

## A RESEARCH ON THE EFFECT OF ORGANIZATIONAL CULTURE THROUGH LEADER-MEMBER EXCHANGE (LMX) ON EMPLOYEES' ATTITUDES TOWARD CHANGE

LİDER-ÜYE DEĞİŞİMİ (LMX) İLE ÖRGÜTSEL KÜLTÜRÜN ÇALIŞANLARIN DEĞİŞİME KARŞI TUTUMLARINA ETKİSİ ÜZERİNE ARAŞTIRMA

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### ABSTRACT

In economic and market conditions that are constantly changing, institutions are implementing change practices in different fields such as strategic, structural and ways of doing business in order to maintain their competitive advantage. According to Kotter and Schlesinger (1979), while many institutions make a medium change every year, they should make a large-scale change within the framework of competitive conditions, technological developments, growth and changes in labor force within four or five years. In this research, the responses of the employees to the change and the organizational cultural factors that affect these reactions and the effect of the Leader-Member Interaction on the resistance to change through trust in the institution were examined in order to achieve more successful results. In addition, the effect of creating an innovative organizational culture in the organization on the resistance to change in the organization is examined. This study was attended by managers and foremen level employees working in different industrial companies. As a result of the analysis, it has been found that there is a positive relationship between the quality of leader-member interaction, trust in the institution, and communication and innovative organizational culture. On the other hand, it has been determined that there is a negative relationship between concepts of attitude toward change and innovative organizational culture.

**Key Words:** Leader – Member Exchange, Attitudes Toward Change, Organizational Culture

### ÖZET

Sürekli değişim içerisinde olan ekonomik ve pazar koşullarında, kurumlar rekabet üstünlüklerini korumak için stratejik, yapısal ve iş yapma şekilleri gibi farklı alanlarda değişim uygulamaları gerçekleştirmektedirler. Kotter ve Schlesinger'e (1979) göre pek çok kurum her yıl orta düzeyde bir değişim gerçekleştirirken, dört-beş yıl içerisinde rekabet koşulları, teknolojik gelişmeler, büyüme ve iş gücündeki değişimler çerçevesinde büyük ölçekli bir değişim gerçekleştirmelidir. Bu araştırmada kurumsal değişimlerin daha başarılı sonuçlar elde etmesi için çalışanların değişime gösterdiği tepkiler ve bu tepkileri etkileyen örgütsel kültür unsurları ve Lider – Üye Etkileşiminin kuruma güven aracılığıyla değişime direnç olan etkisi incelenmiştir. Ayrıca, örgütte inovatif örgüt kültürü oluşturma örgütte değişime direnç üzerinde etkisi irdelenmiştir. Bu çalışmaya farklı sanayi şirketlerinde çalışan yönetici ve ustabaşı düzeyinde çalışanlar katılmıştır. Analizlerin sonucunda lider üye etkileşiminin kalitesiyle kuruma güvenin ve iletişim ile inovatif örgüt kültürü arasında pozitif ilişki olduğu bulunmuştur. Diğer yandan, algılanan kurumsal değişimle yaratıcı örgütsel kültür arasında negatif bağlı ilişki olduğu tespit edilmiştir.

**Anahtar Kelimeler:** Lider – Üye Etkileşimi, Değişime Direnç, Örgüt Kültürü

## 1. INTRODUCTION

Global competition, new age information technologies, global economic crises, new political strategies and rapidly evolving consumption trends are stimulants for organizational change. Organizations must implement continuous and transformational change to remain competitive (Cohen, 1999). For instance, Forbes published its first Top 100 Companies list in 1917. It re-printed it in 1987, showing that 61 of the original 100 companies has no longer existed (Foster & Kaplan, 2001). This shows that in today's dynamic world, organizations must change or go out of business.

As change is an inevitable part of an organization's day-to-day processes, organizations spend huge amounts of money, time and human capital to be successful in their change efforts. However, Beer, Eisenstat and Spector (1990) noted that change programs often failed or made situations worse. A study showed that 58% of change initiatives failed, while 20% created an added value less than expected (LaClair & Rao, 2002). As Kotter (1995) stated, when organizations fail to realize successful change efforts, they lose a great deal of time, money and human resources. Such results have led researchers and practitioners to search how organizations can successfully accomplish change processes. Research has found that reasons for failure in the change process included technological difficulties and lack of money, but most importantly, human related problems (Lawrence, 1954 cited in Foster, 2008). People are still the key to organizational success. Bridges (1991) observed that without employee support, the change process was just a rearrangement of chairs.

Over the last few decades, several studies have focused on understanding and predicting employee reaction to organizational change (Morgan & Zeffane, 2003; Oreg & Sverdlik, 2011; Foster, 2010; Dent & Goldberg, 1999; Bovey & Hede, 2001). Researchers have examined several factors that affect employee reaction and ability to adjust to new conditions, such as participation (Chawla & Kelloway, 2004), perceived justice (Cobb, Foleger & Wosten, 1995), cynicism (Bernerth, Armenakis, Field & Walker, 2007), supervisor/organizational trust and engagement (Mayer & Davis, 1999) and effective communication (Armenakis & Harris, 2002). These antecedents show that many change efforts fail due to underestimating the importance of the individual differences during organizational change.

This study is based on an individual level perspective of change implementation. So, the main question is; how general organizational culture and LMX theory have a role on attitudes toward change on some industrial businesses working in Konya.

## 2. LEADER-MEMBER EXCHANGE (LMX)

The LMX theory occupies a unique position among leadership theories because of its focus on the dyadic relationship between leader and followers. LMX theory states that leadership is a process centered in the interaction between leaders and followers. The dyadic relationship between the two is at the center of leadership (Parasuraman, Zeithaml, & Berry, 1985: 106). Research exploring the leader-member exchange model of leadership suggests that leaders may develop very different relationships with different members of the same work unit (Dansereau, Graen, & Haga, 1975: 34).

After the contingency movement became popular, another line of research, labeled the relational theory perspective of leadership, generated substantial research. This movement was based on what was termed vertical dyad linkage theory (Dansereau et al., 1975: 64) and has evolved into what is now termed leader-member exchange theory. LMX theory describes the nature of the relations between leaders and their followers. High quality relations between a leader and his or her followers are based on trust and mutual respect whereas low-quality relations between a leader and his or her followers are based on the satisfaction of contractual obligations. LMX theory predicts that high-quality relations generate more positive leader outcomes than do lower-quality relations (Graen & Uhl-Bien, 1995: 65).

Most of the research has shown that higher LMX increases performance, job satisfaction, and organizational commitment. For example, leader–member exchanges has been found to be uniquely related to such favorable outcomes as in-role performance and citizenship behavior reported that leader–member relationship quality is related to job performance, satisfaction with supervision, overall satisfaction, commitment, role conflict, role clarity, member competence, and turnover intentions (Gerstner & Day, 1997: 62).

In addition to all these research, many studies have examined the relationship between a supervisor's LMX quality and employee creativity the vast majority of these studies provided substantial support for the expected relationships between supportive and controlling LMX quality and creativity (Shalley & Gilson, 2004: 125). These studies show that there is a high probability that high-quality relationship between leader and followers helps to create a more creative and innovative organizational culture.

### **3. ORGANIZATIONAL CULTURE**

Organizational culture is one type of environmental influence which impacts the way people (employees) think, perform tasks and communicate/interact with each other. In his widely accepted and well-known definition, Schein (1992) defines culture as a pattern of shared basic assumptions that the organization learned as it solved its problems of external adoption and internal integration, to be taught to new members as the correct way to perceive, think and feel in relation to those problems. Furthermore, Schein (1992) suggested that organizational culture is composed of three levels as artifacts (the visible level), values (not observable, at the mid-level) and basic assumptions (at the core of the formation) (Schein, 1992: 131).

Hofstede's (1983) favorite definition of culture is precisely that its essence is collective mental programming: it is the part of our conditioning that we share with other members of our nation, region, or group but not with members of other nations, regions, or groups. Hofstede also described organizational culture as the way things are done in the business. Based on these definitions, it is obvious that the existing culture of an organization provides a corporate framework that provides guidance on issues like how work is done, the use of technology, how people think and communicate, how they feel about their organization, how they interact and how they behave and feel about new things (G. J. Hofstede, 2000: 50).

According to Reichers and Schneider (1990), following Smircich (1983), there have been two distinct approaches to the definition of culture. While the first approach treats organizational culture as something an organization is, the second one accepts culture as something an organization has. Work is done by people who make up an organization, not the organization itself. Several studies have shown how organizational culture or changes in organizational culture can facilitate or hinder business change initiatives such as MRP, ERP and TQM (Al-Khalifa & Aspinwall, 2001: 5).

In this study, we draw on the work of Wallach (1983), who developed a three-dimension measure of organizational culture (organizational culture index - OCI). Wallach's Organizational Culture Index study can be used to access the organizations on three stereotypical profiles: bureaucratic, innovative, and supportive profiles (Wallach, 1983: 45).

Wallach (1983) defines supportive cultures as including such climatic values for example; harmony, openness, friendship, collaboration, encouragement, sociability, personal freedom, and trust. In earlier researchers, positive relationships have been found between supportive culture and employees' behaviors. Shore and Wayne (1993) found that perceived organizational support, such as organizational citizenship and impression management, was a strong predictor of employees' behavior. The perception of employees that employee involvement programs can create benefits for the organization and the individual may well rest on the positive feelings of organizational citizenship that are generated through supportive organizational climates (Shore & Wayne, 1993: 127).

Wallach (1983) defines innovative culture as including such climatic properties risk taking, results oriented, creative, pressurized, stimulating, challenging, enterprising, and driving. Since Burns and Stalker's (1961) early work, there has been a widespread view in the literature that innovative organizations are characterized by organic management systems that involve teamwork, lateral communications, and blurring of job boundaries to facilitate the interaction of people participating in the work tasks (Burns & Stalker, 1981: 24). In another study, Kanter (1983) indicates that innovative climates also tend to have innovative human resources practices. And most of the researchers agree on the idea that organizational climate and organization culture have overlapping issues and indicate the association between these two concepts (Kanter, 1983: 75). Wallach (1983) defines bureaucratic culture as including such climatic properties; procedural, hierarchical, structured, ordered, regulated, established, cautious, and power oriented (Wallach, 1983: 147).

#### **4. ATTITUDES TOWARD CHANGE**

While there are many external and internal factors which are effective for managing and implementing change, there is no doubt that the greatest is the employees' reactions to change. Beyond the issues of what kind of forces and drivers initiate change and what type of change is planned, it is very important for leaders and change agents to consider how to implement the change to be effective. Hence, in this study employees' attitudes toward change is investigated as one of the social enablers affecting the success of change in business implementations. According to the SHRM 2007 (Change Management Survey Report) the two top obstacles encountered during major organizational change are communication breakdown and employee resistance (Benedict, 2007: 20).

There are many reasons why employees resist change. The most important ones are the fear of unknown, loss of control, maintaining the status-quo, fear of downsizing and other's attitudes toward change. Some employees of any organization can resist change. Change agents and leader should be aware of their organizations' readiness to change, their employees' general attitudes toward change, should evaluate their levels (Howell, 2005: 56).

ERP systems usually involve radical organizational change because it is often associated with fundamental organizational improvements that cut across functional and organizational boundaries. Since ERP systems involve organizational change and their implementation is overshadowed by a high failure rate, this study will focus on employees' perceptions of such organizational change. General change initiatives require change of the organization's socio-technical system, which is intertwined of technology, task, people, structure, and culture (Laughlin, 1999: 88). Organizational change is defined as an attempt, or series of attempts, to modify an organization's structure, goals, and technology or work tasks (Carnall, 1986: 26). It has been argued that the adoption and implementing change should be conceptualized as a form of organizational change (Oakland & Tanner, 2007: 102). For this purpose, the research incorporates a conceptual construct of attitude toward change that captures views about the need for organizational change.

Organizational members who have favorable perceptions on organizational transformation are likely to proactively participate in any organizational change situation; and possibly look forward to changes in work patterns. They tend to believe that organizational change should be realized to improve organizational performance and their productivity. Individuals with favorable attitudes toward change are likely to easily adapt themselves to the new circumstances. They tend to believe that they can learn and utilize new practices and technologies that are needed for the new situation; and without severe cognitive effort on their part. Therefore, we can expect that individuals with favorable attitudes toward change believe that they can learn how to act in new system, required for organizational change with little effort (Kwahk, 2006: 80).

According to Elizur & Guttman, (1976) there are three types of individuals' or groups' responses to organizational change: affective, cognitive and instrumental. Affective response refers to the feeling of being linked to satisfaction or anxious about change. Cognitive responses are opinions relating to

usefulness and necessity and about knowledge required to handle change, while instrumental responses refers to actions already taken or which will be taken to handle the change (Elizur & Guttman, 1976: 43)

Dunham (1984) stated that complex attitudes could be understood better by recognizing that every attitude has three distinct components, which are cognitive, affective and behavioral tendencies. Each of this type of attitude toward change may induce a person to support or not to support changes occurring in an organizational setting (Dunham, 1984: 40).

Attitude toward change generally consists of a person's affective reactions to change, cognitions about change, and behavioral tendency toward change. The affective component consists of the feelings a person has toward an attitude object, which involves evaluation and emotion, and is often expressed as like or dislike for the attitude object. The cognitive component of an attitude consists of the information a person possesses about a person or a thing which is based on what a person believes is true. The behavioral tendency concerns the way a person intends to behave toward an attitude object (Dunham, 1984: 39).

Some studies have investigated the relationship between attitudes toward change and organizational outcomes such as organizational commitment, job satisfaction and work ethics. Iverson (1996) found that an employee's acceptance of organizational change increases with organizational commitment, a harmonious industrial relations climate, education, job motivation, satisfaction and security (Iverson, 1996: 59). Yousef (2000) found that certain dimensions of organizational commitment directly influence certain attitudes toward organizational change, and job satisfaction with certain facets of job directly and indirectly (through different dimensions of organizational commitment) influences the different dimension of attitudes toward organizational change (Yousef, 2000: 143). Therefore, the fundamental issue of this study will be the investigation of organizational culture and dyadic relationship between leader and its members on the employee attitudes toward change.

## **5. ORGANIZATIONAL CHANGE**

No matter how hard they try, companies can no longer afford the choice of whether or not to change. Companies must change in order to survive. And this change should be an ongoing one. Since it is often associated with fundamental organizational improvements it cuts across functional and organizational boundaries. Transforming organizations with new technologies is an important business objective since traditional structures are often ineffective in producing desired levels of productivity, customer service, employee welfare, and shareholder value.

Organizational change is defined as an attempt, or series of attempts, to modify an organization's structure, goals, and technology or work tasks (Carnall, 1986: 26). Organizational change involves movement from the present state of the organization to some future or target state which may include a new strategy, a new technology, a new process, a new structure or changes in the organization's culture.

In many organizations change is taking place at an ever-increasing rate. As a result, more and more employees today are faced with changes they never asked for. These continuous and surprise changes often give rise to stress reactions in employees, resulting in a number of negative consequences for both the employees and the organization (Malekzadeh & Nahavandi, 1998: 101). Employees resist change as it is perceived as threatening their needs for job security, social interaction, current status, competence, or self-esteem change requires coping and adaptive responses from the individual. When employees perceive that they have little or no control over changes or challenges, their stress levels may increase. On the other hand, when employees feel that control is possible, they view the challenge positively and believe that it can be met. Scheins's (1992) classical work suggests that unless organizations recognize that change may give rise to stress reactions in employees, and as such implement internal organizational measures and

conditions that are necessary for effective coping to occur, most change efforts will fail (Schein, 1992: 131).

Once assured the organization has a well-crafted, well-communicated strategic plan, the organizational change consultant/agent must determine of the current organizational structure, culture, and human processes that will support the strategy. Invariably, attempts to implement even the best-crafted strategy will fail if the organization's structure, culture and human processes are not supportive.

## 6. CONCEPTUAL MODEL AND THEORETICAL FRAMEWORK

The conceptual model of the study is described in Figure 1. The theoretical framework of the study, relationships and interactions between the concepts and related research studies and proposed hypotheses are presented in the following pages.

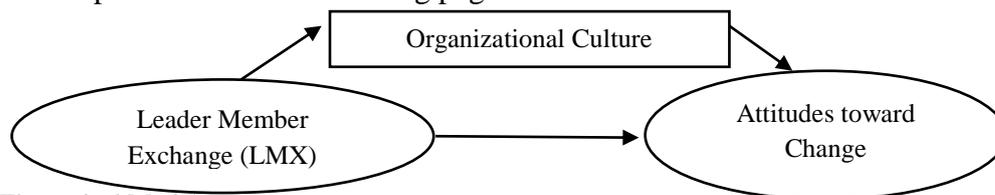


Figure 1. Theoretical Model

### 6.1. Organizational Culture and Leader-Member Exchange

As the purpose of this study is to examine the organization culture and LMX success and level of new implementation acceptance in Konya industrial business sector, the national culture and its effects on organizational culture and interpersonal relationships become very important. Hofstede (1980) defines culture as the collective mental programming of the people in an environment and asserts that cultural values have significant impact on organizational behavior (G. Hofstede, 1980: 52). In Hofstede's very well-known study, Turkish culture was found to more collectivistic. And also, the Turkish cultural system is classified as being high on power distance and uncertainty avoidance.

In this study, paternalism is also considered as an important literature value linking relationship between Turkish cultural values and leader member relations. Paternalism indicates that managers take a personal interest in the workers' off the job lives and attempt to promote workers' personal welfare (Ayca, 2005: 72). In paternalistic cultures, people in authority assume the role of parents and consider it an obligation to provide protection to others under their care. In a cross-cultural study involving 10 nations, Turkey scored very high on paternalistic values (Ayca, 2005: 13). This might be due to the Turkish family structure, where members are expected to comply with the decisions and directions of the father without question. The effectiveness of paternalistic leadership in the Turkish business culture, which stems mainly from acceptance of power inequalities, can be attributed to the influence of military culture in creating and sustaining hierarchical relationships in social institutions, including the workplace. For example, during the last four decades there have been two major military coups d'état (in 1960 and 1980). Furthermore, the legacy of a highly structured bureaucracy left by the Ottoman Empire is superimposed on every aspect of social life, which reinforces authoritarian management practices.

According to LMX theory, effective leadership occurs when leaders and followers maintain a high quality exchange relationship characterized by a high degree of mutual trust, respect, and obligation (Graen & Uhl-Bien, 1995: 64).

In the Turkish context, we also expect to see a positive association, owing to the pervasive influence of paternalism in Turkish organizations, where the employees expect frequent and close contact, care, and protection. In fact, Uhl-Bien et al. (1990) suggest that managerial paternalism in Japanese business organizations may originate from a high-quality exchange (LMX) relationship between the paternalistic manager and the employee (Uhl-Bien, Tierney, Graen, & Wakabayashi, 1990: 65).

In another study, Yahyagil found that employees of a Turkish organization perceived their organizations almost equally as being bureaucratic and innovative at a moderate level, and as being supportive at lesser degree. He mentions that it might be a result of the fact that the organization is a family owned organization, in spite of being a leading professional company. In his study, it is found to be a blend of the characteristics of supportive and innovative culture and surprisingly the composition of 2 innovative culture variables (result-orientated, pressurizing) along with almost all bureaucratic culture variables. Regarding the blend of the variables of power-oriented and result-oriented, he concluded that this might be related to the perception of Turkish national culture by the members of organizations. He concluded that in Turkish business world, employees who generally expect a paternalistic approach from their superiors might not fully grasp the difference between power-oriented and results-oriented approaches clearly for the achievement of organizational goals. Thus, these research findings and literature review provide us with a reliable support to analyze the relationship between LMX theory and organizational culture in Turkish business organizations (Yahyagil, 2005: 141). In this study, the researcher proposes that;

H1: There is a strong and positive relationship between the concepts of LMX and supportive as well as innovative type of organizational culture.

## **6.2. Attitudes toward Change and Organizational Culture**

Attitudes can be defined as a predisposition to respond to a stimulus something in a person's environment such as an event, thing, place or another person in a positive or negative way (Motwani, Mirchandani, Madan, & Gunasekaran, 2002: 68).

In the workplace, a person's attitudes are an important determinant of performance related behaviors, the quantity and quality of output, organizational commitment, absenteeism, turnover, and so forth. Attitudes can be difficult to change once they have been learned. Attitudes have three basic components, cognitive, affective and behavioral (James, Chen, & Cropanzano, 1996: 71).

Leaders and managers attempting to introduce major change in an organization often begin assessing and then trying to change employee attitudes. In general, beliefs and values precede attitudes, which then influence behavior. While an attitude may lead to intent to behave in a certain way, the intention may or may not be carried out depending on the situation or circumstances. At the same time, while attitudes do influence behavior, it is important to emphasize that behavior also influences attitudes. And also employee perceptions are essential factors in determining individual behaviors both inside and outside an organization (James et al., 1996: 72). In simple terms, we can define perception as it is how we view and interpret the events and situations in the world (organization) about us. Thus, perceptions can be thought of as an intervening variable which influence behaviors. From this point of view, the researcher believes that organization's cultural profile based on perceptual descriptions of employees will be high likely important indicating the attitudes of employees during an organizational change.

On the other hand, organizational culture has influence on attitudes toward change. According to Ahmed (1998), innovation is the engine of change and the possession of positive cultural characteristics provides the organization with necessary ingredients to innovate. Culture could enhance or inhibit the tendency to innovate. Therefore, it is expected that certain types of culture facilitate the change process (Ahmed, 1998: 2). In this study, the researcher proposes that;

H2: There is a positive and strong relationship between the concepts of attitude toward change and innovative organizational culture.

## **7. METHODOLOGY**

In this part, we explain the research design, the procedures, the data collection methods, the research approach and strategy, the sample for the research and the data collection method. The last part of this part presents the results of the study and the methods used for data analysis.

### **7.1. Research Approach**

A quantitative research method was used for the present study. An explanatory (hypothesis testing) type of research design was selected because it seeks to understand the nature of the associations between the concepts of leader-member exchange, organizational culture and employees' attitudes toward change. The nature of the design is correlational, and it is a cross-sectional investigation.

The survey questionnaire is got from literature for this study required respondents to rate their leaders' behaviors based on the dyadic relationship and define their organizational culture. Then, respondents were asked to answer their attitudes toward change, how they interact with the new system and how they and the organization itself are affected by the new system. The survey also requested them to fill out a brief demographic profile of their and the organization they are working at. The survey uses three measurement instruments in total. All the items; except demographic and organizational culture questions are measured using 5-point Likert-type scales. Organizational culture questions are measured using 4-point Likert-type scale.

### **7.2. Instrument Development: Leader-Member Exchange**

Liden & Maslyn (1998) developed a scale for measuring leader-member exchange. The scale is called LMX-MDM. It has 12 questions to be answered on a Likert like scale. There are four categories comprising each three questions. These categories are: affect loyalty, contribution and professional respect. All survey items had a seven-point response format, with higher scores representing higher exchange quality. In this research, this scale is used (Liden & Maslyn, 1998: 90).

### **7.3. Organizational Culture**

The measurement instrument used for organizational culture is Organizational Culture Index (OCI) originally developed by Wallach (1983). This instrument measures three major cultural dimensions as bureaucracy, innovation, and support. This instrument is especially preferred for this study on purpose simply it creates the cultural profile of an organization based on perceptual descriptions of the members of organization. The instrument has a well-known 4-point Likert scale that includes 24 items ranging from "does not describe my organization" to "describe my organization most of the time". It is, in fact, a 24 item adjective trait questionnaire ranging from 0 to 3. (Yahyagil, 2005: 140)

### **7.4. Attitudes Toward Change**

In this study, Dunham's revised 18 item instruments is used for ATC. He distinguished the differences between attitude toward change in general and attitude toward change in specific. To analyze the relation and differentiation between these two, he converted each of the general items to have a specific focus. Thus, for example, "change often helps me perform better" became "change would help me perform better." Items were written in such a way that they could be used for any specific change by inserting the description of the change within the brackets.

He claims that the distinction between attitude toward change in general and attitude toward specific change is important. An employee's attitude toward change in general might not always be a good predictor of behavior. For example, an employee may, in general, have a positive attitude toward change. However, a particular change could elicit negative attitudes. He claims that there appears to be a moderate relationship between attitudes toward change in general and toward a specific change. He also concludes that for a specific change with which respondents have greater familiarities, this relationship was not found indicating that perhaps attitude toward change in general has greater influence on attitudes toward a specific change only in the absence of direct experience with the specific change or limited information about the specific change.

In summary, attitude toward change is measured by 18 items with the instrument developed by Dunham. The measurement items were designed to reflect three types of response to the

introduction of organizational change – affective, cognitive, and behavioral tendency toward change. This instrument has 18 items including the three subscales, affective, cognitive and behavioral tendency. Each scale has 6 items. 5-point Likert scale was used, ranging from 1 is for strongly disagree to 5 is for strongly agree.

### 7.5. Demographic Variables

There are five demographic variables: age, gender, marital status, total work experience and the number of personnel working in the company.

### 7.6. Data Collection

Considering the low response rates, the copies of surveys are sent via mail. The survey contained 80 questions. A total of 350 surveys mailed to the respondents. 209 returned. % 20 of these responses was removed from the research statistics because of their incomplete answers to some critical questions. % 80 of the responses was included in the study, which have all answers completed to each question in the survey. No partially completed survey responses were used in the study.

### 7.7. Data Analysis

In this section, methods used for analyzing the data will be presented. Inferential statistics help researcher to understand the relations between variables. Some of the methods used according to each hypothesis are introduced below.

Hypothesis 1: There is a positive relationship between the concepts of LMX and supportive as well as innovative type of organizational culture.

Hypothesis 2: There is a positive relationship between attitude toward change and innovative organizational culture.

### 7.8. Research Findings

In this part, we present the results of the empirical study, which were obtained with the Statistical Package for Social Sciences (SPSS) version 23.0. It first explains the profile of the respondents found as a result of descriptive statistical methods applied and the relations between the demographic variables. Second, it covers hypothesis testing and reveals information about the relations between the variables.

The first analysis was on the profile of the respondents. Table 2 presents these results.

Table 2. Demographic Variables

Variables	Frequency	Percentage	Variables	Frequency	Percentage
<b>Gender</b>			<b>Number of Employees</b>		
Male	103	65,6	0-100	44	28
Female	51	32,5	101-500	50	31,8
<b>Marital Status</b>			501-1000	19	12,1
Single	28	17,8	Over 1001	40	25,5
Married	118	75,2	<b>Age</b>		
Divorced	8	5,1	20-30	31	19,7
<b>Seniority</b>			31-40	92	58,6
0-3 years	7	4,5	41-50	26	16,6
4-6 years	11	7	Over 51	5	3,2
7-10 years	31	19,7			
11-15 years	56	35,7			
Over 16	46	29,3			

### 7.9. Reliability of the Measurement Instruments

Patchen (1965) define reliability as an assessment of the degree of consistency between multiple measurements of a variable (Patchen, Pelz, & Allen, 1965: 137). One of the measures of reliability is internal consistency which applies to the consistency among the variables in a scale. To assess

this consistency, Cronbach's alpha is used in this study. It shows if the individual items or indicators of the scale are measuring the same construct and are thus highly inter-correlated. The lower limit for Cronbach's Alpha that is generally agreed upon is 0.70 (Patchen et al., 1965: 137). Before proceeding with any further analysis, first the reliabilities of each scale are calculated. In fact, they were already tested by other researchers However; the fact that all of them are translated from English to Turkish for this study requires finding the reliabilities again, since different data sets might give different reliability results for each scale. Table 3 exhibits these results.

Table 3 Reliability in General and Reliability for Factors of the Measurement Scales

Construct	Variables	Cronbach's Alpha
<b>LMX</b>	<b>1-12</b>	<b>0,939</b>
Affect	1,2,3	0,841
Loyalty	4,5,6	0,941
Contribution	7,8,9	0,836
Professional respect	10,11,12	0,910
<b>Organizational Culture</b>	<b>1-24</b>	<b>0,846</b>
Innovative	1,6,7,11,13,18,19,23	0,774
Supportive	2,5,8,9,15,16,17,22	0,899
Bureaucratic	3,4,10,12,14,20,21,24	0,863
<b>Attitudes toward Change</b>	<b>1-18</b>	<b>0,895</b>
Cognitive	1,3,4,5,6,16	0,577
Affective	2,7,8,10,11,15	0,793
Behavioral Tendency	9,12,13,14,17,18	0,882

As Table 3 illustrates, except Cognitive dimension of Attitudes toward Change construct, all the reliability scores of the study concepts are found above 0.70 and mostly above 0.80. This means that the items of each concept are interrelated. Since the main construct, Attitudes toward Change has a reliability score above 0.70; all variables are included in the model.

### 7.10. Factor and Reliability Analysis for Leader-Member Exchange

Table 4 presents the results of the factor analysis for Leader-Member Exchange. In total, 12 items are included in the analysis. The factors are not the exact representation of the original scale. However, the composition of the items in each factor seems to be quite satisfactory as can be observed, because the items belonging to the same dimensions originally are generally grouped under the same factor. In this study, Professional Respect and Contribution dimensions' items form a single factor whereas Affect and Loyalty dimension items form the other main factor.

Table 4. The Factor Analysis Results of Leader Member Exchange

Factor	Variable	Item Statement	Item Loading	% Variance Explained	Cronbach's Alpha
1	11	Respect my supervisor's Competence	0,824	35,184	0,906
1	10	Impressed with my supervisor's knowledge	0,805		
1	9	Work hardest	0,767		
1	8	Willing to apply extra effort	0,758		
1	12	Admire my supervisor's professional skills	0,725		
1	7	Do work beyond my job description	0,633		
2	4	Protect me against a superior	0,846	34,776	0,913
2	6	Defends me in a case of a honest mistake	0,819		
2	5	Support me against an attack	0,815		
2	3	Like to work with	0,709		
2	2	Friendly	0,703		
2	1	Like my supervisor personally	0,643		
			Total	69,96	0,939
			Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0,923

It is important to note that the Kaiser-Meyer-Olkin test for initial LMX items is recorded as 0.923, which shows that the data used in the analysis is a homogenous collection of variables which are suitable for factor analysis.

### 7.11. Factor and Reliability Analysis for Organizational Culture

Table 5 presents the results of the factor analysis for organizational culture. In total, 24 items are included in the analysis. Only one item, Ordered, is found not enough to form or exists in a factor and extracted from the study. The Factors, Results-oriented and Pressurized, form a factor with high item loading values. But their Cronbach's Alpha value is found to be 0,496 which is less than lower limit of generally agreed upon. So, these three factors are extracted from the study.

The factors are the exact representation of the original scale except item Creative. It exists in supportive culture dimension instead of being in innovative type of culture dimension which is totally acceptable. For example, similar result exists in Yahyagil's study, items related to innovation dimension or organizational climate resides in supportive type of organizational culture.

The composition of the items in each factor seems to be quite satisfactory as can be observed in Table 5, because the items belonging to the same dimensions originally are generally grouped under the same factor. Items in Factor 1 represent Supportive type of organizational culture and items in Factor 2 represent Bureaucratic type of culture and finally Factor 3 represent Innovative type of organizational culture.

Table 5. The Factor Analysis Results of Organizational Culture

Factor	Variable	Item Statement	Item Loadings	% Variance Explained	Cronbach's Alpha
1	9	Sociable	0,809	28,964	0,921
1	8	Encouraging	0,773		
1	13	Stimulating	0,747		
1	16	Equitable	0,730		
1	17	Safe	0,735		
1	5	Relationship oriented	0,775		
1	15	Personal freedom	0,699		
1	7	Creative	0,720		
1	22	Trusting	0,770		
1	2	Collaborative	0,651		
2	14	Regulated	0,849		
2	20	Established, solid	0,840		
2	3	Hierarchical	0,746		
2	10	Structured	0,772		
2	24	Power oriented	0,753		
2	4	Procedural	0,701		
2	21	Cautions	0,568		
3	23	Driving	0,835	14,490	0,865
3	19	Enterprising	0,825		
3	18	Challenging	0,791		
3	1	Risk taking	0,732		
			Total	62,879	0,853
			Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0,884

It is important to note that the Kaiser-Meyer-Olkin test for all OC items is recorded as 0.884 which shows that the data used in the analysis is a homogenous collection of variables which are suitable for factor analysis.

### 7.12. Factor and Reliability Analysis for Attitudes Toward Change

Table 6 presents the results of the factor analysis for Attitudes toward Change. In total, 18 items are included in the analysis. Factor analysis is applied for 3 times. In the first analysis, only one item, "Changes are irritating", is found not enough to form or exists in a factor and extracted from the

study. The Factors, “Looking forward to changes” and “Change frustrates me”, form a factor with high item loading values. But their Cronbach’s Alpha value is found to be 0,511 which is less than lower limit of generally agreed upon. The last factor consists of 1 item, which is not enough to form a factor. All these three items are extracted from the study.

In the second analysis, “Organization benefits” and “Co-worker benefits” form a factor with 2 items, which is not enough to form a factor. These two items are also extracted from the study. Although they are left out of the study, their very high factor loadings (0.842, 0.84 respectively) indicate that they are important and need to be investigated in the following research related to this study.

The factors are not the exact representation of the original scale. However, the composition of the items in each factor seems to be quite satisfactory as can be observed in Table 6, because the items belonging to the same dimensions originally are generally grouped under the same factor. Factor 1 consists of items from both Cognitive and Affective dimensions of the original scale whereas Factor 2 consists of item from Behavioral Tendency dimension. It shows that Turkish business employees are having problems separating cognitive and affective attitudes. This is also supported by the reliability analysis result of cognitive dimension which is rather low, 0,649. The only one item, “Support new approaches” is not in its original factor but item loadings for both factors are very close to each other so can be acceptable to exist in its original scale dimension. Item 11’s item loading for Factor 1 is 0,479 whereas for Factor 2 is 0,512.

Table 6. The Factor Analysis Results of Attitudes toward Change

Factor	Variables	Item statement	Item Loadings	% Variance Explained	Cronbach's Alpha
1	5	Support new ideas	0,777	31,779	0,822
1	7	Don't like change	0,759		
1	3	Inclined to try new ideas	0,750		
1	15	Hesitate to try new ideas	0,742		
1	2	Usually resist new ideas	0,631		
2	18	Benefits from change	0,850	30,150	0,888
2	17	Pleasing	0,791		
2	12	Perform better	0,783		
2	13	Support change	0,685		
2	9	Changes tend to stimulate me	0,593		
2	14	Thought to support change	0,592		
2	11	Suggest new approaches	0,512		
			Total	61,948	0,886
			Kaiser-Meyer-Olkin Measure Sampling Adequacy		0,896

### 7.13. Hypotheses Testing

Hypothesis 1: There is a positive relationship between the concepts of LMX and supportive as well as innovative type of organizational culture.

In order to find the relationship between the types of organizational culture and leader-member exchange, the Pearson correlation analysis is used. It is used to determine the existence, direction and strength of the correlation between Likert scaled variables. Pearson analysis results show that there is a significant and positive relation between LMX and supportive and innovative type of organizational culture whereas there isn't any significant relation between Bureaucratic type of organizational culture.

Table 7. Correlation analysis for H1

<b>Correlation</b>					
LMX	Pearson Correlation	LMX	Supportive	Bureaucratic	Innovative
	Sig (2-tailed)	1	0,494**	-0,047	0,280**
	N	157	157	157	157

\*\* Correlation is significant at the 0,01 level

In order to examine in detail which of the LMX factors explain the types of the organizational culture the most, further multiple regression analysis is done. The test is repeated 2 times in order to have more details on the relationships. First, a regression test is done between organizational culture and leader-member exchange as whole concepts, after above mentioned items are extracted. Second, another regression test is done between the factors of the organizational culture found after the factor analysis to see which of these factors are more effective to predict the dependent variable.

Regression tests between Supportive and Innovative types of organizational culture concept and LMX items show a mid-level explanatory relationship while no reliable relationship has been detected between LMX and Bureaucratic type of organizational culture.

Significant F ratios showed that both independent variables (LMX items) are suitable to predict the dependent variable (Factor 1 and Factor 3 of organizational culture) and they both make significant contributions to the model. LMX accounts for % 25.5 of variance in Supportive type of organizational culture and accounts for % 11.3 of variance in Innovative type of organizational culture. Thus, H1 is accepted.

Hypothesis 2: There is a positive relationship between the concepts of attitude toward change and innovative organizational culture.

In order to find the relationship between the types of organizational culture and leader-member exchange, the Pearson correlation analysis is used. All organizational culture factors and items are entered to equations separately and as a whole concept. Only "Creative" and "Enterprising" items of innovative organizational culture dimension separately account for a variance of 2.8 % and 2.6 % in "Behavioral Tendency" dimension of ATC consecutively.

As clearly seen in factor analysis of organizational culture items locates "Creative" item into supportive dimension instead of innovative type. When correlation analysis is repeated by locating the "Creative" item into the innovative type factor component, a significant correlation is observed at the 0.05 level with accounting for 2.3 % variance in "Behavioral Tendency" dimension of ATC.

Table 8. Regression Analysis for H2 Model Summary

<b>Regression</b>				
Model	R	R square	Adjusted R square	Std. Error
1	0,171	0,029	0,023	3,76

R variable is 0,171 thus, H2 is rejected.

## 8. CONCLUSION AND EVALUATIONS OF THE RESEARCH FINDINGS

In the last part, the research findings of the study will be evaluated and discussed around the research questions and purpose of the study. The outcomes of the data analysis of this study and the studies in the related literature will be compared. Finally, limitations of this research and suggestions for future research will be presented.

In general terms, this study aims to reveal aspects of the influence of organizational culture through LMX on attitudes toward change. Firstly, the study, specifically, analyzes 3 very important social aspects, "leader-member exchange", and "employees' attitudes toward changes" and "organizational culture" and their relationship with each other. Secondly, it analyzes if there is any collinearity and overlapping factors between each other's dimensions. Below is a brief summary of the hypotheses.

There is a positive relationship between the concepts of LMX and supportive organizational culture and satisfactory level relationship between the concepts of LMX and innovative type of organizational culture.

There is a positive relationship between the concepts of attitudes toward change and the employees' perceptions on the ease of use and usefulness of the new system.

Supportive cultural dimensions and innovative cultural dimensions will be the most significantly contributing conceptual dimensions of OC to have higher level of changing implementation success.

The results of this study served couple of purposes. The first purpose of the study is to provide an understanding of the human relations and social enablers that can directly affect organizational culture in Turkish workforce. In this study, "leader-member exchange" and "attitude toward change" are considered as main social and organizational dimensions that are affected by organizational culture, changing success and its acceptance. The findings show us that supportive and innovative organizational culture and employees' attitudes toward change have a direct influence on change in organization and implementation success. Also, leader-member exchange is found to have an effect on attitudes toward change, change success and acceptance and it has a considerable effect on supportive and innovative type of organizational cultures, which directly affect attitudes toward change.

Another important purpose of this study is to provide an understanding of the relationship between employees' attitudes toward change and organizational culture and as well as the relationship of employees with their leaders. Therefore, the fundamental issue of this study is the investigation of organizational culture and dyadic relationship between leader and its members on the employee attitudes toward change. The findings show us either organizational culture or leader-member relations have an effect on employees' attitudes toward change.

This study empirically explores the organizational and social factors affecting change success in industrial business sector in Konya. As exploring social enablers is still a new concept, it is a totally contribution for Turkish workforce. In this study as the social enablers, leader-member exchange, organizational culture and attitudes toward change are explored. Many other organizational and social factors, such as organizational commitment, trust in leader, other leadership styles (transformational leadership, authentic leadership and so on...) could be considered as social enablers for future research.

Consequence of this study shall be the investigation of most available and most suitable organizational cultures for organizational changes. Continuous studies based on this study and research in Konya shall give us new brand ideas for companies to make cultural change shifts and leadership changes before attempting organizational changes.

Although collecting data through surveys were beneficial for the confidentiality and for reaching many respondents at a high speed, it was very difficult and challenging to persuade top managements to ask respondents questions about organizational culture and their relationship with their leaders. Another very important point that enables this was conducted only in Konya with only a few industrial sectors not including all.

In this study, organizational and social enablers that affect the success and acceptance of changing implementations in a business are examined. It is tried to explore specific social and organizational factors, employees' attitudes that may cause perceptions of employees' on implementations.

Data analysis is done by SPSS 23.0. The results illustrated that supportive and innovative type of cultures and employees' attitudes toward change effects changing implementation success and acceptance perceptions. While LMX is found to be effective on change success and acceptance

dimensions, it is found to account for % 25.5 of variance in supportive type of organizational culture and accounts for % 11.3 of variance in innovative type of organizational culture.

As a summary, supportive and innovative type of cultures and employees' attitudes toward change is found to be positively related with the employees' perceptions while employees' relationship between their supervisors affect their attitudes toward change and perceptions on new implementations and it may help to create more innovative and supportive organizational cultures.

Employees' organizational tenure (seniority in their current organization) may not be long enough to let organizational culture and organizational climate affect their attitudes and behaviors. Several studies have shown that simply as organizational tenure increases, people learn and come to accept the goals and values of their employing organization (Choon Tan, Heizer, & Wisner, 2003: 48). In addition, Ostroff and Rothausen (1995) hypothesized that increased tenure leads to a better fit between individuals' personal orientations and organizational climate. Even though the average of employees' job tenure is high, it does not state that the average of employees' organizational tenure is also high (Ostroff & Rothausen, 1995: 104). Future research studies could address on personal and organizational values separately from different groups of organization members considering their organizational tenures. For instance, data on organizational values could be collected from employees with relatively high organizational tenures or top managers who are presumed to have a satisfactory level of knowledge on organizational culture, whereas, another group of employees could be asked only to provide data on their personal values.

We observed that majority of the respondents has a mean value of 15 for their seniority showing a high value experience in the sector. This indicates that they are highly professional and experienced employees. They are employed for their special knowledge and special experiences. Their attitudes and behaviors are less affected from their organization's culture and from their leaders with comparison to juniors. This situation may cause proposed relationship to fail. Further analysis and research should also be done to investigate this situation. The findings show us that organizational and social factors are very important for a successful change implementation and its acceptance by the employees. This study shows that executive and change leaders should consider organizational, cultural and social factors as well as the technical issues before and after the new implementations.

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