ΔR^2
					.40	.20	.13					.40	.20	.13
TMX	.02	.06	.02	.28				.02	.06	.02	.27			
RF	-.20	.06	-.27	-3.43**				-0.21	.06	-.28	-3.46**			
SAT	.17	.06	.23	2.78**				.16	.06	.22	2.70**			
SAT*TMX								.04	.05	.05	.69			

* $p < .05$. ** $p < .01$

3.3.3 Mixed Model Analysis

In the correlation analysis, significant negative correlation was found between dispositional resistance to change of follower and follower's support towards acquisition $r(168) = -.30 p < .01$. Moreover, team members' perceived support towards acquisition is also negatively correlated with dispositional resistance to change of follower $r(168) = -.15 p < .05$. To assess the effect of dispositional resistance to change of follower, team members' perceived support towards acquisition, team member exchange and interaction of team members' perceived support towards acquisition and team member exchange were tested in the mixed model analysis. As a result, it was founded that dispositional resistance to change of follower $F(11.21, 141) = -.00 p < .01$ has a significant effect on

follower's support towards acquisition together with team members' perceived support towards acquisition $F(138.21, 141) = -.00 p < .01$

CHAPTER 4

GENERAL DISCUSSION

4.1 DISCUSSION

The present study was conducted to investigate the relationship between trait and behavior dispositions of individual in work environment regarding specific change. In business environment, people do not live in isolation. They are interaction with many people including their manager, team members, other teams' members, unit managers, other units' managers, top management and the people who weren't mentioned in this study. Since they are in interaction, they are expected to be affected from each other. The research question was to find out whether these people and the relationship with those people affect individuals' belief towards change. In this study, the change was specifically defined as acquisition.

In this study, participants were asked to answer questions by considering themselves and in addition to that answer some questions by considering their managers, team members and influencers. The results regarding manager, team member and the influencer are taken as perceived results since they are rated by another person. In line with the expectation, there was a correlation between dispositions/traits and behaviors for all parties: individual himself/herself, the manager and the influencer.

In addition, since social exchanges affect people's behavior, I expected to acquire moderation effect of both LMX and TMX. However, only LMX showed a significant moderation between belief and support of Manager and general belief towards acquisition of follower.

It is claimed that dispositional RTC is one of the antecedents which has an effect on change belief (Vakola, Armenakis & Oreg ,2013). In this study, this claim is supported. There was a negative correlation between dispositional RTC of

follower and his/her belief towards acquisition (*H1a is supported*). In addition, since support is one of the factors towards change belief (Armenakis et al., 2007), there found a negative correlation between dispositional RTC of follower and his/her support towards acquisition as well (*H1b supported*). As dispositional resistance to change increases, belief towards acquisition decreases.

It was a question whether leader's perceived RTC is in correlation with follower's belief and support towards acquisition or not. This claim could not be supported and significant effect among those couldn't be founded. (*H2a and H2b were not supported*).

The hypothesis that perceived support of leader towards acquisition has an effect on follower's belief towards acquisition was not supported since the effect size of this correlation was small. Though, LMX showed a moderation effect on follower's belief toward acquisition where perceived support of leader for the acquisition was the independent variable. LMX is a moderator which strengthens the correlation between perceived support of leader and follower's belief toward acquisition (*H3b was supported*).

In the study, TMX was one of the variables which was tested as a moderator. Prior to testing its moderation effect, the correlation between follower's belief toward acquisition and team members' perceived support toward acquisition was tested. Though they were found correlated the effect of that correlation was so small. Thus *H4a: there is a positive correlation between team members' perceived support towards change and follower's belief towards change* can be partially accepted. To evaluate how TMX affect the correlation, moderation effect of TMX was tested and significant correlation could not be founded (*H4b is not supported*).

Change agent can be defined as the social accountants who explain why an organizational change is required and can be anyone in the organization from C-level to immediate supervisor level (Bies, 1987). People are only influenced by the change agents to whom they have positive emotions (Oreg & Svedlik, 2011). Thus, identifying change agents could be critical for the organizations. In the current

study, the question “please mark the person influenced you at most in the Post Acquisition Processes of your organization” aimed to identify the change agents. Almost 25% of the participants express that nobody influence them; while 25% of them are influenced by their managers. As the employees’ position in the hierarchical structure increases, they are more affected by their unit managers and less affected by team members. Besides, other team’s manager, team member and unit manager could not have a significant place as an influencer. Dispositional RTC of follower and perceived dispositional RTC of influencer are strongly correlated $r(131) = .54$ $p < .01$ with $d(168) = .48$ $p < .01$ (medium effect size) (*H5a was supported*). It can be interpreted that employees choose their influencers in that change situation as the person whose dispositional RTC is in correlation with theirs (*H5a was supported*). In addition, positive correlation between follower support towards acquisition and perceived support of influencer towards acquisition was founded $r(131) = .44$ $p < .01$ with $d(168) = .27$ $p < .01$ (small effect size) (*H5b was supported*).

4.2 STRENGTH AND LIMITATIONS

In this study, it was aimed to assess how dispositional resistance to change of employees affect belief towards the imposed organizational change. This objective was tested by employees who experience the imposed change situation “Acquisition” in their work environment. Thus, change situation and the sample was so adequate to the research’s objective. This is one of the strength of the research. In addition, In Turkish Business environment this research has not been tested yet. Hence, this may be opportunity to bring new understanding of change related researches in Turkish Business environment.

On the other hand, a potential limitation of our studies comes from the fact that the data was collected from a single source, with the same survey methodology. This can sometimes lead to “inflated correlations between predictor and criterion” (i.e., mono-method bias; e.g., Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Though it was aimed to collect data from both managers and employees to eliminate potential common method bias since Hierarchical linear modeling (HLM) enable researchers to partial out between-group to the nested data structure. However,

since the data couldn't been acquired by the managers, regression and mixed method analysis were conducted instead of HLM.

Moreover, in this study, Acquisition was taken as a specific change circumstance and the research was tested in one organization. This has both limitations and strength. Since the data was collected from only one organization, out group variance is eliminated. However, collecting data from one organization also brings limitation to generalizability of the results. Thus, it is recommended to apply this research in different companies which are in Acquisition process to generalize the results.

CONCLUSION

The aim of the present study was to investigate how dispositional resistance to change (RTC) of employees affect their beliefs towards the imposed organizational change. In addition, the effects of other parties' support were also assessed. As a result, it was found that, individuals were affected by the change support of all parties regardless of their perceived dispositional RTC. While LMX strengthen this effect, TMX did not show significant effect. Moreover, people are mostly influenced by the people who are in close connection such as their direct managers and team members. As the hierarchical level increases, team members give their places to unit managers as influencers. Employees in organizations are in interaction with many people and are affected from each other. Thus, it is crucial to understand the importance of parties' beliefs and supports towards imposed change instead of their dispositional RTC. It is critical to identify the key people during Post-Acquisition Integration processes and then, manage their effects.

REFERENCES

- Alderfer, C. P. (1977), "Organization development," *Annual Review of Psychology*, 28, 197-223. DOI: 10.1146/annurev.ps.28.020177.001213
- Amiot, C., Terry, D., Jimmieson, N., & Callan, V. (2006). A longitudinal investigation of coping processes during a merger: Implications for job satisfaction and organizational identification. *Journal of Management*, 32, 552-574. doi/abs/10.1177/0149206306287542
- Anand, S., Vidyarthi, P. R., Liden, R. C., & Rousseau, D. R. (2010). Good citizens in poor quality relationships: Idiosyncratic deals as a substitute for relationship quality. *Academy of Management Journal*, 53, 970-988. doi:10.5465/AMJ.2010.54533176
- Ansoff, I.H. (1990), *Implanting Strategic Management*, Prentice Hall International, Ltd. London doi/10.1002/smj.4250120605/full
- Armenakis, A. A. and A. G. Bedeian (1999), "Organizational change: A review of theory and research in the 1990s," *Journal of Management*, 25, 293-315. doi/abs/10.1177/014920639902500303
- Ashkanasy, N.M. & Holmes, S.J. 1995. 'Perceptions of organisational ideology following merger: A longitudinal study of merging accounting firms', *Accounting, Organisations and Society*, vol. 20, pp. 19- 34. [doi.org/10.1016/0361-3682\(94\)00024-P](https://doi.org/10.1016/0361-3682(94)00024-P)
- Ashford, S. J. (1988). Individual strategies for coping with stress during organizational transitions. *Journal of Applied Behavioral Science*, 24, 19-36 doi/abs/10.1177/0021886388241005
- Avolio, B. J., Walumbwa, F. O., & Weber, T. J. (2009). Leadership: Current theories, research, and future directions. *Annual review of psychology*, 60, 421-449. doi/abs/10.1146/annurev.psych.60.110707.163621
- Avolio, B. J., Jung, D. I., Murry, W., & Sivasubramaniam, N. (1996). Building highly developed teams: Focusing on shared leadership processes, efficacy, trust, and performance. In M. M. Beyerlein, D. A. Johnson, & S. T.

- Beyerlein (Eds.), *Advances in interdisciplinary studies of work teams* (Vol. 3, pp. 173–209). Greenwich, CT: JAI Press.
- Banks, G. C., Batchelor, J. H., Seers, A., O'Boyle, E. H., Pollack, J. M., & Gower, K. (2014). What does team–member exchange bring to the party? A meta-analytic review of team and leader social exchange. *Journal of Organizational Behavior*, 35(2), 273-295. doi/10.1002/job.1885/full
- Barr, P.S., Stimpert, J.L. and Huff, A.S. (1992) “Cognitive Change, Strategic Action, and Organizational Renewal”, *Strategic Management Journal*, 13 (Special Issue), pp. 15-36. doi/10.1002/smj.4250131004/full
- Bartunek, J. M., Greenberg, D. N., & Davidson, B. (1999). Consistent and inconsistent impacts of a teacher-led empowerment initiative in a federation of schools. *Journal of Applied Behavioral Science*, 35, 457-478. doi/abs/10.1177/0021886399354007
- Bartunek, J. M., Rousseau, D. M., Rudolph, J. W., & DePalma, J. A. (2006). On the receiving end: Sensemaking, emotion, and assessments of an organizational change initiated by others. *Journal of Applied Behavioral Science*, 42, 182-206. doi/abs/10.1177/0021886305285455
- Bas, T., Keskin, N., & Mert, İ. S. (2010). Lider Üye Etkilesimi (Lüe) Modeli Ve Ölçme Aracının Türkçe'de Geçerlik Ve Güvenilirlik Analizi/Leader Member Exchange (Lmx) Model And Validity And Reliability Of Its Instrument In Turkish. *Ege Akademik Bakis*, 10(3), 1013.
- Beer, M. and Eisenstat, R.A. (1996) “Developing an organization capable of implementing strategy and learning”, *Human Relations*, 49 (5), pp. 597-617. doi/abs/10.1177/001872679604900504
- Begley, T. M., & Czajka, J. M. (1993). Panel analysis of the moderating effects of commitment on job satisfaction, intent to quit, and health following organizational change. *Journal of Applied Psychology*, 78, 552-556. doi.org/10.1037/0021-9010.78.4.552

- Bhagat, R. S., & Chassie, M. B. (1980). Effects of changes in job characteristics on some theory-specific attitudinal outcomes: Results from a naturally occurring quasi-experiment. *Human Relations*, 33, 297-313. doi/abs/10.1177/001872678003300502
- Boeker, W. (1997) "Strategic change: The influence of managerial characteristics and organizational growth", *Academy of Management Journal*, 40 (1), pp. 152-170. doi: 10.2307/257024
- Catwright, S. and C. L. Cooper (1992). Mergers and Acquisitions: The Human Factor. *Butterworth-Heinemann, Oxford*. doi:10.5465/AME.1993.9411302324
- Cartwright, S., & Cooper, C. L. (1993). The psychological impact of merger and acquisition on the individual: A study of building society managers. *Human Relations*, 46(3), 327-347 doi/abs/10.1177/001872679304600302
- Child, J. and Smith, C. (1987) "The context and process of organizational transformation - Cadbury Limited in its sector", *Journal of Management Studies*, 24 (6), pp. 565-593
- Leana, C.R. and Barry, B. (2000) "Stability and Change as Simultaneous Experiences in Organizational Life", *Academy of Management Review*, 25 (4), pp. 753-759. doi/10.1111/j.1467-6486.1987.tb00464.x/full
- Coch, L., & French, J. R. P., Jr. (1948). Overcoming resistance to change. *Human Relations*, 1, 512-532. doi.org/10.1177/001872674800100408
- Conner, D. (1992). Managing at the speed of change: How resilient managers succeed and prosper where others fail (1st ed.). *New York: Villard Books*
- Covin, T. J., Sigtler, K. W., Kolenko, T. A., & Tudor, K. R. (1996). An investigation of post-acquisition satisfaction with the merger. *Journal of Applied Behavioral Science*, 32, 125-142. doi/abs/10.1177/0021886396322001
- Cunningham, C. E., Woodward, C. A., Shannon, H. S., MacIntosh, J., Lendrum, B., Rosenbloom, D., & Brown, J. (2002). Readiness for organizational change: A longitudinal study of workplace, psychological and behavioural

- correlates. *Journal of Occupational and Organizational Psychology*, 75, 377-392 doi/10.1348/096317902321119637/full
- Dierdorff, E. C., Bell, S. T., & Belohlav, J. A. (2011). The power of “we”: Effects of psychological collectivism on team performance over time. *Journal of Applied Psychology*, 96, 247–262. DOI:10.1037/a0020929
- Dienesch, R. M., & Liden, R. C. (1986). Leader-member exchange model of leadership: A critique and further development. *Academy of management review*, 11(3), 618-634. DOI:10.5465/AMR.1986.4306242
- Faucheux, C., G. Amado, and A. Laurent (1982), “Organizational development and change,” *Annual Review of Psychology*, 33, 343–370. doi/abs/10.1146/annurev.ps.33.020182.002015?journalCode=psych
- Ford, L. R., Wilkerson, J. M., Seers, A., & Moormann, T. (2014). The generation of influence: Effects of leader–member exchange and team–member exchange. *Journal of Strategic and International Studies*, 9(1), 5-14.
- Friedlander, F. and L. D. Brown (1974), “Organization development,” *Annual Review of Psychology*, 25, 313–341. doi/abs/10.1146/annurev.ps.25.020174.001525?journalCode=psych
- Fugate, M., Kinicki, A., & Prussia, G. (2008). Employee coping with organizational change: An examination of alternative theoretical perspectives and models. *Personnel Psychology*, 61, 1-36 doi/10.1111/j.1744-6570.2008.00104.x/full
- Goldstein, J. (1988) “A Far-from-Equilibrium Systems Approach to Resistance to Change”, *Organizational Dynamics*, (Autumn), pp. 16-26. [doi.org/10.1016/0090-2616\(88\)90016-2](https://doi.org/10.1016/0090-2616(88)90016-2)
- Gouldner, A. W. (1960). The norm of reciprocity: A preliminary statement. *American Sociological Review*, 25: 161--177.
- Graen, G. B., & Scandura, T. A. (1987). Toward a psychology of dyadic organizing. *Research in Organizational Behavior*, 9: 175--208.
- Graen, G. B., & Uhl-Bien, M. (1995). Development of leader-member exchange (LMX) theory of leadership over 25 years: Applying a multi-level multi-

domain perspective. *Leadership Quarterly*, 6: 219-247
[doi.org/10.1016/1048-9843\(95\)90036-5](https://doi.org/10.1016/1048-9843(95)90036-5)

Graen, G. B., & Cashman, J. F. (1975). A role-making model of leadership in formal organizations: A developmental approach. In J. G. Hunt & L. L. Larson (Eds.), *Leadership frontiers*. Kent, OH: Comparative Administration Research Institute, Kent State University.

Graen, G. (1976). Role-making processes within complex organizations. In M.D. Dunnette (Ed.), *Handbook of industrial and organizational psychology*, (pp. 1201-- 1245). Chicago: Rand McNally.

Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (1998). *Multivariate data analysis* (Vol. 5, No. 3, pp. 207-219). Upper Saddle River, NJ: Prentice hall.

Hall, D. T., Goodale, J. G., Rabinowitz, S., & Morgan, M. A. (1978). Effects of top-down Departmental and job change upon perceived employee behavior and attitudes: A natural Field experiment. *Journal of Applied Psychology*, 63, 62-72. doi.org/10.1037/0021-9010.63.1.62

Hofstede, G. (1993). Cultural Constraints in Management Theories. *The Executive*, (1). 81-83 doi:10.5465/AME.1993.9409142061

Jacobs, T.O. (1971). *Leadership and exchange informal organizations*. Alexandria, VA: HumRRO. DOI: AD0725584

Jones, R. A., Jimmieson, N. L., & Griffiths, A. (2005). The impact of organizational culture and reshaping capabilities on change implementation success: The mediating role of readiness for change. *Journal of Management Studies*, 42, 361-386. doi/10.1111/j.1467-6486.2005.00500.x/full

Judge, T. A., C. J. Thoresen, V. Pucik, and T.MWelbourne (1999), "Managerial coping with organizational change: A dispositional perspective," *Journal of Applied Psychology*, 84, 107–122. doi.org/10.1037/0021-9010.84.1.107

- Katz, D., & Kahn, R.L. (1978). *The socialpsychology of organizations*. (2nd ed.). New York: Wiley.
- Kavanagh, M. H., & Ashkanasy, N. M. (2006). The impact of leadership and change management strategy on organizational culture and individual acceptance of change during a merger. *British Journal of Management*, 17(S1), S81-S103. DOI: 10.1111/j.1467-8551.2006.00480.x
- Keck, S.L. and Tushman, M.L. (1993) “Environmental and Organizational Context and Executive Team Structure”, *Academy of Management Journal*, 36 (6), pp. 1314- 1344. doi: 10.2307/256813
- Kiefer, T. (2005). Feeling bad: Antecedents and consequences of negative emotions in ongoing change. *Journal of Organizational Behavior*, 26, 875-897 doi/10.1002/job.339/full
- Kim, H., & Yukl, G. (1995). Relationships of managerial effectiveness and advancement to self-reported and subordinate-reported leadership behaviors from the multiple-linkage mode. *The leadership quarterly*, 6(3), 361-377. DOI: 10.1016/1048-9843(95)90014-4
- Kline, R. B. (2005). *Principles and practice of structural equation modeling*, 2 nd. Guilford, New York.
- Kline, R. B. (2015). *Principles and practice of structural equation modeling*. Guilford publications.
- Kouzes, J. M. and B. Z. Pozner (1987). *The leadership challenge*. Jossey-Bass, San Francisco, CA.
- Lawrence, P. R. (1954). How to deal with resistance to change. *Harvard Business Review*, 32(3), 49-57. doi: 10.5465/AMR.2000.3707722
- Liao, H., Liu, D., & Loi, R. (2010). Looking at both sides of the social exchange coin: A social cognitive perspective on the joint effects of relationship quality and differentiation on creativity. *Academy of Management Journal*, 53, 1090–1109. DOI:10.5465/AMJ.2010.54533207

- Liden, R. C., & Graen, G. (1980). Generalizability of the vertical dyad linkage model of leadership. *Academy of management Journal*, 23(3), 451-465. DOI: 10.2307/255511
- Liden, R. C., & Maslyn, J. M. (1998). Multidimensionality of leader-member exchange: An empirical assessment through scale development. *Journal of management*, 24(1), 43-72. [doi.org/10.1016/S0149-2063\(99\)80053-1](https://doi.org/10.1016/S0149-2063(99)80053-1)
- Martin, A. J., Jones, E. S., & Callan, V. J. (2006). Status differences in employee adjustment during organizational change. *Journal of Managerial Psychology*, 21, 145-162. doi/abs/10.1108/02683940610650758
- Maurer, R. (1996). Using resistance to build support for change. *The Journal for Quality and Participation*, 19(3), 56.
- Mesmer-Magnus, J. R., & DeChurch, L. A. (2009). Information sharing and team performance: A meta-analysis. *Journal of Applied Psychology*, 94, 535–546. DOI:10.1037/a0013773
- Miller, K. I., & Monge, P. R. (1985). Social information and employee anxiety about organizational change. *Human Communication Research*, 11, 365-386. doi/10.1111/j.1468-2958.1985.tb00052.x/full
- Miller, V. D., Johnson, J. R., & Grau, J. (1994). Antecedents to willingness to participate in a planned organizational change. *Journal of Applied Communication Research*, 22, 59-80 doi/abs/10.1080/00909889409365387
- Mumford, M. D., Baughman, W. A., Threlfall, K. V., & Uhlman, C. E. (1993). Personality, adaptability, and performance: Performance on well-defined and ill-defined problem-solving tasks. *Human Performance*, 6, 241–285 doi/abs/10.1207/s15327043hup0603_4
- Mumford, M. D., G. M. Scott, B. Gaddis and J. M. Strange (2002). Leading creative people: Orchestrating expertise and relationships, *Leadership Quarterly*, 13, pp. 705–750. [doi.org/10.1016/S1048-9843\(02\)00158-3](https://doi.org/10.1016/S1048-9843(02)00158-3)
- Nunnally, J. (1978). Psychometric methods.
- Oreg, S., Bayazit, M., Vakola, M., Arciniega, L., Armenakis, A., Barkauskiene, R., ... & Hřebíčková, M. (2008). Dispositional resistance to change:

measurement equivalence and the link to personal values across 17 nations. *Journal of Applied Psychology*, 93(4), 935. doi.org/10.1037/0021-9010.93.4.935

Oreg, S., Vakola, M., & Armenakis, A. (2011). Change recipients' reactions to organizational change A 60-year review of quantitative studies. *The Journal of Applied Behavioral Science*, 47(4), 461-524.
[doi/abs/10.1177/0021886310396550](https://doi.org/10.1177/0021886310396550)

Oreg, S. (2003). Resistance to change: developing an individual differences measure. *Journal of applied psychology*, 88(4), 680. doi.org/10.1037/0021-9010.88.4.680

Parsons, C. K., Liden, R. C., O'Connor, E. J., & Nagao, D. H. (1991). Employee responses to technologically-driven change: The implementation of office automation in a service organization. *Human Relations*, 44, 1331-1356.
[doi/abs/10.1177/001872679104401206](https://doi.org/10.1177/001872679104401206)

Pasmore, W. and M. Fagans (1992), "Participation, individual development, and organizational change," *Journal of Management*, 18, 375-397.
[doi/abs/10.1177/014920639201800208](https://doi.org/10.1177/014920639201800208)

Piderit, S. K. (2000), "Rethinking resistance and recognizing ambivalence: A multidimensional view of attitudes toward an organizational change," *Academy of Management Review*, 25, 783-794.
[doi: 10.5465/AMR.2000.3707722](https://doi.org/10.5465/AMR.2000.3707722)

Porras, J. I. and R. C. Silvers (1991), "Organization development and transformation," *Annual Review of Psychology*, 42, 51-78.
[doi/10.1146/annurev.ps.42.020191.000411](https://doi.org/10.1146/annurev.ps.42.020191.000411)

Posner, B. Z., & Kouzes, J. M. (1988). Development and validation of the leadership practices inventory. *Educational and psychological measurement*, 48(2), 483-496. DOI: 10.1177/0013164488482024

Rockstuhl, T., Dulebohn, J. H., Ang, S., & Shore, L. M. (2012). Leader-member exchange (LMX) and culture: A meta-analysis of correlates of LMX across

- 23 countries. *Journal of Applied Psychology*, 97(6), 1097.
DOI:10.1037/a0029978
- Rousseau, D. M., & Parks, J.M. (1992). The contracts of individuals and organizations. *Research in Organizational Behavior*, 15, 1–43.
- Sagie, A., & Koslowsky, M. (2000). Participation and empowerment in organizations: Modeling, effectiveness, and applications. Thousand Oaks, CA: Sage. doi/abs/10.1108/tpm.2000.6.1_2.37.3
- Sashkin, M. and W. W. Burke (1987), “Organization development in the 1980s,” *Journal of Management*, 13, 393–417.
doi/abs/10.1177/014920638701300212
- Schalk, R., Campbell, J.W. and Freese, C. (1998) “Change and employee behaviour”, *Leadership & Organization Development Journal*, 19 (3), pp. 157-163 doi/abs/10.1108/01437739810210202
- Schein, E. H. (1992). *How can organizations learn faster?: the problem of entering the Green Room*. Alfred P. Sloan School of Management, Massachusetts Institute of Technology.
- Schein, E. H. (1992). *Organizational Culture and Leadership: A Dynamic View*, 2nd edn. Jossey-Bass, San Francisco.
- Schuler, R., & Jackson, S. (2001). HR issues and activities in mergers and acquisitions. *European Management Journal*, 19(3), 239-253. DOI: 10.1016/S0263-2373(01)00021-4
- Seers, A., Petty, M. M., & Cashman, J. F. (1995). Team–member exchange under team and traditional management. *Group & Organization Management*, 20, 18–38. DOI:10.1177/1059601195201003
- Seers, A. (1989). Team–member exchange quality: A new construct for role-making research. *Organizational Behavior and Human Decision Processes*, 43, 118–135. DOI:10.1016/0749-5978(89)90060-5
- Seers, A., Wilkerson, J. M., & Grubb III, W. L. (2006). Toward measurement of social exchange resources: Reciprocal contributions and

- receipts. *Psychological reports*, 98(2), 508-510.
doi/abs/10.2466/pr0.98.2.508-510
- Shapiro, D. L., & Kirkman, B. L. (1999). Employees' reaction to the change to work teams: doi/abs/10.1108/09534819910255315
- Sparrowe, R. T., & Liden, R.C. (1997). Process and structure in leader-member exchange. *Academy of Management Review*, 22: 522--552.
doi:10.5465/AMR.1997.9707154068
- Stevens, M. J., & Campion, M. A. (1994). The knowledge, skill, and ability requirements for teamwork: Implications for human resource management. *Journal of Management*, 20, 503–530. [doi.org/10.1016/0149-2063\(94\)90025-6](https://doi.org/10.1016/0149-2063(94)90025-6)
- Strebel, P. (1994) "Choosing the right change path", *California Management Review*, 36 (2), pp. 29-51 DOI: 10.2307/41165743
- Tichy, N. M. (1983). *Managing strategic change: Technical, political, and cultural dynamics*. New York: Wiley
- Vakola, M., Armenakis, A., & Oreg, S. (2013). Reactions to organizational change from an individual differences perspective: A review of empirical research. *The Psychology of Organizational Change: Viewing Change from the Employee's Perspective*, 95-122.
- Waddell, D. and Sohal, A.S. (1998) "Resistance: a constructive tool for change management", *Management Decision*, 36 (8), pp. 543-548.
doi/abs/10.1108/00251749810232628
- Walker, H. J., Armenakis, A. A., & Bernerth, J. B. (2007). Factors influencing organizational change efforts: An integrative investigation of change content, context, process and individual differences. *Journal of Organizational Change Management*, 20, 761-773.
doi/abs/10.1108/09534810710831000
- Wanberg, C. R., & Banas, J. T. (2000). Predictors and outcomes of openness to changes in a Re-organizing workplace. *Journal of Applied Psychology*, 85, 132-142. doi.org/10.1037/0021-9010.85.1.132

Weick, K. E. and R. E. Quinn (1999), “Organizational change and development,”
Annual Review of Psychology, 50, 361–386.

[doi/abs/10.1146/annurev.psych.50.1.361](https://doi.org/10.1146/annurev.psych.50.1.361)

Woodman R. W. (1989), “Organizational change and development: New arenas for
inquiry and action,” *Journal of Management*, 15, 205–224.

[doi/abs/10.1177/014920638901500205](https://doi.org/10.1177/014920638901500205)

Yukl, G. (2010). *Leadership in organizations* (7th edition). Prentice Hall.

[doi/abs/10.1108/02683941011056932](https://doi.org/10.1108/02683941011056932)

Zander, A. (1950). Resistance to change—its analysis and prevention. *Advanced
Management Journal*, 15, 9–11.

APPENDICES

APPENDIX A Full Questionnaire in English

Dispositional Resistance to Change

Routine Seeking

I generally consider changes to be a negative thing.
I'll take a routine day over a day full of unexpected events any time.
I like to do the same old things rather than try new and different ones.
Whenever my life forms a stable routine, I look for ways to change it.
I'd rather be bored than surprised.

Emotional Reaction

If I were to be informed that there's going to be a significant change regarding the way things are done at school, I would probably feel stressed.
When I am informed of a change of plans, I tense up a bit.
When things don't go according to plans, it stresses me out.

If one of my professors changed the grading criteria, it would probably make me feel uncomfortable even if I thought I'd do just as well without having to do any extra work.

Short Term Focus

Changing plans seems like a real hassle to me.
Often, I feel a bit uncomfortable even about changes that may potentially improve my life.
When someone pressures me to change something, I tend to resist it even if I think the change may ultimately benefit me.
I sometimes find myself avoiding changes that I know will be good for me.

Cognitive Rigidity

I often change my mind.
I don't change my mind easily.
Once I've come to a conclusion, I'm not likely to change my mind.
My views are very consistent over time.

Leader Member Exchange

Effect

I like my immediate manager very much as a person.

My immediate manager is the kind of person one would like to have as a friend.

My immediate manager is a lot of fun to work with.

Loyalty

My immediate manager defends my work actions to a superior, even without complete knowledge of the issue in question.

My immediate manager would come to my defense if I were attacked by others.

My immediate manager would defend me to others in the organization if I made an honest mistake.

Contribution

I do work for my immediate manager that goes beyond what is specified in my job description.

I am willing to apply extra efforts, beyond those normally required, to meet my immediate manager's work goals.

I do not mind working my hardest for my immediate manager.

Professional Respect

I am impressed with my immediate manager's knowledge of his/her job.

I respect my immediate manager's knowledge of and competence on the job.

I admire my immediate manager's professional skills.

General

How would you characterize your working relationship with your immediate manager in general?

Team Member Exchange

Contributions

I communicate openly with other members of my division about what I expect from them

I frequently provide support and encouragement to other members of my division.

I frequently recognize the efforts of other members of my division

I frequently take actions that make things easier for other members of my division

When other members of my division are busy, I offer volunteer to help them out

I frequently suggest ideas that other members of my division can use

Receipts

Other members of my division communicate openly with me about what they expect from me

Other members of my division frequently provide support and encouragement to me

Other members of my division frequently recognize my efforts

Other members of my division frequently take actions that make things easier for me

When I am busy, other members of my division often volunteer to help me out

Other members of my division frequently suggest ideas that I can use

General

How would you characterize your working relationship with other members of your division in general?

Organizational Change Recipients' Beliefs Scale

Appropriateness

I believe the proposed organizational change will have a favorable effect on our operations
The change in our operations will improve the performance of our organization
The change that we are implementing is correct for our situation
When I think about this change, I realize it is appropriate for our organization
This organizational change will prove to be best for our situation

Discrepancy

We need to change the way we do some things in this organization
We need to improve the way we operate in this organization
We need to improve our effectiveness by changing our operations
A change is needed to improve our operations

Efficacy

I have the capability to implement the change that is initiated
I can implement this change in my job

I am capable of successfully performing my job duties with the proposed organizational change
I believe we can successfully implement this change
We have the capability to successfully implement this change

Valence

This change will benefit me
With this change in my job, I will experience more self-fulfillment
The change in my job assignments will increase my feelings of accomplishment

Principal Support Factor

..... Embrace(s) the proposed Post Acquisition Change
.....am/is/are dedicated to making this Post Acquisition Change at work
.....support(s) this Post Acquisition Change.

.....encourage(s) the people around to support the Post Acquisition Change

APPENDIX B Full Questionnaire in Turkish

Bilgilendirme

Değerli Katılımcı,

Bu anket, İstanbul Bilgi Üniversitesi Sosyal Bilimler Enstitüsü Örgütsel Psikoloji Yüksek Lisansı kapsamında yapılan akademik çalışmanın önemli bir kısmını oluşturmaktadır.

Bu çalışma kapsamındaki sorular Organizasyonel ilişkiler ve Organizasyondaki değişimi kapsamaktadır. Ankete verdiğiniz cevaplar akademik araştırma kapsamında kullanılacak olup tamamen gizli tutulacaktır. Araştırmaya ilişkin verilere araştırmacılar Selen Oskan ve Gergely Czukur dışındaki 3. kişilerin erişimi olmayacaktır. Sorularınız için Selen Oskan ve Gergely Czukur ile iletişime geçebilirsiniz.

Vaktiniz ve katkılarınız için teşekkür ederiz.

Selen Oskan
İstanbul Bilgi Üniversitesi
selen.oskan@bilgi.edu.net

Yrd. Doç. Gergely Czukur
İstanbul Bilgi Üniversitesi
gergely.czukur@bilgi.edu.tr

Katılımcı sorumluluğu:

Katılımcı olarak, gönüllü olarak bu ankete katılıyorum ve bu ankete katılmama engel bildiğim hiçbir sebep bulunmamaktadır. Katılımcı olarak, her soruyu dürüstçe cevaplayacağımı taahhüt ederim.

Ankete devam etmek istiyor musunuz?

- Evet
 Hayır

1.

Aşağıdaki 17 sorudan oluşan bloğu cevaplarken, yönergeleri dikkate alınız.

- Ben: Kendinizi düşünerek cevaplayınız.
- Yönetici: Bağlı olduğunuz ilk yöneticiyi düşünerek cevaplayınız.
- Ekip Arkadaşlarım: Ekip arkadaşlarınızın genel bakış açısını düşünerek cevaplayınız.
- Etkilendiğim Kişi: Şirketinizde çalışan, Şirket Satın Alımındaki Değişim sürecinde fikirlerinden en çok etkilendiğiniz kişiyi düşünerek cevaplayınız. Bu kişi, fikrine saygı duymakla birlikte, davranış ve hareketlerinden de etkilendiğiniz kişidir.

Öncelikle, Etkilendiğiniz kişiyi işaretleyiniz.

- Ekip arkadaşlarımdan biri
- Ekip arkadaşlarım dışında şirketteki bir Arkadaşım
- Yöneticim
- Şirketimdeki diğer ekibin Yöneticisi
- Birim Müdürüm
- Şirketimdeki diğer departmanın Birim Müdürü
- Üst Yönetimden biri
- Hiçkimse

2. Bu bloktaki sorular Siz, Yöneticiniz ve Etkilendiğiniz Kişi ile ilgili durumlar içermektedir. Soruları aşağıdaki skalaya kullanarak cevaplayınız.

(Etkilendiğiniz kişiyi Yöneticiniz ya da Hiçkimse olarak seçtiyseniz, etkilendiğiniz kişi kolonu gözükmeyecektir.)

1. Kesinlikle katılmıyorum 2. Katılmıyorum 3. Katılmamaya eğilimliyim 4. Katılmaya eğilimliyim
5. Katılıyorum 6. Kesinlikle katılıyorum

	Ben						Yöneticim						Etkilendiğim Kişi					
	1	2	3	4	5	6	1	2	3	4	5	6	1	2	3	4	5	6
Genel olarak değişikliklerin olumsuz olduğunu düşünür.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sıradan bir günü, beklenmedik olaylarla dolu bir güne her zaman tercih eder.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yeni ve farklı şeyler denemektense aynı şeyleri yapmaktan hoşlanır.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hayatı ne zaman rutin bir hal alsa, onu değiştirecek yollar arar.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sürprizlerle karşılaşmaktansa sıkılmayı tercih eder.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Şirketteki işlerin işleyişi ile ilgili önemli bir değişiklik yapılacağı söylenseydi, büyük ihtimalle stres olurdu.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yapılan planların değiştiği söylendiğinde, biraz gerginlik hisseder.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
İşler planlandığı gibi gitmezse, bu onu strese sokar.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eğer performans kriterleri değiştirilseydi, daha fazla çalışmadan aynı başarıyı gösterebileceğini düşünse bile bu onu rahatsız ederdi.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1	2	3	4	5	6	1	2	3	4	5	6	1	2	3	4	5	6

	Ben						Yöneticim						Etkilendiğim Kişi					
	1	2	3	4	5	6	1	2	3	4	5	6	1	2	3	4	5	6
Fikir değiştirmek ona çok zor geliyor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hayatını iyileştirebilecek değişikliklerde bile, çoğu zaman, az da olsa rahatsızlık hisseder.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Biri bir şeyi değiştirmesi için onu zorlarsa, değişikliğin ona yararı olabileceğini düşünse bile genellikle karşı koyar.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bazen benim için iyi olacağını bildiğim değişikliklerden kaçındığını görüyorum.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sık sık fikrini değiştirir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fikrini kolay kolay değiştirmez.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bir sonuca vardığında, fikrini pek değiştirmez.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Görüşleri uzun vadede çok tutarlıdır.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. Aşağıdaki soruları lütfen bağlı olduğunuz ilk yöneticiyi düşünerek cevaplayınız.

	1. Kesinlikle katılmıyorum	2. Katılmıyorum	3. Katılmamaya eğilimliyim	4. Katılmaya eğilimliyim	5. Katılıyorum	6. Kesinlikle katılıyorum
Yöneticimi insan olarak çok severim.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yöneticim insanların arkadaş olmak isteyeceği türden biridir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yöneticim birlikte çalışması çok keyifli bir insandır.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yöneticim işle ilgili eylemlerimde o konu hakkında tam bilgisi olmasa dahi beni bir üst yöneticiye karşı savunur.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Şayet başkaları işle ilgili üstüme gelecek olsa, yöneticim beni savunur ve korur.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Şayet istemeden bir hata yapmışsam, yöneticim şirketteki diğer kişilere karşı beni savunur.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yöneticim için iş tanımında yer alan görevlerin ötesine geçen işleri de yaparım.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yöneticimin organizasyon içindeki hedeflerine ulaşması için, normalde gerekenden daha fazla çaba göstermeye gönüllü olurum.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yöneticim için elimden gelenin en fazlasını yapmaktan gocunmam.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yöneticimin yaptığı işle ilgili bilgisi beni etkiler.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yöneticimin işteki bilgi ve yeterliliğine saygı duyarım.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yöneticimin mesleki becerilerine hayranım.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4.

Genel olarak yöneticinizle olan ilişkinizi nasıl değerlendirirsiniz.

Çok kötü	Kötü	Kötüye yakın	İyiye yakın	İyi	Çok iyi
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5.

Aşağıdaki soruları genel olarak ekip arkadaşlarınız ile olan ilişkilerinizi düşünerek cevaplayınız.

	1. Kesinlikle katılmıyorum	2. Katılmıyorum	3. Katılmamaya eğilimliyim	4. Katılmaya eğilimliyim	5. Katılıyorum	6. Kesinlikle katılıyorum
Ekip arkadaşlarımdan beklentilerimi onlarla açıkça paylaşıyorum.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ekip arkadaşlarıma sık sık destek olurum ve onları cesaretlendiririm.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ekip arkadaşlarımdan çabalarını sık sık fark ederim.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sık sık ekip arkadaşlarımdan işlerini kolaylaştırıcı aksiyonlar alırım.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ekip arkadaşlarımdan yoğun olduğunda, onlara yardım etmek için istekli olurum.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sık sık ekip arkadaşlarımdan hayatlarını kolaylaştıracak fikirler sunarım.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ekip arkadaşlarımdan benden beklentileri hakkında, benimle açık iletişim kurarlar.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ekip arkadaşlarımdan sık sık bana destek olur ve beni cesaretlendirir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ekip arkadaşlarımdan çabalarını sık sık fark ederim.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ekip arkadaşlarımdan sık sık benim işlerimi kolaylaştırıcı aksiyonlar alırlar.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yoğun olduğumda, Ekip arkadaşlarımdan bana yardım etmek için istekli olurlar.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ekip arkadaşlarımdan sık sık benim hayatımı kolaylaştıracak fikirler sunarlar.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6.

Genel olarak Ekip Arkadaşlarınızla olan ilişkinizi nasıl değerlendirirsiniz.

Çok kötü	Kötü	Kötüye yakın	İyiye yakın	İyi	Çok iyi
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8.

Aşağıdaki soruları lütfen kendi görüşlerinize göre cevaplayınız. Aşağıda geçen, değişime ilişkin soruların tamamı Şirket Satın Alımı süreci ve sonrasındaki değişim süreçlerine ilişkindir.

Yaptığınız işin bu satın alım sürecinden ne kadar etkilendiğini düşünüyorsunuz?

Hiç etkilendi 1						Çok etkilendi 6
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9.

	1. Kesinlikle katılmıyorum	2. Katılmıyorum	3. Katılmamaya eğilimliyim	4. Katılmaya eğilimliyim	5. Katılıyorum	6. Kesinlikle katılıyorum
Yaşadığımız Şirket Satın Alımı sonrasındaki değişim süreçlerinin operasyonumuzu olumlu etkileyeceğine inanıyorum.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yaşadığımız Şirket Satın Alımı sonrasındaki değişim organizasyonumuzun performansını artıracaktır.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Şirket Satın Alımı sonrasında uyguladığımız değişim süreçleri bizim için uygundur.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Şirket Satın Alımını düşündüğümde, bunun organizasyonumuz için yararlı olduğunu düşünüyorum.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Şirket Satın Alımı sonrasındaki değişim bizim durumumuz için en iyi şekildedir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Şirket Satın Alımı sonrasındaki entegrasyon sürecinde, mevcut işleri yapış şeklimizi değiştirmeye ihtiyacımız var.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1. Kesinlikle katılmıyorum	2. Katılmıyorum	3. Katılmamaya eğilimliyim	4. Katılmaya eğilimliyim	5. Katılıyorum	6. Kesinlikle katılıyorum
Bu Organizasyondaki iş yapma şeklimizi geliştirmeliyiz.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Şirket Satın Alımı entegrasyonu sürecinde operasyonlarımızı geliştirerek verimliliği artırmamız gerekiyor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Şirket Satın Alımı entegrasyonunu sağlamak için operasyonlarımızı geliştirmeliyiz.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Başlatılan Şirket Satın Alımı entegrasyonu sürecini uygulama yetkinliğine sahibim.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Şirket Satın Alımı sonrasındaki değişimi kendi işime uygulayabilirim.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Şirket Satın Alımı sonrasındaki değişim ile birlikte görev ve sorumluluklarımı yerine getirmeye devam edecek yetkinliğe sahibim.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1. Kesinlikle katılmıyorum	2. Katılmıyorum	3. Katılmamaya eğilimliyim	4. Katılmaya eğilimliyim	5. Katılıyorum	6. Kesinlikle katılıyorum
Şirket Satın Alımı sonrasındaki değişimleri başarılı bir şekilde uygulayabileceğimize inanıyorum.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Şirket Satın Alımı sonrasındaki değişimleri başarılı bir şekilde uygulayabilecek yeteneğe sahibiz.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Şirket Satın Alımı sonrasındaki bu değişim yararlı olacaktır.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Şirket Satın Alımı sonrasında işimdeki değişimler bu işteki doyumumu artıracak niteliktedir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Şirket Satın Alımı sonrasında değişen görev tanımlarım ile birlikte başarılı olma hissim artacak.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10.

Bu bloktaki sorular Siz, Yöneticiniz, Ekip Arkadaşlarınız ve Anketin başında seçtiğiniz Etkilendiğiniz Kişi ile ilgili durumları içermektedir. Aşağıda geçen, değişime ilişkin soruların tamamı Şirket Satın Alımı süreci ve sonrasındaki değişim süreçlerine ilişkindir.

(Etkilendiğiniz kişiyi Yöneticiniz ya da Hiçkimse olarak seçtiyseniz, etkilendiğiniz kişi kolonu gözükmeyecektir.)

Soruları aşağıdaki skalaya kullanarak cevaplayınız.

1. Kesinlikle katılmıyorum 2. Katılmıyorum 3. Katılmamaya eğilimliyim 4. Katılmaya eğilimliyim 5. Katılıyorum 6. Kesinlikle katılıyorum

	Ben						Yöneticim						Ekip Arkadaşlarım						Etkilendiğim Kişi					
	1	2	3	4	5	6	1	2	3	4	5	6	1	2	3	4	5	6	1	2	3	4	5	6
..... Şirket Satın Alımı sonrasındaki değişimleri kucaklar.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
..... Şirket Satın Alımı sonrasındaki değişimleri uygulamak için çok isteklidir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
..... Şirket Satın Alımı sonrasındaki değişimleri destekler.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
..... Şirket Satın Alımı sonrasındaki değişimleri desteklemesi için çevresindeki insanları cesaretlendirir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. Yaşınız

13. Cinsiyetiniz

Kadın

Erkek

14. Eğitim durumunuz

Lise

Ön Lisans

Lisans

Yüksek Lisans

Doktora

15. Kaç yıldır bu organizasyonda çalışıyorsunuz?

16. Kaç yıldır bu sektörde çalışıyorsunuz?

17. Organizasyondaki ünvanınız

Asistan

Yetkili

Yönetmen

Kıdemli Yönetmen

Yönetici

Birim Müdürü

APPENDIX C: Results of Evaluation by the Ethics Committee

ETİK KURUL DEĞERLENDİRME SONUCU/RESULT OF EVALUATION BY THE ETHICS COMMITTEE

(Bu bölüm İstanbul Bilgi Üniversitesi İnsan Araştırmaları Etik Kurul tarafından doldurulacaktır /This section to be completed by the Committee on Ethics in research on Humans)

Başvuru Sahibi / Applicant: Selen Oksan

Proje Başlığı / Project Title: How does resistance change levels of people in business environment affect professionals' belief towards change?

Proje No. / Project Number: 2017-20024-06

1.	Herhangi bir değişikliğe gerek yoktur / There is no need for revision	XX
2.	Ret/ Application Rejected Reddin gerekçesi / Reason for Rejection	

Değerlendirme Tarihi / Date of Evaluation: 9 Şubat 2017


Kurul Başkanı / Committee Chair

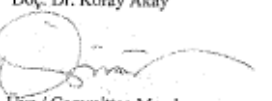
Doç Dr. İtir Erhart


Üye / Committee Member

Prof. Dr. Hale Bolak


Üye / Committee Member

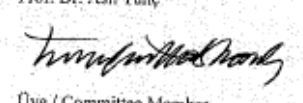
Doç Dr. Koray Akay


Üye / Committee Member

Doç Dr. Ayhan Özgür Toy


Üye / Committee Member

Prof. Dr. Aslı Tunç

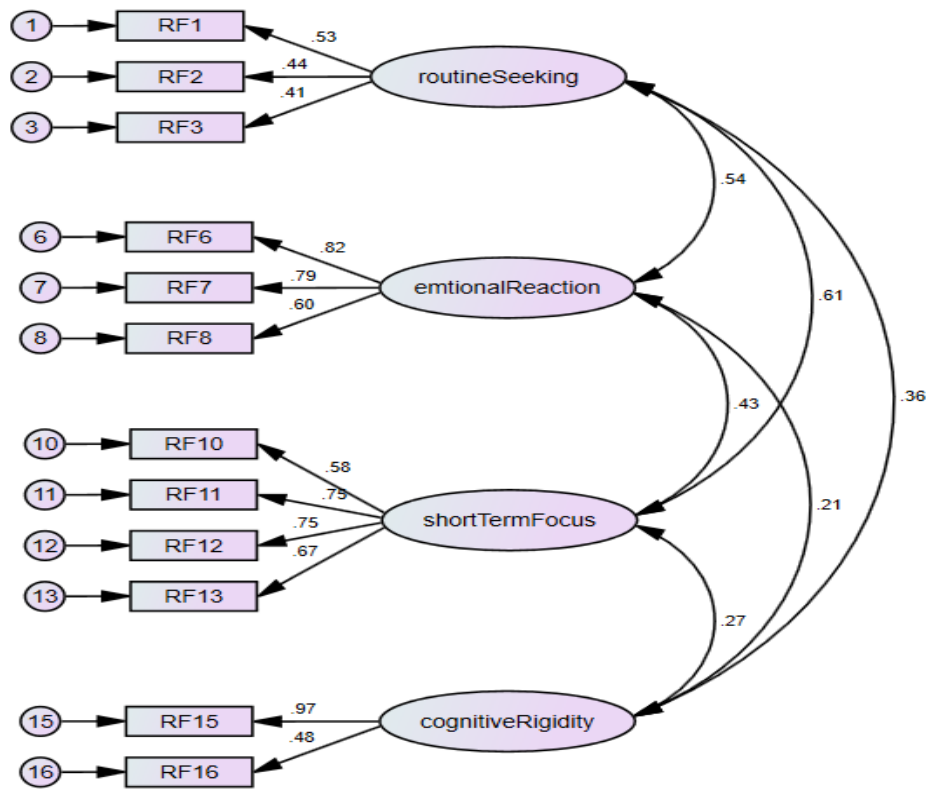

Üye / Committee Member

Prof. Dr. Turgut Tarhanlı

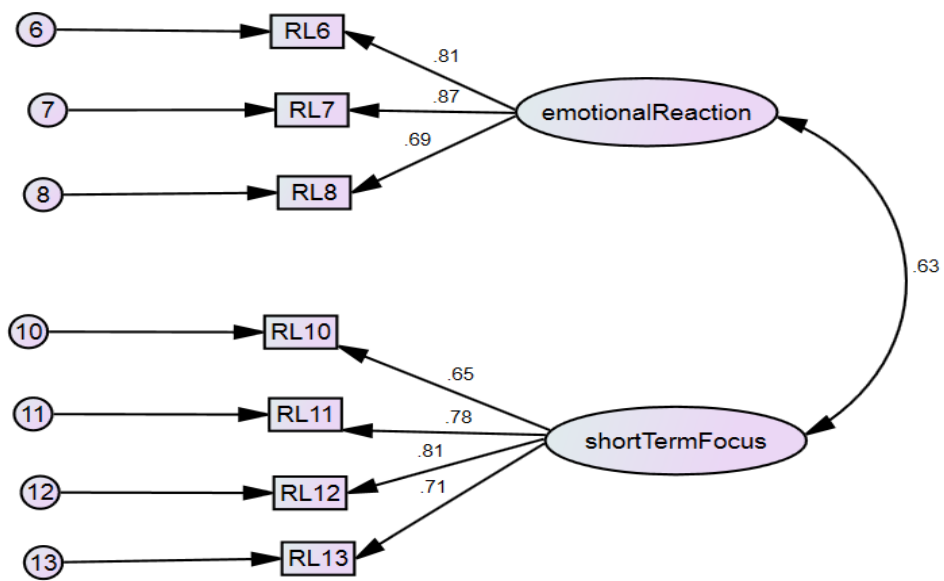

Üye / Committee Member

Prof. Dr. Ali Demirci

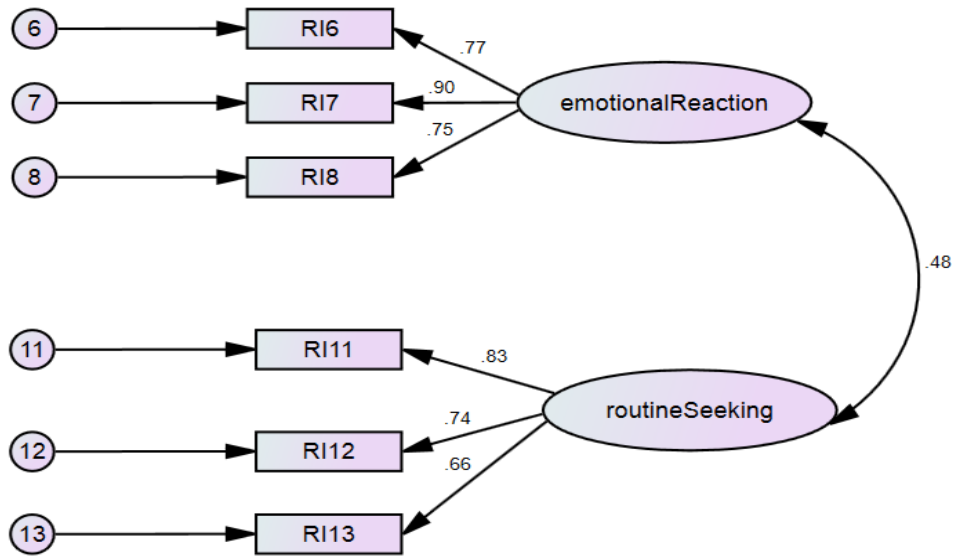
APPENDIX D.1 CFA Model of Dispositional RTC of Follower



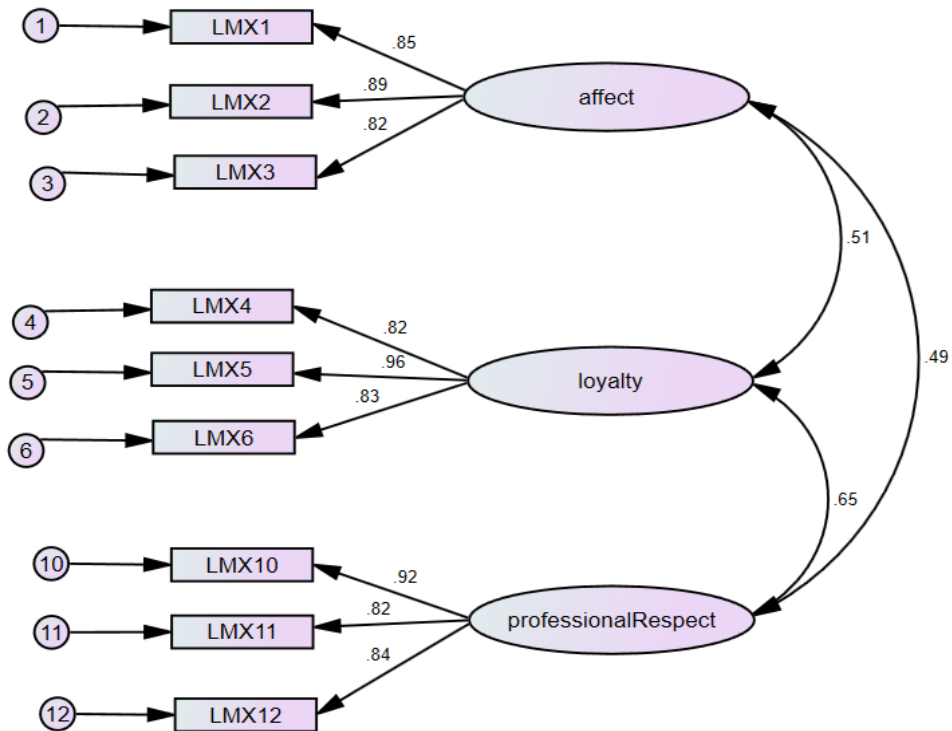
APPENDIX D.2 CFA Model of Perceived Dispositional RTC of Leader



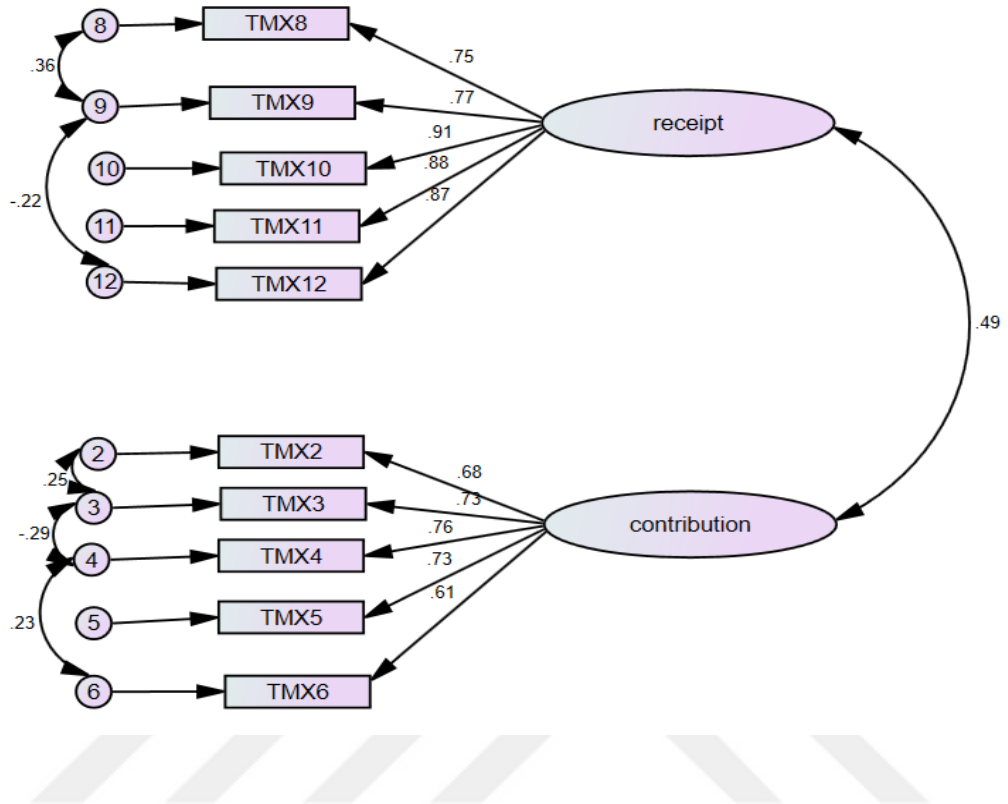
APPENDIX D.3 CFA Model of Perceived Dispositional RTC of Influencer



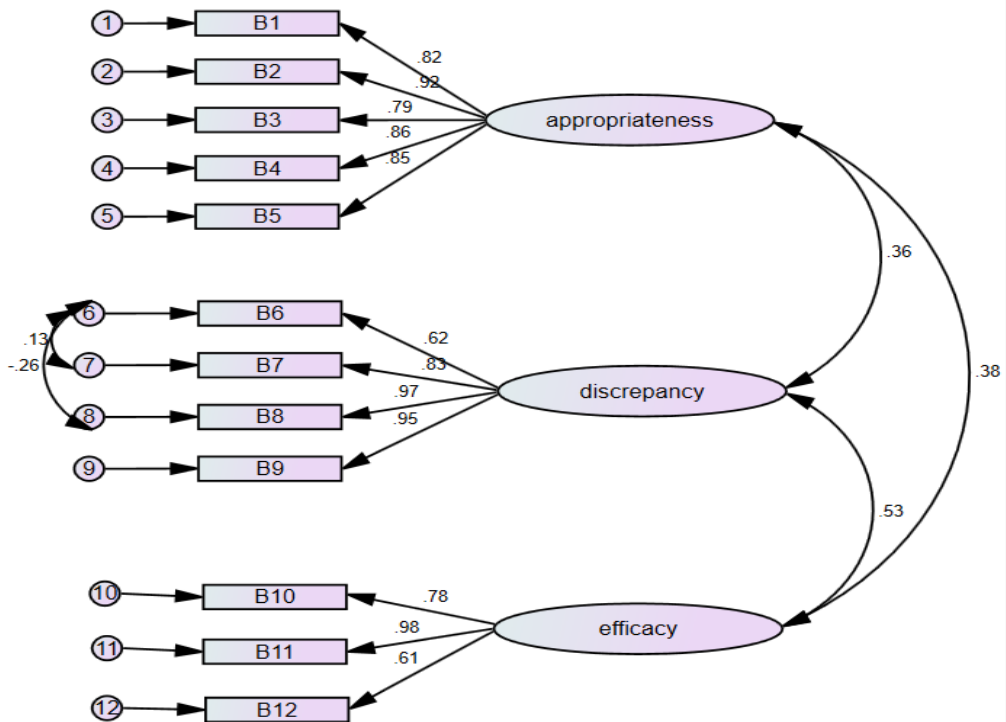
APPENDIX D.4 CFA Model of LMX



APPENDIX D.5 CFA Model of TMX



APPENDIX D.6 CFA Model of Follower's Belief towards Acquisition



APPENDIX E: Enlarged Correlation Table

Correlation Table	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24		
1. RF	(0,78)																									
2. RFemotional	.705**	(0,78)																								
3. RFshortTerm	.792**	.358**	(0,78)																							
4. RL	.490**	.371**	.436**	(0,86)																						
5. RLeotional	.453**	.531**	.257**	.856**	(0,83)																					
6. RLshortTerm	.416**	.159*	.489**	.904**	.553**	(0,82)																				
7. RI	.535**	.460**	.451**	.499**	.540**	.366**	(0,81)																			
8. RLeotional	.417**	.550**	.185*	.436**	.664**	.164*	.856**	(0,85)																		
9. RishortTerm	.479**	.194*	.594**	.394**	.206*	.466**	.808**	.388**	(0,79)																	
10. LMX	-.066	.020	-.066	-.409**	-.291**	-.418**	.001	-.027	.033	(0,90)																
11. LMXaffect	-.014	.030	-.054	-.318**	-.175*	-.368**	.044	.054	.017	.805**	(0,89)															
12. LMXloyalty	-.038	.056	-.047	-.308**	-.224**	-.310**	.017	-.019	.051	.857**	.528**	(0,90)														
13. LMXprospect	-.115	-.042	-.063	-.394**	-.328**	-.365**	-.060	-.105	.013	.823**	.486**	.575**	(0,89)													
14. TMX	-.186*	-.124	-.127	-.073	-.068	-.062	-.019	-.017	-.014	.233**	.176*	.188*	.216**	(0,89)												
15. TMXcontribution	-.135	-.076	-.140	-.019	-.024	-.010	.081	.064	.071	.180*	.215**	.106	.131	.786**	(0,83)											
16. TMXreceipt	-.177*	-.127	-.088	-.093	-.082	-.082	-.083	-.069	-.070	.214**	.108	.200**	.222**	.909**	.457**	(0,83)										
17. BAF	-.296**	-.256**	-.192*	-.026	-.046	-.003	-.085	-.083	-.057	.075	.002	.079	.104	.142	.188*	.078	(0,90)									
18. BAFapprpr.	-.286**	-.280**	-.148	-.174*	-.206**	-.111	-.153	-.191*	-.055	.243**	.099	.223**	.282**	.102	.081	.092	.814**	(0,93)								
19. BAFDiscrepancy	-.160*	-.130	-.127	.154*	.145	.128	.025	.071	-.037	-.134	-.094	-.120	-.119	.051	.134	-.017	.781**	.343**	(0,90)							
20. BAFefficacy	-.232**	-.147	-.192*	.019	.023	.011	-.023	-.010	-.029	-.012	-.043	.020	-.010	.225**	.302**	.119	.716**	.359**	.539**	(0,82)						
21. SAF	-.300**	-.208**	-.237**	-.148	-.139	-.123	-.115	-.108	-.082	.181*	.083	.151	.216**	.311**	.257**	.275**	.529**	.563**	.257**	.358**	(0,94)					
22. SAL	-.134	-.062	-.124	-.388**	-.259**	-.411**	-.099	-.081	-.085	.357**	.220**	.289**	.380**	.150	.080	.162	.225**	.332**	.016	.112	.627**	(0,94)				
23. SAT	-.152*	-.083	-.169*	-.184*	-.159*	-.166*	-.135	-.108	-.117	.248**	.186*	.203**	.229**	.272**	.126	.306**	.306**	.429**	.059	.138	.723**	.607**	(0,93)			
24. SAI	-.226**	-.161	-.229**	-.093	-.080	-.085	-.251**	-.187*	-.233**	.123	.130	.085	.096	.259**	.191*	.246**	.448**	.529**	.197*	.173*	.719**	.437**	.604**	(0,92)		

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

* . Correlation is significant at the 0.05 level (2-tailed).