

## THE IMPACT OF RESISTANCE TO CHANGE ON EXHIBITING INNOVATIVE BUSINESS BEHAVIOUR: KONYA INDUSTRIAL ZONE EXAMPLE

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### **Abstract**

Considering today's competitive conditions, innovation and innovative business behaviour are clearly known to everyone about how important it is for businesses. Any business that wishes to sustain its existence must adapt to change and produce new products or services. It is in love that no business that resists change will have long lasting life. Considering this situation, the subject of our research has been established. It has been wondered whether resistance to change has an impact on innovative business behaviour. First, the field was scanned for concepts and then reinforced with empirical work. The study was applied to 326 employees in large-scale enterprises engaged in production in Konya Industrial Zone. According to the results of the analysis of the data obtained, our main hypothesis has been verified. A negative directional relationship was found between the two concepts.

**Keywords Words:** Showing Resistance to Change, Innovative Business Behavior, Konya Industrial Zone, Production.

### DEĞİŞİME DİRENÇ GÖSTERMENİN YENİLİKÇİ İŞ DAVRANIŞI SERGİLEME ÜZERİNDEKİ ETKİSİ: KONYA SANAYİ BÖLGESİ ÖRNEĞİ

### **Özet**

Günümüz rekabet koşulları göz önüne alındığında yenilik ve yenilikçi iş davranışı sergilemenin işletmeler açısından ne kadar önemli olduğu herkes tarafından açıkça bilinmektedir. Varlığını sürdürmek isteyen her işletme değişime ayak uydurmalı, yeni ürün veya hizmet üretmelidir. Değişime direnç gösteren hiçbir işletmenin uzun soluklu ömrünün olmayacağı aşıkardır. Bu durum göz önüne alınarak araştırmamızın konusu oluşturulmuştur. Değişime direnç göstermenin yenilikçi iş davranışı sergilemeye etkisi olup olmadığı merak edilmiştir. İlk önce kavramlarla ilgili alanyazın taraması yapılmış, ardından ampirik bir çalışmayla desteklenmiştir. Çalışma Konya Sanayi Bölgesi'nde üretim yapan büyük ölçekli işletmelerdeki 326 çalışana uygulanmıştır. Elde edilen verilerle yapılan analiz sonuçlarına göre, ana hipotezimiz doğrulanmıştır. İki kavram arasında negatif yönlü bir ilişki bulunmuştur.

**Anahtar Kelimeler:** Değişime Direnç Gösterme, Yenilikçi İş Davranışı, Konya Sanayi Bölgesi

## 1. INTRODUCTION

One of the most important objectives for the survival of today's enterprises is to achieve sustainable success and to maintain this success effectively in the competitive environment. Sustainable success affects not only organization and organization employees, but also customers. With the development of technology and the increasing demands of the globalizing economy, organisations with competitive advantage in the cross- country race contribute to the growth and economy of the nation.

Organisations wishing to gain advantage in the competitive environment must adopt innovative behaviour. In the continuously evolving and renewed world market, both individual and organisational innovations should be open to innovative behaviour. Organizations that cannot adapt to innovations are not able to exist in the competitive environment. As a result of the researches, the change has been seen in all periods from the earliest times to today. In today's business world, change emerges as an ordinary process. Organisations that cannot adapt to change or resist change are not likely to exist for a long time on the market. Resistance to change can result from both work and personal, social or organizational reasons. Organizations that make resistance to change functional can continue their lives more easily (Simsek - Celik, 2019: 239).

In this direction; the aim of this work is to determine the negative impact of resistance to change on the performance of innovative business behaviour. A literature review was first conducted to demonstrate resistance to change and to explain the concepts of innovative business behaviour. Then the findings of the research on subjects were given. The work has been completed with results and suggestions.

## 2. LITERATURE REVIEW

### 2.1. Resistance to Change

Change since the first metaphor created by Herakleitos (540-480 BC), it has been subject to substance, human, environment and organizations and remains still. Herakleitos' everything is in process and nothing is as it is perceived to' imply change with the word. The promise of everything is flowing' can also be considered as the origin of today's organisations' efforts to adapt to continuous change (Suzan, 2018: 15). Prahalad is very clear and clear about the change; "If you don't change, you die." He argued that in a competitive environment, he could only survive with change (Yildiz, 2018: 7). The concept of change made from the early ages to the present; the mystery was to be discussed, the effect was started to be understood, and the importance of each passing day increased significantly (Fichter, 2011: 166). The change is a spirit that has been taken from the moment the Organization's life began (Karabal, 2018: 11).

In order for the exchange initiatives to be easier and more successful, employees have the ability to adopt innovations, have them implement capacities, be involved in a change- related purpose and plan, and have a place in change (Misirdali, 2018: 12). While the process of change is a positive contribution to a structure, it is also possible to have a negative impact on another structure. Positive change is to become more effective in the processes and methods that are subject to change. In the negative

change, the process and methods that are subject to change are not to be diverted from the original and cannot be intervened (Suzan, 2018: 16).

The concept of resistance is defined as a request to prevent certain situations and conditions (Akman, 2017: 11). Since the change is usually a transition from the known to the unknown, the development of resistance is a normal process (Bovey - Hede, 2001: 372). Resistance to change is the behavior that serves to protect the same conditions against the change of Status quo (Suzan, 2018: 41). Oreg (2006: 76) describes the resistance as a three- dimensional attitude towards change involving emotional, behavioral and cognitive components. These components are considered as the result of a different assessment of the individual's condition or object. The emotional component expresses the feelings of individuals about change; the cognitive component expresses the individual's thoughts about change. The behavioural component involves the intention or actions of individuals to move against change.

One of the most important problems encountered during the realization of change in organizations is that resistance to change cannot be handled correctly and managed (Atkinson, 2005: 15). Resistance to change is a natural process. Non-resistance change should not be considered natural (Harvey - Broyles, 2010: 3). In fact, resistance is a predictable and ordinary companion of Change (Ercan, 2014: 37). Considering the reactions that may be shown in the face of the changes, it is easier to adapt to changes (Yenigurbuz, 2017: 31).

The acceptance or resistance of change in organisations depends on a number of variables such as the content, timing, scope and risks involved in the changing situation (Inandi, et al, 2015: 565). Resistance to change is examined in two different aspects, including individual and organizational resistance. Individual resistors are mainly due to the emotions of the change process, not the characteristic behaviour of the employees (D'ortenzio, 2012: 44). Factors such as fear of uncertainty, habits, different perceptions, anxiety of failure, personal conflicts, loss of interest can be listed as individual factor of resistance to change. Although these factors occur from personal worries and fears, resistance to change is not limited to individuals but also propagated to all individuals of the Organization (Meric, 2017: 61). The changes made on the organizational structure are considered as organizational reasons, such as the fear that it will cause unemployment, the fear that it will increase the workload, the fear that the accumulation of knowledge can not be enough (Karaboga, 2018: 84- 85).

## **2.2. Exhibiting Innovative Business Behaviour**

The concept of innovation was first described by Joseph Schumpeter as the "driving force of development". Schumpeter's innovation, a product that customers do not know, or a new market for products that customers do not know, opening to a new market, finding a new source of procurement, starting to implement a new production method, a new organizational structure of the industry (Tore, 2017: 6). A different definition is the transformation of new ideas into product, process, service and business applications; their success (Banbury - Mitchell, 1995: 163). Innovative business behaviour is the individual behaviors aimed at accomplishing the conscious

implementation of new and useful ideas, processes, products, and all of them (Sezgin et al, 2015: 6).

Innovation is defined as the introduction of new products and services to the customer in the organization, the introduction and development of innovations and inventions in processes and working conditions (Woodman et al., 1993: 293). Innovative business behaviour is defined by employees to consciously accept the innovations and developments, and to apply their duties to the entire organization of the departments (Begenirbas - Turgut, 2016: 64). Kim and Lee (2013: 328) innovative business behaviour; it defines the success of new and useful ideas, products, processes or methods in the group or organization in which employees do it. Employees demonstrating innovative business behaviour consciously adopt new ideas of products, procedures and processes, and apply those ideas to their work, department and entire organization (Tore, 2017: 11). Among the reasons that employees are pushing to exhibit innovative business behaviour; the changes occurring in organisations can be considered to affect employees, gain greater independence within the organization, achieve organizational rewards, and produce solutions to chronic problems within the organization (Eroğlu et al., 2018: 124- 125).

Palmer and Kaplan (2007) indicate that the organisation's employees are three important factors in their innovative business behaviour. These elements are; innovative culture, innovative process and innovative structure. Employees solve problems in innovative culture, either individually or as a team using their imagination and creativity. Innovative process; enables the working teams to work effectively in the context of the common purpose, according to the needs of tools and methods to innovate. The innovative structure of the organization's resources are designed flexibly, innovation supporting technology, expert networks and committees are ensured to work harmoniously (Aksel, 2010: 77).

When the individual factors affecting the performance of innovative business conduct are investigated; cognitive capacity of individuals, education level, expertise, career level, analytical thinking ability, problem solving ability, job satisfaction, working experience, open to change, technical and expertise knowledge, self-discipline factors such as (Tore, 2017: 15). There are individual factors affecting the performance of innovative business behaviour, as well as organisational factors. These are the structure and characteristics of the work, organizational justice, intrinsic motivation, psychological contract, leadership, reward system, quality in working relationships, innovative organizational culture (Derin, 2018: 68). The performance improvement of innovative business behaviour can be said to provide a variety of benefits, such as business and life satisfaction, inter-person quality communication, stress reduction and personal development. However, negative aspects are also available, as are the positive aspects of innovative behaviour. The status and rewards of innovation, intellectual individuals within the organization can be at risk (Janssen et al, 2004: 130).

### **2.3. The Relationship Between Showing Resistance to Change and Exhibiting Innovative Business Behaviour**

The concept of change has become a focal point in many studies and research areas nowadays. The concept of change, which has been guiding the course of life from the existence of humanity to the present, has made its effects more prominent and wider in the audience (Antep, 2018: 84). It is impossible to wait for the modernisation and progression of an organization that does not change (Akman, 2017: 1). However, the most important obstacle in the change process in the literature screening is the resistance to change. In today's business world, competition takes place not only with products and services, but with the effective use of employees within the organization. Innovation is one of the most important determiners of the ability to gain supremacy in competition. Organisations capable of adapting to changing environmental conditions may exhibit innovative behaviour (Derin, 2018: 67). It is possible with innovative applications that enable employees to adapt to new situations, unexpected conditions and facilitate compliance (Janssen et al, 2004: 129).

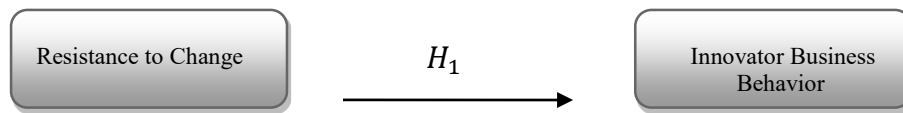
In a research conducted by Torenvlied and Verner (1998), the transport company has studied resistance analyses on the implementation of quality standards for its employees. It is the form of legitimacy, job satisfaction, authority, unit grouping, suggestion and trust as the variables that influence the institutional change. According to the results of the analysis, negative- directional relationship between job satisfaction and resistance was determined. From here, employees with high business satisfaction will be more dependent on their organization and their work. Employees with loyalty will be more enthusiastic and willing to demonstrate innovative business behaviour for the organization's development by seeing themselves as part of the organisation.

In a different study supporting the preceding sentence, Orhan (2012: 22-24) is working on the relationship between innovative business behavior and job satisfaction. Orhan studied the positive relationship between the two concepts, noting the effects of age, gender, experience and education level variables on job satisfaction. As age increases, it is expected to increase the experience and adapt to the working environment. The increase in these variables has been seen to positively affect job satisfaction.

In the study conducted by Meric (2017: 127); the relationship between the determinants of innovation and resistance to change has been examined. The significance between the determining factors of innovation and the factors of resistance to change has been determined by a relationship with a moderate and strong level. It has been found that there is no statistically correlation between the two grips belonging to some variable. The decisive factor of innovation has been concluded that all resistance to change is in a low-level positive relationship. The result is an emotional response from resistance factors to change, and a low- level positive relationship between two factors of innovation determinants.

### **3. THEORETICAL MODEL AND HYPOTHESIS**

In light of the above information, the model and hypothesis of the study were determined as follows:



**Fig. 1: Model of Research**

**$H_1$ :** Resistance to change has a statistically significant but negative directional effect on demonstrating innovative business behaviour.

#### 4. METHODOLOGY OF RESEARCH

##### 4.1. Purpose, Importance and Method of Research

The aim of the study is to determine whether a change will occur on the behaviour of innovative business behaviour as a result of the resistance of employees to change. It is assumed that it will contribute to the literature, as it has not been found to work together with these concepts. Research is important in terms of contributing to the literature.

Quantitative research was conducted to test the hypothesis determined in line with the purpose of the study. The survey method, which is one of the quantitative data acquisition techniques, has been used in the research. Questionnaire and questions have been shaped by the researcher as a result of a thorough screening. The questionnaire consists of three sections and a total of 31 expressions. In the first chapter there are 5 statements of participants' demographic information. In the second part, the 'resistance scale of change' was developed in order to measure the resistance levels of individuals against change by Oreg (2003), consisting of 17 statements. In the third part, the 'innovative business behavior scale', consisting of 9 statements and developed by Janssen (2000) and adapted to Turkish by Tore (2017), was given.

In expressions other than demographic information, 5 of the Likert scale has been utilized. 5 Likert scale "1-absolutely disagree"; "5-Absolutely agree" refers to the phrase. Some corrections have been made to the survey before the final form of the survey and before being implemented.

The "SPSS 23.0" version was used for evaluating survey results. Through this statistical analysis program; validity and reliability analyses, frequency analysis, correlation analysis and regression analysis were performed. The universe of research constitutes large- scale enterprises producing in Konya Industrial Zone. Surveys have been delivered to the majority of large- scale enterprises in the region. After removing the counted surveys, 326 surveys were evaluated.

##### 4.2. Findings of The Study

###### 4.2.1. Reliability and Validity Analysis

Reliability analysis was conducted to determine whether the scales were correctly understood by the participants. The value of Cronbach Alpha ( $\alpha$ ) obtained as a result of reliability analysis must be at least 0.60 to be considered reliable in social sciences (Gurbuz – Sahin, 2015: 317). 0.630 the value of  $\alpha$  obtained for the scale of resistance to change; the  $\alpha$  value obtained for innovative business behaviour is 0.889 it is understood that the scales from the resulting values are reliable. To determine

whether the data is suitable for factor analysis, Kaiser– Meyer– Olkin (KMO) sample adequacy test and Bartlett globalization tests were conducted. The KMO value is 0.800 for the scale of resistance to change; the 0.890 and the Bartlett test were 0.00 for the scale of innovative business behaviour. These values indicate that the data set is generally suitable for factor analysis. Analyses were carried out using the basic components method and the Varimax rotation method.

Table 1: Reliability and Validity Analysis

Scales	Expression	Factor Loads	Described Variance	Cronbach Alpha ( $\alpha$ )
Resistance to Change	R. to C. 1	0,510	%24,74	0,630
	R. to C. 2	0,525		
	R. to C. 3	0,547		
	R. to C. 4	0,679		
	R. to C. 5	0,594		
	R. to C. 6	0,536		
	R. to C. 7	0,542		
	R. to C. 8	0,549		
	R. to C. 9	0,570		
	R. to C. 10	0,584		
	R. to C. 11	0,554		
	R. to C. 12	0,549		
	R. to C. 13	0,661		
	R. to C. 14	0,601		
	R. to C. 15	0,625		
	R. to C. 16	0,673		
	R. to C. 17	0,653		
Innovative Job Showing Behavior	In. Job.1	0,721	%53,58	0,889
	In. Job.2	0,789		
	In. Job.3	0,787		
	In. Job.4	0,762		
	In. Job.5	0,712		
	In. Job.6	0,643		
	In. Job.7	0,757		
	In. Job.8	0,734		
	In. Job.9	0,670		

Explorational analysis made in table 1 is provided. According to the results of the analysis; resistance to change and innovative business behaviour is perceived as a single dimension by the participants. While the innovative business behaviour was reduced to two dimensions in three sizes from the source from which the scale was taken, these research results were obtained as a single dimension. The rate of disclosure of scales is 24.74% for resistance to change and 53.58% for innovative business behaviour.

#### 4.2.2. Demographic Findings

93,3% of the employees who participated in the survey are male 6.7% of the female. When the age ranges are examined; it is observed that there are no exhibitors under 18 years of age and 65%, in the age range of 14.1%, 18-24% in the age range of

49,1, 25-34% in the age range of 35,9% and 0.9% 50-65 in the age range of 35-49%. When examining the training situations; it was observed that 3.4% of primary school, 20.2% were secondary schools, 17.2% were high school, 12% were vocational high school, 19.6% were Associate's degree, 26.4% were undergraduate, 1,2% were in graduate education level and there was no attendance at the doctoral level. When the participants' working times were examined, the employee participated in the range of 26.5% to the maximum 7-9 years and the employee participated in the range of 20.9% to 4-6 years and the employee participated in the range of 20.6% and 10-15 years. Finally, when examining the locations in the business, the participants who have chosen the other option compared to 36.2% of the people who are unemployed compared to% 55.5 are seen.

#### 4.2.3. Descriptive Statistics

The standard deviation values and arithmetic averages of the answers for scales are calculated within the scope of descriptive statistics.

Table 2: Descriptive Statistics

Scale	Arithmetic Mean	Standard Deviation
Resistance To Change	2,94	0,29
Innovative Business Behaviour	4,27	0,58

Note: (i) n:326, (ii) The scale statements ' 1-absolutely disagree ' and ' 5-definitely agree '.

According to the results in table 2; it is seen that resistance to change (2.94) is low, while exhibiting innovative business behaviour (4.27) is a high level.

#### 4.2.4. Correlation and Regression Analyses

The main hypothesis of the study; to measure the impact of resistance to change on demonstrating innovative business behaviour. Regression analysis is necessary to measure this effect. Prior to this, correlation analysis was provided to see if there were any relationships between these two concepts.

Table 3: Correlation Analysis

	R. to C.	In. Job
R. to C.	1	-0,166**
In. Job	-0,166**	1

Note: (i) n:326, (ii) correlation; 0.01.  $p < 0.01$ . (iii) R. to C.: Resistance to change, In. Job: Innovative business behaviour.

According to the results of correlation analysis in table 3; there is a meaningful and negative- directional relationship between showing resistance to change and showing innovative business behaviour.

Table 4: Regression Analysis

Dependent Variable	R <sup>2</sup>	Correct ed R <sup>2</sup>	Independent Variable	$\beta$	Std. Error	t	F	P
In. Job	0,027	0,024	Fixed Term		0,318	16,470	9,146	0,00
			R. to C.	- 0,166	0,107	-3,024		0,00

Note: \* \*  $p < .001$ , \*  $p < .05$ .



In table 4, the results of the simple linear regression analysis applied to test the hypothesis on the effect of resistance to change on the performance of innovative business behaviour are statistically significant ( $F = 9.146$ ;  $p < 0.001$ ). According to the results of the analysis; the corrected  $R^2$  value is 0,024. Considering this value, the 2.4% variance in demonstrating innovative business behaviour is dependent on resistance to change. According to the research findings, it was understood that the R. to C. ( $\beta = -0.166$ ;  $p < 0.001$ ), a descriptive variable in the regression model, had a negative and meaningful effect on the dependent variable. This is why the hypothesis ( $H_1$ ) is supported.

## 5. CONCLUSION AND SUGGESTIONS

In the scope of the research, a conceptual framework was created with a detailed literature review on the concept of resistance to change and innovative business behaviour. Then, an empirical study was made by selecting the most appropriate scales for the concepts. Finally, the analysis of survey data has been evaluated. In our research, reliability and validity analyses have been made to see whether the scales for concepts are understood correctly by the participants. According to the results of the analysis, it is understood that the participants have correctly understood the relevant questions of the scales. Frequency analysis was conducted to identify participants' demographic profiles. Descriptive statistics were then provided to determine the response averages of the respondents. As a result of descriptive statistics, it is understood that the responses they give to resistance to change are at a high level, with a low level of answers to demonstrate innovative business behaviour. It is understood that they exhibit innovative business behaviour, where participants do not resist change. Correlation analysis was conducted to determine the presence of a meaningful relationship between the two concepts. As a result of correlation analysis, it is understood that a meaningful but negative- directional relationship exists between the two concepts. Finally, regression analysis is provided to test the hypothesis of the research. According to the outcome of the regression analysis, the default hypothesis has been adopted and a meaningful but negative- directional relationship between the two concepts has been found.

As a result of the literature survey on the concepts that are subject to research, it is not observed that the issues of demonstrating resistance to change and exhibiting innovative business behaviour have been investigated. However, different issues related to innovation related to change resistance have been studied. The work that is closest to the study and the unseen side of innovation with the resistance to change in the study conducted by Meriç (2017) has been examined. According to the results of the correlation analysis of Meriç (2017), a meaningful and positive- directional relationship was found between the two concepts. It was observed that two research results were not matched.

According to the study result, the following recommendations may be suggested:

- Research should be taken into consideration only when the data obtained in a given time period is evaluated.

- Although the employees involved in the study have the power to represent the universe, the power to generalization of research results may be poor. Therefore, it can be reworked with larger samples.

- In future studies on subjects, research can be done in different sectors and areas.

- Research can be reworked with all enterprises working in Konya Industrial Zone, considering that it is made only in large and manufacturing enterprises.

Limitations on research are as follows; "The data reached by the research is limited to the data obtained from the applied scale. The data obtained within the scope of the research can be generative to similar provinces. However, it does not apply to all provinces of Turkey. The degree of determining the perceptions of employees is limited by the statements contained in the survey. The findings are limited to the responses of the employees participating in the survey. The answers of the employees who participated in the survey consist of real perceptions".

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