

**STUDYING DYNAMICS OF
ORGANIZATIONAL CHANGE THROUGH
DISCURSIVE TRANSFORMATIONS**

Özgür Akarsu

Submitted in partial fulfillment of the requirements for the degree of
Doctor of Philosophy in the Institute of Social Sciences

Istanbul Bilgi University

September 2016

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THROUGH DISCURSIVE TRANSFORMATIONS

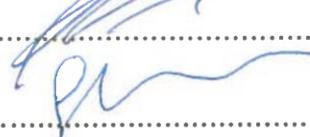
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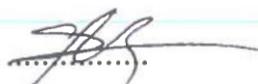
ÖZGÜR AKARSU
106801006

Tez Danışmanı: Yrd. Doç. Dr. Mehmet Gencer 

Jüri Üyesi: Prof. Dr. Beyza Oba 

Jüri Üyesi: Doç. Dr. Mehmet Erçek 

Jüri Üyesi: Doç. Dr. Sinem Ergün 

Jüri Üyesi: Yrd. Doç. Dr. Akın Savaş Yıldırım 

Tezin Onaylandığı Tarih : 19.09.2016

Toplam Sayfa Sayısı: 175

Anahtar Kelimeler (Türkçe) Anahtar Kelimeler (İngilizce)

1	Değişim Yönetimi	1	Change Management
2	Organizasyonel Değişim	2	Organizational Change
3	Discourse	3	Söylem
4	Text Mining	4	Metin Madenciliği
5	Organizasyon Kültürü	5	Organizational Culture

ABSTRACT

Change management is one of the most common managerial practices which has been accepted as a key to financial success and high performance in many organizations all over the world. Organizations have been trying to implement structural, processual and cultural changes to adapt rapid changing environment in order to increase their competitiveness in the market. Regarding this, numerous theoretical and practical research have been conducted to understand dynamics and consequences of change in organizations. However, discussions around dynamics of change management practices and their effects on organizations are still important topics for managerial implications.

This dissertation, contributes to the understanding of organizational change by exploring an applied cultural change program in an organization operating in telecommunications. Since, planned change attempt in the setting was directed to transform the values and behaviors of the members, we were able to understand dynamics of organizational change and how planned change efforts effect organizations by exploring anonymous employee textual comments collected in a longitudinal time period. Our methodological approach which is based on quantitative analysis of large amounts of textual data provided a remarkable new way to understand dynamics and consequences of cultural change.

Furthermore, by exploring archival information about the process of organizational change and sectoral information, dynamics of change, the reasons behind the planned change efforts and their effects were exposed comprehensively.

Findings of the research showed that even in a successfully applied change effort which transformed employee discourse significantly, consequences of change may be different from the planned targets. However, not reaching these planned targets, does not mean that change efforts do not effect organizations. Moreover, our analysis with employee demographics showed that managers, newcomers, and younger employees react to planned change efforts faster than the others.

Within this perspective, it is possible to say that both the methodological approach and findings of this research have important implications in the field of organizational change. Methodologically we propose a new way of exploring cultural change based on quantitative analysis of discursive data. This methodology not only is useful for exploring cultural change in academic studies but also could be used in order to collect feedback during change management implementations in the field. Furthermore, by revealing that even in a successfully applied organizational change, the speed and coverage of change vary according to several factors, this study present important insights for the field of organizational change.

ÖZET

Değişim yönetimi tüm dünyada organizasyonları finansal başarıya ve yüksek performansa taşıyan en yaygın yönetsel pratiklerden biri olarak kabul edilmektedir. Organizasyonlar, yapısal, süreçsel ve kültürel değişimleri uygulamaya koyarak, hızla değişen çevrelerine adapte olmayı, pazardaki rekabet güçlerini artırmayı hedefliyorlar. Bununla bağlantılı olarak, organizasyonel değişimlerin dinamiklerini ve sonuçlarını anlamayı hedefleyen sayısız teorik ve pratik araştırmaya rağmen, değişim yönetimi dinamikleri ve organizasyonlara etkileri ile ilgili yapılan tartışmalar yönetsel pratikler açısından halen büyük önem taşiyor.

Bu çalışma, organizasyonel değişim tartışmalarına, telekom sektöründe faaliyet gösteren bir organizasyonda hayatı geçirilmiş bir kültürel değişim çalışmasını inceleyerek katkıda bulunmaktadır. Organizasyondaki planlı değişim yönetimi çalışanların değerlerini ve davranışlarını değiştirmeyi hedeflediği için, bu çalışmada organizasyonel değişimin dinamiklerini anlamak, planlı değişim çalışmalarının organizasyonu nasıl etkilediğini incelemek amacıyla çalışanların anonim metinsel geribildirimleri incelenmiştir. Büyük ölçeklerdeki metinsel verinin kantitatif yöntemlerle analizine dayalı metodolojik yaklaşımımız, kültürel değişimin dinamiklerini ve sonuçlarını anlamaya yönelik yenilikçi bir yöntem sunmaktadır.

Ek olarak değişim yönetimi süreciyle ilgili kurumsal arşivden temin edilen bilgiler ve sektörel raporların incelenmesi yoluyla değişim yönetimi çalışmasının dinamikleri, kurumda değişim çalışmasının başlamasını sağlayan faktörler ve etkileri kapsamlı bir şekilde incelenmiştir.

Araştımanın bulguları, çalışan söylemlerini anlamlı derece değiştiren başarılı bir değişim yönetimi çalışmasında bile, değişimin sonuçlarının planlanan hedeften farklı olabileceğini göstermiştir. Ancak, planlanan hedefleri hayatı geçirememek, değişim yönetimi çabalarının organizasyonları etkilemediğini göstermez. Ek olarak, çalışan demografiklerine ve organizasyonel verilere dayanarak yaptığımız analiz, yöneticilerin, kurumda yeni çalışmaya başlayanların ve daha genç çalışanların değişim yönetimi çalışmalarına diğerlerine göre daha hızlı tepki verdiği ortaya çıkarmıştır.

Bu çerçevede, bu araştımanın hem metodolojik yaklaşımı hem de bulguları dolayısıyla organizasyonel değişim alıyla ilgili önemli sonuçlar içeriğini söylememiz mümkündür. Metodolojik olarak, kültürel değişimini incelemek için söylemsel verilerin kantitatif yöntemlerle analizine dayanan yeni bir yöntem önerilmektedir. Bu yöntem kültürel değişim üzerine yapılan akademik çalışmalarda faydalı olabileceği gibi aynı zamanda sahada yapılan değişim yönetimi uygulamaları sırasında değişimin organizasyon üzerindeki etkileriyle ilgili geri bildirim derlemek için de kullanılabilir.

Son olarak, bulgularımızın, başarıyla hayatı geçirilmiş bir organizasyonel değişim çalışmasında bile değişimin hızının ve kapsamının çok

sayıda faktöre bağlı olarak değişimdeki değişim yönetimini ile ilgili tartışmalara önemli çıkarımlar sunduğunu düşünüyoruz.



ACKNOWLEDGEMENTS

I would like to acknowledge some people with whom I had the chance to work with during enjoyable journey of this dissertation. Without their support, critical inputs and contributions, this dissertation could not have been completed.

First of all, I am very grateful to be supervised by Mehmet Gencer who has been more than a supervisor but a truly friend with his passionate support, intensive effort and innovative ideas. His empathy and insights gave me the chance to develop the ideas in every step of this study.

Next, I would like to thank Akın Savaş Yıldırım for our discussions which helped me to enter the world of data science and his support for quantitative analyses in this dissertation.

I am also deeply grateful to by dissertation committee members Beyza Oba and Mehmet Erçek for their invaluable time at helping me to develop the ideas and their critical comments. Their constructive feedbacks enabled me to clarify the targets and most of the concepts during this period.

Last but not least, I would like to thank my parents and my sister for their patience and continuous support. Their love and tenderness was always with me and gave me the power to finish this study.

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1. INTRODUCTION

“It is change, continuing change, inevitable change that is the dominant factor in society today. No sensible decision can be made any longer without taking into account not only the world as it is, but the world as it will be...”

Isaac Asimov

Asimov, remind us a remarkable characteristic of contemporary world: “Change”. Inevitable, continuous and rapid flow of structures, technology and social systems created a world in which adaptation and management of change became an important concern for human action. Organizations, as constantly constructed social systems through human action (Czarniawska, 2008) are also influenced by phenomena of change while adapting, surviving or realizing their objectives. To this respect, research on change has been one the most popular topics of organizational studies in last decades. From macro level approaches which relate organizational change with socio-economic developments, to micro level approaches that focus on the perceptions and attitudes of individuals regarding change; numerous theoretical and practical research have produced important insights about dynamics of organizational change. Likewise,

organizations all around the world by linking organizational change to success, have been implementing change programs to transform their structures, processes and cultures. As a matter of fact, by triggering and managing change, organizations aim to increase their competitive advantage in the market and achieve financial success. However, several research from the field demonstrate that change attempts are prone to failure (Aiken & Keller, 2009), especially in terms of cultural change, it is possible to say that most of the organizations fail to achieve their planned objectives (Burnes, 2011). Therefore, studying dynamics of organizational change and trying to understand reasons behind the success and failure of change efforts is a relevant subject for researchers in the field of organizational studies.

During the launch of a cultural transformation program in an organizational setting a corporate memo used the following quote from Gandhi:

“Your beliefs become your thoughts,

Your thoughts become your words,

Your words become your actions,

Your actions become your habits,

Your habits become your values,

Your values become your destiny.”

As underlined in Gandhi’s inspirational words, organization’s management team tried to shape employees’ actions by imposing new set of values. The main idea behind this change effort was creating a shared and strong

culture in which employee behaviors were shaped by the managerial expectations. In order to accomplish this, management team introduced a new leadership model which defined the ideal values and behaviors to support organization to reach its strategic objectives. The process of defining, introducing and monitoring these values were planned as a cultural transformation program led by top management and executed by human resources department.

In this study, the process and consequences of this cultural change program is explored to understand dynamics of organizational change and also to search for generalizations about how and when managerial intervention succeeds and fails. In other words, we focus on two vital questions as “what” and “how” to understand such a complex and conceptual change effort directed to transform organizational culture and behaviors of members.

Firstly, since introducing of new values was accomplished by series of planned change management activities aiming to construct a new behavioral framework, we explore to what extent managerial intervention succeeded in implementing organizational change. Additionally, we investigate how managerial intervention effects different groups of employees based on different demographic characteristics.

Therefore, our empirical focus is exploring contingencies of bottom-up acceptance of top-down introduced changes. By looking at the temporal trajectories of people's making sense of newly introduced values, this study aims to develop generalizations which can assist change management by diagnosing contingencies of acceptance/rejection early on in the process. In other words we

consider the 'how' question concerning organizational change at its foundation: the individual embedded in structure.

While focusing on managerial intervention which aims to transform the organizational culture, one of the biggest difficulties that we might have faced was forming the right methodological approach to define and measure change. Since the intervention is directed towards internally defined abstract concepts such as 'values', 'behaviors', 'competencies' and in general 'culture', we aim to analyze employee discourse collected in a longitudinal time period.

Understanding dynamics of organizational change through discourse analysis has gained increasing interest in the field of organizational studies in recent years. Discourse as practices of writing and talking, visual representations and cultural artifacts (Grant & Michelson 2005), contain the possibility to reveal insightful information about the underlying power structures, different conceptualizations of employees about dynamics and consequences of organizational change (Morrison et al 2013). In this sense, by extracting information about the collected verbal discursive artifacts and exploring their change during time, the dynamics and consequences of implemented organizational change be explored. Discourse is considered as, verbal artifacts and analyzed to understand how members of the organization think and feel. In attempting to do so, we make use of recent availability of extensive longitudinal records of computer mediated organizational processes; more specifically a yearly census assessment database for about 4500 people and over 6 years. At this point endogenous categories extracted from the textual data are used rather

than exogenous ones formed by prior research. By exploring these endogenous discursive categories and their change through time, we are able understand to what extent managerial intervention effected employee discourse, gain information about possible fragmentations based on employee characteristics and demographics and last but not least uncover the dynamics of discursive change over time.

Our findings show that cultural change effort succeeded in changing employee discourse significantly. Several imposed values of managerial intervention were successfully accepted by employees. However, we identified some consistent categories which stayed permanent after the change and significant variations in the volume and speed of responses of employees based on different demographic and organizational characteristics. Therefore, to understand the reasons behind the success of cultural change effort in a comprehensive way, we investigated different phases of the transformation program such as planning, implementation and monitoring and their contextual and processual characteristics. In order to do so, we used archival data obtained from the project documents collected within the organization. In this respect, this study could be accepted as a hybrid study on organizational change in which findings of the quantitative analysis were discussed with the insight provided by qualitative archival data.

Next chapter of this dissertation focus on theoretical approaches on organizational change and studying organizational change through discourse

analysis. By reviewing the literature on organizational change and discourse analysis a framework to study discursive change is discussed.

Research methodology and design are explained in the third chapter. After stating the main purpose of the study and describing the design of the research, we clarify the characteristics of the setting in which the study was conducted. As far as this research is a case study based on a single organization, it is important to describe the setting by understanding the context of the organization and process of conducted change program.

Fourth chapter starts with a detailed description of the steps which we implied for our analysis. We give information about the methods and coding which we used during the research and continues with stating the findings of the research.

Last chapter provides a discussion about organizational change with respect to our findings stated in previous section. Finally, contributions to the field, implications for further research and limitations are presented in the last section.

2. THEORETICAL BACKGROUND

2.1 Organizational Change: A Concept with Many Faces

Organizational change has been the scope of many researchers and practitioners in last decades, by both means of understanding the internal dynamics of ongoing organizational transformations and also investigating effects of external socio-cultural and economic developments on organizations. Many disciplines in social sciences developed theoretical frameworks and empirical findings about the transformation of processes and structures inherent within organizations (Pettigrew et.al. 2001). Furthermore, various perspectives were based on different theoretical conceptualizations of organizations and process of change (Spicer 2011). In order to explore organizational change in a comprehensive manner, it is important to understand these different theoretical frameworks.

First stream of research on organizational change started with the Universalist and managerialist point of view in which ‘change’ was accepted as an instrument, a tool of management to create better performing organizations (Pettigrew et.al. 2001). Starting with the remarkable ‘Group Dynamics’ and ‘Actions Research Studies’ of Kurt Lewin during the first half of 20th century, many scholars tried to explain the antecedents and consequences of change and

discussed how we could manage it, in order to create high performing organizations (Weick & Quinn 1999). Classical definition of organizational change based on Lewin's (1947) studies focus on transforming behaviors of individuals and creating a new state of equilibrium in the organization. This conventional conceptualization of change management asserted that, in order to implement a change, first the status quo inside the organization should be unfreeze. After implementing the organizational change effort, organization should be freeze in the new status.

Later, during 1960s two important dimensions of change management were conceptualized as 'adapting to change' and 'managing change' as interconnected managerial actions. Bennis (1966) described change management as a "response to change, a complex educational strategy intended to change the beliefs, attitudes, values and structure of organizations so they can better adapt"; whereas Beckhard (1969) defined change management as "an effort planned, organization-wide, and managed from the top, to increase the organizational effectiveness and health through planned interventions in the organizations. The conceptual background of functionalist organizational change literature relies highly on behavioral science to assist organizations while dealing with the problems which occur during the transition periods. For this purpose, Bennis (1969: 18) described the concept of change management on three basic characteristics:

- (1) Each age adopts an organizational form which is most appropriate to that particular age and changes that age make*

it necessary to rethink our organizations; (2) The only way to change organizations lies in changing the climate of organization, its way of life made of beliefs and values that strongly contribute to regulating interactions; (3) people in organizations must develop a new sensibility toward social awareness.

The keywords frequently used to define change management during the first years of its development are change of ‘beliefs’, ‘attitudes’ and ‘values’ and an increase in organizational effectiveness. The boundaries of the organizations were fixed and change management aims to provide a prescription in order to cope with the changing environment. The practitioner was defined as a change-agent who had the ability to apply techniques which enable organization to develop a better integration within the internal environment, as well as help to adapt more effectively to the external world (Sinangil & Avallone, 2002).

However since 1980s we are witnessing rapid increase in change management research by which, sophisticated methodologies have been developed and served all over the world (Katz & Marshak, 1996). During this period, definitions of change management evolved from the traditional behavioral perspective to a structural/cultural viewpoint. For instance, Beer (1980:16) described change management as;

“System wide process of data collection, diagnosis, action planning, intervention and evaluation aimed at (1) enhancing congruence between

organizational structure, processes, strategy, people and culture; (2) developing and creating creative organizational solutions and (3) developing the organization's self-renewing capacity".

Later, Huse and Cumings (1985) defined change management as a system wide application of behavioral science to planned development and reinforcement of organizational strategies, structures and processes for improving organizations' effectiveness.

The evolution of change management, from behavioral perspective to structural/cultural framework can be also noticed in Porras and Robertson's (1992) and Chesler's (1994) definitions. Both studies defined change management as planned change of values, strategies and organizational work setting in order to improve organizational performance and create alternative ways to proceed.

All of these studies that were conducted after 1980s demonstrate an integrated approach of organizational culture, strategy and performance concepts with behavioral science methods. Change management not only tries to explain the effects of change on individuals' behavior but also aim to manage the change by structural and cultural interventions.

The brief history of the definitions of change management presents us how the concept of change evolved from an adaptation perspective to a proactive and interventional instrument. During the early days, 'change management' was defined as efforts to adapt external/environmental transformations to be more

effective (Bennis, 1966). However, after 1980s the concept of change evolved from a ‘concept non-grata’, ‘an irrepressible fact of daily life that organizations must respond’ to an intervention perspective in which change must be triggered and managed to reach success in the market.

Similarly, Alfes et. al. (2010) categorized literature on change management as;

- Functionalist approach: Quest for tools and methods for implementing change,
- Micro level approach; individual level empirical studies
- Macro level approach; locating dynamics of change in meta-theoretical framework

Functionalist approach, which has dominated the field, draws a clear boundary between the chaotic external environment and the organization. In this approach organizations interact with external world and both environmental changes and organizational projections can be clarified objectively (Alfes et. al. 2007). The interaction between the environment and organizations could be studied objectively by using the techniques of positive science and it is possible to create a universal theory of change that could be applied in work settings by practitioners/consultants. Functionalist approach tries to offer managers and consultants a tool box full of powerful techniques in order to realize a ‘social engineering’ project within organizations to increase effectiveness and profitability (Kunda 1992).

Secondly, micro level approach focus on attitudes, perceptions and behaviors of individuals during the phases of change. Starting with the Lewin's (1947) studies on group behavior and team-building, scholars with background of organizational psychology, investigated how individuals react to change, the dispositional characteristics of individuals and importance of traits which enable them to handle consequences of change effectively (Nikolaou et, al. 2007). Studies from micro-level approach are usually based on self-report questionnaires which are constructed by prior research. Even though micro-level approach focuses on individual's behaviors, attitudes and their reaction to change, the main target of this approach is to create effective and productive organizations.

Literature on micro-level conceptualization of organizational change presents various studies about different personal and organizational aspects of change. In these studies, to illustrate relationship between organizational change and; organizational citizenship behavior (Choi, 2007; Shapiro & Kirkman, 1999), commitment (Begley & Czajka, 1993; Herscovitch & Meyer, 2002; Madsen, Miller & Cameron, 2005; Youssef, 2000), performance (Rafferty & Griffin, 2006), job satisfaction, alienation and self-esteem (Lundstrom & Ashworth, 1982) and self-efficacy (Jimmieson, Terry & Callan, 2004) several empirical research have been conducted.

Lastly, macro-level perspective locate organizational change in a broader context like resource based perspective, social constructivism or issues related with power and control (Alfes et. al. 2007). Macro-level studies use knowledge

produced in different branches of social sciences to define and understand the concept of organizational change. Therefore, different definitions of organizational change emerge with respect to the theoretical framework preferred. For example, based on the subjectivist ontology of organizations, Tsoukas and Chia (2002) define organizational change as an ongoing process, a stream of interactions and a flow situated initiatives as opposed to a set of episodic events. On the other hand, Whittington et. al. (1999) define three layers to understand organizational change as;

- **“Changing structures”:** delayering in organizations, especially removal of middle management, increasing operational and strategic decentralization with project based structures.
- **“Changing processes”:** increasing importance of flexibility and knowledge management which demands vertical and horizontal interaction. Managerial processes have been transformed and HR practices became central to making new forms of work organizations.
- **“Changing boundaries”:** increasing importance of core competencies related with horizontal relationships and competitive advantage.

In addition to these three layers, cultural change can be added as one of the most common topics in organizational change management (Spicer, 2011).

Many practitioners and applied researchers in the field assigned a functionalist meaning to the organizational culture and focused it as an important factor that leads organizations to corporate financial success (Chan&Clegg, 2002). The functionalist understanding change management, assert that values and beliefs of members of the organization can be manipulated and transformed by reinforcing them rituals, norms and policies. In order to reach competitive advantage in the market, strong corporate culture is necessary. Moreover, by implementing cultural change management it is possible to create organizations with strong corporate cultures whose values are accepted with enthusiasm by its members. Thus, return of cultural investments and managerial efforts to create organizations with stronger culture would be highly committed organizations which perform with greater productivity and earn more profit (Peters & Waterman 1982).

Besides the triple grouping made by Alfes et. al. (2010) there are several other categorizations of studying organizational change. For instance, Armenakis & Bedeian (1999) categorized the literature on organizational change as studies that focus on the implementation process and studies investigate the consequences of change. The former, explore individual level reactions, beliefs, diagnosis about organizational change and try to define the individual level factors like readiness to change; while the latter explore consequences of change efforts, reactions to change and reasons of why change management efforts succeed and fail.

To sum up, we could say that literature about change management

present us variety of different conceptualizations based on the focus and preferences of the researcher. However, in every change management effort ‘content’, ‘process’, ‘context’ and ‘outcome’ are the key dimensions to understand the dynamics and consequences of change comprehensively (Self et.al.,2007). To understand an implemented change effort it is important to explore change by exploring;

- Content – What has been changed? Major focus and target of implemented change effort
- Process – How does change occur and pace? What are steps of implementation phase? Which tools and methodologies are used?
- Context – Why does change occur? What are the internal and external conditions? Internal factors like perceived organizational support, leader member exchange and external dynamics like, market, rivals and competitive severity.
- Outcome – The results of change on organizational and individual level.

2.2 Success and Failure of Change Management

One of the most important topics in organizational change literature is the reasons behind the success and failure of change management efforts. According to the Mc Kinsey field survey conducted in 2008, only 1 in 3 change management

programs succeed. Moreover, failure rate reach %90 in cultural transformation efforts (Burnes, 2011). This huge failure rates triggered many researchers to investigate the factors that lead change management efforts to success. Since change programs within organizations require usage of remarkable amounts of corporate resources and have targets related with organizational performance and financial success, the reasons behind failure or success became a major topic in literature. (Burnes, 2011).

Despite the high failure rates mentioned in several studies, it is not possible to say that there aren't any consequences of planned change efforts. Czarniawska (2008) mentions four advantages of planned change as;

- Problematization of the things that has been taken for granted
- Opportunity of self-reflection
- The benefits of intervention especially proceeded by consultants
- Emergence of possible spontaneous inventions.

The studies about the reasons of failure and the key factors of success in change management present various conclusions. Teulier & Rouleau (2013) focused on the importance of middle managers sense making capacity to implement a successful change management program. They defined sense-making as a symbolic and collective process which frame and reframe existing narratives and information about organizational change in order to facilitate a successful change management. On the other hand, Furnham (2002) pointed out that relationship between human resources function and top management is the

key factor for the implementation phase in terms of driving change. The role of HR for change management can be categorized from different aspects and vary according to what extent they lead the change management by means of content and process (Alfes et al., 2010). As seen in Figure 1, HR, which is proactive for determining the content of change and managing the change process is defined as “Change Driver”. “Change driver” role assumes that HR should take active involvement in both process and content dimensions by realizing all possible interventions. On the other hand, a “Responsive HR” neither participates actively in determining the content of the change nor manages and intervenes the process of change. “Change focused HR”, does not involve in human related issues during and after the change implementation. Inversely human issues are the main goal of “HR Focused” model. In their case study Alfes et. al. (2010) reported that despite the fact that literature on change management supports “change driver” role as a key factor for implementing the change process successfully, in practice the role of HR is determined by expectations within the particular organizational context, capability and capacity of HR function and nature of the change process related with internal and dynamics which foster or block the change.

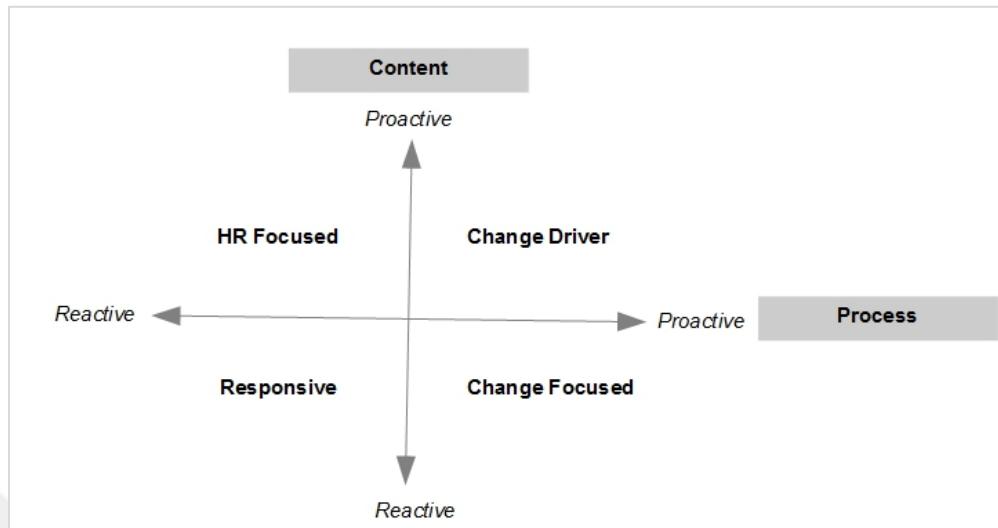


Figure 1 Role of HR in Change Management

2.3 Discourse Analysis and Organizational Change

In this section, literature about discourse and organizational change will be discussed to clarify the contributions of discourse based approaches for understanding the dynamics of organizational change.

Since discourse is a widely used concept in many branches of social sciences from anthropology to sociology, from politics to media studies, we will start with summarizing different conceptual approaches of discourse to clarify our understanding of discourse in this study. Then, for the next step, we will continue with revising the theoretical approaches which emphasize on discourse as a central theme for exploring organizational change.

2.3.1 Organizational Discourse

Discourse is one of the most popular concepts in social sciences in last decades which has been the scope of many research in various different disciplines (McClellan, 2011). Widely usage of the term in different contexts create a need to question and clarify our understanding of the term and how it is conceptualized (Alvesson & Karreman, 2011).

One of the most general definitions of discourse can be stated as visual, verbal, written texts produced in a collective, communicative practice utilizing a set of statements representing a typical way of talking about a particular topic at a particular historical moment (Hall, 1997). Even in this definition there is an important dimension which differentiate a typical ordinary text from the concept of discourse: context. By referring a particular topic, at a particular historical moment Hall (1997) pointed out the importance of context to understand what discourse was. This distinction between text and discourse also opens up a new field for scholars to build new approaches to explore language and meaning from different perspectives and levels of analysis (Alba-Juez, 2009).

Alvesson & Karreman (2001) classified the studies on discourse as “linguistic” and “Foucauldian” orientations, where the first group focused on the text to reveal the possible meanings to understand a social phenomenon, the latter focused on the social and political context to understand the textual meaning. Another perspective from Potter (2012) explained the main objective of studying discourse as understanding what people do with language in specific social

setting. On the other hand, Schiffrin (2003) categorizes definitions of discourse in 3 main groups: “unit of language beyond sentence”, “language in use” and lastly “a broader range of social practices that includes non-linguistic and non-specific instances of language”.

Chia (2000) presented a constructive emphasis on discourse to define and understand organizations. From the subjective ontology of organizations, Chia (2000) defined organizations as conceptualized abstractions to which it has become habitual for us to refer as independently things. This abstraction process is a way of constructive and re-constructive discursive process in which organizations are formed as socially existing things. This perspective also called as “becoming realism” that focus on process of becoming by exploring how we order, codify, frame and classify our perceptions, our data and our abstractions (Martin & Frost 2006). Within subjectivist ontology Chia (2000) explains the basic characteristic of organizations as the lack of unproblematic existence independent of researchers’ discursively-shaped understanding. By the process of fixing, naming, labeling and classifying social reality, social objects like organizations, economies, markets are constructed.

Therefore, from this perspective discourse emerges not as a distinct entity separable from organizational reality, rather as a reality in itself (Chia 2000). It is not a characteristic of an 'organization' with specific purposes of existence that can be diagnosed objectively, moreover it is continuously constructed through perceptions, actions of social actors and their interplay between structures. (Martin, 2003).

In addition, within this framework, organizational discourse is not a thing ‘out-there’, but the construction process of it through language becomes the central focus of the research. Bragd et al. (2008) emphasized the power of discourse to create objects, construct and re-construct the identities of its users. They define discourse as a collective communicative practice exercised in a typical way of using language at a particular historical moment. According to their approach we could say that organization is subjectively constructed through discursive practices. At this point, Chia (2000) explains how this construction by discourse process is enacted. According to Chia (2000) In order to understand organizations we should search;

- How of discursive modalities are formed
- How objects of knowledge are legitimized
- How meanings and their attachments to social objects are shaped

Likewise, organizations are formed during process of discursive interactions. The way these interactions shape individuals habits, thoughts and legitimize objects of knowledge and influence our preferences forms the organization itself.

2.3.2 Studying Organizational Change through Discourse Based Approaches

Discourse as practices of talking and writing, visual representations and cultural artifacts plays an important role for social constitution of organizational

change (Grant et. al, 2005). Many researchers from different perspectives explored the power of discourse based approaches in organizational change research; analysis of transformation in stories and myths during organizational change (Bathurst & Monin, 2010; Vaara and Tierari, 2011); analysis of notion of power through discourse analysis (Grant & Marshak, 2011) and analysis of sense-making (Rouleau & Balogun, 2011).

Since organizational change is grounded in and emergent from everyday practices, opportunities and planned consequences are related with how organizational discourse is shaped during and after organizational change (Morrison, Marsden, Cresswell, Fernando, & Sheikh, 2013). Narratives that construct discourse are exposed in certain specific codes of discursive behavior that have an effect on organizational change (Jansson, 2014). In this sense, studying production, dissemination and consumption of re-thought and re-conceptualized texts enables to understand organizational change in a multi-perspective way. Communicative processes in which discursive texts are formed are the basic political practices that create and maintain predefined understandings of organizational reality (McClellan, 2011). Change can be viewed as a social construction and discourse is the key site in which change happens (Jansson, 2014). Therefore, in order to understand the process and consequences of change it could be beneficial to explore discursive transformations in which a new form of organizational reality is constructed.

The pivotal role of discourse during transformation phases is also based on its power to restrict and constrain the range of possibilities for organizations

by laying down what is normal, standard and acceptable. Not only discursive change determine the new normative schema but also provide resources for organizations and change programs to constitute new state of organization by changing the normative schema of individuals. How individuals make sense of the organizational phenomena, think and act are vital for production, circulation and institutionalization of change (Doolin, Grant, & Thomas, 2013). Tsouskas and Chia (2002) described this process by defining organizational change as an ongoing process, a stream of interactions and a flow of situated initiatives as opposed to a set of episodic events. In this continuous flow of ongoing transformation, as organizational participants talk, particular understandings of organizational reality become predefined and treated as normal and unproblematic.

In addition members' experiences in an organization are stored in stories and narratives by blending random events and purposeful actions into a meaningful whole and expressed through discourse (Bragd et. al, 2008). So we could say that dimension of time in a discourse study not only reflects the constructed past but also gives chance to reveal the interpretive templates to understand the present and fluctuations in time.

A grouping of discourse based approach in organizational change studies was summarized in Table 1 (Grant et. al. 2005). The first approach in which organizational change is conceptualized as a socially constructed reality, the main target of the research is to explore key discourses by which organizational change is formulated and articulated. From this perspective organizational

change is a constructed reality, so it is important to explore how efforts of change are legitimized, accepted, transformed or resisted by individuals in terms of discursive formation.

The second approach handles organizational change as a negotiated meaning and concentrates on the interaction of individuals. Discursive interactions and practices and negotiation of meaning during constructive process of day to day discursive practices, are the key territories to explore how organizational change is formed during interaction.

Moreover, in the third approach organizational change is conceptualized as an intertextual phenomenon in which discourse is produced in context. This approach tries to form macro-grand theories based on micro-level analysis by investigating how, when and why the language is used.

The last approach constitutes a multi-disciplinary and multi-perspective view by using several approaches defined above. From this approach range of methodologies and data types should be used simultaneously.

Table 1 Discourse and Organizational Change adapted from Grant et. al (2005)

Conceptualization of Organizational Change	Central Focus	Outcome
<i>As a socially Constructed reality</i>	Analyze and identify key discourses by which organizational change is formulated and articulated	To what extent organizational change is accepted, legitimized?
<i>A Negotiated meaning</i>	Discursive interactions and practices	How organizational change is reproduced and constructed in discursive practices?
<i>Intertextual Phenomenon</i>	Usage of language who, when and how	Induction from micro-level analysis to macro-level grand theories
<i>A multi-disciplinary perspective</i>	Range of methodologies and data types	Metaphorical, narrative, conversational, rhetorical analysis

The contribution of discourse based approaches to organizational change was also conceptualized in three as ‘object oriented’, ‘becoming orientation’ and ‘grounded action’ (Fairhurst and Putnam, 2004).

From ‘object oriented’ approach, discourse is considered as a verbal

artifact and analyzed to understand how members of the organization think and feel. In this perspective organization is a black box already formed with discursive features, detached from members' actions. Therefore, the researcher has can explore organizational discourse as an artifact to reveal information about the organization.

Secondly, “becoming orientation” perspective focus on the process of discursive formation in which communicative interaction is enacted. Organization is formed in the process of organizing and emerges as language used in interaction. This perspective focuses on what actors know and agency over structure.

Lastly, “grounded action” perspective focus on the ‘organization’ grounded in action of discursive forms. Organizations emerge as continually reproduced social systems. Model of agency is an active component of organization. This perspective tries to construct a balance between agency and structure.

Table 2 Discourse and Organizational Change Perspectives adapted from Fairhurst and Putnam, 2004

	Conceptualization of Discourse	Conceptualization of Organization and Change
Object Oriented	Discourse as a verbal artifact	Organization as a black box
Becoming Orientation	Discourse as a communicative interaction	Organization as organizing
Grounded Action	Discourse as discursive process	Organization as a continually reproduced social system

McClellan (2011) linked the importance of discursive change for successful implementation of organizational change in terms of communicative actions during the implementation phase. He asserted that role of communication was generally oversimplified in change management programs to “effective information flow” about the content of change. However, success of organizational change depends on creating and maintaining discursive openings in which organizational participants engage in dialogue to engender new ways of talking about organizational processes and practices. The way power relations and impressions about change are reconstituted through talk, requires communication as a constitutive and political organizing practice. Participants’

ability to talk and interpret the targets of the organizational transformation enable organization to legitimize the new state of the organization and increase acceptance of change efforts. In this sense McClellan (2011) claimed that the reason behind the failure of many organizational change attempts are related with challenges inherent in overcoming the constellation of naturalized organizational discourses.

Another perspective about the importance of discourse for implementation of organizational change was related with the middle managers' ability of sense making within the organization. Sense making as a symbolic and collective process, frame and reframe existing narratives in order to facilitate change implementation. Since middle managers are connected to the whole web of intra-organizational networks, they have the ability to shape the interpretation of information about organizational change, to reframe the organizational discourse which helps to diffuse the targets of the organizational change as a new stance of normative schema (Teulier & Rouleau, 2013).

2.4 Planned Cultural Change in Organizations

Cultural change is one of the most popular topics in organizational research and managerial practice especially after 1980s (Martin 2003; Janicevic 2011 Creswell, 2009; Barley 1988).

After the publication of Ouchi's 'Theory Z' (1981), Peters and Waterman's 'In Search of Excellence' (1982), and Deal and Kennedy's 'Corporate Cultures' (1982), which define culture as a key to the organizational success, the term attracted attention of many practitioners and consultants.

Many practitioners and researchers, assigned organizational culture a functionalist meaning and focused it as an important factor that leads organizations to corporate financial success (Chan&Clegg, 2002). Functionalist cultural approach claim that true nature of organizational culture can be scientifically explained and be linked with other organizational or environmental variables (Chan & Clegg, 2002). The knowledge produced while studying organizational culture can be used to transform it by articulating values and reinforcing them by rituals, norms and policies. As a result, organization will have a strong culture which is shared with enthusiasm by its members. Return of cultural investments and managerial efforts will be higher commitment, greater productivity and more profit (Peters & Waterman 1982).

Chan & Clegg (2002) categorized mainstream organizational culture studies which were based on functionalist assumptions in 4 groups;

- Writers of popular books (Peters & Waterman, 1982; Ouchi, 1981;

Deal & Kennedy, 1982)

- Research linking culture and performance (Denison & Mishra, 1995)
- Designers of instruments that measure patterns of behavior (Cooke & Rousseau, 1988)
- Studies focusing on categorization of organizational culture types (Hofstede, 1980)

Cultural change efforts that are applied in organizations are mostly based on functionalist assumptions and define cultural change as an organization-wide transformation that replaces an old culture by a new one. Within this perspective conflict and ambiguity are side-effects of organizational changes (Martin, 2003). The research which focus on dynamics and consequences of change aim to design organizational cultures which will lead the organization to financial success. In order to accomplish the cultural transformation, organizations should transform value systems and norms. In this sense, reshaping organizational discourse through managerial objectives becomes the main target of planned cultural changes. In functionalist approach, transformation of discourse is based on transformation of cultural artifacts like myths, sagas, language systems, symbols, rituals and physical surroundings. As a result in a organizations with strong culture have the chance to execute the organizational strategy perfectly and increase their competitiveness in the market (Higgins & Mcallaster, 2004).

On the other hand, according to Schein (2000) organizational culture is a concept formed by first level artifacts like physical setting, language, technology, second level espoused values and third level basic assumptions and beliefs. Schein's (2000) three level definition of organizational culture offer important implications both for research and practice of cultural change.

In terms of research, three level model shows that in order to reach comprehensive definition of culture in an organization which cover characteristics of three levels, breadth and length of the research is very important. Longitudinal studies about culture has the chance to capture the dynamics of organizational culture by exploring especially the change of the first level artifacts and their effect on other levels.

Secondly, three level model makes the clarification of targets of planned cultural change a necessary step to overcome the difficulties about changing a complex concept like organizational culture. Therefore, Schein (1990), categorized cultural change efforts in two levels. First level change includes more direct strategies like modifying organizational structure and work design. On the other hand, he defines secondary level change as efforts that do not directly effect the core processes and way of work such as changing appraisal system dimensions, reward strategies and training and development efforts. In order to implement change efforts successfully and overcome possible resistance, leadership must consider combining these 2 levels of change (Silvester et.al, 1999). Therefore, in this perspective, leaders and management team are the key determinants to trigger change, design it in order to reach the desired outcomes

according to their strategies.

On the other hand, there are several studies that point out the problematic nature of cultural change interventions. These studies mention the difficulties related with the complex nature of culture, interorganizational and external characteristics that moderate the change attempts and difficulties related with assessment and measuring culture (Silvester&Anderson&Patterson, 1999; Thompson&Luthans, 1990).

Besides, rapid popularization of concept also triggered a wide range of critical studies (Barley 1988).

In addition, scholars especially with critical perspectives have challenged the assumptions of mainstream studies on cultural change in organizations. For instance, from the subjectivist perspective cultural change is an ongoing endless process in which boundaries between organization and environment are flux and culture in organizations are composed of continuously changing sets of subcultures (Martin, 2003). In this sense, culture is not a characteristic of a pre-existing social object 'organization', therefore it is impossible to create organizational culture from a particular viewpoint. This perspective, argues that efforts to intervene and manipulate cultural change, are attempts of creating normative control over members of the organization (Kunda, 1992; Chan & Clegg, 2002; Alvesson, 2003).

Kunda (1992) defines the managerial interventions and efforts to create an organization with a 'strong' culture as culture of cultural management. In cultural management, culture becomes a thing which has a purpose and function

and therefore it can be diagnosed and governed in order to reach the organizational targets. Management claim that with the knowledge about culture, they have the power to change it according to the managerial needs. In this sense, management teams assume that they are capable of determining the strategies and actions to create an integrated and homogeneous organizational culture that would lead to corporate objectives (Martin & Frost, 2006). However, the efforts do not necessarily produce desired outcomes. This fact, does not mean reforms do not have or have only positive consequences (Czarniawska, 2008). Czarniawska (2008) discussed the failure and success of planned change in a way that organizations are effected by managerial interventions whether or not the planned objectives are accomplished.

2.5 Research Approach Based on Theoretical Framework

In the previous section, we discussed different perspectives on organizational change in a historical framework and tried to explain the underlying assumptions of planned change efforts. Our literature review showed us that development of academic knowledge and implications on the field produced various about process and context of change; by analyzing planning, implementation and assessment phases, and their relationship with micro and macro variables.

Since organizational change is a complex concept which is related with both structural and processual elements in an organization, it is important to clarify our understanding of change in terms of theoretical and methodological framework. In this study by using the term ‘organizational change’ we will be referring the definition of Czarniawska (2008) as planned change efforts and interventions led by management in an organization. Despite huge failure rates (Aiken & Keller, 2009) and contradictory results about the reasons behind these failures (Alfes et al., 2010; Teulier & Rouleau, 2013; McClellan, 2011) organizational change is still a common managerial practice proceeded by functionalist assumptions.

Cultural change has been the one of the most important focus of organizational change practices especially after 1980s (Martin 2003; Janicevic 2011 Creswell, 2009; Barley 1988). Functionalist perspective define organizational culture as ‘shared values and beliefs of the members of an organization (Schein, 1990) and claim a relationship between strong

organizational culture and corporate performance. Therefore, all over the world organizations have been trying to transform and manage organizational culture to create better performing organizations. Kunda (1992) explained these efforts of managing organizational culture as attempts of constructing normative control systems by imposing shared norms and values.

However, as we have mentioned above, our literature review showed us that planned change efforts, especially the ones which target cultural change are prone to failure (Aiken & Keller, 2009; Spicer, 2011). On the other hand, besides the huge failure rates, organizations are still trying to implement planned change to transform their structure, processes and culture with defined goals and instruments. Czarniawska (2008) explains the reasons behind the consistent attempts of managerial intervention as; problematization of the things that has been taken for granted; opportunity of self-reflection; the benefits of intervention especially when proceeded by consultants and finally; possibility of emergent spontaneous inventions. Whatever the underlying reasons are, the failure of a planned change does not mean that these efforts have no effect or at least no positive effect on organizations (Czarniawska, 2008). As presented in Figure 2, even though managerial interventions usually are not able to reach the desired state that was defined during the planning period, change occurs related with initial state of the organization, context and content of the managerial intervention.

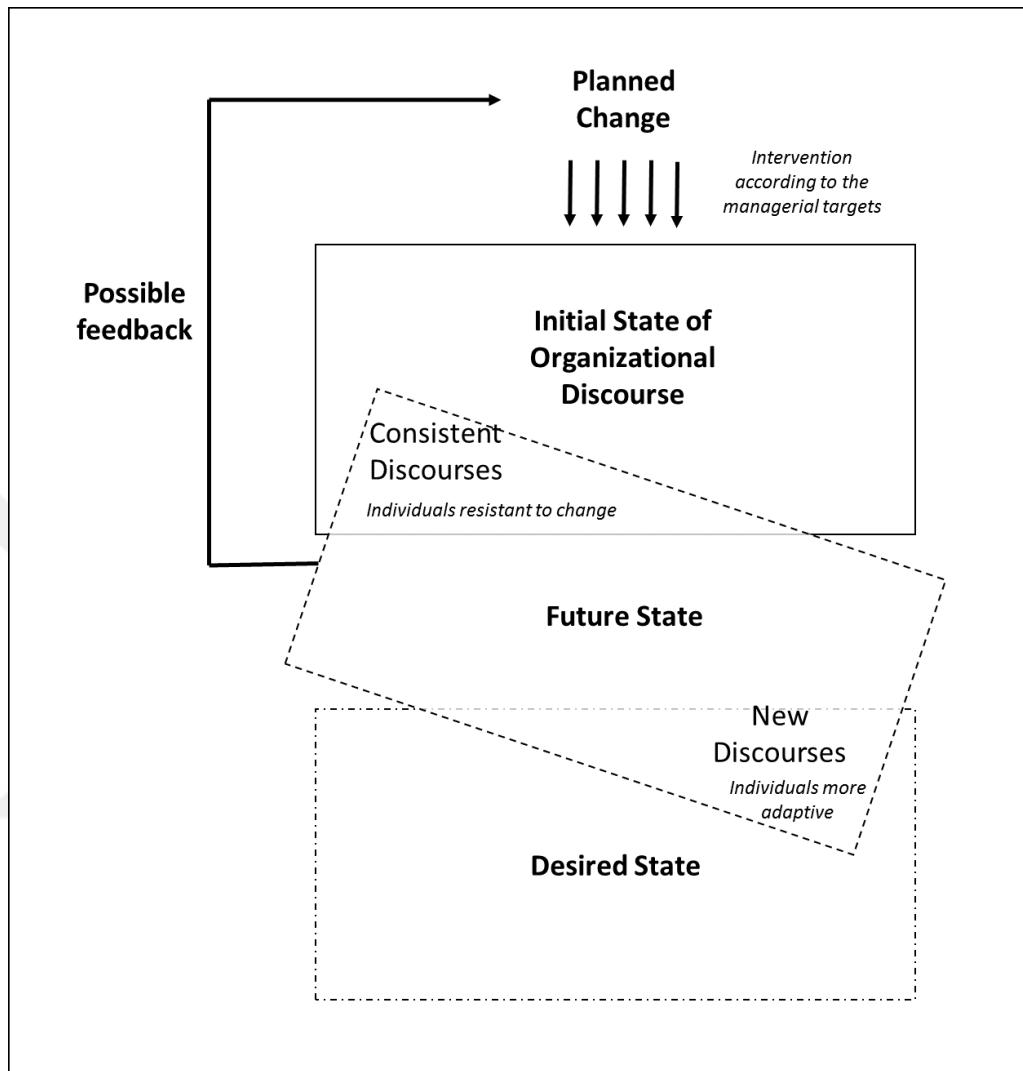


Figure 2 Theoretical Model of the Study

Therefore, studying how change efforts succeed, fail or effect organizations offers a fruitful field to discuss the dynamics of organizations. In this framework it is possible to say that characteristics of structured interventions planned and executed by management teams and their interplay between individual responses determine future of planned change.

Our second theoretical focus during the literature review was the relationship between organizational discourse and organizational change. It is possible to say that discourse based approaches facilitate understanding the dynamics and consequences of change (Doolin, Grant, & Thomas, 2013). Since organizational change is grounded in and emergent from everyday practices, opportunities and consequences of change are related with how organizational discourse is shaped during and after organizational change (Morrison et. al., 2013). Moreover, discourse is related with practices of talking and writing, visual representations and cultural artifacts (Grant et. al, 2005) thus, by using discourse based approaches it is possible to understand managerial interventions capacity and volume to change organizational culture. Additionally, beliefs, values and identities of organizational members are the main target of planned cultural change in organizations. Implementing cultural change is a way of constructing a new reality within the organization. So, by studying how planned change efforts effect discourse of the individuals, it is possible to understand how organizational change is formulated and articulated (Grant et. al. 2005). Exploring the reactions of individuals to managerially imposed values and discourses enables to investigate how does or to what extent cultural management practice is legitimized, accepted or transformed. In this sense, discursive artifacts can present valuable information about dynamics of planned change and could reveal insight about to what extent cultural change efforts succeed and also the underlying reasons behind the success and failure of planned cultural change.

In this study, as represented in Figure 2, by referring to Grant et. al. (2003)

and Czarniawska (2008) we analyzed a planned organizational change where culture of an organization is aimed to be transformed by a managerial intervention to construct a new social reality. Analyzing the organizational discourse before and after the change attempt enabled us to understand to what extent targets of the planned change are accomplished how the organizational change is practiced in employee discourse. As Czarniawska (2008) stated, not reaching the declared goals after a managerial intervention, does not mean that change attempt have no consequences at all. In order to explore the effect and consequences of change we developed our theoretical framework based on the discursive artifact approach of Grant et. al. (2008). Exploring discursive artifacts, before and after organizational change enabled us to show to what extent employee discourse change and also to explore the dynamics of managerially planned cultural change.

In other words, in this study we explored organizational change by analyzing discursive change. In addition, to draw a comprehensive picture, the model of Self et. al. (2007) based on analyzing content, process, context and outcome has been used to understand the dynamics of planned change effort as well.

One of the most important difficulties of studying organizational change is the problem of variable construction and data collection. Operationalizing the outcomes of a change effort like performance or new stance of culture is difficult and have the risk of misleading the study very easily. Schein's culture model showed us that since organizational culture is related with first level artifacts,

second level espoused values and third level beliefs; identifying it and analyzing its change through time requires a comprehensive methodological approach.

Besides, measuring consequences of change in a limited time period with cross-sectional data restricts the power of the study. Especially discourse based approaches that use qualitative data through interviews, field visits, focus group studies and observation are time-consuming and have the risk of grasping the discourse of a particular section of the organization. In addition, presence of a researcher inside the organization as a stranger to conduct a field study has the risk of creating an abnormal situation (Agar, 2008). When members of the organization have the knowledge about they are being observed by an outsider, they could change their behaviors and acts.

At this point, we realized that development of technologies related with data storage and analysis give us the opportunity to conduct research on organizational change in a more innovative and stronger way. Nowadays, without disregarding data privacy issues and rights of the individuals, we are able to monitor, store and analyze much organizational activity and interaction.

In this study, by using these new data collection and analysis techniques, we conducted a digital ethnographic research based on longitudinal data. Relying on the anonymous verbal artifacts produced by members of an organization and stored in database systems, we had the chance to explore organizational discourse and its change through time in a comprehensive way. This research approach not only enabled us to analyze the endogenous categories which represent the organizational discourse but also helped us to overcome the difficulties of

exploring organizational change in such a longitudinal time period. Moreover, it provided census data rather than a sample of organization's members. Therefore, we were able to cover the organizational discourse as a whole.

To rephrase it, this study could be accepted as a digital ethnography, a hybrid study, in which a planned change effort in an organization is explored by using digital discursive data without neglecting the individual and contextual dynamics.

In this case study, our main focus is understanding dynamics of organizational change through discursive artifacts composed of anonymous free format text comments which were collected in a longitudinal time period. The textual data were verbal artifacts and at the same time a manifestation of organizational discourse. By using text-mining computational methods we tried to understand the content, dynamics and outcomes of a planned change effort in a work setting.

3. RESEARCH DESIGN & METHODOLOGY

In this chapter, by referring theoretical review on organizational change presented in the previous section, the purpose and design of the research will be clarified. Then, the characteristics of the organizational setting, context and process of the implemented change effort in our case will be presented in order to understand organizational change in our case study in a broader context. In this section detailed information about the content and process of the planned change effort and collected discursive data will be given. Last but not least, data coding and analysis methods used during the research will be the final topic of this chapter.

3.1 Purpose of the Research

In this study, we applied theoretical framework presented in the previous section on a case where management introduces new values as part of strategic cultural change effort. Unlike the cross-sectional studies on organizational change conducted with a snapshot data by using exogenous categories which are formed by prior research, we took a discourse based approach through endogenous categories extracted from the textual data. Our discursive analysis before and after the planned change implementation enabled us to trace the effects of planned change on organizational discourse.

Our empirical focus is exploring contingencies of bottom-up acceptance of top-down introduced discursive artifacts. By looking at the temporal trajectories of people's making sense of newly introduced values, this study aims to develop generalizations which can assist change management by diagnosing contingencies of acceptance/rejection early on in the process. In other words we consider the 'how' question concerning organizational change (Van de Ven and Huber, 1990) at its foundation: the individual embedded in organization. In attempting to do so, we make use of recent availability of extensive longitudinal records of computer mediated organizational processes; more specifically a yearly census assessment database for approximately 4500 people who work in a single organization over 6 years.

To sum up, in this case study our main focus was understanding organizational change by analyzing employees' anonymous free format text comments which were collected in a longitudinal time period. The textual data were verbal artifacts and at the same time a manifestation of the effects of planned change. By using text-mining computational methods we tried to understand organizational discourse and traced its change through time. By investigating the organizational discourse before and after managerial intervention, we were able to explore the effects of planned change on employees and also figure out to what extent desired state of the planned change is accomplished. In addition, our detailed segment analysis based individual and organizational characteristics enabled us to investigate possible discursive fragmentations and possible differences in the reaction speed to planned change.

3.2 Research Design

In this study, quantitative research methods were used to extract information from large amounts of textual data. Without using any exogenous categories based on prior research, we extracted information from authentic verbal comments of employees by using computational methods to explore discourse and how it evolves through time in an organizational setting. To put it in another way, this study is a digital ethnography in which combination of research approaches of objectivist and subjectivist paradigms are integrated to strengthen the analysis capacity.

We could say that this study has similarities with ethnographic research in terms of its conceptualization and problematization of discursive data. Ethnography in organizational research is based on field work that relies on observations, interviews and extracting information without using any prior categorizations. Also, in our study we analyzed huge amounts of collected digital textual data without using exogenous categories and tried to extract information about discursive change. Despite the fact that, analysis methods of this study were completely quantitative, our principle about not using exogenous categories and trying to look at the data and to understand what it was telling us about organizational discourse and its change through time, make this study a hybrid discursive research in which the advantages of both quantitative and qualitative methodologies were combined. Hence, we could say that this study can be accepted as a digital ethnography to understand the dynamics of planned change.

Secondly, as Pettigrew once noted, longitudinal research in the social sciences “has always been a minority taste” (Pettigrew, 1990). Longitudinal empirical research looks more like a craft rather than an established practice in the outset. Yet, recently the organizational practices are transforming towards increased involvement of computer mediated systems, hence an extensive recording of rich -and very often longitudinal- data about organizational processes. Currently this transformation is attracting an increasing amount of research attention, although not yet a majority taste. The research methodologies are as varied as the data being collected, with no emergent practices yet in sight. Nevertheless, the interest in the process and 'how' question regarding organizational change generated more studies than the antecedents-consequences focused 'what' research (Van de Ven and Huber, 1990).

Some common approaches on research concerning organizational change are based on coding of employee attitudes either by using externally defined codes (Silvester & Patterson, 1999) or using quite generic classes such as positive-negative attitudes (Jones et al. 2008). Longitudinal studies on 'readiness for change' tend to use exogenously imposed categories in measurements (Cunningham et al. 2002).

In shaping our particular research approach, our priority was to avoid imposing exogenous concepts or charging common biases of social sciences, while both measuring and interpreting the case in hand. Moreover, our research focus is on sense making processes of employees towards managerially imposed

concepts.

Several developments in computational methods for text mining provides us an arsenal for approaching the problem. Kulkarni et. al. (2014) for example proposed a method for exploring linguistic change by tracking a focal word's associations with other words, and changes in such associations through time. Such text mining and document classification methods use representations of words as a vector in a high-dimensional space, which in turn is used to compute word similarities.

Petrovic et. al. (2009) asserted text mining methods as an effective way of exploring large volumes of textual data. By using these methods it is possible to discover, extract and access information contained in textual documents. In a typical text mining method, the first step is to represent the text as a point in an n-dimensional space. After representing the text in a simple and formulaic notation, various algorithms can be applied (Chang & Kim 2014). In this sense visualization of the textual data is the key point to reveal hidden relationships, preprocessing and clustering (Petrovic, et. al. 2009). Once textual data is transformed to a vector of features, it is possible to reduce dimensions to reach a meaningful visualization.

Soper & Turel (2012) offers N-gram analysis as simple but extremely useful Natural Language Processing method to extract knowledge from large amount of textual data. N-gram analysis is a sequence of n consecutive words extracted from a text. Extraction and weighting of phrases (n-grams) from the bulk text which called as corpus enables the researcher to explore the original

text and gain insight about the concepts hidden in the text (Chang & Kim 2014).

Moreover Soper & Turel (2012) claims that N-Gram analysis is also useful for exploring the culture of an organization which has a long history, large geographic footprint or regular turnover among its members. In such a case large amounts of textual data which available for research purposes could potentially enable revealing cultural themes and patterns.

In this case study, in order to understand the discursive themes of an organization, n-gram analysis is used to explore large amount of textual data. N-grams extracted from the authentic employee textual comments are accepted as endogenous cultural concepts. By visualization and clustering of these concepts, we managed to explore the organizational discourse and its change in a longitudinal analysis.

To summarize the steps of the research are;

- Data collection
- Data cleaning and preparation
- Coding using text mining
- Visualization and analysis

3.3 Research Setting

This study is conducted in a telecommunication company operating in Turkey. By analyzing verbal artifacts produced in its 'Behavioral Model Evaluation Process', we explored organizational discourse and its transformation with respect to a planned change effort. In this section detailed information about

the organization, main characteristics of its sector will be given. After clarifying the context in which organization is operating, we will explain the content and process of managerial change effort.

3.3.1 General Information about the Organization and Sector

This study is conducted in a telecommunications company operating in Turkey. The primary components of telecommunications sector are defined as (Icoz, 2003);

- Primary services (voice and data)
- Value added services
- Telecommunication devices

Another definition made by International Data Corporation (Izak, 2005) components of telecommunications are stated as;

- Hardware
 - Fixed and mobile infrastructure
 - Terminal devices
 - User stations
- Services
 - Fixed and mobile telecommunication

Leased – line

Cable TV

In Turkey, even though history of the sector has started in 90s with the license agreements for mobile band, the sector grew rapidly. Today in Turkey, average mobile cellular subscriptions per 100 people are 94.8 slightly below the world average as 96.3 according to the World Bank 2014 records (Figure 3).

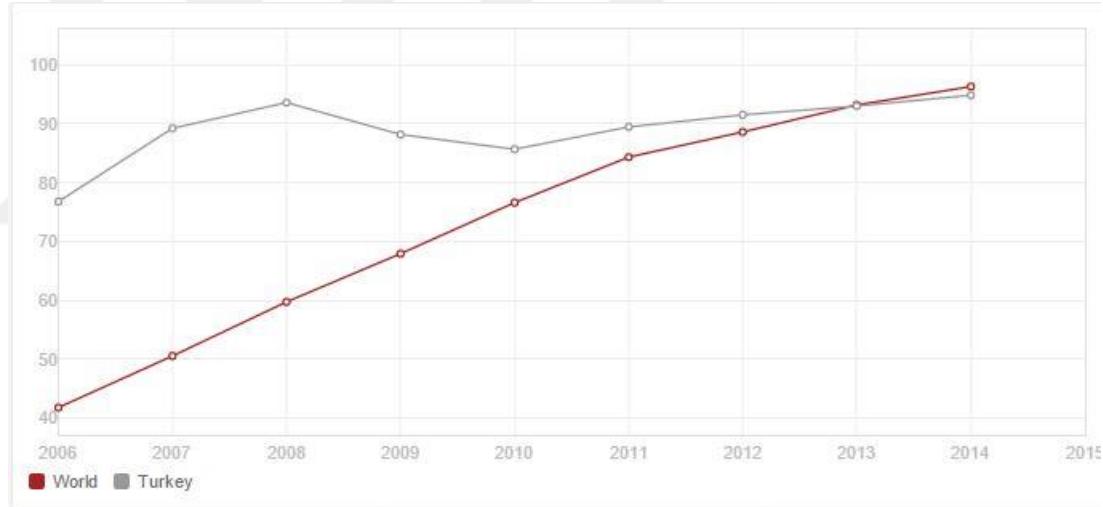


Figure 3 Average mobile cellular subscriptions per 100 people

In addition, penetration rate, defined as the rate of total number of mobile subscribers per total population present that the telecommunications sector has reached a maturity level during second half of 2000s. Figure 4 shows there wasn't a dramatic change in total number of mobile subscribers per population after 2008. The rate have been fluctuating in 80-90 band. This fact also shows the

maturity level of the sector.

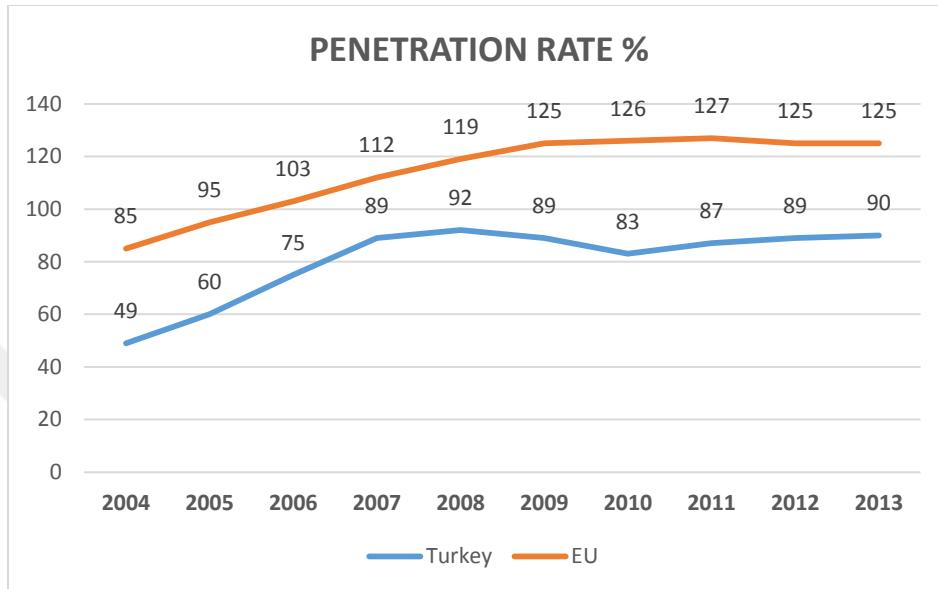


Figure 4 Penetration Rate in Telecom

In 2003, traditional monopoly over the telecommunications market was terminated. This decision produced an opportunity to create an environment conducive to competition, introduction of new services, higher investment and growth (Izak, 2005). Nowadays there are 3 major players in the telecommunications market. After termination of monopoly and privatization of major corporation previously owned by state there are 2 important regulatory institutions regulating the competition in the market? The institutions are “Competition Authority” which regulates the competition in telecommunication sector in general and “Telecommunication Authority” which authorizes in areas

such as tariffs, interconnection, and roaming services. Both of these institutions set the limits for the regulated activities of the incumbent operators or to any operator that may have significant market power (Izak, 2005).

Figure 5, shows trend of net sales revenue of 3 rivals in the telecommunications market in Turkey. The leading mobile operator is dominating the market with 9.37 (mil TL) net sales in 2014. However, the gap between the leading operator and the second company has been decreasing since 2009. The second strongest player, company B has a greater increasing trend than the leading company. Figure 6 shows the decreasing difference between the leading operator and its biggest rival in years.

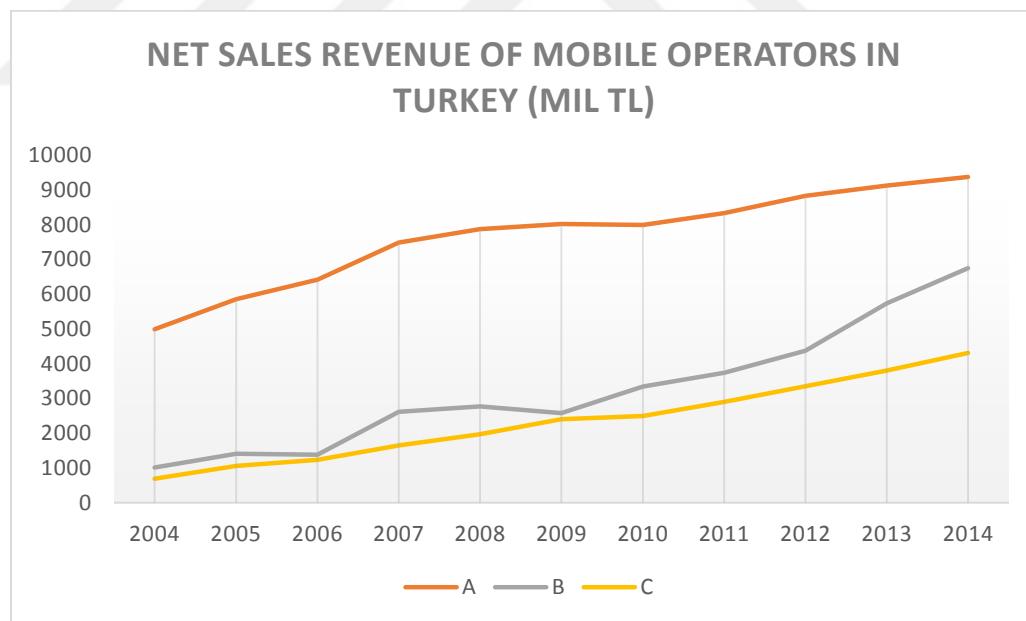


Figure 5 Net Sales Revenue per Year

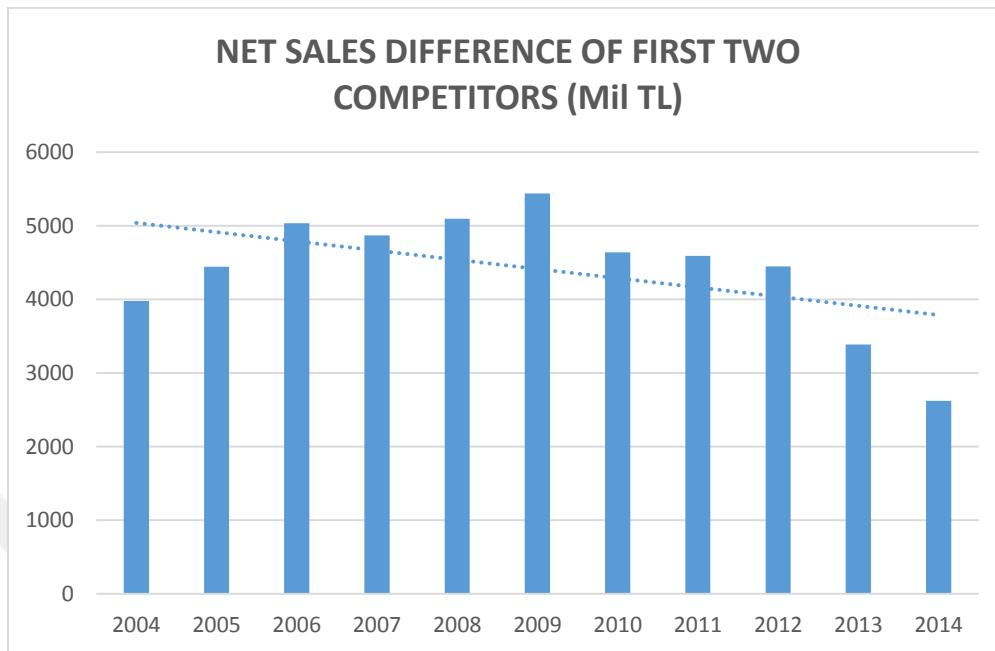


Figure 6 Difference between Net Sales of First 2 Rivals in the Market

Despite the fact that the leading operator has still the greatest net sales revenue in the market, the difference between its first rival has been decreasing significantly in last decade. This fact is can also be seen while comparing the market shares. Between 2008 and 2013 market share of the leading operator dropped from %56 to %51 (Figure 7)

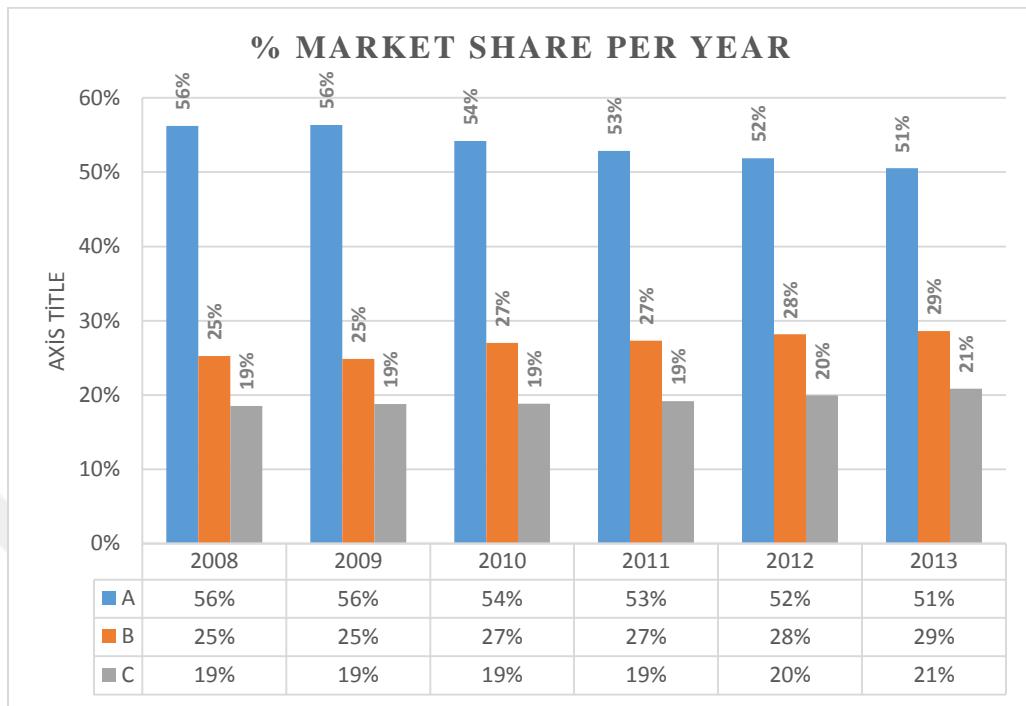


Figure 7 Percentages of Market Share per Year

In 2008 “Telecommunications Authority” of Turkey changed the mobile number transfer procedure by making it possible to keep original number while changing the operator. This new procedure effected the dynamics of the market which resulted with customer loss in the leading mobile operator. Figure 8 summarizes the number of customer gains after the MNT procedure. Figure 8, summarizes the number of customer changes regarding the MNT procedure. As stated in the graph MNT procedure effected the leading mobile operator negatively with total loss of approximately 7 million customers in 4 years.

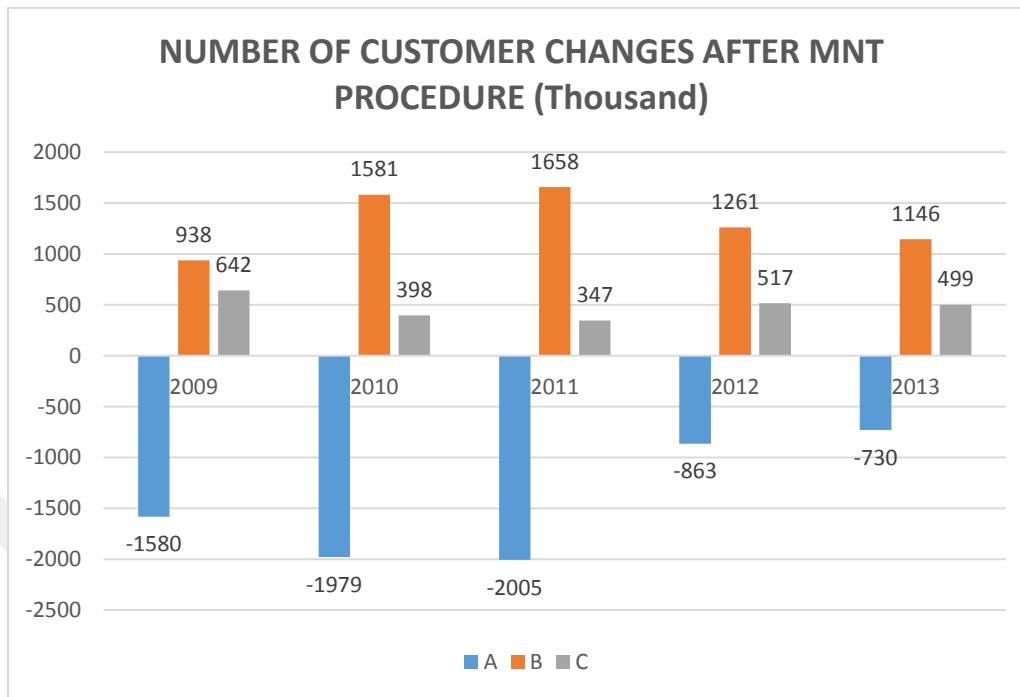


Figure 8 Customer Changes for Rivals after the MNT Procedure

This study was conducted in the leading mobile operator A. Company A was founded in early 90s and has been operating in both mobile and fixed telecommunication nowadays. Even though the mobile and fixed telecommunication services are the major revenue generating functions, it has also several investments in TV, music and terminal devices which are the new business segments.

After 2006 company A decided to change its strategic plan by considering the dynamics of the market. Even though the company A was the highest market share and sales revenue at that time, the marginal increase has stopped due to the fact that telecommunications markets maturity level. The new

strategy was concentrating on investments in new business segments and new technologies. In this game plan, management team tried to transform the organization from a typical telecommunications company to a technology company which innovates, produces and sells new technologies. This game plan which focused on expansion and finding new profit generating markets had been main source of company's strategy for 6 years till the next CEO change.

As presented in Figure 9 at the time study conducted, there were approximately 5000 thousand employees working in the company. Total employee turnover is about %14 percent. The company was organized in 7 functions as Consumer Business, Corporate Business, Information and Communication Services, Human Resources, Finance, Corporate Communication, Legal and Strategy. These functions are led by Chief Executive Officers reporting to the CEO. This top management level also called as C-level.

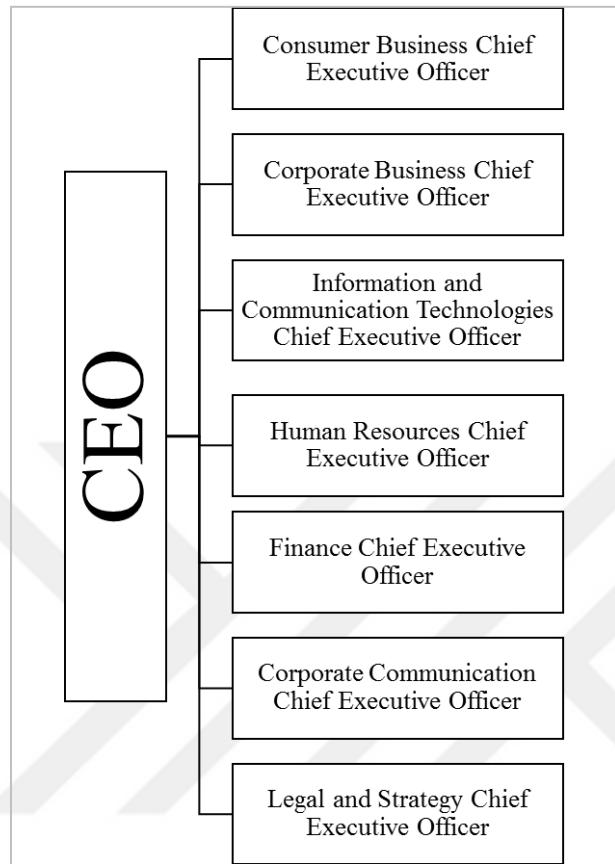


Figure 9 Top Level Organization Structure

3.3.2 Content and Process of Planned Change in the Organization

In 2006, after recruiting a CEO who had experiences in several multi-national corporations, top management team decided to define the set of values and behaviors expected from employees within the organization. At that time, management team started to work with a consulting firm to form a leadership model which clarify the ideal type of behaviors and values within the organization. Leadership model was designed as an instrument to achieve business objectives and realize determined strategic game plan. The consulting

firm conducted several interviews, organized focus group meetings with employees and managers from several levels. At the end, a leadership model was determined which consists of 11 constructs. These constructs were called «competencies» within the organization. Every «competency» was composed of certain behaviors which were applicable for every employee regardless of their position or title. These behaviors defined ‘hows’ to conduct business, manage people and self. Original leadership model can be seen in Table 3.

Table 3 Leadership Model - 2008

COMPETENCIES FOR MANAGERS	
I embrace my job and make people to embrace (İşimi Sahiplenir, Sahiplendiririm)	
I'm Innovative (Yenilikçiyim)	
Customer Oriented (Müşteri Odaklıyım)	
I work for development of my team (Ekibini Geliştiririm)	
I establish relationships (İlişki Geliştiririm)	
I have self-knowledge and develop myself (Kendimi tanır, geliştiririm)	
COMPETENCIES FOR NON-MANAGERIAL POSITIONS	
I embrace my job (İşini Sahiplenirim)	
I'm Innovative (Yenilikçiyim)	
I establish relationships (İlişki Geliştiririm)	
Customer Oriented (Müşteri Odaklıyım)	

I have self-knowledge and develop myself
(Kendimi tanır, geliştiririm)

In 2010, top management decided to revise the leadership model to align it with the current corporate strategies and business plan. The revision of the behavioral model was designed as a planned cultural change which was triggered by top management and executed by a project team. Project team was led by talent and performance management team and consist of 5 members from several HR teams such as internal communication, recruitment, employee relations management. A member from Talent Management team was selected as the project manager. CEO of the organization sponsored the project and chief executive officers of each function worked in project board to take critical decisions and monitor the execution of the project. Project team got assistance from a consulting firm during the project.

Even though the main target of the project was revising the content of the leadership model, the management team organized the project as a re-launch of the cultural management program, a transformation program in which organization announced the new competencies by using all of the medium available. The transformation program not only changed the content of the competencies but also aimed to transform the processes engaged with the leadership model such as training or recruitment. Therefore our field observation and analysis of obtained formal documents of the transformation period showed us that the changed effort was planned as a cultural management program by

which a climate of harmony and integration was tried to be constructed. Project was planned in three steps as ‘update’, ‘communication’ and ‘deepen’ as can be seen Figure 10.

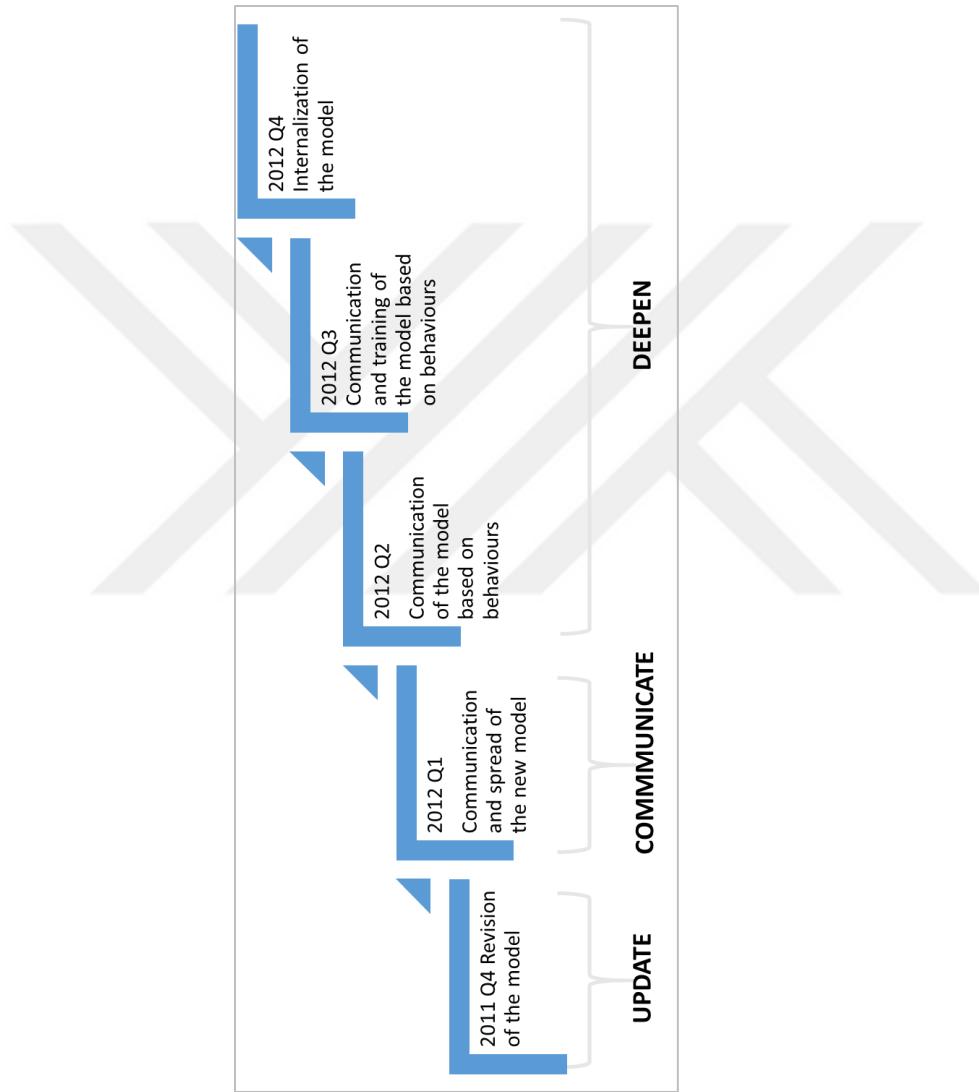


Figure 10 Planned Change Time Schedule

In project documents, it was obvious that planned change in the setting was managed from top to down. Top management determined the necessity of the cultural change and scope of the project. First set of meetings were organized with CEO and his direct report chief executive officers. During these meetings previous leadership model was revised and the opinions were collected to clarify the target and content of the project. Before starting the implementation phase there was a consensus among all of the members of the top-management about the necessity and direction of the change. After completing the top management meetings project team also conducted several focus group studies with groups of employees selected randomly. Results of these meetings were summarized in project documents as;

- *Current leadership model does not cover the necessary competencies related with business needs*
- *Definitions of behaviors should be clarified and simplified.*
- *Behaviors are related with performance. We should define the behaviors which drive performance.*
- *Leadership model should contain the prospect of future.*

For the second step, project team started to work on to-be model to design the new competencies by the assistance of a consultant specialized in cultural change and organizational behavior. To-be model had several revisions and the last version was determined by getting the approval of top management.

Content of the new leadership model can be seen in table 4:

Table 4 Revised Leadership Model

				COMPETENCIES
To Lead	Business			Knowledge (Bilgi)
				Innovation (Yenilikçilik)
				Vision (Vizyon)
	People			Great Communicator (Güçlü İletişim)
				Collaborator (Birlikte başarma)
				Energizer (Enerji)
				Integrity (Güvenilir)
	Self			Hardworker (Çalışkan)
				Eager to Learn (Sürekli Öğrenen)
				Courageous (Cesur)
				Self-Confident (Özgüvenli)
				Humble (Mütevazı)

After finalizing the new leadership model, communication phase of the project was launched. The tasks proceeded in the communication phase were;

- Visual announcement by using all the medium available such as

stickers and posters in corporate buildings, videos on employees' desktops in corporate computers, teaser videos in elevator halls...etc.

- Meetings with CEO and Chief Executive Officers in every location where the organization was operating.
- Articles in corporate bulletin
- Personal email from CEO about the content of the change
- Functional strategy meetings in a hotel outside city.

The leadership model was announced during a big corporate meeting. Top management team declared that they expect from every member of the organization to shape their behaviors inside the organization according to this model. This situation was available in the opening remark of a project document. Chief Executive Officer of Human Resources function was narrating the target of the project as;

“...to bring together more than 10.000 different people, each of it with different genes, different life styles, tastes, dreams, pasts and futures and nevertheless valuable for these differences, on a common basis”

During the communication phase human resources function worked as a change agent to carry out the tasks of the project and manage the launch plan.

They actively participated in every step of the intervention. Deployment of the new leadership model was the main responsibility of the project team.

On the other hand, investigation of project documents showed us that all of the CEO and other top management team attended all of the critical launching assemblies. They try to show their full support and involvement in the cultural change which they believed to help the organization to reach its strategic business objectives by building trust about the content of the change.

During the ‘deepen’ phase of the project, new leadership model was integrated with critical human resources processes such as recruitment, talent management, promotion and training. New cultural values and behaviors were embedded in these processes as critical decision factors to evaluate new candidates before making recruitment decisions, to decide whom to promote during talent management process or while determining the content of managerial trainings or orientation programs. Moreover, the evaluation process which had been conducted since 2006 was revised to measure to what extent, new behaviors and values are internalized by employees.

3.3.3 Behavioral Model Evaluation Process

In 2006, along with the deployment of leadership model, a 360 evaluation model was developed for the purpose of evaluating to what extent behaviors in leadership model were practiced and internalized by the employees. The evaluation was composed of several Likert-scale multiple choice items, in which employees were asked to rate each other's behaviors objectively. In addition to multiple-choice questions, there was a free-text feedback section by which employees were encouraged to write their opinions about the evaluatee. Human resources team declare the main objective of this section as improving open communication culture.

The initial questionnaire was composed of 18 items for managers and 14 items for non-managerial employees. Employees were asked to rate each other's and their own behaviors to what extent these behaviors were exercised within organization. Sample items from the evaluation model are listed below;

Competency: I embrace my job and make people to embrace (*İşimi sahiplenirim ve sahiplendiririm*)

Items:

- I activate people (*Harekete geçiririm*)
- I'm good at my job and lead other people (*İşini çok iyi bilir, yön veririm*)

- I finalize (*Sonuçlandırırırıım*)

Competency: Innovative (*Yenilikçidir*)

Items:

- I'm an entrepreneur (*Girişimciyim*)
- I create a work environment for innovation (*Yenilikçiliğe ortam yaratırıım*)

The items in initial questionnaire which was used between years 2008 and 2011 can be seen in Appendix A.

After the revision of leadership model in 2012, the evaluation model was also revised to align the evaluation process with the new leadership model. Several items were dropped and others were added to the questionnaire. Sample items from the revised questionnaire can be seen below:

Competency: Knowledge

Items:

- I know my job, my company and my sector very well (*işimi, şirketimi ve sektörü çok iyi bilirim*)
- I add value to my job with my knowledge in my profession and my mastery in details (*Uzmanlık alanumdaki bilgim ve detaylara hakimiyetim ile işime değer katarım*)

Competency: Innovation

Items:

- I add value to my job with potential ideas which could be realized
(Hayata gelecek potansiyel fikirlerle işime değer katarım)
- *I create a suitable work environment in which new ideas are developed*
(*Yeni fikirlerin gelişmesi için uygun ortam yaratırım*)

The items in revised questionnaire which was used in 2012 and 2013 can be seen in Appendix B.

Evaluation process was conducted online via software system in which all of the rates and comments are reported to human resources (HR) function. A team in HR function was responsible from facilitating the process, evaluating and reporting the results. Overall flow of the annual evaluation process can be seen in Figure 2. Between 2006 and 2008 the evaluation process was limited with only direct reporting manager-subordinate evaluations. It was carried out as a two-way 180 evaluation. But since 2009 peer evaluations were also added to the process. After 2009 every employee evaluated himself/herself and evaluated by;

- Managers
- Subordinates (if any)
- At least 7 peers selected freely

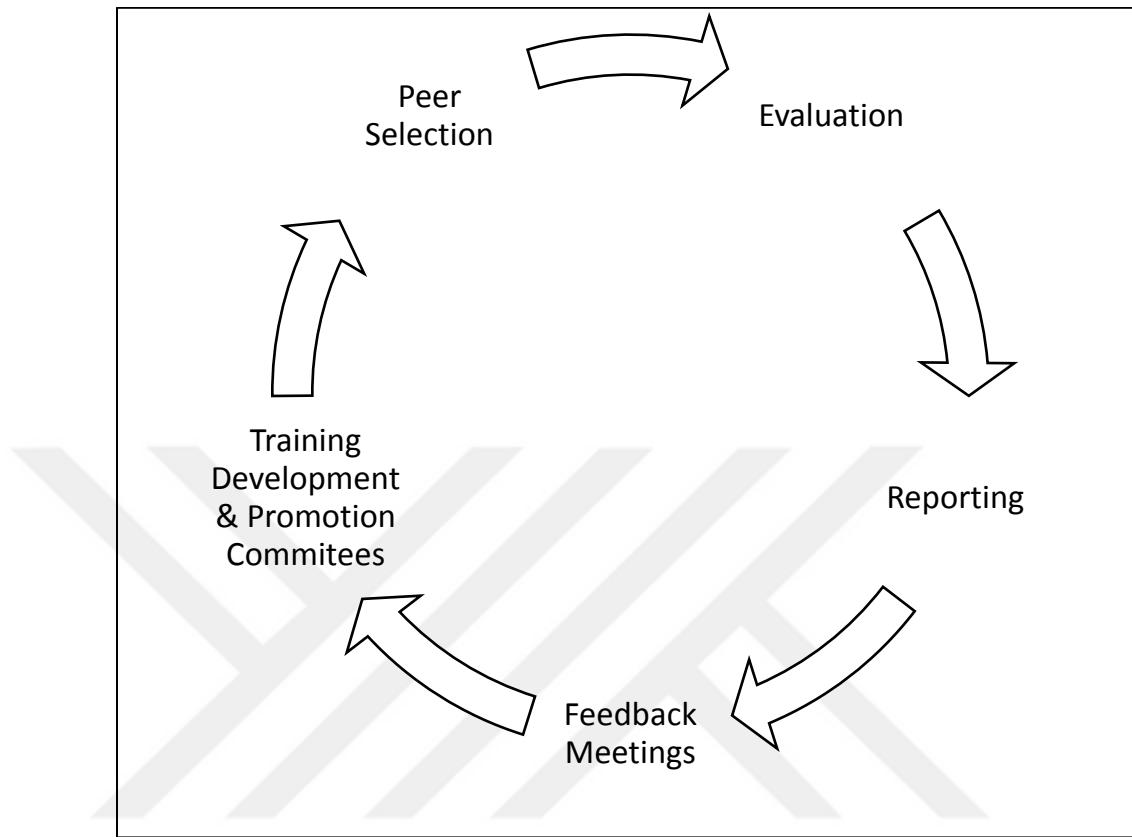


Figure 11 Behavioral Evaluation Process

Every year process stated in Figure 11 started in December with the selection phase. Using all of the internal communication channels available like memos, announcements in employee web portal, visual materials...etc kick off was announced.

During this phase employees were asked to select at least 7 peers using the computer mediated evaluation system. They had the right to select anyone they like from the list of the full-time employees currently working in the company. However the selection should be approved by their managers. After the approval it was impossible to change the selected list. Following the selection

phase, process continued with the evaluation step. During this step, every employee evaluated themselves, their managers, peers and direct reporting subordinates (if any) and wrote comments about the evaluatee. Evaluation process lasts for two weeks. At the end of December system was closed.

After conducting system checks, HR team announced the results via online system. Every employee was able to see his/her own report and subordinates reports. This result report contained the score of total average, managers score, self-score as well as scores based on competencies. Free-text comments could be read anonymously without knowing the actual author of the comment, except from the direct report managers' comments.

During this phase one-to-one employee meeting were organized by managers with every employee. In these meetings managers were supposed to check the employees report and gave feedback about the results of the behavioral model evaluation.

The results of the evaluation were used in 2 processes. These are:

- **Training & Development**: While Developing training content for management development programs. Results of the evaluation were used to as the source of information for personal strengths and weaknesses in terms of realizing leadership model.

- Career planning: Results of the evaluation process were used as a supplementary instrument for promotion decisions in annual functional committee meetings where the promotion decisions of related function were held.

Although the dataset provides several scaled assessments, our interest is on the free-text commentaries which is part of the assessment. Ensconced in these commentaries is a relatively liberal revelation of how people in the organization make sense of managerially imposed concepts.

Responses of the employees' to these concepts represented in employees' free-text comments like the sample below and their change in time will be the central focus of the study.

Sample Free-text Commentaries:

“Yeni konuları çok hızlı öğrenmekte ve bu bilgileri çalışmalarında kullanmakta. Çok çalışkan ve ilgili. İletişim becerileri çok iyi, yapıcı ve çözüm odaklı davranışlar göstermekte.”

“A. yapıcı ve bir konuda karar vermeden önce karşısındaki kişinin görüşlerini her zaman dinleyen birisidir. Tek başına karar almadan önce çevresinin de kararlarını sentezler ve daha sonra karar verir. Ekip çalışmasına inanan, birlikte çalıştığı ekibe güvenen birisidir...”

“Aramıza yeni katılan ve daha önce sektör tecrübesi olmayan arkadaşımızın en zayıf yanı bence bu kadar kısa zamanda demotive

olması. yapabileceklerinin ve yeteneklerinin farkında olmasına rağmen bunları hayatı geçirirken zorlandığını düşünüyorum...”

3.4 Analysis of Collected Data

Since this study is based on a longitudinal textual data several tools and methods were used to pre-process and analyze the data. These are:

- Pre-processing comment data: R Project tm package and MS Excel
- Text mining : R-Project tm package (N-Gram Analysis)
- Topic Clustering: R Project ca package (Correspondence Analysis)
- Visualization: Tableau Public

Analysis of the collected data was conducted in two basic phases; Data Pre-Processing-Structuring and Clustering-Visualization.

3.4.1 Data Pre-Processing and Structuring

The first step of data pre-processing was to gather all of the available comment data in a single textual data to be ready for the further steps. As we have mentioned in the previous chapter, the data which belongs to 2008 evaluation is excluded from the analysis because of the fact that peer evaluation was not conducted in related year. By excluding the data obtained from 2008, we avoided possible misjudgments during the analysis.

After excluding 2008 data, total number of comments in the single textual data dropped to 147.374. The distribution of comments among years can be seen from Figure 12.

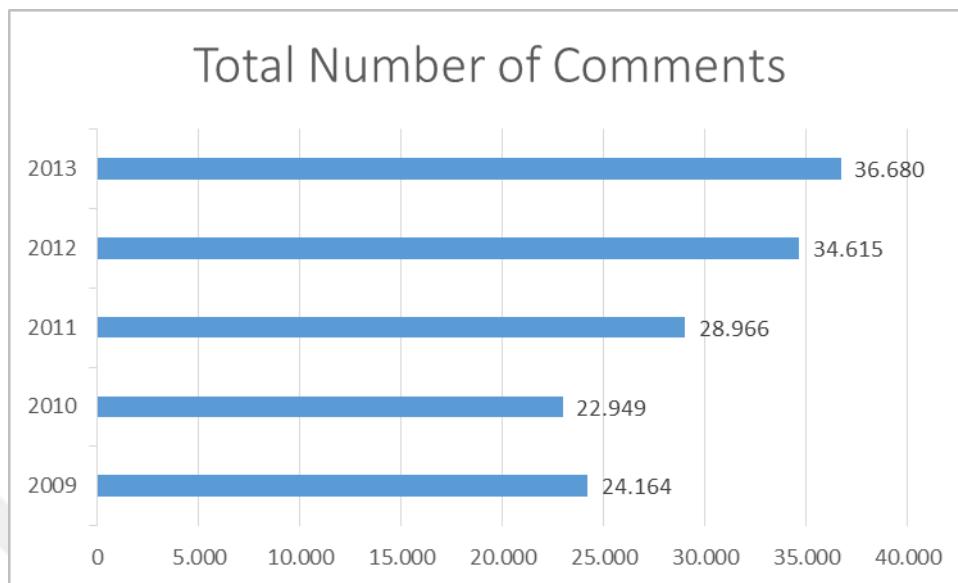


Figure 12 Total Number of Comments

To prepare and clean this huge textual data, tm library of R-Statistical Programming tool has been used. By using methods inherent in this package we found that 147.374 comments consist of 4.056.340 words in total. The distribution of the words per year can be seen in Figure 13.

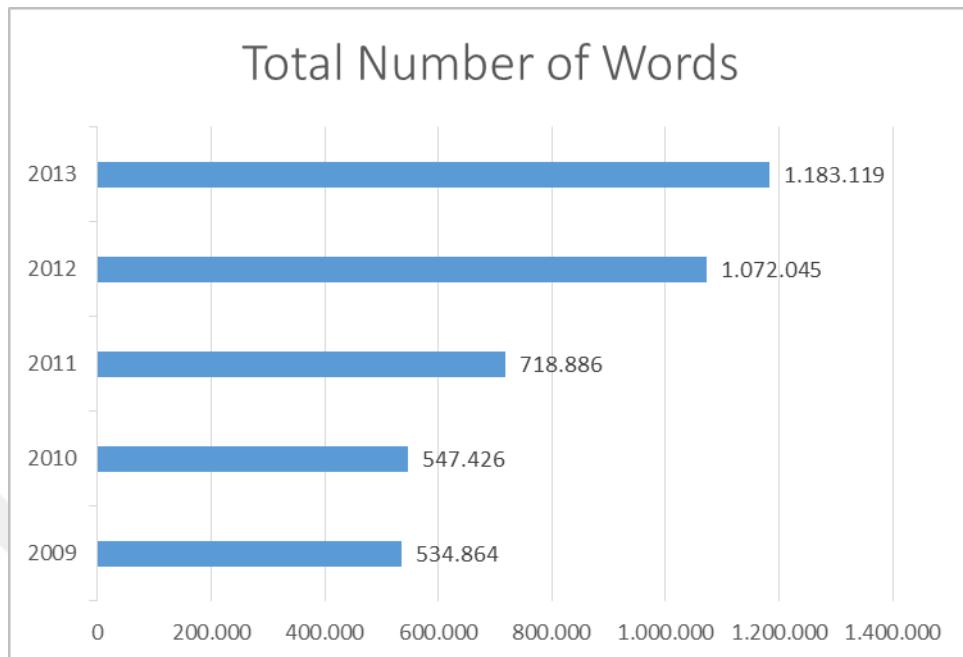


Figure 13 Total Number of Words

Our approach to reveal knowledge from the textual data is based on words within the comments. By exploring the words and pairs of words, we gained insight about the comments. Therefore, the number of the words in each comment is crucially important for the reliability and validity of the research. In order to examine the validity of the comments, we measured the average length of comments for each year. Average length of comments is calculated by dividing the number of words to number of comments each year. Results can be seen in Figure 14. Figure 5 shows that average length of comments has increased over years with a range [22.1; 32.3].

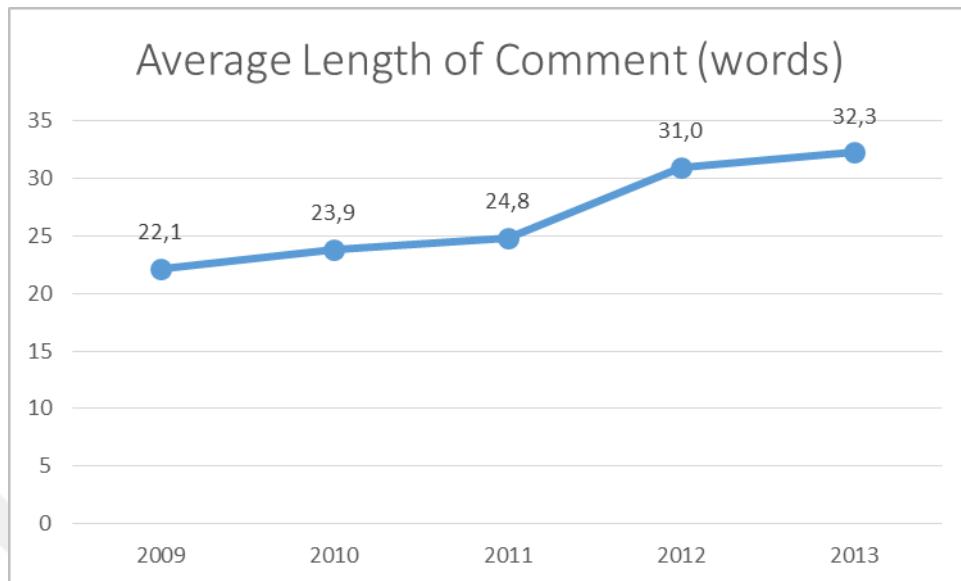


Figure 14 Average Length of Comments

Steps of text-mining analysis is summarized in Figure 15.

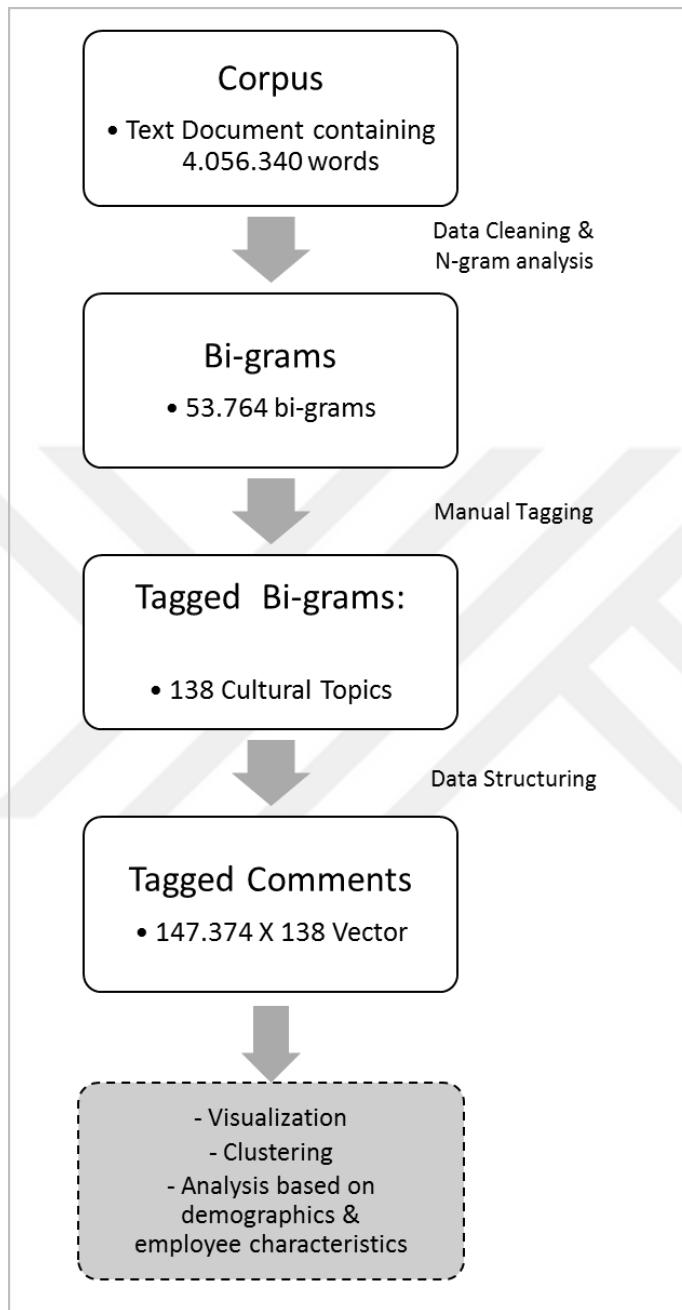


Figure 15 Analysis Steps

Firstly, before starting text mining analysis, we eliminated punctuations, numbers and stop-words which could effect the quality of the analysis. In this step stop-word list for Turkish language obtained from coding hubs (<http://code.google.com/p/stop-words/source/browse/trunk/stop-words/stop-words.txt>).

[words/stop-words-turkish.txt?r=3](#)) is used. To eliminate the punctiations several built-in functions in tm package of R project have been implemented.

Secondly, in order to extract information from the textual data, we used a simple but powerful text mining method called N-gram analysis. As explained in methodology section, N-Gram analysis is based on extracting a sequence of n consecutive words from a text. In this case study, we will use n-grams consisting of two words, which is called bi-grams during the analysis of corpus which is formed of all available words in the document to simplify the tagging and clustering processes. Bi-grams extracted from the corpus, enable us to explore the cultural topics in employee comments and visualize the patterns among years. As mentioned by Super & Turel (2012) by using this method it is possible to explore the cultural trends within huge amounts of textual data.

After applying N-gram analysis we obtained a row of 53.764 bi-grams sorted according to their frequency. In table 5, 15 most frequent bi-grams are listed as a sample of the whole bi-gram list. These bi-grams represent the most frequent word pairs used by employees. Since our methodology is based on exploring culture through employee verbal artifacts without implying any exogenous categories, these extracted bigrams are the key determinants to extract information from our data.

Table 5 Top 15 Bi-grams According to Their Frequency Containing Most Common Words

Bi-gram	Frequency	%
her zaman	15838	0,91%
daha fazla	11485	0,66%
çok iyi	8962	0,52%
son derece	8193	0,47%
iyi bir	5733	0,33%
daha iyi	5685	0,33%
başarılı bir	5572	0,32%
bir şekilde	5195	0,30%
çözüm odaklı	5137	0,30%
bir çalışma	4787	0,28%
bir arkadaşımızdır	4734	0,27%
biraz daha	4652	0,27%
olduğunu düşünüyorum	4562	0,26%
takip eder	4183	0,24%
sonuç odaklı	4066	0,23%
.....

Even though our corpus which was composed of 4.056.340 words has been reduced to 53.764 bi-grams by applying N-gram analysis, it is still not possible extract insightful information from such amount of textual data. There are two basic reasons behind this fact.

Firstly, despite eliminating stop-words such as “bir, birkaç, bu, dahi, hepsi...etc” which do not contain any information about the cultural topics, our bi-gram list still contains adverbs, pronouns and comparison pairs. Bigrams such as “daha iyi, her zaman, daha fazla, olduğunu düşünüyorum...etc” do not contain

any information about the cultural topics and make it hard to capture and cluster bigrams related with organizational culture.

Secondly, amount of bigrams obtained from n-gram analysis is significantly large to conduct any kind of visualization and clustering. If we had linked 53.764 bigrams with 147.374 comments, we could have produced an enormous matrices containing 7.923.415.736 points. In order to overcome this risk, stemming method is used to group and tag bi-grams. Stemming is a useful method applied in most of the text-mining studies which focuses on information retrieval. It enables to index the words with same stem and same conceptual meaning which could help to transform the text by indexing (Çilden 2006).

Since Turkish, is an agglutinative language, with a rich morphological structure, words are usually composed of a stem and of at least two or three affixes appended to it. This fact makes it usually harder to analyze (Çilden, 2006). In order to group and tag several words with the same stem there are several methods which enable automatic stemming in Turkish by using algorithms like A-F Algorithm by Solak and Can (1994), Longest-match by Kut (1995), FindStem by Sever and Bitirim (2003), Snow-ball technique by Çilden (2006). However, in this case study in order to avoid computational effort necessary to apply these kind of stemming algorithms and minimize possible errors, manual indexing is preferred.

Therefore, in order to eliminate meaningless adverbs and pronouns and index rest of the set with according to their stem, manual sorting and tagging is applied to the bi-gram set.

For instance bigrams like “her zaman”, “daha fazla, çok iyi...etc” are eliminated from the set and bigrams like “başarılı bir”, “başarılı şekilde”, “başarılı olarak”..etc are indexed as “başarılı”. The result of the top 15 bigrams with highest frequency can be seen in table 6.

Table 6 Top 15 Bigrams after Manual Tagging

Bi-gram	Frequency	Category
her zaman	15838	excluded
daha fazla	11485	excluded
çok iyi	8962	excluded
son derece	8193	excluded
iyi bir	5733	excluded
daha iyi	5685	excluded
başarılı bir	5572	başarılı
bir şekilde	5195	excluded
çözüm odaklı	5137	çözüm odaklı
bir çalışma	4787	excluded
bir arkadaşımızdır	4734	arkadaş
biraz daha	4652	excluded
olduğunu düşünüyorum	4562	excluded
takip eder	4183	takip etmek
sonuç odaklı	4066	sonuç odaklı

After this transformation our bi-gram list is summarized in 137 topics which could be seen in Appendix C. These topics present the indigenous categories extracted from the raw data to explore the patterns and trends in our corpus and retrieve information about a culture and its change over time.

For the next step, by using data structuring functions in R Project, we matched the extracted topics with our original comment data. This step enabled

us to cluster our comment data according to indigenous topics extracted from the text and visualize the patterns and trends. A vector of 147.374 x 137 is formed. At this point we were able to tell whether or not each comment in our data is related with which cultural topic. Table 7 presents a sample of indexed comments according to several cultural topics:

Table 7 Sample Indexed Comments

Sample Comment	SAMPLE CULTURAL TOPICS						özveri
	İşini sahiplenme	İnsiyatif almak	İletişimi gücü	güven vermek	takip etmek	müşteri odaklı	
İşine ciddi şekilde sahiplenir, yapılan işin etkilerine hakimdir. Çıkan sorunları çözme konusunda insiyatif alarak hızla sonuçlandıracak aksiyonları alır veya alınmasını sağlar. Birlikte çalıştığı insanlarla iletişimi kuwertlidir, çalıştığı kişiye güven verir. Söylenecek söz yok, her yönden çok çok başarılı, 4-4 lük bir çalışma arkadaşım. Beraber çok sık çalıştığımızı sahiplenen, özverili ve müşteri odaklıdır.	1	1	1	1	1		1

3.4.2 Topic Clustering and Visualization:

After indexing the textual comments according to the bi-grams, the next step of the analysis was to visualize the frequency distribution of extracted topics by using Tableau Public. After analyzing the visual distributions, we focused on the topics with similar variances and trends to extract the clusters by applying by using R Project tm package. This step of the analysis enabled us to track down the evolution of organizational culture through time.

Last but not least, in order to explore the possible segmentations in organizational culture and to clarify the cultural similarities and differences between years, we applied correspondence analysis which enables to display and summarize a set of data in two-dimensional graphical form. We applied correspondence analysis to capture the possible cultural segmentations between employees from different hierarchical levels, tenures and genders within the organization.

As a result by using theses visualizations and analysis we were able to analyze change patterns and persistent themes in employee comments and compare our findings according to evaluative employee demographics and characteristics.

3.5 Characteristics of Collected Data and Sample

Unlike the quantitative studies based on a sample which represents the population, the data analyzed in this study is all of the textual comments of all employees who participated the evaluation process between the years 2008-2013. Even though the process was developed in 2006 and evaluations were conducted since, data was not available for years 2006 and 2007. Therefore we analyzed the available data starting with the year 2008.

Because of the fact that behavioral model evaluation process was obligatory in the organization, most of the employees participated in the annual evaluation process despite few exceptions. In this section we will clarify the characteristics of the sample and collected data.

3.5.1 Main Characteristics of Sample

In order to understand the overall coverage of collected data, firstly we explored unique number of participants of the evaluation process and how they change through time. Table 8 shows the total number of employees who participated to the evaluation process each year. If we compare it with the total number of employees working in the company relevant year, we see that participation rate is very high and stable between the range %98.04 and %99.96.

Table 8 Total Number of Employees

Year	Number of Employees Participated Evaluation Process	Total Number of Employees	Participation Rate
2008	3350	3417	98,04%
2009	3399	3415	99,53%
2010	3565	3628	98,26%
2011	3958	4037	98,04%
2012	4567	4569	99,96%
2013	4711	4800	98,15%

During the evaluation process every employee selects at least 7 peers to get feedback. Even though, employees are encouraged to participate to the process and give feedback about the evaluatees, they are not obliged to do so. Therefore employees voluntarily participate to the process. Table 9 shows the total number of participants the total number of employees who did not give any feedback. Results show us that percentage of employees who give at least one feedback increased steadily in years from %88,09 in 2008 to %97,83 in 2013.

Table 9 Total Number of Participants and Percentage of Giving Feedback

Year	Number of Employees Participated Evaluation Process	Number of Employees With No Comment	% of Employees Who Give Feedback
2008	3350	399	88,09%
2009	3399	255	92,50%
2010	3565	282	92,09%
2011	3958	239	93,96%
2012	4567	146	96,80%
2013	4711	102	97,83%

For the next step distribution of employees among their titles were examined. Even though there are several positional levels in the company, we preferred to group employees according to managerial and non-managerial positions. Figure 16 presents the distribution of managers and employees from non-managerial positions among years. From the table we can see that majority of the employees are from the non-managerial positions with a range of %76,39 and %80,20.



Figure 16 Distribution of Positions

Despite the fact that there had been several organizational changes and departmental re-structuring efforts between years 2008 and 2013, there is a structural stability in general which can help us to explore the organization among years. These three structural stable functional groupings are called as “Commercial”, “Support” and “Technology”.

Firstly, all of the profit generating and business operations departments like sales, marketing, business operations, international business...etc are grouped in the Commercial Function within the organization. Secondly, all of the technology and network related functions such as information and communication technologies, network, application operations...etc are structured in Technology function. Last but not least, all of the business support departments such as human resources, finance, regulations, legal...etc are grouped as support. These groupings are also used to monitor long-term trends and metrics within the organization. Distribution of employees among these 3 functions is presented in Figure 17. Figure 17 shows us that Technology is the largest function in the organization which include more than half the employees. Commercial as the second largest function %20,7 to %30,7 employees are working within its departments.

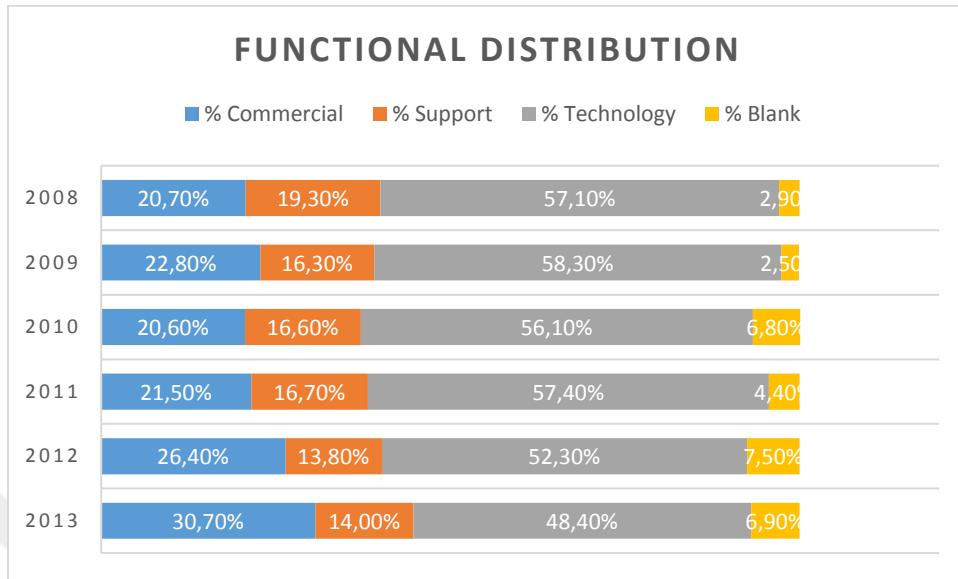


Figure 17 Functional Distribution Per Year

Since our data is based on the employees who participate the evaluation process each year, we explored their age and tenure with respect to each evaluation period. The average ages and tenures presented in Table 10 are calculated according to ages and tenures of the population in evaluation year consecutively. From Table 10, we can see that average of the employees within the organization is distributed with a range 32,7 and 34,4. On the other hand, average tenure of the employees change from 4,8 to 5,8 during the years 2008 to 2013.

Table 10 Average Age and Tenure

Year	Average Age (years)	Average Tenure (years)
2008	32,7	4,8
2009	33,4	5,2
2010	33,8	5,4
2011	33,8	5,4
2012	34,0	5,5
2013	34,4	5,8

Table 11 shows the gender distribution of employees. The results show us that more than %60 of employees are male and female distribution ranges from %27,4 to %31,6.

Table 11 Gender Distribution

Year	% Male	% Female	% Blank
2008	67,1%	27,4%	5,5%
2009	66,6%	28,2%	5,2%
2010	65,9%	28,4%	5,7%
2011	66,3%	30,5%	3,3%
2012	63,6%	30,5%	5,9%
2013	63,7%	31,6%	4,7%

3.5.2 Volume and Distribution Collected Data Among Years

Collected data which is analyzed in this study covers all of the employee textual comments produced during the annual behavior evaluation process between years 2008 and 2013. Since the process is a typical 3-60 evaluation, each year every employee evaluated:

- Self
- Direct manager
- Subordinates (if any)
- Peers by whom selected (if any)

Table 12 summarizes the number of evaluations per year. The distribution of the evaluations according to the type of the evaluation show us that 2008 has different characteristics than the next 5 years. Firstly, Table 12 shows us that peer selection and evaluation were not conducted in 2008. Secondly from the rates in Table 13, we can say that in 2008 self-evaluation rate is significantly small when compared with the following years. In 2008 only %13.1 of the employees who participated the evaluation process wrote free-text comment while evaluating themselves. During the following years rate of writing self-evaluation comments increased significantly with a range %62.8 in 2009 and %77.1 in 2013.

While investigating the reasons behind this abnormal distribution, we talked with a member of the HR team who was responsible from the design of the behavioral evaluation process in 2008. She explained that in 2008, management team were not sure of the process and they accepted the first year as a trial period, to see and collect employees' reactions about behavioral model evaluation. Therefore they didn't open the peer selection feature. However positive reactions led them to add the peer evaluation to the overall process following year.

Because of the fact that the data obtained from the year 2008 is relatively small and has different characteristics in terms of distribution of type and self-evaluation rate, we decided to exclude the 2008 evaluation from overall analysis.

Table 12 Number of Evaluation by Type

	Manager	Subordinates	Self	Peer	Total
2008	486	2.932	388	0	3.806
2009	3.187	2.929	1.976	16.072	24.164
2010	3.247	2.998	2.116	14.588	22.949
2011	3.703	3.394	2.484	19.385	28.966
2012	4.175	4.265	3.383	22.792	34.615
2013	4.276	4.458	3.552	24.394	36.680

Table 13 Rate of Self-Evaluation Comments

Self-Evaluation	%Employees With Comment	% Rate
388	2951	13,1%
1.976	3144	62,8%
2.116	3283	64,5%
2.484	3719	66,8%
3.383	4421	76,5%
3.552	4609	77,1%

In order to participate the process, every employee should select at least 7 peers for feedback. However, it's not obliged to give feedback to peers. Even though employees are obliged to write a comment about the evaluatee, some of them skip free-text section by writing meaningless text like “...” or “abc...” If we omit that kind of text the average number of free-text comments can be seen in

Table 13. The difference is between the first and following years is obvious in Table 13 as well. In 2008 comment per employee is 1.14 whereas in the following years it's been approximately 7.

Total number comments presented in Table 14 represents the size of the data explored in this study. If we exclude the 2008 data total number comments is 147.374. These comments include 4.056.340 words in total.

Table 14 Total Number of Comments and Comment per Employee

Year	Number of Employees Participated Evaluation Process	Total Number of Comments	Comment Per Employee
2.008	3.350	3.806	1,14
2.009	3.399	24.164	7,11
2.010	3.565	22.949	6,44
2.011	3.958	28.966	7,32
2.012	4.567	34.615	7,58
2.013	4.711	36.680	7,79
Total	23.550	151.180	6,42

4. FINDINGS

In this chapter, detailed findings of the conducted research will be presented with respect to the theoretical and methodological framework explained in previous chapters.

The first section provides the detailed description of the text mining methods used and give information about the extracted concepts from the employee textual comments. In this section coding and clustering of the discursive concepts will be also stated to clarify the pattern analysis which focuses on the distribution.

In the section 4.2 the characteristics of the explored discourse will be provided in details. By exploring the change patterns and stable concepts in employee textual comments, the characteristics and change patterns of the employee discourse will be clarified.

In the following section findings about the discourse is analyzed through characteristics of the organizational members. Key parameters like age, genders, position in the organization, tenure are explored to reveal possible fragmentations of discursive distribution. Lastly, a summary of the findings is presented at the end of the chapter before starting to discuss the results of the study and contributions to the field.

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4.1 Description of Organizational Discourse in the Setting

In this case study, our primary focus was to explore organizational discourse with respect to the employee verbal artifacts collected in a longitudinal time period by using endogenous categories extracted from the collected data. As mentioned in the previous chapter text mining methods enabled us to analyze huge amount of bulk text and visualize the distribution of retrieved discursive categories among years.

In the section 3.4.2 the detailed steps of the conducted research is described in order to clarify how we extracted information from the textual comments produced during behavioral evaluation process. By using N-gram analysis, a strong and simple natural language processing algorithm, we managed to extract 137 meaningful discursive categories from the textual data composed of 4.056.340 words. After matching these categories with 147.374 comments, we were able to identify the most frequent ones over years and visualize the distribution of their distribution among time.

4.1.1 General Characteristics of Organizational Discourse in the Setting

Firstly, in order to identify the general characteristics of the organizational discourse which is revealed by employee verbal artifacts, we organized discursive categories in a normalized frequency table to capture the most frequent ones for each year. Table 15 shows the most frequent first 20 categories for each year. We can say these most frequent discursive categories

are the most powerful predictors of organizational discourse because of the fact that they are represented in employee discourse with high frequencies. Even within such a huge textual data which was produced by more than 4000 people each year, it is possible to see some commonalities which gives us important insight about the organizational discourse in the setting. Therefore, to identify the persistent themes in discursive categories, items which are in the top 20 list every year are marked bold. Table 16 is the organized version of common categories with English translations. As stated in table 16, 10 of 20 categories are persistent. Other 10 categories has either evolved or replaced with new ones which represents a sign of change in organizational culture.

From these findings it is possible to say that despite the fact that some categories has not changed there has been a change in organizational discourse during time. In order to explore this change we conducted a comprehensive pattern and cluster analysis which goes beyond a simple frequency distribution.

Table 15 Top 20 Most Frequent Discursive Categories for Each Year in the Order of Descending Frequency

2009	2010	2011	2012	2013
başarlı	başarlı	başarlı	arkadaş	arkadaş
arkadaş	arkadaş	arkadaş	başarlı	başarlı
işini sahiplenme	işini sahiplenme	işini sahiplenme	takip etmek	takip etmek
takip etmek	takip etmek	takip etmek	uzmanlık	yönetici
müşteri odaklı	çözüm odaklı	çözüm odaklı	yönetici	uzmanlık
yönetici	yönetici	müşteri ihtiyac	değer katmak	değer katmak
kendini geliştirmeye	müşteri ihtiyac	yönetici	pozitif yaklaşım	pozitif yaklaşım
sonuçlandırmak	müşteri odaklı	müşteri odaklı	yardımcı olmak	sonuçlandırmak
sonuç odaklı	kendini geliştirmeye	sonuç odaklı	pozitif yaklaşım	yardımcı olmak
çözüm odaklı	sonuç odaklı	işine hakim	çözüm odaklı	çözüm odaklı
yardımcı olmak	çözüm odaklı	kendini geliştirmeye	çözüm odaklı	tecrübe
fark yaratma	sonuçlandırmak	yardımcı olmak	sonuçlandırmak	çalışkan
geri bildirim	sonuçlandırmak	sonuçlandırmak	geri bildirim	örnek olmak
çalışkan	yardımcı olmak	fark yaratma	birlikte çalışma	birlikte çalışma
sorumluluğ sahibi	fark yaratma	tecrübe	sonuç odaklı	sonuç odaklı
çaba sarfetmek	çalışkan	çalışkan	fark yaratma	fark yaratma
ilişki kurmak	geri bildirim	geri bildirim	çözüm üretmek	çözüm üretmek
birlikte çalışma	fark yaratma	fark yaratma	birlikte çalışma	birlikte çalışma
tecrübe	çözüm üretmek	çözüm üretmek	geri bildirim	geri bildirim
çözüm üretmek	çözüm üretmek	sorumluluğ sahibi	çaba sarfetmek	sorumluluğ alma
		birlikte çalışma	fark yaratma	insiyatif almak
		birlikte çalışma	çözüm üretmek	iletişim kurmak
		çözüm üretmek	acık iletişim	

Table 16 Top 10 Common Discursive Categories That Does not Change Through Time

Category	Translation
başarılı	Successful
arkadaş	friend
takip etmek	to follow
sonuçlandırmak	to finalize
sonuç odaklı	result oriented
çözüm odaklı	solution oriented
yardımcı olmak	to help
fark yaratma	to make a difference
birlikte çalışma	collaboration
tecrübe	experience

4.1.2 Pattern and Trend Analysis of Cultural Categories

To visualize the distribution of the categories among comments and conduct pattern analysis, we applied column and row normalizations to comment-category matrices described in section 3.4.2. There are two important reasons behind the idea of normalization. These are:

- Minimizing the effect of total number of comments per year; as stated in section 3.4 figures 3 and 4, both the number of comments and words used in these comments per year are not uniformly distributed. From these figures we can see that number of comments and words were increasing steadily (except slight decrease in year 2010). Therefore in order to avoid effect of this increase, we normalized distribution of categories among comments by dividing the frequency of each category per year to total number of comments for the related year and total number of each cultural category.

- Minimizing the effect of total frequency of the each category; categories extracted from the data vary according to their total frequency. Even though we have analyzed the categories with the assumption, categories with high frequencies are better predictors of organizational discourse, during a pattern analysis we had to eliminate the effect of total weight of each category. To accomplish this perspective we divided frequency of each category per year to the total frequency of each category.

This two way normalization provided us a normalized distribution and enabled us to explore the distribution pattern of categories as seen in Figure 18. This figure shows us that there has been a significant change between years 2011 and 2012. Some of the discursive categories have increased significantly and some of them decreased after year 2011.

This finding reminded us the managerial intervention implied in year 2012 by changing the leadership model and behavioral evaluation process in which our data were produced. As stated in Figure 19, 2012 was an important year where the competencies included in leadership model and definitions of these competencies have changed after a managerial intervention.

So next step of this analysis was to find the clusters of categories with different patterns. With this cluster analysis we managed to identify which discursive categories were consistent, which ones increased and decreased over time. This pattern analysis not only helped us to identify the dynamics of change

in organizational discourse but also enabled us to link the employee discourse with managerial intervention. Our initial findings summarized above led us to compare the content of managerial intervention and change in employee discourse.

On the other hand, beyond the increasing and decreasing categories, persistent categories which were distributed with low levels of variance and not effected by any internal or external factor over time, give us stronger insight about the consistent patterns of organizational discourse. We claim that above all fluctuations, these persistent categories present more information about the core values of the employees.

Figure 18 Normalized Frequencies of Discursive Categories

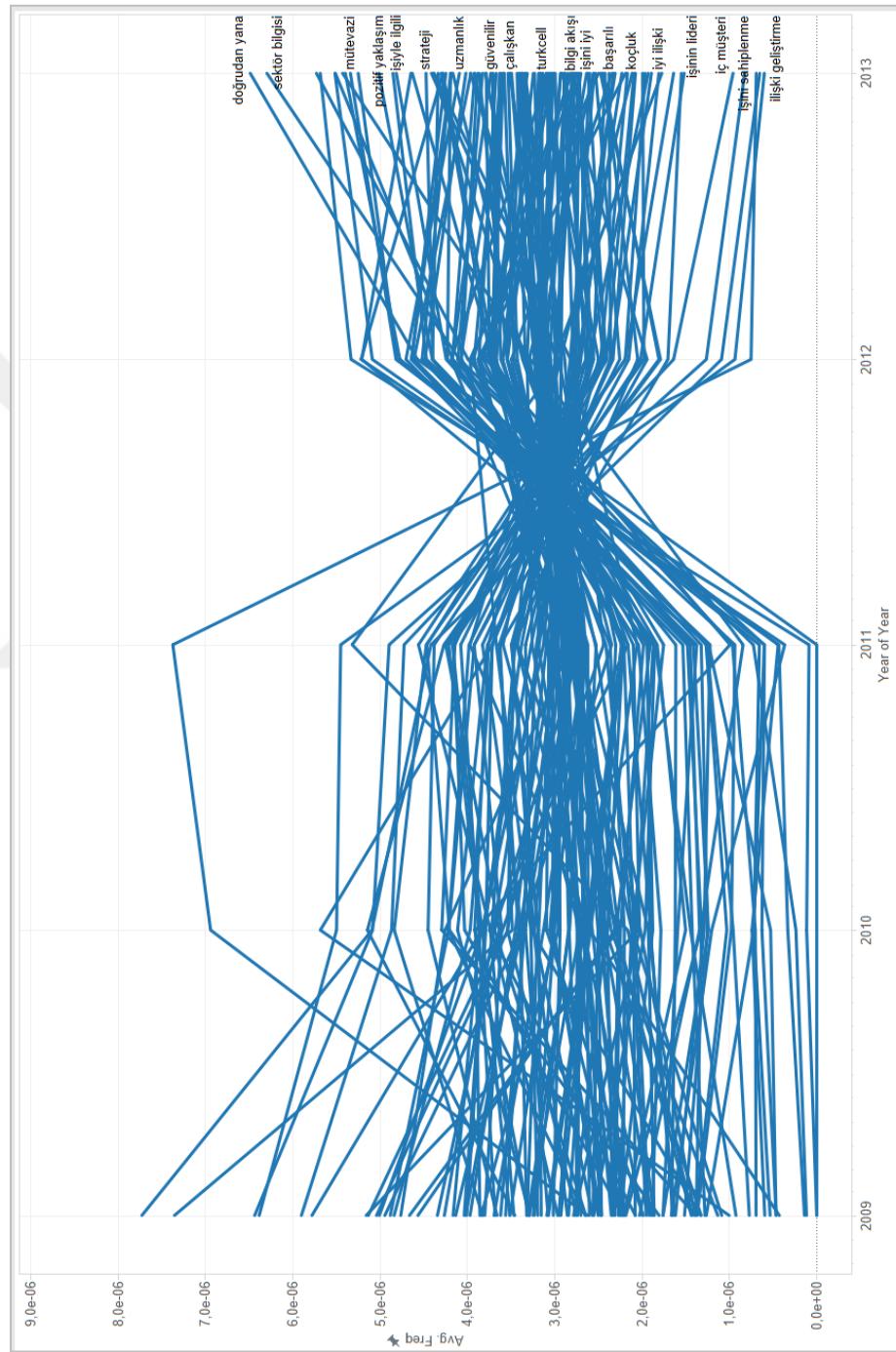
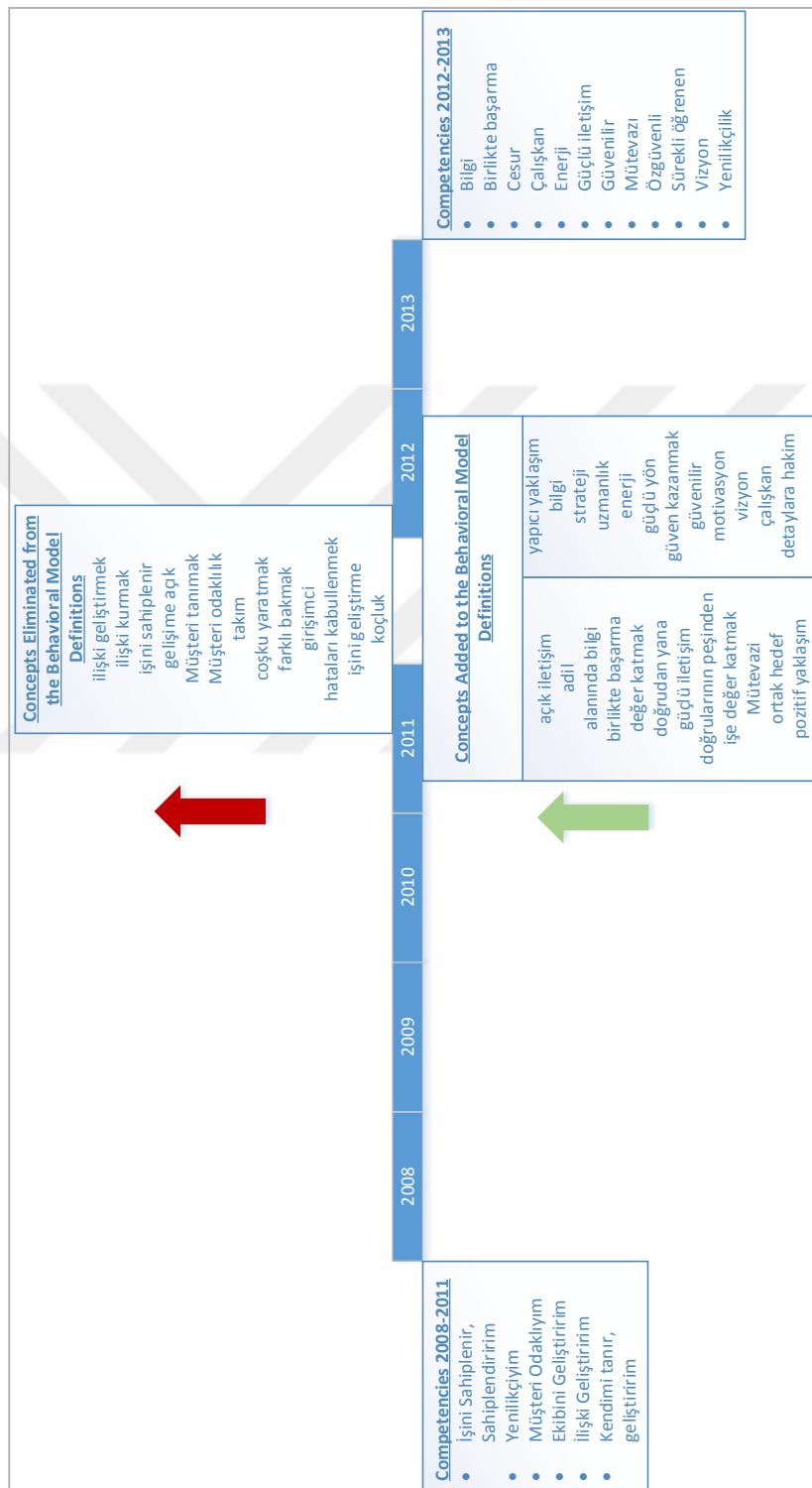


Figure 19 Actual Competency Keywords Before and After Managerial Intervention



Consistent Categories:

Even though in section 4.1.1 by comparing the most frequent categories over years, the top 10 most frequent categories were identified, a cluster analysis applied to data set which is normalized by both row and column offers a more precise solution.

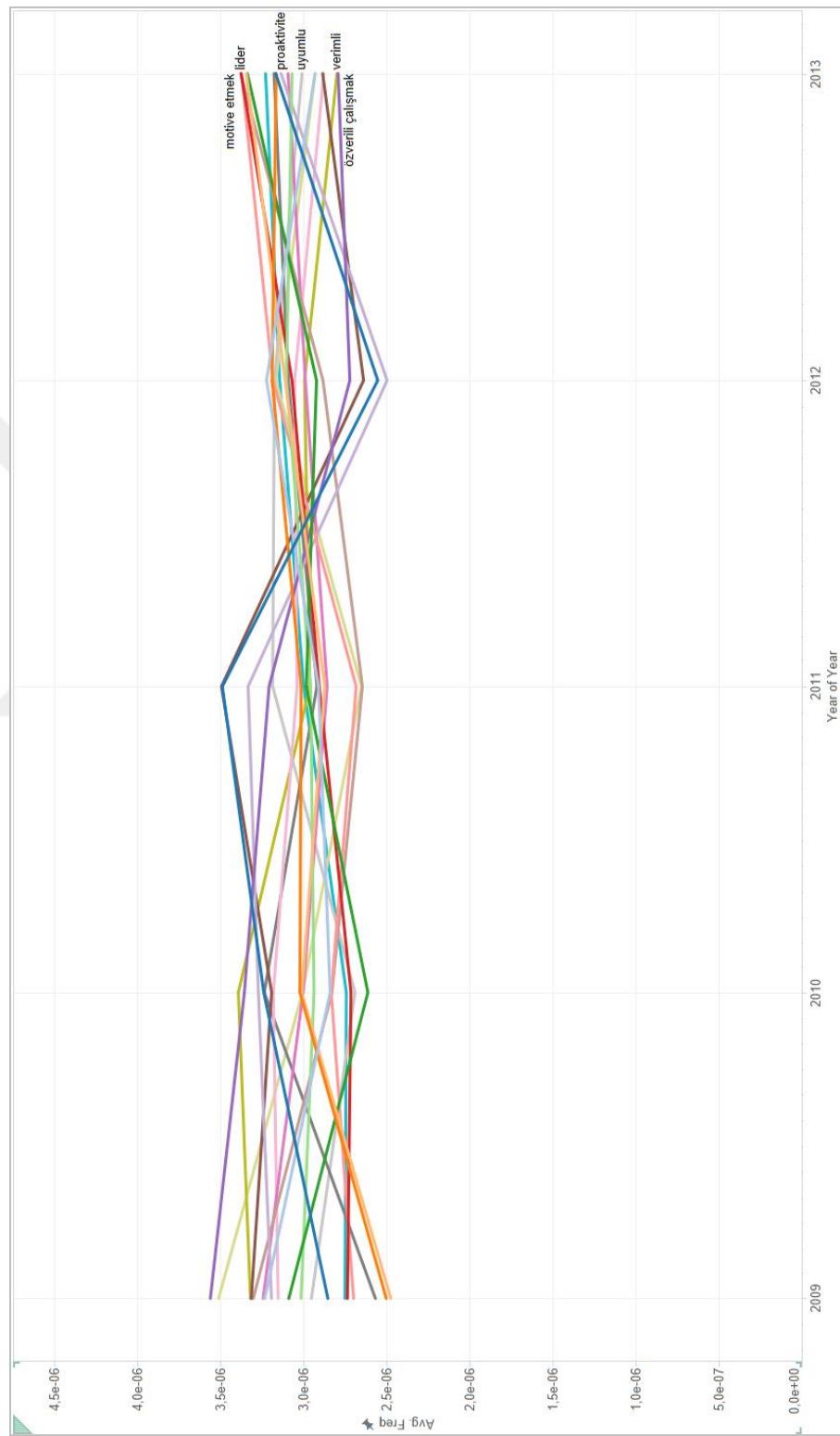
Table 17, contains discursive categories which were distributed consistently with low levels of variance over years. These categories show the themes revealed from employees verbal artifacts which are not affected by any external or internal changes.

Table 17 First 20 Consistent Categories with Low Levels of Variance

sonuç.odaklı	uyumlu
yardımcı.olmak	takip.etmek
sonuçlandırmak	lider
geri.bildirim	bilgi.aktarımı
ekip.çalışması	güven.vermek
ekip.içi	işini.geliştirmek
teknik.bilgi	fark.yaratma
çalışkan	sorumluluk.sahibi
sorumlu.olduğu	adaptasyon
işle.ilgili.bilgi	özverili.çalışmak

Moreover, Figure 20 shows us the distribution of the consistent discursive categories.

Figure 20 Consistent Categories' Distribution Pattern



These findings show us that despite the fluctuations, there are some consistent categories in employee discourse which are not effected by any intervention made by management.

To clarify our finding, we went one further step by comparing consistent themes in employee discourse with the consistent themes in leadership model despite intervention conducted in 2012. As stated in table 18 only 2 categories (bold items) match with the persistent themes in leadership model. Other categories can be accepted as the most important signals of organizational culture which are stable and represented in employee discourse persistently over years.

Table 18 Comparison of Consistent Themes

Persistent Categories in Comments		Persistent Themes in Evaluation Form
sonuç.odaklı	uyumlu	işini çok iyi bılır
yardımcı.olmak	takip.etmek	sürekli öğrenme
sonuçlandırmak	lider	özgüvenli
geri.bildirim	bilgi.aktarımı	cesur
ekip.calışması	güven.vermek	işimi geliştirme
ekip.içi	işini.geliştirmek	fark yaratatan
teknik.bilgi	fark.yaratma	inisiyatif alınması
çalışkan	sorumluluk.sahibi	açık yapıçı geribildirim
sorumlu.olduğu	adaptasyon	
isle.ilgili.bilgi	özverili.çalışmak	

Increasing Discursive Categories

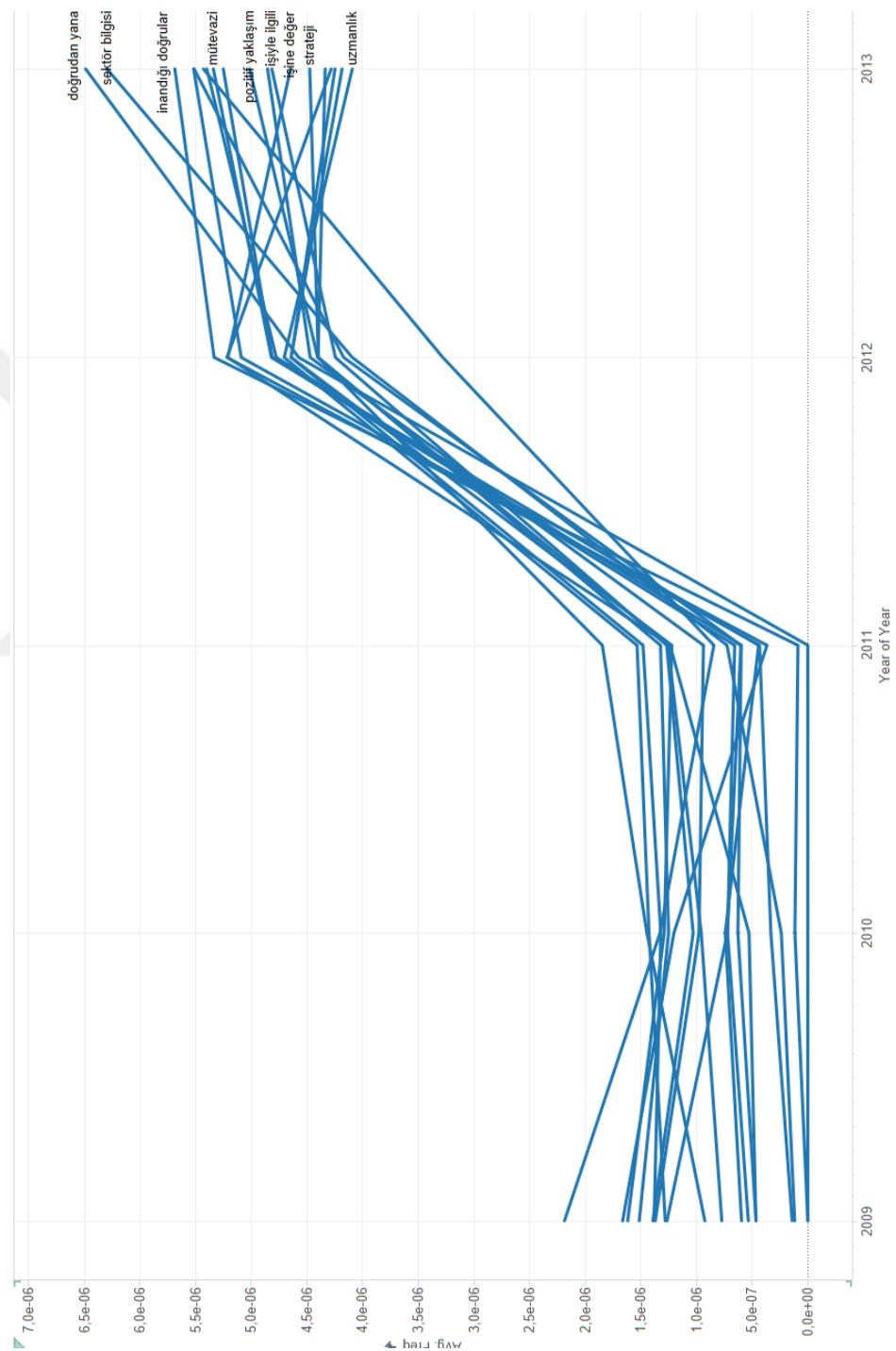
In the second step of the pattern analysis, we focused on the discursive categories with increasing patterns. According to the results of the cluster analysis, categories stated in table 19 are the increasing discourses after the managerial intervention proceeded in 2012.

Normalized frequency distribution of these categories in Figure 21 also shows us that normalized frequency of these categories increased significantly after year 2012.

This finding show us that, employees started to use these discursive categories after 2012 while writing free-text comments. These categories which are not important in terms of describing organizational discourse before 2012, became one of the most important predictors.

Again to understand the reasons behind this increase, we compared the change of leadership model with the categories stated in Table 19.

Figure 21 Normalized Frequency Distribution of Increasing Discursive Categories



6 out of 21 discursive categories presented in Table 19 which are clustered as increasing categories match with the concepts which are included leadership model after the revision in 2012 presented in table 20. This interesting finding show us that managerial intervention made in 2012 had a significant impact on employee discourse. If we consider vice versa 16 out of 23 concepts added to the leadership model are represented in employee discourse after 2012.

Table 19 Discursive Categories with Increasing Trend

Increasing Categories in Comments			
1	doğrudan yana	12	pozitif yaklaşım
2	inandığı doğrular	13	sürekli öğrenme
4	sektör bilgisi	14	adil
5	birlikte başarma	15	alanında bilgi
6	güçlü iletişim	16	işyle ilgili
7	mütevazi	17	strateji
8	ortak hedefler	18	açık iletişim
9	pozitif iletişim	19	işbirliğine açık
10	hedeflere ulaşmak	20	değer katmak
11	işine değer	21	uzmanlık

Table 20 Words Added to the Leadership Model

Words Added to the Leadership Model			
18	açık iletişim		enerji
14	adil		güçlü yön
15	alanında bilgi		güven kazanmak
5	birlikte başarma		güvenilir
20	değer katmak		motivasyon
1	doğrudan yana		vizyon
6	güçlü iletişim		çalışkan
2	doğrularının peşinden		
11	işe değer katmak		
7	Mütevazi		
8	ortak hedef		
12	pozitif yaklaşım		
19	yapıcı yaklaşım		
16	bilgi		
17	strateji		
21	uzmanlık		

Decreasing Discursive Categories

Last but not least discursive categories with decreasing trends are analyzed. Table 21 presents the categories clustered with a decreasing trend over years. In Figure 22 normalized distribution of these categories can be seen. Like the increasing discursive categories, we can say that year 2012 has a direct impact on the distribution of categories among years. After the managerial intervention, some of the categories dropped out of employee discourse. In order to identify the impact of managerial intervention, we also compared the concepts dropped out of leadership model with decreasing discursive categories.

Table 21 Decreasing Discursive Categories

Decreasing Categories in Comments			
1	ilişki geliştirme	8	müşteri odaklı
2	ilişki kurmak	9	takım oyuncusu
3	iyi ilişki	10	yeniliklere açık
4	İç müşteri	11	ilişki yönetimi
5	işini sahiplenme	12	müşteri ihtiyaç
6	işinin lideri	13	müşteri memnuniyeti
7	kendini geliştirme	14	çözüm üretmek

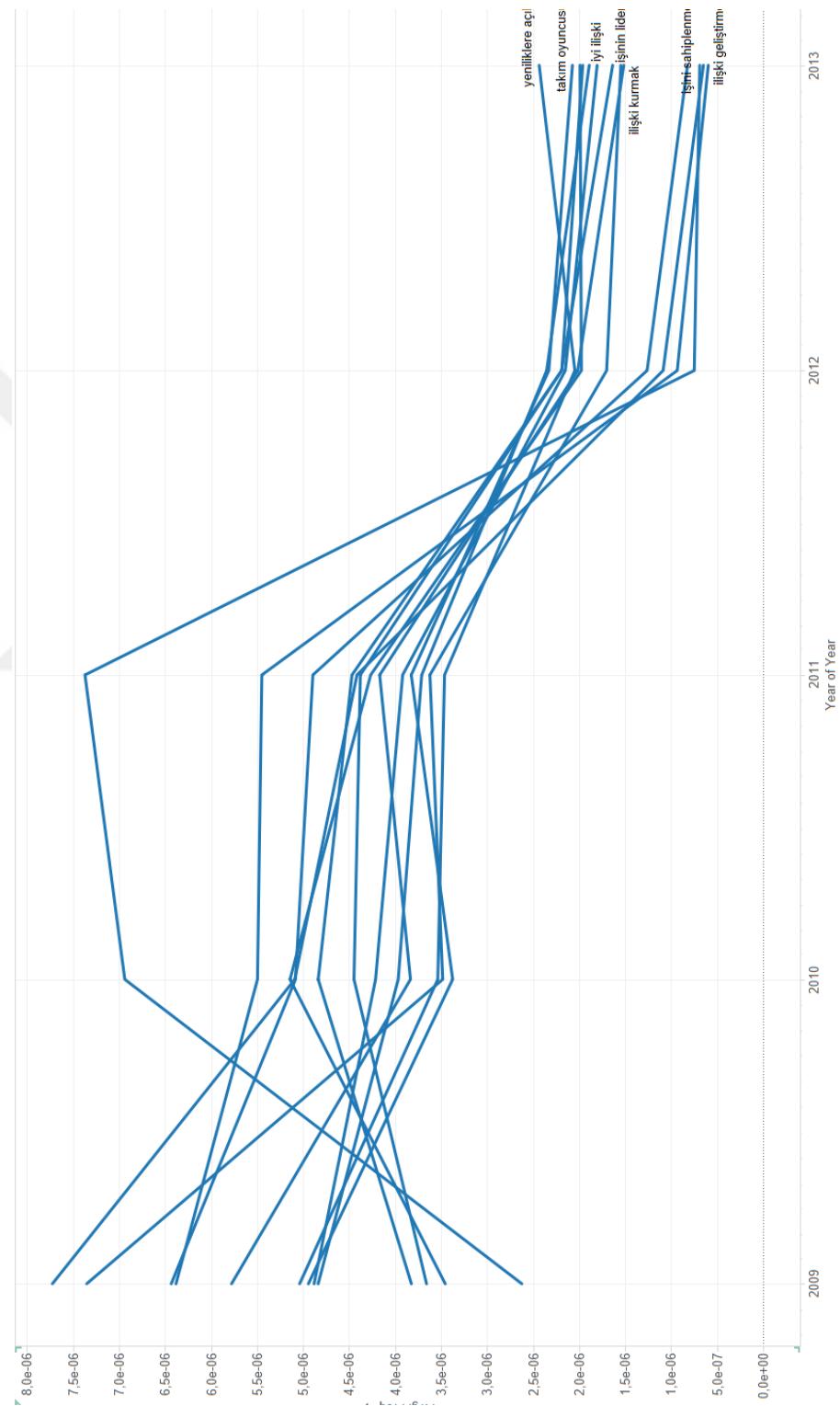
Table 22 shows us that 10 out of 14 cultural categories which are clustered as decreasing match with the concepts which are dropped out of the leadership model after the managerial intervention in 2012.

This finding also show us the impact of managerial intervention on employee discourse. Employees who were writing about these topics, started mentioning them less after the leadership model change.

Table 22 Concepts Dropped out of the Leadership Model

Words Dropped out of the Leadership Model			
1	ilişki geliştirmek		coşku yaratmak
2-3-11	ilişki kurmak		farklı bakmak
5	işini sahiplenir		girişimci
7	gelişime açık		hataları kabullenmek
12-13	Müşteri tanımak		işini geliştirme
8	Müşteri odaklılık		koçluk
9	takım		

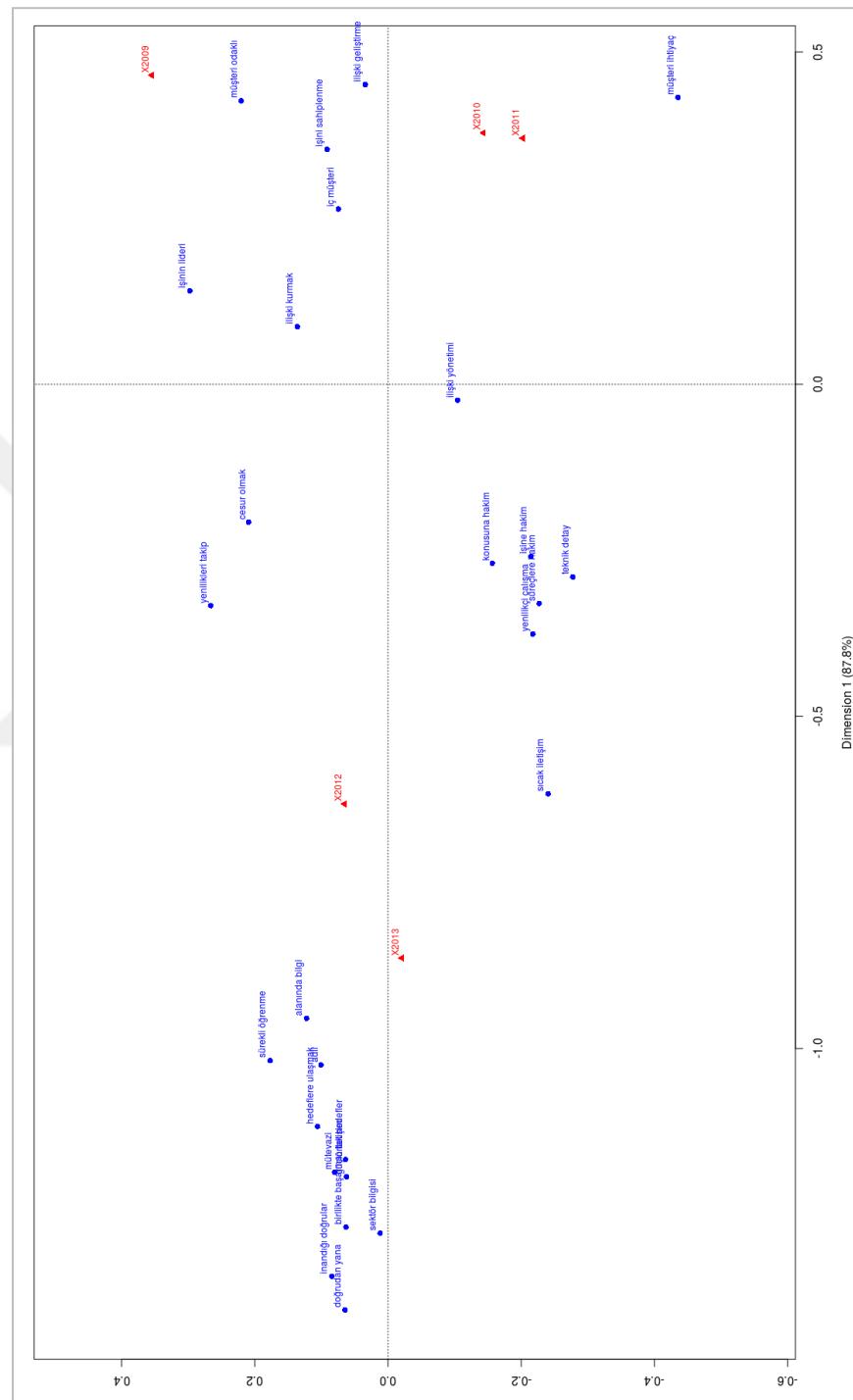
Figure 22 Normalized Frequency Distribution of Decreasing Discursive Categories



To sum up, it is possible to say that discursive categories extracted from the employee verbal comments, which represent the organizational culture as whole has evolved over time with the effect of managerial intervention in 2012.

By using correspondence analysis, we were able to figure out the topic distribution among years. As can be seen in Figure 23, dimensionality reduction by correspondence analysis showed us that there is a clear distinction between years 2009 to 2011 and 2012 to 2013. From this figure, it is possible to say that between there are some peculiar items which were used by employees between years 2009 and 2011. On the other hand, after the managerial intervention in 2012 by which a huge transformation in leadership model occurred, employees started to give feedback about different concepts. However, despite these fluctuations information about organizational culture could be revealed by exploring persistent categories which did not change over time.

Figure 23 Correspondence Analysis of Years and Discursive Categories



4.2 Analysis Through Employee Characteristics

In this section, we analyzed the cultural characteristics of different segments within employees to reveal the possible fragmentations in organizational culture and differences in employee reactions to cultural change. Cultural pattern analysis based on topics extracted from the employee comments texts are drilled down by age, tenure, gender, organizational titles and divisional segments. In order to draw a comprehensive picture of organizational culture and its change, differences and similarities between different groups are analyzed. By conducting this analysis not only, we had the chance to explore possible cultural fragmentations but also analyzed the different segments of employees' reactions to organizational change and managerial intervention.

4.2.1 Age

In order to explore fragmentation of organizational discourse with respect to employees' age and compare the responses of employees from different ages to planned change, we grouped employees in 6 age groups per year. Comment frequency distribution of different age groups can be seen Table 23.

Table 23 Comment Distribution by Age

Age Group	Number of Comments	%
0-25	2822	%2
25-30	29610	%17
30-35	59655	%35
35-40	52675	%31
40-50	22122	%13
50+	1268	%1
Blank	3002	%2

From table 23, it is clear that majority of the comments (%66 of total) belong to the employees between ages 30-40. This is due to the fact that majority of the employees within the company were 30-40 years old. As we have seen in section 3.5.1 average age of the employees were distributed with a range of 32 to 34 during 2008 and 2013.

First of all, in order to identify whether or not organizational discourse is fragmented by age, we compared the most consistent discursive categories revealed from our bi-gram analysis. In table 24, most consistent categories for each age group is presented. These results show us that organizational discourse is fragmented in three groups. Employees between 25-40 have common persistent topics in their discourse in which topics such as “ekip çalışması, ekip içi, sorumluluk sahibi, lider” are common. Whereas employees under 25 and above 40 have completely different discursive characteristics.

Table 24 Top3 Consistent Categories by Age

0-25	25-30	30-35	35-40
yardımcı.olmak	Uyumlu	ekip.çalışması	Enerji
tecrübe	sorumluluk.sahibi	Lider	ekip.çalışması
takip.etmek	Lider	sorumluluk.sahibi	ekip.ichi
	40-50	50+	
	sonuçlandırmak	işine.hakim	
	sorumluluk.sahibi	sonuç.odaklı	
	güven.vermek	Enerji	

This finding is also supported by correspondence analysis presented in Figure 24. From figure 24, we can say that, age groups 25-30, 30-35 and 35-40 converge each other. On the other hand, age groups 0-25, 40-50 and above 50 are located significantly different with each other and other groups as well.

This results show us that organizational culture in the setting is fragmented in terms of ages of the employees. Employees between 25 and 40 have similar characteristics with persistent cultural categories such as “ekip çalışması, ekip içi, sorumluluk sahibi, lider”. On the other hand, employees below 25 or above 40 have different cultural characteristics than the other groups. Since majority of the employees are between ages 25 and 40, other age groups represent the minor cultural groups.

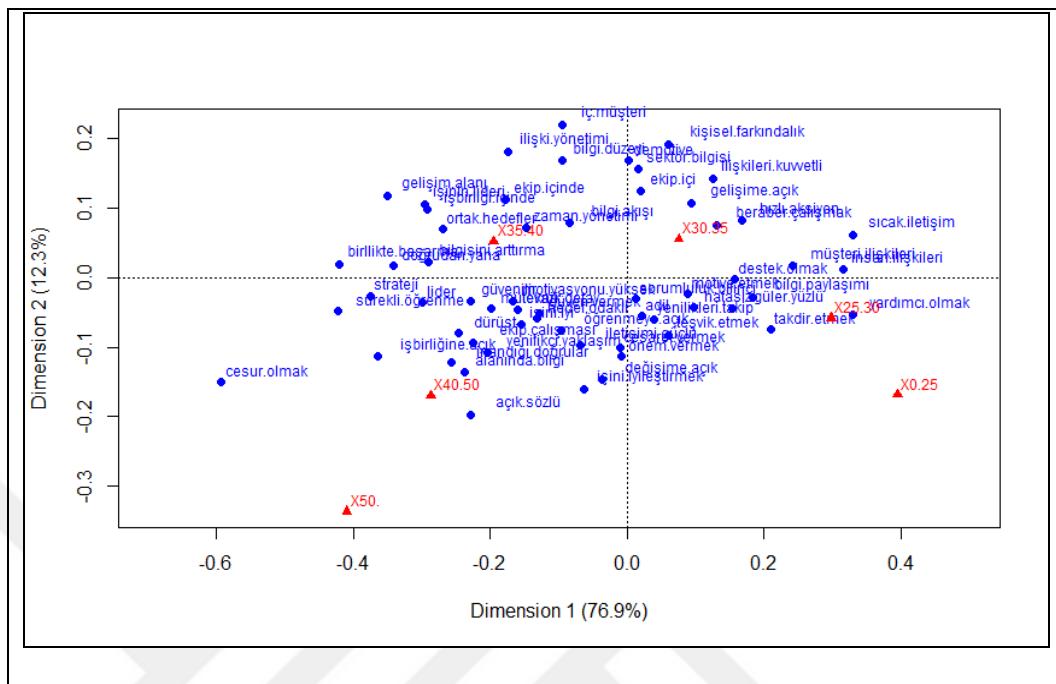


Figure 24 Correspondence Analysis by Age

Secondly, in order to find how cultural change effect different age groups, we calculated the variance of cultural topics extracted from the comments texts for each age group separately. Average variance of cultural topics for each age group enabled us to compare these groups. As presented in Table 25, employees above 50 has the highest average variance which tells us that cultural topics in their discourse change more rapidly than the other age groups.

Moreover, employees under 25 have the second highest average variance. This finding was interesting because of the fact that cultural change in employee discourse was occurring in the two opposite groups from different generations

above 50 and below 25 more than any other age group. In order to understand reasons behind this fact, we draw the frequency distributions for each age group.

Table 25 Average Comment Frequency Distribution Variance by Age Groups

Age Group	Avg. Variance
0-25	0,025
25-30	0,013
30-35	0,010
35-40	0,010
40-50	0,014
50+	0,047

Figures 25 and 26 present the normalized frequency distributions for age groups of employees above 50 and below 25. In both figures we can see that the effect of managerial intervention which was a major effect in employee comments which was stated in figure 18 does not occur. From these figures it is clear that transformation of leadership model by a managerial intervention in 2012 had no major impact employee comments. On the other hand cultural topic distributions for these age groups fluctuate rapidly. Even though percentage of comments which belong to employees above 50 and below 25 (%1 and %2 respectively) are relatively small when compared with other groups, we can say that cultural change occurs fast and sharp for these groups.

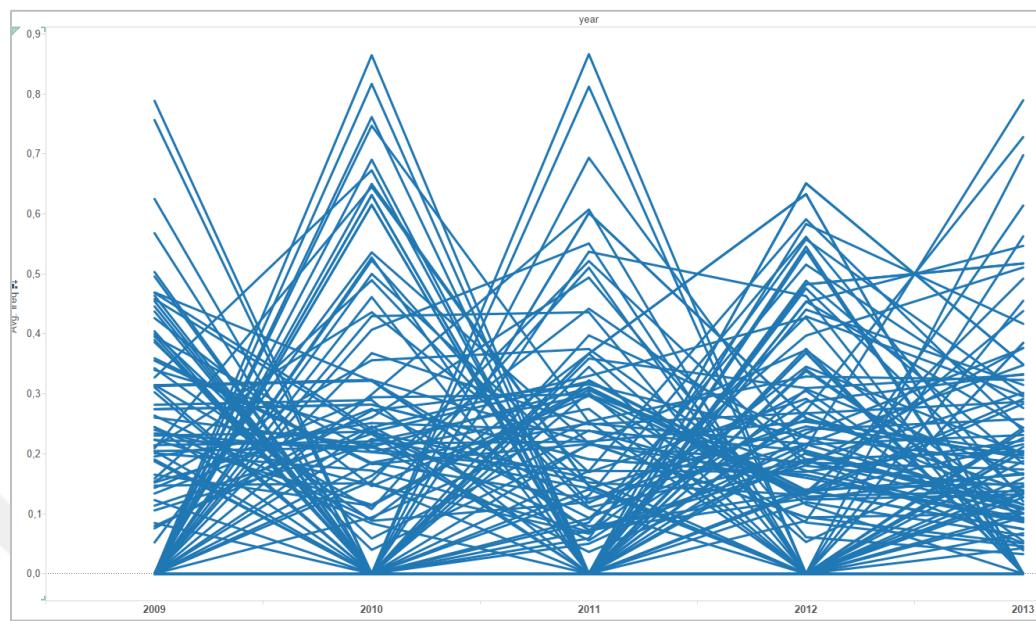


Figure 25 Cultural Topics Normalized Frequency Distribution for Employees above 50

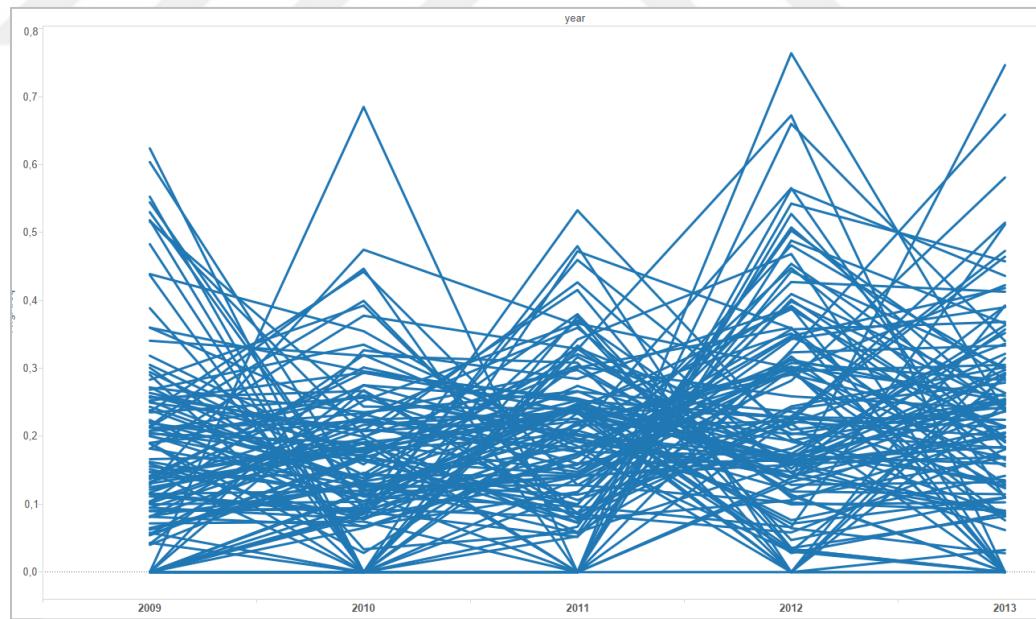


Figure 26 Cultural Topics Normalized Frequency Distribution for Employees below 25

4.2.2 Gender

Second step of demographic segmentation is based on the gender of the employees. In order to analyze the cultural differences between male and female individuals, textual data is grouped according the employees gender. Total number of comments and their percentages by gender is presented in table 26.

Table 26 Number and Percentage of Comments by Gender

Gender	Number of Comments	%
Female	51565	30%
Male	114202	67%
blank	5387	3%

In order to understand possible cultural fragmentations based on gender we conducted a correspondence analysis to identify the cultural topics distribution based on gender. As can be seen from Figure 27 correspondence analysis based on gender showed no differences between males and females.

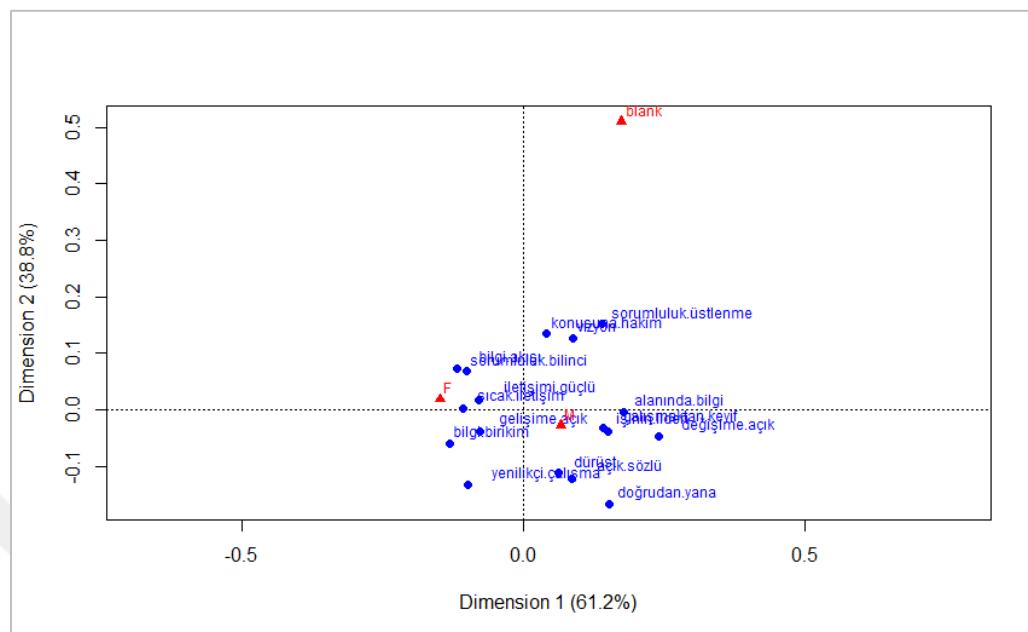


Figure 27 Correspondence Analysis based on Gender

Secondly when we compare the average variances of cultural topic distribution we can see that they are almost equal which shows us that cultural change occurs with similar patterns for males and females. The average variances of males and females can be seen in table 27.

These findings show us that there isn't any cultural fragmentation based on gender.

Table 27 Average Variances of Cultural Topics by Gender

Gender	Variance
Male	0,009
Female	0,010

4.2.3 Organizational Titles

For the next step possible cultural fragmentations are explored with respect to the organizational titles of the employees. To accomplish this analysis we grouped comment data by organizational titles as “C-Level (which represents Top management), directors, managers and professionals (which represents non-Managerial positions) as seen in Table 28.

Table 28 Number of Comments and Percentages by Organizational Titles

Title	Number of Comments	%
C-Level	1.449	1%
Director	5.567	3%
Manager	47.999	28%
Professionals	115.141	67%
Blank	998	1%

Figure 28 shows the correspondence analysis visualization of cultural topics by organizational titles. This figure shows a cultural fragmentation according to the organizational titles. In order to understand to what extent this fragmentation determines the cultural topics of different titles, persistent topics for each title is explored.

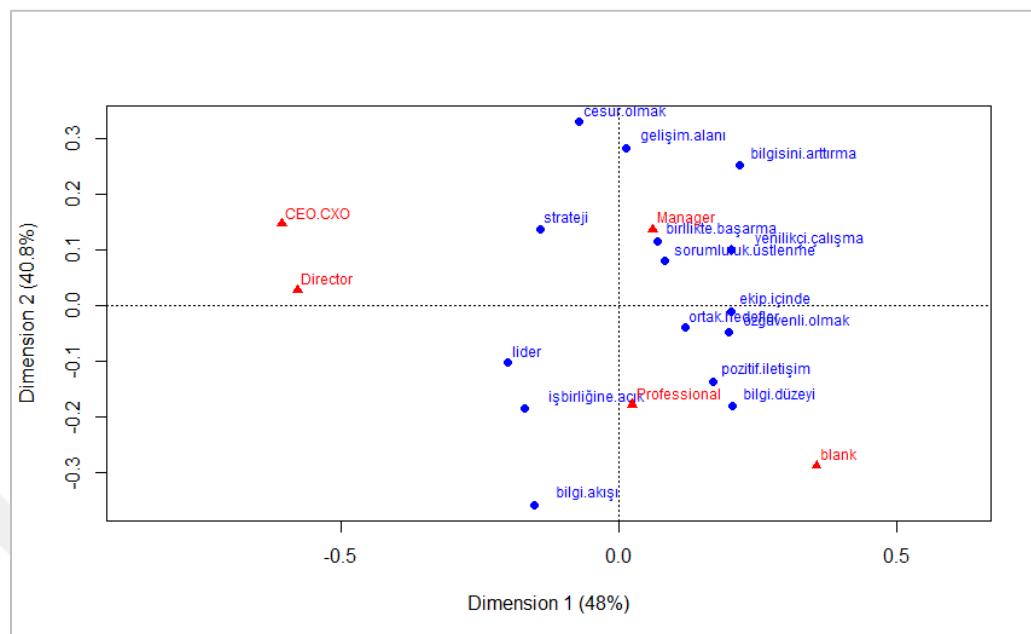


Figure 28 Correspondence Analysis by Organizational Title

In order to understand the cultural differences between employees from different hierarchical levels in the organization, we investigated the cultural topics with least variance and highest means for each title group. Figure 29-30-31-32 show the variance and mean distributions for the titles professionals, managers, directors and C-level top management respectively.

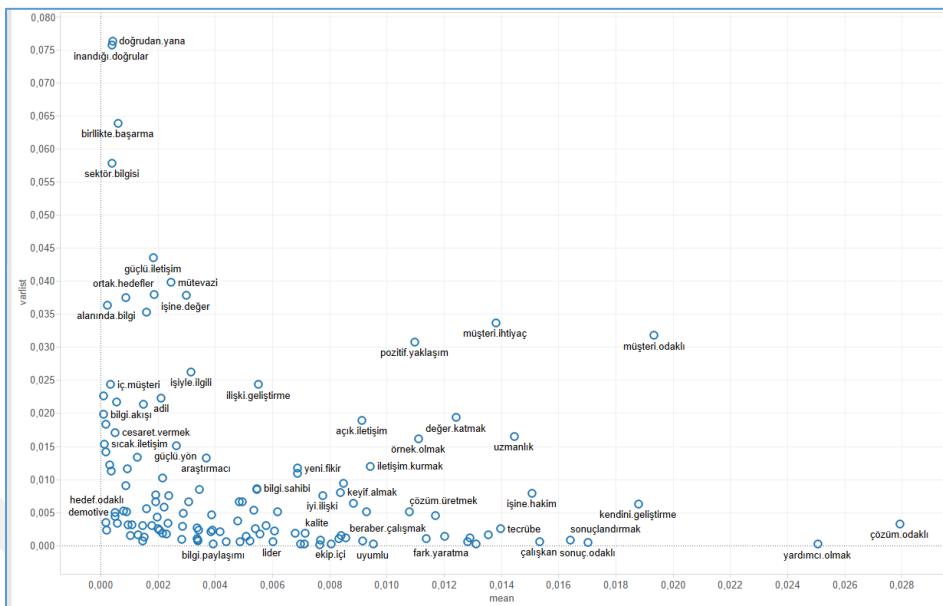


Figure 29 Mean and Variance Distribution for Professionals

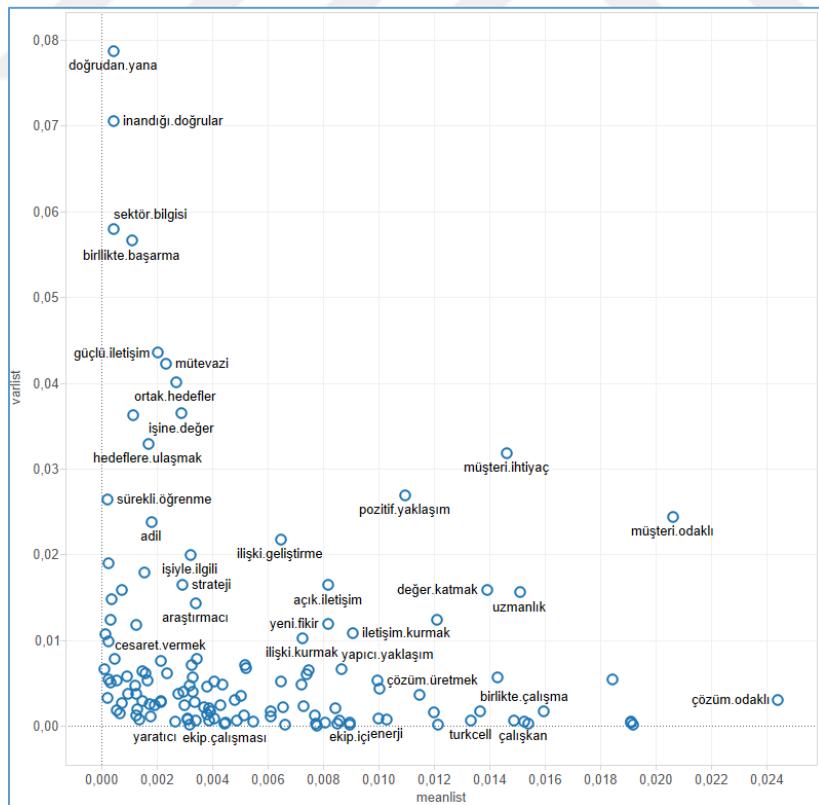


Figure 30 Mean and Variance Distribution for Managers

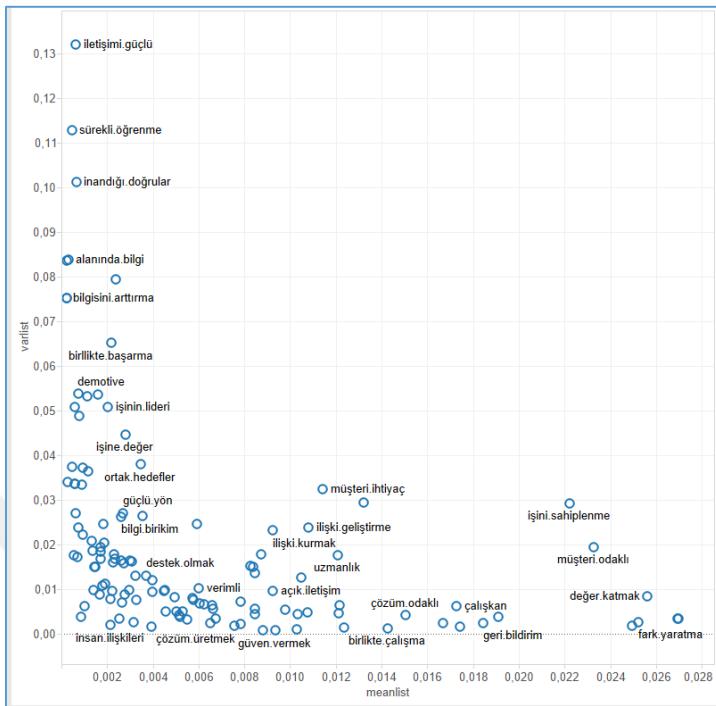


Figure 31 Mean and Variance Distribution for Directors

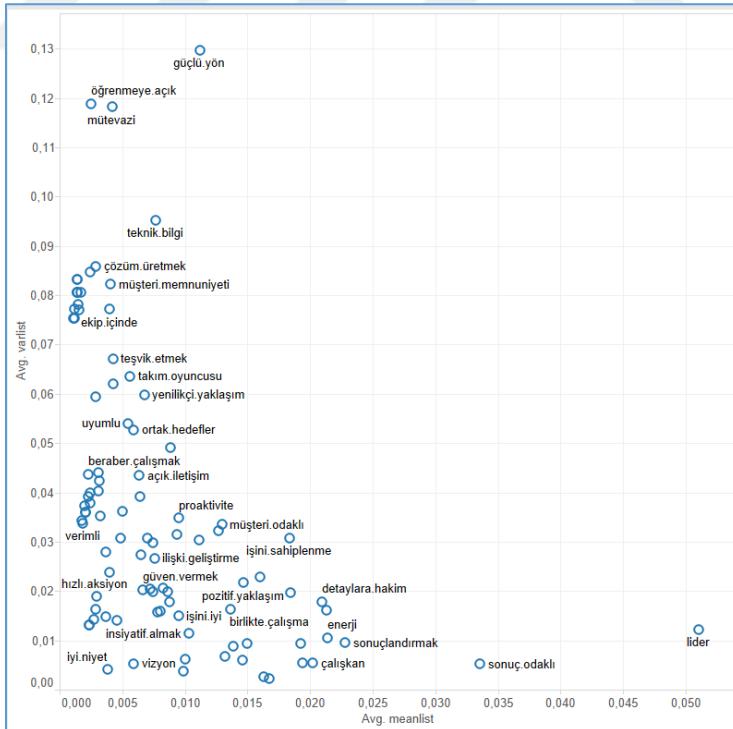


Figure 32 Mean and Variance Distribution for C-Level

Table 29 Top 5 Persistent Topics by Organizational Title

C-Level	Directors	Managers	Professionals
lider	lider	Yardımcı olmak	Yardımcı olmak
Sonuç odaklı	Sonuç odaklı	Sonuç odaklı	Sonuç odaklı
örnek olmak	Fark yaratma	sonuçlandırmak	sonuçlandırmak
işle ilgili bilgi	geri bildirim	fark yaratma	çalışkan
değer katmak	işine hakim	çalışkan	sorumluluk sahibi

As we can see from figures 29 to 32 and table 30 organizational culture is fragmented with respect to the employees' position in hierarchical level. The extracted cultural topics for managers and professionals are mostly similar. However, there is a huge difference between C-level managers, directors and other groups.

Lastly in order to understand the differences between organizational titles cultural change, we compared average variances of cultural topics by organizational titles. Table 30 presents that average variance of C-Level is higher than other groups which shows that cultural change is more frequent for this level which is a sign of cultural change starts from the top levels of organizational hierarchy.

Table 30 Average Variances of Cultural Topics by Organizational Title

Title	Average Variance
CEO/CXO	0,037
Director	0,020
Manager	0,009
Professional	0,010

4.2.4 Tenure

Amount of years spent as a member of the organization is analyzed as a factor which could be a possible identifier for cultural fragmentations within the organization. In order to compare the cultural characteristics of different employee groups with different span of time spent within the organization, textual comment data is grouped by tenure in 5 groups. Table 31 presents the distribution of total comments according to the tenure.

Table 31 Number of Comments and Percentages by Tenure

Tenure (years)	Number of Comments	%
0-2	29803	17%
2-4	40147	23%
4-7	39274	23%
7-10	21006	12%
10+	37922	22%
blank	3002	2%

In order to identify the possible cultural fragmentations within employees with different tenure groups, a correspondence analysis is conducted. As presented in Figure 33, visualization of correspondence analysis showed that there are differences between employees with different tenure groups. Persistent cultural topics for each tenure group is presented in table 32.

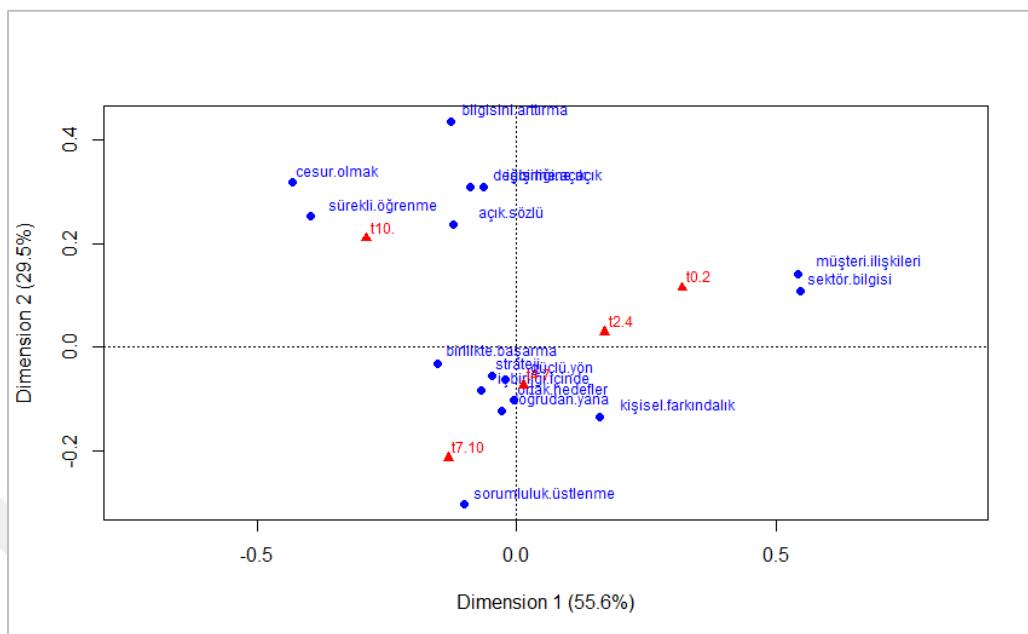


Figure 33 Correspondence Analysis by Tenure

Table 32 Persistent Cultural Topics by Tenure

0-2	2-4	4-7	7-10	10+
lider	uyumlu	lider	enerji	sonuç.odaklı
verimli	sorumluluk.sahibi	teknik.bilgi	güven.vermek	yardımcı.olmak
zaman.yönetimi	işle.ilgili.bilgi	beraber.çalışmak	sonuçlandırmak	sonuçlandırmak

Furthermore, to find out the differences between employees with different tenures in terms of cultural change, we compared average variances of cultural topics by tenure groups. Table 33 presents that average variance of employees whose tenures are below 2 and between 7-10 are higher than other groups.

Table 33 Average Variances for Different Tenure Groups

Tenure Group	Avg. Variance
0-2	0,014
2-4	0,012
4-7	0,011
7-10	0,015
10+	0,012

4.2.5 Divisional Segments

In order to compare possible cultural fragmentations based on the characteristics of the organization, comment data is categorized in 2 groups as employees from technical and non-technical divisions. Technical divisions contain all of the technology, systems and network related functions, based on the technical skills of the employees. On the other hand, non-technical divisions contain marketing, sales, finance, human resources and other support functions like strategy and investment. Table 34 presents the number of comments and percentages of each divisional segment.

Table 34 Number of Comments and Percentages by Divisional Segments

Divisional Segment	Number of Comments	%
Technical	100.833	59%
Non-Technical	67.704	40%
Blank	2.617	2%

In figure 34 correspondence analysis visualization of cultural topics with respect to divisional segments can be seen. Distribution of topics among 2

segments show a cultural fragmentation between 2 groups. Table 34 summarizes the persistent cultural topics for each divisional segment.

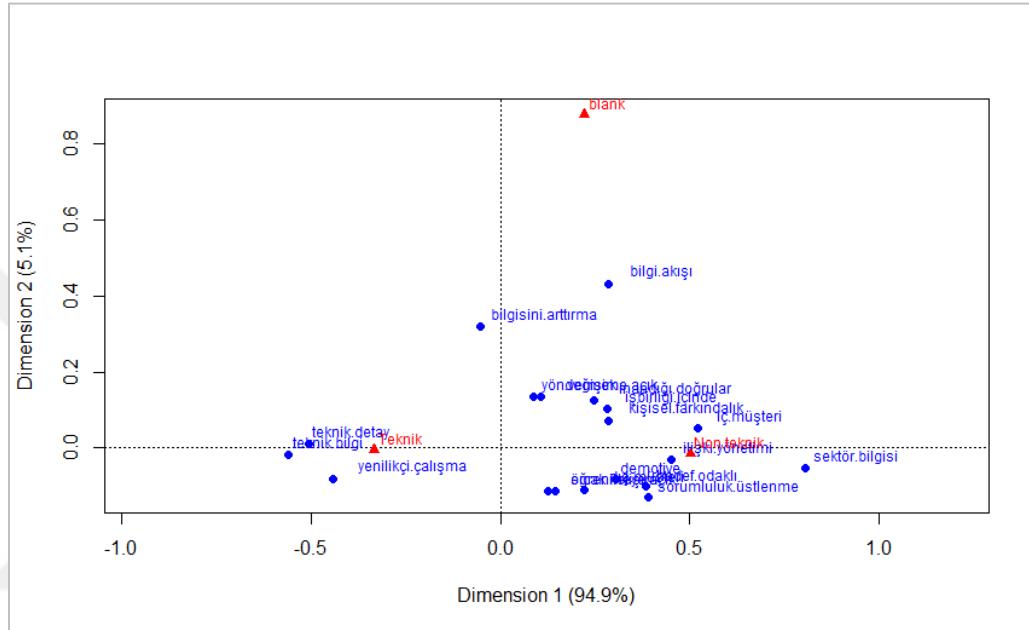


Figure 34 Correspondence Analysis by Divisional Segments

Since correspondence analysis showed that there is a cultural differentiation between divisional segments, variance-mean distributions of cultural topics according to the divisional segments are investigated. Figure 35 and 36 presents the cultural topics with least variances and highest means for both divisional segments.

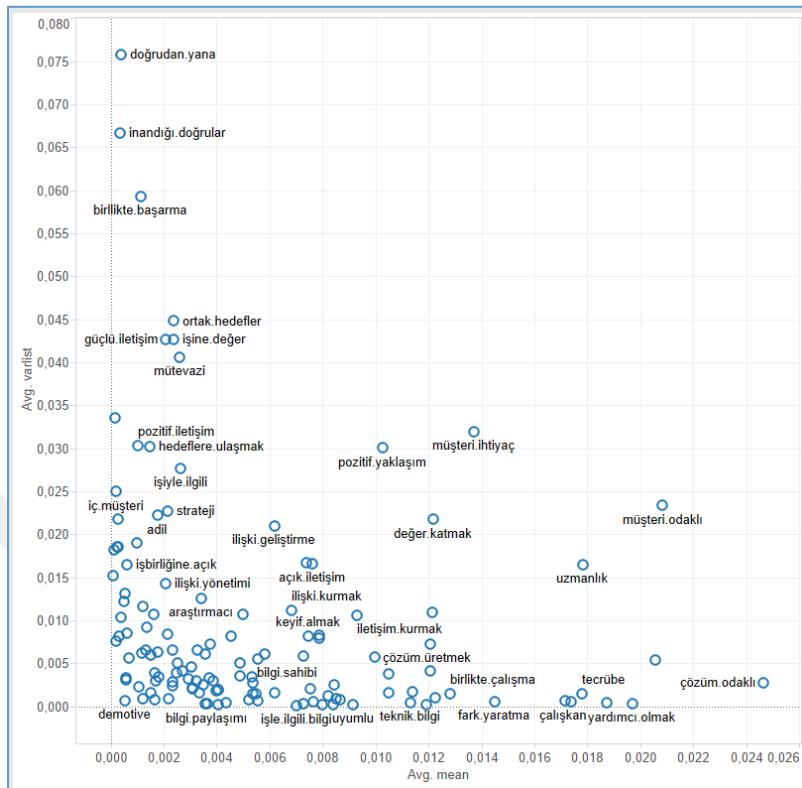


Figure 35 Variance and Mean Distribution of Technical Divisions

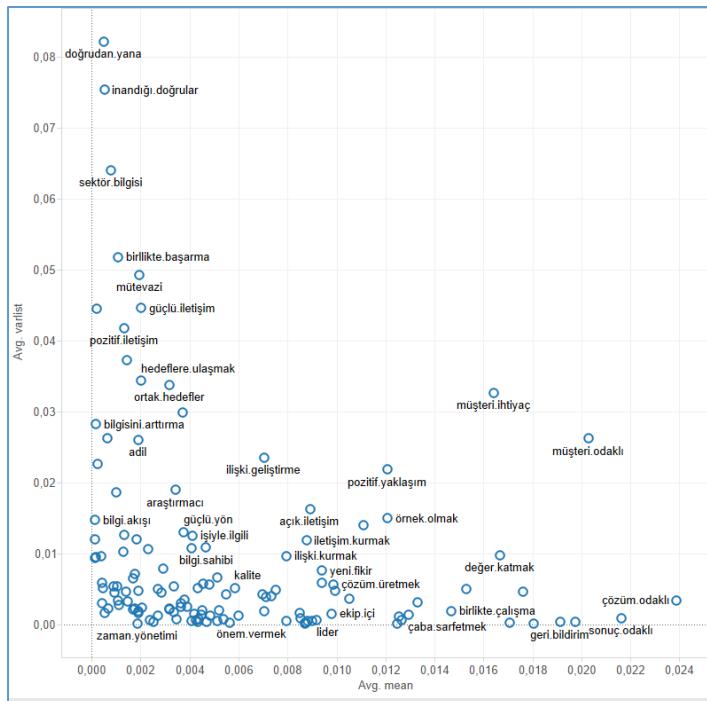


Figure 36 Variance and Mean Distribution of Non-Technical Divisions

Table 35 Persistent Cultural Topics by Divisional Segments

Technical	Non-Technical
Yardımcı olmak	sonuç odaklı
sonuçlandırmak	sonuçlandırmak
sonuç odaklı	geri bildirim
çalışkan	Yardımcı olmak
fark yaratma	fark yaratma

Figures 35 and 36 show that even though most common topics for both divisional segments are almost equal, the frequency rank of the topics change. Also persistent cultural topics stated in Table 35 does not differentiate according to the divisional segment.

Lastly table 36 shows that average variances for cultural topics for each segment is equal. This findings shows that there isn't any difference between cultural changes of tendency for these two segments.

Table 36 Average Variances by Divisional Segment

Divisional Segment	Average Variance
Technical	0,010
Non-Technical	0,010

4.3 General Summary of the Findings

Before starting to discuss the findings of the research, implication and limitations, the findings of the research stated in previous sections are summarized below:

- Average length of comments increased over time. Employees started to write longer comments during the evaluation process. This finding shows a possible increase in the acceptance and internalization about the process over years.
- The frequency distribution of cultural categories shows us that some of the categories were persistent over time and some of them increased and decreased. Employee discourse has evolved over years despite the fact that there were some persistent themes.
- Normalized frequency distribution and trend analysis shows that managerial intervention which was conducted in year 2012 has a major impact on employee discourse. The distribution of the cultural categories is strangulated in year 2012 in which some of the categories started to increase rapidly and some of the decreased.
- Persistent categories presented in Table 37 describe organizational culture despite the fluctuations occurred with the impact of managerial intervention.

Table 37 Persistent Categories

işle ilgili bilgi	lider
takım çalışması	ekip çalışması
sorumluluk sahibi	motive etmek
yönetici	yaratıcı
bilgi paylaşımı	sonuçlandırmak
uyumlu	ekip içi
yardımcı olmak	proaktivite
verimli	sonuç odaklı
fark yaratma	özverili çalışmak
teknik bilgi	adaptasyon

- Analysis of cultural categories which have increasing and decreasing trends showed us that managerial intervention has a huge impact on employee discourse. After the transformation of the leadership model, employees started to talk about new concepts added to the model and stopped giving feedback about the concepts which were dropped out of the model.
- As summarized in Table 38, organizational culture is fragmented for employees with different ages, organizational titles, tenures and divisional segments.
 - Younger (employees 0 to 25 years old) and older employees' (over 40) cultures have different characteristics than the organization's rest.

- Organizational hierarchy is an important determinant for organizational culture. Top management and directors cultural characteristics are different than the organizations' rest.
- The spent within the organization is an important determinant for organizational culture. Employees with different tenure levels have different cultural characteristics.
- Type of the work within the organization effect organizational culture. Employees working in technical and non-technical divisions have different cultures.
- As shown in Table 38 cultural change occurs with different densities and speed for different groups.
 - Employees under 25 and above 50 change their cultural topics faster than the other groups.
 - Top management change their cultural faster than other hierarchical titles.
 - Newcomers (employees who have tenure less than 2) and employees who worked more than 7 less than 10 change their cultural topics faster than the other tenure levels.

Table 38 Summary of Demographic and Organizational Characteristics

	Organizational Culture	Cultural Change
Age	Fragmented 0-25 40-50 50+ have different cultural characteristics	0-25 and 50+ change their cultural topics more than other age groups.
Gender	No cultural fragmentation	No difference for cultural change
Organizational Title	Fragmented Top management and directors have different cultural characteristics	Top management change their cultural topics more than other age groups
Tenure	Fragmented. Different cultural topics are dominant for different tenures	Employees who worked less than 2 years and between 7 to 10 years change their cultural topics more than other groups
Divisional Segments	Fragmented . Difference between technical and non-technical groups	No difference for cultural change

5. DISCUSSION

Main focus of this dissertation was understanding dynamics of organizational change through exploring employee discourse and its change in a telecommunications company. In our case, the organization was a setting in which a cultural change program was implemented to create a homogeneous and strong organizational culture which is shared by all of the employees and enacted in their behaviors. In order to accomplish this, organization re-designed its leadership model which had been formed as a set of cultural categories so-called competencies within the organization. By changing these categories that define the expected behaviors from employees, management team aimed to transform organizational culture from its initial status to a new one which was supposed to be aligned with new organizational strategies. During this transformation organization restructured its 3-60 evaluation model in which huge amounts of textual comment data had been produced annually. Employees' anonymous textual comments collected in 3-60 evaluation process for 6 years was a rich source to understand the effects of managerial intervention on organizational discourse.

Since contribution of discourse based perspective in organizational change research has been mentioned in several studies as a powerful approach to understand dynamics of change (Grant et. al, 2005), in our case, by exploring discursive artifacts in a work setting where a cultural change program had been implemented, we were able to identify and discuss consequences and dynamics

of organizational change in a comprehensive manner. Comparing the employee discourse before and after the managerial intervention helped us to identify the contextual and processual characteristics of planned change that lead change efforts to success or failure as well. To rephrase it, studying a planned cultural change effort by exploring its focal point ‘employee discourse’ strengthen the framework of this study to understand how planned change effect organizations.

Moreover, our methodological approach which was based on applying computational methods to a set of longitudinal textual data collected in a span of 6 years, we were able to identify organizational discourse and its change through time. Studying discursive artifacts without using any exogenous categories and without applying any model formed by prior research, we investigated the anonymous data and revealed the endogenous categories hidden in employee anonymous texts. Additionally, by merging textual data with several demographic and organizational characteristics such as age, gender, tenure, and profession, we were able to identify the discursive fragmentations and different types of reactions to planned change. In this sense, this study can be regarded as a digital ethnography method, which is a methodological contribution of this study for monitoring an organizational change program.

Lastly, additional qualitative data such as project documentation, interviews conducted during the intervention, speeches and written memos which were obtained from organization’s archives gave us the opportunity to interpret our quantitative findings against the contextual factors that determine outcomes of the planned change.

During the literature review, we saw that organizational change research is dominated by functionalist perspective which was also the main idea behind the planned change effort in the setting that we analyzed. Functionalist perspective on organizational change claims that change can be triggered, managed and controlled by managerial intervention according to the strategic objectives to reach financial success (Higgins & Mcallaster, 2004). However, there are several studies that show planned change efforts are prone to failure (Aiken & Keller, 2009). Thus, in order to identify the factors that lead organizational change to failure or success, several research have been conducted. The findings of these research offer supplementary and in several cases contradictory suggestions to increase the success rates of organizational change efforts (Alfes et al., 2010; Teulier & Rouleau, 2013; McClellan, 2011). On the other hand, there is also a pessimist stream which claim that planned change, especially linked with cultural transformation, cannot be practically managed or effectively influenced (Spicer, 2011).

Within this theoretical framework, we explored the managerial intervention in our setting through identifying the endogenous discursive categories hidden in employee texts and looked at their change through time. Our findings showed us that planned cultural change effort, had a significant impact on employee discourse. Fluctuations in distribution patterns of discursive categories revealed from the anonymous employee texts proved that planned cultural change was successfully implemented in our case. Management team

was able to transform the employee discourse by imposing new themes and eliminating some of the old categories.

However, detailed analysis of the discursive patterns demonstrate that even in a successfully applied cultural change, transformation of employee discourse does not occur directly from an initial state to a desired state fully and directly. Even though majority of the imposed categories started to be used by employees while giving feedback, there were some old categories that didn't change at all. Besides there were some new themes that were rejected by employees. So our case showed that managerial intervention has the ability to transform the employee discourse, however consequences of change may vary according to the content of the planned change and context of the organization. At this point, we remind the perspective of Czarniawska (2008) on organizational change, in which she explains that failure of planned change efforts does not mean that they do not have any positive (or at least any effect) on organizations. Vice versa it is not possible to say that all of the targeted objectives are reached in a successfully implemented change effort. Our findings support this argument in a way that managerial intervention was able to transform the organizational discourse significantly in our case-study but the desired state which was determined during the planning phase of the program was not accomplished totally.

There were still some elements coming from the initial state of employee discourse which were not affected by the managerial intervention. We believe that this finding is an important contribution to organizational change research

by showing that success or failure of a planned change attempt is related not only with the characteristics of the intervention process but also with the initial state and characteristics of the organization. Especially in a complex concept like organizational culture, it is possible to say that success of the change attempt is both related with how organizational change is planned and implemented but also initial cultural characteristics of the organization effect the outcomes of the planned change effort as well.

Therefore, in order to understand how managerial intervention succeed or fail transforming employee discourse and to determine possible fragmentations in terms of accepting imposed values, we detailed our analysis in two branches. Firstly, to understand the characteristics of the implemented change that led it to success, we investigated the process of planning and implementation through qualitative documents obtained from organizational archive. Secondly, to understand why and how discursive change happened, we detailed our quantitative analysis according to the employee demographics and organizational characteristics.

First of all, while exploring the content and process of the managerial intervention by investigating project documentation and organization's archive, we found some critical characteristics that could reveal the reasons behind the success of this particular organizational change implementation. These characteristics can be summarized as;

- Change was implemented from Top to Down: Planned change in the setting was triggered by CEO and content of the

project was determined by taking opinions and approvals of top-management team. Before starting the implementation phase there was a consensus among all of the members of the top-management about the necessity and direction of the change.

- HR as a Change Agent: Even though organization employed a consultant during the project, employees from human resources function managed the project and took active participation in every step of the intervention. Their role was like change-agent in which they were responsible from planning, execution, deployment and assessment of the new culture. This characteristic of the implemented change is in parallel with organizational change literature which supports that function of HR as a change-agent is a critical factor for the success of the change efforts (Alfes et al., 2010).
- Integration with Processes: Cultural change was executed not only by transforming visual and discursive artifacts but also it was integrated with critical human resources processes such as recruitment, talent management, promotion and training. New cultural values and behaviors were embedded in these processes as critical decision factors to evaluate new candidates before making recruitment decisions, to decide whom to promote during talent management process or while

determining the content of managerial trainings or orientation programs.

- Detailed Planning: Managerial intervention was planned as a detailed cultural transformation project in three phases as “Update”, “Communicate” and “Deploy” and scheduled in one year span. Execution and monitoring of the program was the responsibility of a project team formed by HR employees. The project leader assigned tasks and made necessary adjustments in the project plan to implement the change successfully.
- Presence and Support of Leadership: During the execution phase, all of the critical launching assemblies were proceeded by the presence of the CEO and other top-management members. Critical messages about the reasons of the transformation and content of the new leadership model were explained by CEO. In addition, organization planned weekend meetings in a hotel outside the city to show the importance of the cultural transformation for the organization. The involvement of the top-management during the implementation phase was an important factor to build trust on the content of change.

- Evaluation and Feedback: Human resources team re-designed their typical 3-60 evaluation system according to the new leadership model and applied the evaluation right after the end of the first year. All of the feedbacks collected during the evaluation were used to make new adjustments.
- Discursive Opening: Mc Clellan (2011) suggests organizational fields that give the members of the organization to have the opportunity to interpret the content of the change in their own schema and reproduce them in dialogue. In his perspective discursive openings are critical factors for successful implementation of change because of the fact that they provide free spaces in which individuals internalize change by practice and dialogue. In our case the free-text section in 3-60 evaluation system in which employees were free to ask feedback, functioned as a discursive opening. While evaluating their managers', peers' and subordinates' behaviors, individuals had the chance to internalize the imposed values and reproduce them in their own discourse.

All of these characteristics can be accepted as important critical factors behind the success of the planned change effort in our case. However as we mentioned above, our findings demonstrate that even in a successfully

implemented planned change there could be variabilities within the outcomes of the implementation. In our case the consistent categories and variations in entrance of new values to employee discourse led us to deepen our analysis to look for possible fragmentations among members.

In our case, consistent categories which were not affected by the managerial intervention and fluctuations of the rest represent organizational culture with respect to the second level espoused values in Schein's culture model (Schein, 1990). Identifying these consistent categories also enabled us to discover the fragmentations in employee discourse. Our comparative analysis showed that employees below age 25 and above 40 compared with the other age groups; management team compared with non-managerial positions; employees who have higher tenures compared with the newcomers; and working in technical jobs compared with the non-technical ones have different discursive characteristics.

One substantial contribution of our study is exhibited in our findings which uncover patterns of uneven change fragmented along demographic and cultural differences. Our quantitative analysis to compare the response of different fragments to managerial intervention revealed several differentiations among employees. Our findings demonstrated about the discursive patterns demonstrated that discursive change occurred with different speeds and densities;

- Employees under 25 and above 50 change their discursive categories faster than the other groups.
- Top management change their discourse faster than other hierarchical titles.

- Newcomers (employees who have tenure less than 2) and employees who worked more than 7 less than 10 change their discursive categories faster than the other tenure levels.

Even though these results are extracted from a case study, volume of the data that we studied give us important insight to make generalizations about the different fragments of employees to reaction to change.

Lastly, methodologically our study contributes a new approach to study discourse and organizational culture. Applying computational methods to large amounts of collected anonymous textual data, which could be accepted as discursive artifacts, enabled us to extract information about the dynamics of organizational change in terms of consistent, increasing and decreasing categories in employee discourse. Without applying any exogenous category based on prior studies, we extracted information about the organizational discourse and its transformation through time. In this sense, this study could be accepted as a digital ethnography by which we were able to understand organizational discourse and their change through time.

6. IMPLICATIONS

This research, based on a case-study where a planned cultural change effort was implemented, offers several practical and theoretical contributions to the field of organizational change. Even though results are based on a single study, the methodological strength of the research which rely on quantitative analysis of longitudinal massive textual data and additionally qualitative investigation of documents obtained from the organizations archives increase the possibility of several implications.

Firstly, our results related with the demographic characteristics and speed of change can be used in practice while implementing planned change. Our findings showed that younger employees, newcomers and top-management accept the new imposed values faster than others. Therefore it is possible to say that these groups of employees could be the initial target of change implementations in order to increase the diffusion speed of newly introduced values. During planning phase of cultural change implementations, by exploring the fragmentations within members of the organization, it is possible to design pro-active change actions and manage the possible barriers coming from other groups of employees. From our theoretical review and conducted analysis, even though it is clear that planned change efforts lack the ability to reach the defined desired state, our findings give the opportunity to decrease the gap between the

desired state and actual result of the planned change efforts. In this sense, possible effects of planned change efforts mentioned by Czarniawska (2008), could get closer to the desired targeted objectives transformation.

Secondly, even though our analysis is based on an already applied change effort, our methodology could be used during change management implementations in order get and interpret anonymous feedback from the field. Our focus to analyze employee discourse and extracting discursive categories could be used to understand employee reactions to change management implementations, monitor the overall process and make adjustments or realignments. Since organizational change especially cultural change is a complex concept, change management efforts should be adaptive to the reactions of the field and must be revised to align it to the desired targets. In this sense, the approach of this study could be very useful to manage change management programs by understanding employee discourse and its change through time.

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8. APPENDIX

Leadership Model and Evaluation Items Used between 2008-2010

COMPETENCIES FOR MANAGERS	DEFINITION
İşini Sahiplenir, Sahiplendiririm	Harekete Geçiririm
	İşini Çok İyi Bilir, Yön Veririm
	Sonuçlandırırıım
Yenilikçidir	Girişimciyim
	Yenilikçiliğe Ortam Yaratırm
Müşteri Odaklıyım	Müşterimi tanırıım anlarırm
	Müşteri Odaklılığı ortam yaratırm
Ekibini Geliştiririm	Açık, Yapıcı Geri Bildirim Verir, Koçluk Yaparım
	Çalışanlarında Tutku ve Coşku Yaratırm
	Fark Yaratan Başarıyı Ortaya Çıkarır ve Takdir Ederim
	İnisiyatif Almalarını Sağlar, Onları Desteklerim
	Takımla Sonuca Gitmeyi Teşvik Ederim
İlişki Geliştirir	Şirket Dışında Güçlü İlişkiler Kurarım
	Şirket İçi İşbirliğini Geliştiririm
Kendimi tanır, geliştiririm	Dürüstlükten ve saygıdan ödün vermem
	Özgüvenli ve cesurum
	Güçlü ve gelişime açık alanlarımı sahiplenir, kendimi sürekli geliştiririm
	Hatalarımı kabullenir, telafi eder, onlardan ders çıkarırıım
COMPETENCIES FOR NON-MANAGERIAL POSITIONS	DEFINITION
İşini Sahiplenirim	İşimin lideriyim
	Yüksek enerji ile hızlı sonuç alırıım
	Hep daha iyiye peşindeyim
Yenilikçiyim	Farklı bakarım

	İşimi geliştiririm
İlişki Geliştirir	Etkili ilişkiler kurarım
	Takım oyuncusuyum
	Etkin yönlendirme yaparım
Müşteri Odaklıyım	Müşterimi tanırım anlarım
	Müşteri Odaklılığı ortam yaratırıım
Kendimi tanır, geliştiririm	Dürüstlükten ve saygıdan ödün vermem
	Özgüvenli ve cesurum
	Güçlü ve gelişime açık alanlarımı sahiplenir, kendimi sürekli geliştiririm
	Hatalarımı kabullenir, telafi eder, onlardan ders çıkarırıım

B**Leadership Model and Evaluation Items Used between 2012-2013**

COMPETENCY	BEHAVIORS
BİLGİ	<p>İşimi, şirketimi ve sektörümü çok iyi bilirim.</p> <p>Uzmanlık alanındaki bilgim ve detaylara hakimiyetim ile işime değer katarım.</p>
BİRLİKTE BAŞARMA	<p>*Ortak hedeflere erişilmesi için teşvik ederim.</p> <p>*İçeride ve dışarıda işbirliği yaparım.</p> <p>*Doğru yönü vermek için fikirleri sorgularken yapıcı yaklaşırıım.</p> <p>Ortak hedeflere ulaşmak için sorumluluk alırıım.</p> <p>Fikirleri sorgularken yapıcı yaklaşırıım.</p> <p>İçeride ve dışarıda işbirliği yaparım.</p>
ENERJİ	<p>*Motivasyonu yüksek tutarak pozitif ortam yaratırıım.</p> <p>*Çalışanlarımı güçlü yönlerine odaklanarak yönetirıım.</p> <p>*İnisiyatif alınmasını teşvik ederim.</p> <p>İşleri pozitif yaklaşımımla ilerletirıım.</p> <p>Güçlü yönlerimi kullanarak işleri sonuçlandırırıım.</p> <p>Kolaylıkla inisiyatif alırıım.</p>
GÜÇLÜ İLETİŞİM	<p>*Güçlü ve açık iletişim kurarım.</p> <p>*Fark yaratan başarıyı içtenlikle takdir ederim.</p> <p>*Açık ve samimi geribildirimle sürekli gelişimi desteklerim.</p> <p>Güçlü ve açık iletişim kurarım.</p> <p>Çalışma arkadaşlarımı takdir ederim.</p> <p>Gelişimimi desteklemek için bana verilen geri bildirimleri samimiyle dinlerim.</p>
VİZYON	<p>*İşimin güncel ihtiyaçlarını bilir, gelecekteki ihtiyaçlarını öngörürüm.</p> <p>*Doğru stratejileri tanımlar ve herkese sahiplendirirıım.</p> <p>İşimle ilgili güncel ve geleceğini belirleyecek konuları sürekli araştırır, gündeme taşırıım.</p> <p>İşimi geliştirecek stratejileri uzmanlığımı hayata geçirirıım.</p>
YENİLİKÇİLİK	<p>*Hayata geçecek potansiyel fikirlerle işime değer katarım.</p> <p>*Yeni fikirlerin gelişmesi için uygun ortam yaratırıım.</p> <p>Hayata geçecek potansiyel fikirlerle işime değer katarım.</p>

	Yeni fikirler geliştirmenin işimin bir parçası olduğunu biliyorum.
CESUR	İnandığım doğruların peşinden gider, hayatı geçirmek için çaba sarf ederim.
CALIŞKAN	Her zaman daha iyi iş sonuçları elde etmek için çalışıyorum.
GÜVENİLİR	Adil ve doğrudan yana bir yaklaşımla insanların güvenini kazanıyorum.
MÜTEVAZI	Davranışlarında gösteriş ve abartıdan uzak dururum.
ÖZGÜVENLİ	Yapabileceklerimin ve yapamayacaklarının farkındayım.
SÜREKLİ ÖĞRENEN	İşim ile ilgili gerekli bilgileri merak eder, araştırır ve öğrenirim.

APPENDIX C

List of Bigram Topics after manual indexing

Topic	Frequency	%Frequency
arkadaş	33898	9,18%
başarılı	32713	8,86%
takip etmek	17933	4,86%
yönetici	12959	3,51%
işini sahiplenme	10217	2,77%
yardımcı olmak	8795	2,38%
sonuçlandırmak	7513	2,03%
çözüm odaklı	7351	1,99%
uzmanlık	6737	1,82%
tecrübe	6118	1,66%
Sonuç odaklı	5992	1,62%
çaba sarfetmek	5750	1,56%
geri bildirim	5735	1,55%
Turkcell	5458	1,48%
kendini geliştirme	5436	1,47%
müşteri odaklı	5425	1,47%
çalışkan	5391	1,46%
fark yaratma	5166	1,40%
değer katmak	5151	1,39%
örnek olmak	4928	1,33%
birlikte çalışma	4861	1,32%
enerji	4679	1,27%
işine hakim	4368	1,18%
pozitif yaklaşım	4131	1,12%
adaptasyon	3993	1,08%
insiyatif almak	3991	1,08%
müşteri ihtiyaç	3960	1,07%
sorumluluk sahibi	3778	1,02%
lider	3759	1,02%
uyumlu	3594	0,97%
sorumluluk alma	3531	0,96%
beraber çalışmak	3443	0,93%
iletişim kurmak	3274	0,89%
ekip içi	3221	0,87%
yapıcı yaklaşım	3097	0,84%
yeni fikir	3069	0,83%
çalışma	3050	0,83%

çözüm üretmek	2954	0,80%
motive etmek	2864	0,78%
kalite	2730	0,74%
gelisme açık	2671	0,72%
keyif almak	2541	0,69%
teknik bilgi	2529	0,68%
işle ilgili bilgi	2515	0,68%
önem vermek	2490	0,67%
detaylara hakim	2196	0,59%
iyi ilişki	2177	0,59%
proaktivite	2153	0,58%
destek olmak	2153	0,58%
insan ilişkileri	2135	0,58%
takım çalışması	2135	0,58%
ilişki kurmak	2098	0,57%
güven vermek	2035	0,55%
teşvik etmek	1922	0,52%
takım oyuncusu	1869	0,51%
bilgi sahibi	1853	0,50%
verimli	1848	0,50%
koçluk	1734	0,47%
ilişki geliştirme	1673	0,45%
konusuna hakim	1538	0,42%
özverili çalışmak	1524	0,41%
Güler yüzlü	1500	0,41%
müşteri memnuniyeti	1485	0,40%
çalışmaktan keyif	1482	0,40%
ekip çalışması	1450	0,39%
hızlı aksiyon	1443	0,39%
araştırmacı	1400	0,38%
strateji	1355	0,37%
yön vermek	1336	0,36%
farklı bakış	1316	0,36%
sorumluluk bilinci	1289	0,35%
gelişim alanı	1277	0,35%
güçlü yön	1260	0,34%
işyle ilgili	1227	0,33%
gayret göstermek	1222	0,33%
işini iyi	1217	0,33%
yeniliklere açık	1207	0,33%
motivasyonu yüksek	1149	0,31%

bilgi birikim	1123	0,30%
işine değer	1121	0,30%
ekip içinde	1102	0,30%
sorumlu olduğu	1091	0,30%
ortak hedefler	1055	0,29%
bilgi paylaşımı	1018	0,28%
iyi niyet	1018	0,28%
mütevazi	987	0,27%
işleri zamanında	982	0,27%
dış müşteri	971	0,26%
işini geliştirmek	968	0,26%
bilgi düzeyi	957	0,26%
ilişki yönetimi	942	0,26%
yaratıcı	939	0,25%
ilişkileri kuvvetli	925	0,25%
güvenilir	890	0,24%
adil	824	0,22%
güçlü iletişim	822	0,22%
dürüst	754	0,20%
iletişim becerisi	736	0,20%
iletişimi güçlü	727	0,20%
takdir etmek	712	0,19%
hedeflere ulaşmak	662	0,18%
vizyon	651	0,18%
yenilikçi fikir	593	0,16%
işini iyileştirmek	527	0,14%
hatasız	509	0,14%
süreçlere hakim	500	0,14%
yenilikleri takip	467	0,13%
pozitif iletişim	461	0,12%
müşteri ilişkileri	457	0,12%
işbirliği içinde	451	0,12%
zaman yönetimi	441	0,12%
birlikte başarma	433	0,12%
işinin lideri	429	0,12%
özgüvenli olmak	423	0,11%
yenilikçi yaklaşım	418	0,11%
öğrenmeye açık	414	0,11%
özellikle söylemek	330	0,09%
hedef odaklı	319	0,09%
demotive	308	0,08%
işbirliğine açık	273	0,07%
kişisel farkındalık	244	0,07%

cesur olmak	223	0,06%
doğrudan yana	187	0,05%
cesaret vermek	184	0,05%
inandığı doğrular	182	0,05%
sektör bilgisi	179	0,05%
bilgi aktarımı	168	0,05%
değişime açık	117	0,03%
teknik detay	111	0,03%
İç müşteri	102	0,03%
alanında bilgi	98	0,03%
yenilikçi çalışma	93	0,03%
sürekli öğrenme	89	0,02%
sorumluluk üstlenme	80	0,02%
bilgisini artırma	68	0,02%
sıcak iletişim	54	0,01%
bilgi akışı	35	0,01%