

Change Management In Machine Mold Industry: A Research In Bursa

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Abstract

Change is an inevitable consequence of globalization. Especially in production sector, organizations that cannot adapt to the changes and make innovations, cannot last their life spans long. In addition, without professional management of changes, the possibility of chaotic situations emerges. Thus, the employees resist change and adopt negative perceptions towards change. In production sector there is a wide variety of industrial branches; therefore it constitutes importance to make researches on specific branches, especially on which requires contemporary technology use. Therefore, machine mold industry comes afore in the context that technology changes in an accelerating pace and not only keeping up with these changes but also keeping employees adapted to the constant changes without hesitation is crucial. In this context, the purpose of this study is to find out the attitudes of machine mold industry employees towards organizational change. In the scope of the research, the white collar employees that work in machine mold businesses that are active in Bursa City Nilüfer District Organized Industrial Zone, Türkiye, has been defined as sample. The data gathered is analysed via SPSS 22.0 packet programme and according to the findings there is not a statistically significant difference between demographical qualities of participants and the all dimensions of the scale ($p > 0,05$).

Key Words: Change, Change Management, Production Sector, Machine Mold Industry

Makina Kalıp Endüstrisinde Deęişim Yönetimi: Bursa'da Bir Arařtırma

Öz

Deęişim, küreselleşmenin kaçınılmaz bir sonucu olarak iş hayatında süreklilik göstermektedir. Özellikle üretim sektöründe deęişimlere uyum sağlayamayan ve yenilik üretemeyen örgütler ömürlerini uzun süre koruyamamaktadırlar. Buna ek olarak, deęişiklikler profesyonel bir biçimde yönetilmedięi takdirde, kaotik durumların ortaya çıkma olasılığı da oluşmakta ve bu durum da tehlike arz edebilmektedir. Böylece, çalışanlar deęişime direnmekte ve deęişime karşı olumsuz algılar benimseyebilmektedirler. Üretim sektöründe çok çeşitli sanayi dalları bulunduğu bilinmektedir. Bu nedenle belirli branşlarda, özellikle çağdaş teknoloji kullanımını gerektiren alanlarda detaylı araştırma yapılması büyük önem arz etmektedir. Bu noktada da teknolojinin artan bir hızla deęişmesi bağlamında makine kalıp sektörü öne çıkmakta ve sadece bu deęişimlere ayak uydurmak deęil, aynı zamanda çalışanların sürekli deęişimlere tereddütsüz ayak uydurabilmeleri de büyük önem taşımaktadır. Bu çerçevede bu çalışmanın amacı, makine kalıp sektörü çalışanlarının örgütsel deęişime yönelik tutumlarını ortaya çıkarmaktır. Arařtırma kapsamında Türkiye'nin Bursa İli Nilüfer İlçesi Organize Sanayi Bölgesi'nde faaliyet gösteren makine kalıp işletmelerinde görev yapan beyaz yakalı çalışanlar örneklem olarak belirlenmiştir. SPSS 22.0 paket programında analiz edilen verilerden elde edilen bulgulara göre, katılımcıların demografik özellikleri ile kullanılan ölçeğin tüm boyutları arasında istatistiksel olarak anlamlı bir fark bulunmamaktadır ($p > 0,05$).

Anahtar Kelimeler: Deęişim, Deęişim Yönetimi, Üretim Sektörü, Makine Kalıp Endüstrisi

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Introduction

According to Heraclitus, “the only thing that does not change is change itself” (Göksel & Yıldız, 2021). In this sense, it can be understood that change is like a law. People, societies, organizations, everything changes. It is not possible to prevent continuous change, and it has become a necessity to adapt to change. Developments in many fields such as social, political, cultural, economic areas expose people and society to a constant and rapid change. The systems, information, technologies, methods and techniques used are constantly changing and at a dizzying pace. In the face of the speed and importance of these developments, organizational structures need change in order to survive; because of the fact that organizations, like people, have to adapt to changing conditions in order to continue their vital activities. Organizations that are in communication and interaction with their environment receive inputs from their environment and send their outputs to the environment. In this case, it has become a necessity for them to carry out the organizational arrangements they need in response to the changes coming from the internal and external environment in order to maintain their existence (Zengin & Bekmezci, 2021).

Change causes the existing balance to deteriorate in any phenomenon or event and brings uncertainty with it (Güçlü and Şehitoğlu, 2006). What to do in case of uncertainty; to identify trends and to determine which direction the market is evolving. Organizations that have gained enough flexibility will be able to keep up with these changes and seize opportunities. Every business has what Drucker describes as “business theory”. Such a theory focuses on assumptions about customers, competitors, values, markets, strengths and weaknesses. The biggest problem with existing organizations is that these assumptions are not constantly rethought. To survive, existing organizations must reinvent their theory of work (Allaham Vural, 2021).

In this sense, the main purpose of this research is to reveal the attitudes of machine mold industry employees towards organizational change; considering the fact that in machine industry, the rapid change is inevitable and reacting and managing these changes professionally constitutes great importance. In this context, the purpose of this study is to find out the attitudes of machine mold industry employees towards organizational change. When the literature is scrutinized, it is seen that there is a lack of researches on this specific industry. On the other hand, machine mold industry can be accepted as the most rapidly changing industry in the sense that technology and thus the ways of performing jobs change in a high pace. Therefore this situation can cause employees to be more delicate towards change and can cause managers to act more professionally in terms of managing change in order to make employees adopt changes willingly. With this purpose, the white collar employees that work in machine mold businesses that are active in Bursa City Nilüfer District Organized Industrial Zone, Türkiye, has been defined as sample. A survey form that consists demographical questions and the “Scale of Attitude Towards Organizational Change” that is developed by Kurşunoğlu and Tanrıöğen (2006) is delivered to the potential participants via e-mail. 144 employees have participated to the research and the gathered data analysed via SPSS 22.0 package programme. According to the analysis results, it is found out that there is not a statistically significant difference ($p > 0.05$) between the demographic characteristics of the participants (gender, age, marital status) and all other dimensions of the scale.

Organizational Change

In the dictionary of the Turkish Language Institution (TDK), “to change” is defined as “to enter another form or situation, to transform”, and change is defined as “the whole of the changes in a time period” (Türk Dil Kurumu, 1983). There are also different definitions of change in the literature. Philosophically, Hegel defines change as something that already exists in itself, as something that goes beyond itself within its semantic concept and reaches its own infinity (Yeniçeri, 2002). Koçel (2014) defines change as “change means bringing something from one level to another”. It can also be defined as changing the positions of individuals and objects, as well as changing the knowledge and abilities of individuals and even bringing the activities of organizations to a different state from the current situation. Güçlü & Şehitoğlu (2006) define change as the process of making decisions and implementing these decisions in order to be able to produce new ideas individually or organizationally at a level that can meet those needs by restructuring the organization in case the current situation is no longer adequate in the face of the needs of environmental conditions. Change, in the light of these definitions, can be defined as the transition of all elements and features from one state to another at the individual and organizational level as required by environmental conditions (Sucu, 2020).

Organizational change means coming to a different situation from the current situation in matters related to organizational activities (Çalıřkan, 2007). Organizational change is the adaptation of organizations to the environmental conditions (Sabuncuođlu & Tuz, 1998). It is the change of the basic structure of the organization, the processes it carries out, and the behaviors (Balci, 1995).

Organizational change is a comprehensive process that includes the change of different elements. For example *cultural change*, refers to the change in the tangible and intangible assets of the organization. The change of tangible assets is easier than other elements and can change very quickly. However, the beliefs, attitudes, value judgments and behaviors of employees, which are intangible, are more difficult to change and take time. *Structural change* means reorganizing the structure of the organization in order to achieve its goals and distribute its resources according to the current situation. *Process change*, means the preparation of new process maps, taking into account the purpose and performance criteria, in order to meet customer demands and requests. *Person-oriented change*, means that managers and employees are equipped with new knowledge and skills and prepared for new jobs and tasks so that all planned changes can take place (Akdemir, 2016).

Change is also closely related to the concept of differentiation. It is defined as the differences in the cognitive and emotional orientations of different unit managers. It is stated that organizations can respond to different demands from the environment thanks to these differentiations and thus can adapt to all different environmental conditions (Sherehiy, Karwowski & Layer, 2007). This view was supported by a global survey conducted by McKinsey & Company (2008), which revealed that businesses that can provide continuous change, can survive (Burnes & Jackson, 2011; Sucu, 2020).

To sum up, damages, failures, financial problems, inefficiency, mistakes made in management practices, changes in partnership/ownership structure, business combinations, growth, changes in business methods, problems arising from personnel and innovations within the organization are among the reasons that push the organization to change (Koçel, 2018). Change can sometimes begin with the simultaneous emergence of several of these forces. However, whatever the source of the force pushing for change, this power structure is sometimes destructive and sometimes even traumatic (Hill, 2003; Hill, 2015; Mengi, Dođan & Ayrancı, 2020).

Organizational Change Types

Organizational change includes different points of view. The main points are explained below (Koçel, 2018):

Planned Change

Planned change is the intentional activity of the organization. In this sense, there are change leaders who lead the change process. In this context, the “Planned Change Model” (Lewin, 1951) constitutes importance and is widely used in organizations. In this model, a number of factors that increase or decrease intra-organizational efficiency are considered. The forces that support and facilitate change are referred to as “driving forces” and those that prevent them are referred to as “limiting forces”. According to Lewin, the combination of these forces within the organization ensures the formation of an organizational balance. In this context, there are three stages (Güteryüz & Kurt Yılmaz, 2020):

The first stage is the *unfreezing stage*. This stage involves the reduction of the forces related to the protection at the level of the organization. It is the efforts to convince the employees about the necessity and urgency of change and that the changed conditions will be better than the current conditions (Tokat & Kara, 1999).

The second stage is the *change stage*. At this stage, the steps that lead to the change are implemented, such as organizational structure, technology, existing strategies, organizational culture and habits or employee behaviors (Özkara, 1999).

The last stage is the *re-freezing stage*. At this stage, it is aimed to maintain the continuity of the new situation reached because of the change (Özkalp & Kirel, 1990). The organization remains in a new balance and with desired behaviors (Bumin, 1990; Erdogan, 2002).

Unplanned Change

Unplanned change, on the other hand, refers to the change that the purpose, direction and stages of the change are not designed in advance; therefore, the organization faces this unwelcomed change and has to comply with it. These types of changes happen spontaneously (Mengi, Doğan & Ayrancı, 2020).

In addition, there are three main types as *micro and macro change*, *proactive and reactive change* and *active and passive change* (Mengi, Doğan & Ayrancı, 2020):

Macro and Micro Change

Micro change, refers to the change made on any subject at any level within the organization. Macro change means that the entire organization is subject to change.

Proactive and Reactive Change

Proactive change means that the organization is ready via the measures taken beforehand for a situation before it occurs. Active change, on the other hand, refers to the actions that are taken when the need for change occurs. Proactive change is a set of conscious actions that improve the efficiency and competitiveness of organizations.

Active and Passive Change

Active change, refers to the fact that the organization both affects and changes its outer environment via the innovations. Passive change refers to the organizational changes within an organization to keep up with the changes and developments occurring in its external environment.

Organizational Change Management

It is stated that the subject of change management emerged as a subject that management scientists focused on in order to predict the changes to be realized in all elements of the organizations due to the increasing competitive conditions in the 1970's and 1980's. Since the early 2000's, with the development of communication, the disappearance of time and space differences, the importance of the concept of ethics and the fact that information has become the basic value, the changes have changed their nature and necessitated faster and radical solutions. Change management is defined as the series of actions taken to understand and guide change in a business. In order to manage change well, first of all, it is necessary to know the organizational change process steps and the applications that can be used in these steps (Kerman & Öztop, 2014). In the past, change management was considered as a program or project with a definite start and end time, but now it is defined as a process in which businesses try to adapt to a dynamic and complex environment (Eser, 2017). In addition, May and Stahl (2017) in their study determined that change management practices are a prerequisite for achieving sustainable competitive advantage and that the deficiencies that may be experienced in the practice may constitute an obstacle to gaining competitive advantage. In a different definition, change management means the management of the process of changing individuals, teams and the organization or reshaping the organization with other different ways of working by turning organizational resources, organizational processes, budgets and all other elements towards the direction of change (Bhatt, 2017).

There are various studies and developments in change management (Bhatt, 2017; Sucu, 2020):

In 1960 Everett Rogers, in the work called "dissemination of innovations", stated that change should be understood in terms of time, communication channels and its effect on human relations.

In 1980 Robert Marshak stated that a completely different process emerged under the name of "restructuring" for change management.

In 1982 Julien Phillips published a model about change management.

In 1993 Daryl Conner focused on employee performance in terms of technological innovations and the adoption of new techniques.

In 2000 Linda Ackerman Anderson tried to determine the responsibilities of the people who will manage the change and the results that the change will create for people.

In 2010 Christina Dean expressed change management as a "formal profession".

In 2016 The Association of Change Management Professionals started to give “expert of change management” certificates that are accredited via the constitution.

Change management is to understand the changes, to keep up with the changes, to see the opportunities that the change will reveal and to turn this situation into the benefit of the organization (Çalar, 2005). In other words, it is the set of strategies and activities that allow the transition from the current situation to the targeted situation (Karamazakcadik, 2007). Change management aims to work towards achieving the goals of the organization by using processes, tools and techniques that will manage human resources correctly. The basis of all interventions in this direction, is to increase the success of the organization. However, although this is the main goal, change may not always result in efficiency and effectiveness (Çalar, 2005). This may be due to the adverse effect that change can have on the culture of the organization. The risk of change management to demotivate employees and decrease their moral values can bring this failure. Poor management of this process can also cause the management to lose control. As a result of all these, the organization may become unable to carry out its activities and experience a serious loss of reputation (CIPFA, 2015).

The more necessary change management is, the harder it is to implement. The main reason for this, is that the people responsible for change management can focus on factors such as organizational culture, motivation of the personnel and leadership style, and ignore the following factors that are important for change (Sirkin, Keenan & Jackson, 2009):

Duration is the time period between reviewing processes. The shorter the time interval between reviewing processes, the better.

Integrity refers to the qualifications of the project team. The more the team has control over the subject to be changed, the purpose and scope of the change, the stronger the communication and cooperation between the team members, the more the people in the team have the necessary competencies and the sense of belonging, the more successful the change management will be.

Loyalty expresses the commitment of top management and department managers to the program. The more the top management embraces the change and the more examples are set to the staff, the smoother and more fluid the process will be.

Effort is the effort that must be spent in order the personnel to adapt to the new processes. Personnel should be informed about this issue and should be equipped with the necessary training. The less effort required for change, the easier the change process will be.

Communication, persuasion and training activities should be given importance during change periods and the importance of the element of trust should be taken into account in managing change (Mengi, Doğan & Ayrancı, 2020).

In order to manage the change, the leader who will manage the change program should be determined first. Since the change will spread from the top to the lower levels in the organization, the change must be adopted by the top management first. In addition to the leader, other responsibilities for the activities to be carried out should also be determined. These activities in the exchange program should involve everyone on the team. In addition, every idea should be evaluated regardless of its source (Akçakaya & Yücel, 2007).

Hammer and Champy (1998) identify the members of the group that will lead the change as *leader*, *process owner*, *administration committee* and *change management agent* (Batmas, 2020).

Leader

The success of the change depends on how the leader manages the change. Individuals in the organization can resist change in order to maintain stability. Individuals need time to accept change. However, the rate at which each individual absorbs and adapts to change is not the same. For this reason, a leader who wants to make change successfully should approach each individual in the organization individually (Rosen, 1998). The leader motivates the members of the organization by making suggestions and increases the energy in the organization (Bass, 1990). A leader who is successful in managing emotions can prevent the harmful effects of stress, tension, fear, hostility and similar negative emotions in the organization. While the leader prevents negative emotions from harming the organization, he can also ensure that positive emotions increase the energy in the organization (Barutçugil, 2004).

Process Owner

After determining the main processes in change, the leader assigns process owners to manage these processes. Process owners can often be a popular middle-level manager who has power in the organization. Process owners should be people who are not disturbed by change, who do not give up on the uncertainties that come with change, and who can struggle against difficulties. What process owners should do can be listed as follows (Oktay, 2004):

- To provide the necessary resources throughout the change
- To overcome possible bureaucratic problems
- Collaborating with managers involved in the change process
- To motivate the team

Administration Committee

Although its existence is optional, it is the community of top executives. Senior executives on the administration committee are usually the process owners, but it is not necessary that everyone on the administration committee be a process owner. It is the administration committee that plans the reengineering strategy in general terms. While the issues that go beyond the change team and cannot be resolved by the change team come to the administration committee, the committee listens to the problems that occur among the process owners and resolves them (Akçakaya & Yücel, 2007).

Change Management Agent

The change agent is the person who reports directly to the leader and heads the reengineering team. It undertakes two main tasks: *supporting each of the process owners and their teams, ensuring that they can work, and controlling and coordinating the activities in the reengineering process*. The agent can take part in determining the insiders and the outsiders. In addition, assisting and advising new process owners about the problems they may encounter are among the duties undertaken by the change agent (Akçakaya & Yücel, 2007).

The Difficulty of Change and Resistance to Change

Many people do not want change for various reasons. For this reason, some individuals try to prevent changes secretly, while others explicitly try to prevent change. This is due to the fact that these individuals are “accustomed to”. While people want to maintain the current situation from time to time, they sometimes yearn for change by getting bored of monotony. How people will react to change is related to the change itself. The nature and form of the change to be made and on whom the change will affect determine how the individuals in the organization will respond to the change.

Sabuncuoğlu & Tüz (1998) have expressed how people’s attitudes towards change will be and how people will act in the face of change as a result of these attitudes (Batmas, 2020):

Response as a Result of Attitude

Acceptance

- Unwilling to cooperate
- Unhelpful

Helping under pressure from management

- Staying passive
- Uncaring at all
- Not doing that is told
- Not learning

Passive Resistance

- Not doing as much as possible
- Slowdown
- Making mistakes on purpose

- Breaking
- Active Resistor*
- Sabotage
- Quitting job

Methodology

The purpose of this study, is to find out the attitudes of machine mold industry employees towards organizational change. The fact that technology is changing in even moments, affects all organizations regardless of the sector. On the other hand, industries such as machine mold industry, have to give much more quick responds to the changes in technology when compared to other industries. This situation makes organizations adopt a culture that embraces various changes, which urges employees to adopt these changes willingly. In this context, change sometimes can cause negative feelings such as the fear of losing job. Furthermore, employees can resist change, which causes organizational failure. Therefore, employees' attitudes and perceptions towards change in machine mold industry is thought to be very important in the context of organizational success. In this sense, as it is impossible to reach all the employees in the industry in terms of time and budget, white collar employees that work in machine mold organizations that are active in Bursa City Nilüfer District Industrial Organized Zone, Türkiye, are taken as sample. In the district, according to the information that is gathered from the managers, there are approximately 40 organizations with different scales and approximately 200 white collar employees. In this sense, according to 95% reliability level and 5% error margin, the sample is defined as 132. In the scope of the research, a survey form that consists demographical questions and the "Scale of Attitude Towards Organizational Change" that is developed by Kurşunođlu and Tanrıođen (2006) is prepared and delivered to the potential participants via e-mail. The ethical commission permission of Bursa Technical University with the date and number 17.06.2022/2022-10, is also delivered to the participants. The mentioned scale has been used by Kılınç (2018), in the dissertation that researches the attitudes of secondary school teachers' towards change. Therefore, the items in the scale that consists "school", are altered as "business". The Scale of Attitude Towards Organizational Change consists 59 items and 5 dimensions. 144 responds are collected and the collected data analyzed via SPSS 22.0 package programme. The reliability of the scale is found as ,874

Data Collection Tool

Scale of Attitude Towards Organizational Change. The scale is developed by Kurşunođlu and Tanrıođen (2006) as 59 items and 5 dimensions. Kılınç (2018), used the scale in a dissertation that focuses on the attitudes of secondary school teachers' towards change. For his reason, the word "school" that takes place in the items of the scale, are changed as "business".

Analaysis of Data

Makalenin verilerin analizi ile ilgili bilgiler burada yer alacak. Makalelerde yazı karakteri olarak "Garamond" yazı karakteri kullanılmalıdır. Özel bir yazı tipi (font) kullanılması gerektiren makalelerde, kullanılan yazı tipi de yazıyla birlikte gönderilmelidir. Makale sayfa düzeninde üst, sağ ve sol kenarlardan 2,5 cm, alttan 1,5 cm boşluk bırakılmalıdır. Makale metni "Garamond" yazı karakteri, 11 punto büyüklüğünde, tek satır aralığı, önce ve sonra 6 nk aralık bırakılarak yazılmalıdır. Metin tek sütun olarak yazılmalıdır. Her bir paragraf en az üç cümleden oluşmalıdır. Paragraflar 0,75 cm'lik girinti ile başlamalı, paragraf aralarında boşluk bırakılmamalıdır.

Findings

In this section, the findings of the analysis of the gathered data is presented in detail via tables. Findings consist demographical findings, reliability findings, descriptive statistics findings, factor anlaysis findings and comoarative statistics findings.

Demographical Findings

According to demographical findings, 44 (%30,6) participants are women, 100 (%69,4) participants are men. In terms of marital status, 101 (%70,1) participants are married and 43 (%29,9) participants are single. As for age groups, 26 (%18,1) participants are in 18-29 age group, 31 (%21,5) participants are in 30-

39 age group, 42 (%29,2) participants are in 40-49 age group, 29 (%20,1) participants are in 50-59 age group and 16 (11,1) participants are in 60+ age group.

Hypothesis

H₀: There is no statistically significant difference between the socio-demographic (gender, age, marital status) characteristics of machine mold industry employees and their attitudes towards Organizational Change. $h_0: \mu_1 > \mu_2$

H₁: There is statistically significant difference between the socio-demographic (gender, age, marital status) characteristics of machine mold industry employees and their attitudes towards Organizational Change. $h_1: \mu_1 > \mu_2$

Reliability Findings

The questionnaire form consists of two parts. The first part includes demographical questions, and the second part includes the Scale of Attitude Towards Organizational Change developed by Kurşunoğlu and Tanrıöğen (2006). According to the factor analysis, the items of the scale gather under 5 dimensions. According to the reliability analysis of the scale, the cronbach's alpha value is 0,874. The value of reliability analysis (0,874) is accepted as good ($0,70 \leq \alpha < 0,90$), with reference to the study of Kılıç (2016).

Table 1. Cronbach's Alpha Value of the Scale

Scale	Cronbach's Alpha Value	Number of Items
Attitude Towards Organizational Change	,874	59

Descriptive Statistics

The descriptive statistics results of the Scale of Attitude Towards Organizational Change show that the most important item according to the participants is the 49th statement with a mean of 4,19, "Organizational change must be scientific". Secondly, the 4th statement "The need for change should be explained to everyone working in the business", the 18th statement "In order for the change to be implemented, it should be determined whether the human resources in the business are sufficient or not", the 24th statement "Environmental factors that may contribute to the process need to be included in the change plan", the 27th statement "Objective evaluation criteria to be used for evaluation should be developed", the 36th statement "While implementing the change process, all relevant units in the business should work in coordination", the 42th statement "A comparison should be made of what the change process brings to the organization with what it takes", the 53rd statement "Organizational change must be measurable" and the 56th statement "Organizational change should be understandable" with an average of 4,13.

On the other hand, the least important items for the participants is the 9th statement "Those who support and do not support the change process should be identified" and 31st statement "Change must begin voluntarily" with an average of 2,88.

Table 2. Descriptive Statistics

Items		Totally Disagree	Disagree	Neutral	Agree	Totally Agree	\bar{x}	Standard Deviation
1. Why the change was made should be clearly known to the employees	fi	6	5	25	67	41	3,916	,98591
	Y.fi	4,2	3,5	17,4	46,5	28,5	7	
2. Employees' complaints should be taken into account when determining the need for change.	fi	7	6	11	85	35	3,937	,96236
	Y.fi	4,9	4,2	7,6	59,0	24,3	5	
3. While determining the need for change, the performance of the employees should also be considered.	fi	13	16	31	65	19	3,423	1,13174
	Y.fi	9,0	11,1	21,5	45,1	13,2	6	
4. The need for change should be explained to everyone working in the business	fi	-	-	20	84	40	4,138	,63258
	Y.fi			13,9	58,3	27,8	9	
5. In determining the need for change, the views of the external environment should also be taken.	fi	18	50	25	29	22	2,909	1,28962
	Y.fi	12,5	34,7	17,4	20,1	15,3	7	

.... Table 2. Descriptive Statistics

Items		Totally Disagree	Disagree	Neutral	Agree	Totally Agree	\bar{x}	Standard Deviation
6. The need for change in all aspects of the business, not just in one, should be identified	fi Y.fi	-	-	25 17,4	85 59,0	34 23,6	4,062 5	,63926
7. While determining the need for change, the change process carried out by the surrounding businesses should also be examined as an example.	fi Y.fi	13 9,0	20 13,9	32 22,2	51 35,4	28 19,4	3,423 6	1,20940
8. The identified need for change must be in accordance with the purpose, principles and rules of the sector.	fi Y.fi	-	-	43 29,9	53 36,8	48 33,3	4,034 7	,79696
9. Those who support and do not support the change process should be identified	fi Y.fi	19 13,2	45 31,3	26 18,1	41 28,5	13 9,0	2,888 9	1,21822
10. While determining the change, the employees who will be affected by the change should be determined.	fi Y.fi	17 11,8	18 12,5	23 16,0	60 41,7	26 18,1	3,416 7	1,25436
11. When preparing the change plan, it should be determined when and where the change will take place.	fi Y.fi	16 11,1	20 13,9	15 10,4	64 44,4	29 20,1	3,486 1	1,26815
12. The benefits to be obtained as a result of the change should be determined	fi Y.fi	16 11,1	8 5,6	15 10,4	61 42,4	44 30,6	3,756 9	1,25852
13. Factors that will adversely affect the change process should be considered in advance.	fi Y.fi	15 10,4	13 9,0	12 8,3	70 48,6	34 23,6	3,659 7	1,22995
14. All steps to be taken in the process of change should be considered in advance	fi Y.fi	7 4,9	7 4,9	14 9,7	77 53,5	39 27,1	3,930 6	1,00107
15. An alternative plan should be prepared in cases where the plan is unsuccessful.	fi Y.fi	12 8,3	7 4,9	13 9,0	54 37,5	58 40,3	3,965 3	1,20264
16. The people who will be most affected by the change should be determined	fi Y.fi	12 8,3	7 4,9	13 9,0	54 37,5	58 40,3	3,965 3	1,20264
17. In the change plan, the mission and objectives of the business should be clearly stated.	fi Y.fi	-	-	25 17,4	85 59,0	34 23,6	4,062 5	,63926
18. In order for the change to be implemented, it should be determined whether the human resources in the business are sufficient or not.	fi Y.fi	-	-	20 13,9	84 58,3	40 27,8	4,138 9	,63258
19. Strategies to be used in the change process should be determined	fi Y.fi	13 9,0	20 13,9	32 22,2	51 35,4	28 19,4	3,423 6	1,20940
20. Personnel who will be affected by the change should be included in the preparation of the change plan.	fi Y.fi	-	-	43 29,9	53 36,8	48 33,3	4,034 7	,79696
21. Scientific data should be used in the planning of change	fi Y.fi	17 11,8	18 12,5	23 16,0	60 41,7	26 18,1	3,416 7	1,25436
22. It is useful to pre-determine the employees who will play a role in the change process.	fi Y.fi	16 11,1	20 13,9	15 10,4	64 44,4	29 20,1	3,486 1	1,26815
23. While preparing the change plan, all factors that will positively affect the change should be considered.	fi Y.fi	16 11,1	8 5,6	15 10,4	61 42,4	44 30,6	3,756 9	1,25852
24. Environmental factors that may contribute to the process need to be included in the change plan	fi Y.fi	-	-	20 13,9	84 58,3	40 27,8	4,138 9	,63258
25. When planning the change process, previous experience should also be used.	fi Y.fi	7 4,9	6 4,2	11 7,6	85 59,0	35 24,3	3,937 5	,96236
26. How and when the change process will be evaluated should be planned in advance.	fi Y.fi	6 4,2	5 3,5	25 17,4	67 46,5	41 28,5	3,916 7	,98591

.... Table 2. Descriptive Statistics

Items		Totally Disagree	Disagree	Neutral	Agree	Totally Agree	\bar{x}	Standard Deviation
27. Objective evaluation criteria to be used for evaluation should be developed	fi Y.fi	- -	- -	20 13,9	84 58,3	40 27,8	4,138 9	,63258
28. Employees should be trained on change as change is implemented	fi Y.fi	- -	- -	43 29,9	53 36,8	48 33,3	4,034 7	,79696
29. While the change process is being implemented, the previously prepared plan should not be deviated from.	fi Y.fi	16 11,1	20 13,9	15 10,4	64 44,4	29 20,1	3,486 1	1,26815
30. Studies should be carried out so that everyone working in the business is interested in change.	fi Y.fi	16 11,1	8 5,6	15 10,4	61 42,4	44 30,6	3,756 9	1,25852
31. Change must begin voluntarily	fi Y.fi	19 13,2	45 31,3	26 18,1	41 28,5	13 9,0	2,888 9	1,21822
32. There should be sufficient resources for change	fi Y.fi	11 7,6	13 9,0	11 7,6	66 45,8	43 29,9	3,812 5	1,18244
33. Implementation of change should not be rushed	fi Y.fi	10 6,9	8 5,6	14 9,7	62 43,1	50 34,7	3,930 6	1,13835
34. While implementing the change process, help should be sought from people and institutions outside the business.	fi Y.fi	6 4,2	5 3,5	25 17,4	67 46,5	41 28,5	3,916 7	,98591
35. While implementing the change process, the work of all staff should be monitored	fi Y.fi	13 9,0	16 11,1	31 21,5	65 45,1	19 13,2	3,423 6	1,13174
36. While implementing the change process, all relevant units in the business should work in coordination	fi Y.fi	- -	- -	20 13,9	84 58,3	40 27,8	4,138 9	,63258
37. The process of change needs to be constantly monitored	fi Y.fi	13 9,0	20 13,9	32 22,2	51 35,4	28 19,4	3,423 6	1,20940
38. Factors that hinder the planned change process should be removed immediately	fi Y.fi	17 11,8	18 12,5	23 16,0	60 41,7	26 18,1	3,416 7	1,25436
39. The work of the personnel involved in the change process should be constantly supervised.	fi Y.fi	16 11,1	20 13,9	15 10,4	64 44,4	29 20,1	3,486 1	1,26815
40. At the end of the change process, an overall assessment of the process should be made.	fi Y.fi	12 8,3	8 5,6	13 9,0	60 41,7	51 35,4	3,902 8	1,19040
41. Evaluation of the change process should be done with predetermined criteria	fi Y.fi	- -	- -	43 29,9	53 36,8	48 33,3	4,034 7	,79696
42. A comparison should be made of what the change process brings to the organization with what it takes.	fi Y.fi	- -	- -	20 13,9	84 58,3	40 27,8	4,138 9	,63258
43. evaluation of the change process needs to be done in a team effort	fi Y.fi	12 8,3	8 5,6	21 14,6	49 34,0	54 37,5	3,868 1	1,21900
44. According to the results of the evaluation of the change process, the change process should be replanned.	fi Y.fi	16 11,1	8 5,6	15 10,4	61 42,4	44 30,6	3,756 9	1,25852
45. Organizational change should be done for the happiness of the employees	fi Y.fi	6 4,2	5 3,5	25 17,4	67 46,5	41 28,5	3,916 7	,98591
46. Organizational change must be made to comply with the requirements of the age.	fi Y.fi	7 4,9	6 4,2	11 7,6	85 59,0	35 24,3	3,937 5	,96236
47. Organizational change must be done for the satisfaction of customers	fi Y.fi	10 6,9	13 9,0	41 28,5	56 38,9	24 16,7	3,493 1	1,09030
48. Organizational change must be purposeful	fi Y.fi	17 11,8	18 12,5	23 16,0	60 41,7	26 18,1	3,416 7	1,25436
49. Organizational change must be scientific	fi Y.fi	- -	- -	20 13,9	76 52,8	48 33,3	4,194 4	,66140
50. Organizational change must be made to keep the system alive	fi Y.fi	16 11,1	20 13,9	15 10,4	64 44,4	29 20,1	3,486 1	1,26815

.... Table 2. Descriptive Statistics

Items		Totally Disagree	Disagree	Neutral	Agree	Totally Agree	\bar{x}	Standard Deviation
51. Organizational change must be made to adapt to changing conditions	Fi Y.fi	17 11,8	18 12,5	23 16,0	60 41,7	26 18,1	3,416 7	1,25436
52. Organizational change must be continuous	fi Y.fi	6 4,2	5 3,5	25 17,4	67 46,5	41 28,5	3,916 7	,98591
53. Organizational change must be measurable	fi Y.fi	-	-	20 13,9	84 58,3	40 27,8	4,138 9	,63258
54. Organizational change must be flexible	fi Y.fi	13 9,0	20 13,9	32 22,2	51 35,4	28 19,4	3,423 6	1,20940
55. Organizational change should be realistic (not utopian)	fi Y.fi	16 11,1	20 13,9	15 10,4	64 44,4	29 20,1	3,486 1	1,26815
56. Organizational change should be understandable	fi Y.fi	-	-	20 13,9	84 58,3	40 27,8	4,138 9	,63258
57. Organizational change should encompass all subsystems of the business	fi Y.fi	17 11,8	18 12,5	23 16,0	60 41,7	26 18,1	3,416 7	1,25436
58. Organizational change must be economic	fi Y.fi	-	-	43 29,9	53 36,8	48 33,3	4,034 7	,79696
59. Organizational change must be legal	fi Y.fi	13 9,0	20 13,9	32 22,2	51 35,4	28 19,4	3,423 6	1,20940

Factor Analysis

According to the factor analysis (Table 3), it was seen that the Scale of Attitude Towards Organizational Change was collected under 5 dimensions. These dimensions have been named as *structure*, *planning*, *scope*, *criteria* and *procedure*. While *structure* dimension explains the Change Management Scale with a percentage of 21,143, the dimension of *planning* explains with a percentage of 19,545. The dimension of *scope* explains the scale with a dimension of 18,433 and the dimension of *criteria* with a percentage of 18,103. As for the *procedure* dimension, it explains the scale with a percentage of 17,939. The cumulative percentage of all 5 dimensions was found as 95,163.

Table 3. Explained Total Variance

Component	Calculated Sum of Squares			Rotated Sum of Squares		
	Total	%Variance	Cumulative%	Total	%Variance	Cumulative%
1	7,261	25,931	25,931	5,920	21,143	21,143
2	6,341	22,467	48,577	5,473	19,545	40,688
3	5,450	19,466	68,043	5,161	18,433	59,121
4	4,399	15,712	83,755	5,069	11,799	77,224
5	3,194	11,408	95,163	5,023	17,939	95,163

Comparative Statistics

The Mann-Whitney U and Kruskal-Wallis tests were used to analyze whether there was a statistical difference in the answers given by the participants according to their socio-demographic findings regarding the dimensions obtained as a result of the factor analysis (Table 4). According to the analysis results, there is a statistically significant difference ($p < 0.05$) only between age characteristic and structure dimension and marital status characteristic and procedure dimension. On the other hand, it is found out that there is not a statistically significant difference ($p > 0.05$) between the demographic characteristics of the participants (gender, age, marital status) and all other dimensions of the scale.

Hence, H_1 hypothesis, *there is statistically significant difference between the socio-demographic (gender, age, marital status) characteristics of machine mold industry employees and their attitudes towards Organizational Change* $h_1: \mu_1 > \mu_2$, is **rejected**,

H_0 hypothesis, *there is not a statistically significant difference between the socio-demographic (gender, age, marital status) characteristics of private primary school teachers and their attitudes towards Organizational Change* $h_0: \mu_1 > \mu_2$, is **accepted**.

Table 4. Comparative Statistics

Variable	Dimension	Test	Statistics	P
Gender	Structure	Mann-Whitney U	1930,500	,201
	Planning		2093,000	,631
	Scope		2143,500	,806
	Criteria		1971,000	,292
	Procedure		1934,500	,228
Age	Structure	Kruskal-Wallis	13,181	,010
	Planning		3,651	,455
	Scope		5,783	,216
	Criteria		9,279	,054
	Procedure		8,959	,062
Marital Status	Structure	Mann-Whitney U	2134,000	,858
	Planning		1981,500	,390
	Scope		2018,000	,501
	Criteria		2149,500	,919
	Procedure		1711,000	,036

Conclusions and Discussion

Considering the constantly changing environmental conditions today, it is possible to say that the change occurring within the organizations is an endless dynamic process. This means that every organization should have a culture and climate that facilitates adaptation to change (Eser, 2017). Today, with the intense effect of globalization, organizations constantly face with changes in social, economic, legal and technological fields. Organizations that do not adapt to these changes may experience ineffective and effective use of resources, extra costs, loss of reputation, loss of time and resistance to change, and as a result, the existence of the organization may be endangered. In this context, the concept of managing change emerges and this situation brings about many difficulties. The ability to cope with these challenges brought about by change is important in terms of creating an effective, efficient and economical work environment in organizations and ensuring sustainability (Mengi, Doğan & Ayrancı, 2020).

According to the analysis results of the current study, there is a statistically significant difference ($p < 0.05$) only between age characteristic and structure dimension and marital status characteristic and procedure dimension. In this sense, it can be concluded that the importance of the structure of the organization and the structure of potential change differ among age groups. While younger groups do not put much importance on the structure, the elder groups are more interested in the structure of both organization and change. In addition, married employees seem more doubtful towards change, which can stem from the fact that their responsibility in their families. They can feel that change can cause them to lose their jobs. On the other hand, it is found out that there is not a statistically significant difference ($p > 0.05$) between the demographic characteristics of the participants (gender, age, marital status) and all other dimensions of the scale. In this sense, it can be concluded that the participants in general are highly aware of the cruciality of change and change management in the organization. This situation imply that the participants of the current study can contribute to the changes in their organizations, which makes them a part of the change and therefore they can easily adapt and embrace change. In addition, the fact that they give importance to more than one item in the first and the second place, implies that the participants consider change management as a whole concept; which consists the organization, the human resources and the external environment. In addition, it can also be concluded that change management is a crucial subject for these employees and they believe that both change and change management concepts are crucial for the organizations. Therefore it should be handled both professionally and scientifically according to them. Furthermore, the fact that the least important items for the participants is the 9th statement "Those who support and do not support the change process should be identified" and 31st statement "Change must begin voluntarily", implies that the participants believe that being a part of the change is not a choice, but a must. Therefore it can be concluded that they do not give importance to the employees who do not support change or who are not willing to take part in the change process. In addition, as afore mentioned, it can once again be implied that they act as change agents in their organizations.

This study focuses on machine mold industry. On the other hand, both all industries in the production sector and service sector need to face change and the point is to be able to manage it carefully with a devoted human resource. In this sense, the fact that there is a lack of researches in the literature that consists machine mold industry, constitutes a limitation for the current research. Therefore a

comparison among similar researches lacks in the current research. In this context, for the future researches if the sample is expanded, in addition to similar researches in the similar industry(ies), more effective results can be found out. In addition, if the other industries are researched, it is thought that this would give the chance of drawing a wider frame. Furthermore, not only the private sector but also the public sector is important in terms of finding out the attitudes of the employees towards change management. In this sense, it would also be possible to make a comparison between private and public sectors in the context of change management. In addition, organizations should be more aware of the inevitability of change and should draw a frame in order to manage it professionally. Planned changes are again can be in the first place rather than radical and/or unplanned changes, which can cause panic among employees. Not only employees but also managers should have education on change management. Furthermore, the management should give importance to empowerment in this process, which consists employees' as decision makers. Therefore, there will be a unity and harmony in the organization with a devoted human resource, which is the most important resource of an organization.

Ethical Declaration

During the writing process of the study titled “*Change Management In Machine Mold Industry: A Research In Bursa*”, scientific rules, ethical and citation rules were respected; no falsification was made on the collected data and this study was not submitted to any other academic publication platform for evaluation. The ethics committee approval required for the research was obtained from Bursa Technical University Research Ethics Committee dated 17.06.2022 and numbered 2022-10. Participants were notified in advance that the data would be used only for scientific purposes and voluntariness was adopted as a basis.

Declaration of Conflict

There is no potential conflict of interest in the study.

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EXTENDED ABSTRACT

Herakleitos'a göre “değişmeyen tek şey değişimin kendisidir” (Göksel ve Yıldız, 2021). Bu anlamda değişimin bir yasa gibi olduğu anlaşılabilir. İnsanlar, toplumlar, organizasyonlar, her şey değişir. Sürekli değişimi engellemek mümkün olmayıp, değişime uyum sağlamak bir zorunluluk haline gelmiştir. Sosyal, siyasal, kültürel, ekonomik birçok alanda meydana gelen gelişmeler, insanları ve toplumu sürekli ve hızlı bir değişime maruz bırakmaktadır. Kullanılan sistemler, bilgiler, teknolojiler, yöntemler ve teknikler sürekli değişmekte ve baş döndürücü bir hızla değişmektedir (Zengin ve Bekmezci, 2021).

Yeterince esneklik kazanan kuruluşlar bu değişimlere ayak uydurabilecek ve fırsatları değerlendirebilecektir. Her iş, Drucker'ın “iş teorisi” olarak tanımladığı şeye sahiptir. Böyle bir teori, müşteriler, rakipler, değerler, pazarlar, güçlü ve zayıf yönler hakkındaki varsayımlara odaklanır. Mevcut örgütlerdeki en büyük sorun, bu varsayımların sürekli olarak yeniden düşünülmemesidir. Dolayısıyla mevcut örgütlerin ayakta kalabilmeleri için iş teorilerini yeniden icat etmeleri gerekmektedir (Allaham Vural, 2021).

Bu anlamda bu çalışmanın temel amacı, makine kalıp endüstrisi çalışanlarının örgütsel değişime yönelik tutumlarını ortaya çıkarmaktır. Bu anlamda sektördeki tüm çalışanlara zaman ve bütçe olarak ulaşmak mümkün olmadığından, Türkiye'nin Bursa İli Nilüfer İlçesi Organize Sanayi Bölgesi'nde faaliyet gösteren makine kalıp endüstrisinde faaliyet gösteren örgütlerde çalışan beyaz yakalı çalışanlar örneklem olarak alınmıştır. Teknolojinin günümüzde neredeyse dakikalar içinde değişmekte olduğu gerçeği, özellikle makine kalıp endüstrisi gibi teknoloji yoğun çalışan sektörlerde sürekli değişim ihtiyacını hissettirmekte ve değişimi yönetme ihtiyacı da ortaya çıkmaktadır. Araştırma kapsamında demografik sorulardan ve Kurşunoğlu ve Tanrıoğan (2006) tarafından geliştirilen “Örgütsel Değişime Yönelik Tutum Ölçeği”nden oluşan bir anket formu hazırlanarak potansiyel katılımcılara e-posta yoluyla ulaştırılmıştır. Söz konusu Ölçek, Kılınç (2018) tarafından ortaokul öğretmenlerinin değişime yönelik tutumlarını araştıran tezinde kullanılmıştır. Bu nedenle ölçek maddelerindeki “okul” ifadeleri “iş” olarak değiştirilmiştir. Örgütsel Değişime Yönelik Tutum Ölçeği 59 madde ve 5 boyuttan oluşmaktadır. Katılımcılardan 144 cevap toplanmış ve toplanan veriler SPSS 22.0 paket programı ile analiz edilmiştir. Ölçeğin güvenilirliği ,874 olarak bulunmuştur.

Örgütsel Deęiřime Yönelik Tutum Ölçeęi'nin betimsel istatistik sonuçları, katılımcılara göre en önemli maddenin 4,19 ortalama ile 49. madde olan "Örgütsel deęiřim bilimsel olmalıdır" olduğunu göstermektedir. İkinci olarak 4. ifade "İřletmede çalışan herkese deęiřim ihtiyacı anlatılmalıdır", 18. ifade "Deęiřiklięin uygulanabilmesi için iřletmedeki insan kaynaęının yeterli olup olmadıęı belirlenmelidir", 24. ifade "Sürece katkı sağlayabilecek çevresel faktörlerin deęiřim planında yer alması gerekir", 27. ifade "Deęerlendirmede kullanılacak objektif deęerlendirme kriterleri geliştirilmelidir", 36. ifade "Deęiřim sürecini uygularken, iřletmedeki tüm ilgili birimler koordinasyon içinde çalışmalıdır", 42. ifade "Deęiřim sürecinin kuruma getirdikleriyle karşılaştırılması yapılmalıdır", 53. ifade "Örgütsel deęiřim ölçülebilir olmalıdır" ve 4,13 ortalama ile 56. ifade "Örgüt deęiřiklięi anlaşılır olmalı" maddesidir.

Bu noktada altı çizilmelidir ki katılımcılara göre kendileri için büyük önem arz eden birden fazla madde bulunmaktadır. Bu, deęiřim yönetiminin bu çalışanlar için çok önemli bir konu olduęu anlamına geldięini iřaret etmektedir. Ayrıca katılımcıların deęiřim yönetimini örgüt, insan kaynakları ve dıř çevre olarak bir bütün olarak deęerlendirdikleri de anlaşılabilirliktedir.

Katılımcılar için en az önemli ölçek maddesi ise, 2,88 ortalama ile 9. madde olan "Deęiřim sürecini destekleyenler ve desteklemeyenler belirlenmelidir" ve 31. madde olan "Deęiřim gönüllü olarak başlamalı" maddesidir.

Buradan, katılımcıların deęiřimin bir parçası olmanın bir tercih deęil, bir zorunluluk olduęuna inandıkları sonucu çıkarılabilir. Dolayısıyla deęiřimi desteklemeyenlere veya deęiřim sürecinde yer almak istemeyenlere önem vermedikleri anlaşılmaktadır.

Arařtırmanın Mann-Whitney U ve Kruskal-Wallis Testleri analiz sonuçlarına göre, sadece yař özellięi ile yapı boyutu ve medeni durum özellięi ile prosedür boyutu arasında istatistiksel olarak anlamlı bir fark ($p < 0,05$) bulunmaktadır. Öte yandan, katılımcıların demografik özellikleri (cinsiyet, yař, medeni durum) ile ölçeęin dięer tüm boyutları arasında istatistiksel olarak anlamlı bir fark olmadıęı ($p > 0,05$) bulunmuřtur.