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CHANGE MANAGEMENT IN TURKISH LITERATURE: A BIBLIOMETRIC ANALYSIS

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ABSTRACT

Since the only thing that does not change is the change itself, it is accepted that the concept of change will exist forever in every field. Managing such an important concept by a well-founded analysis provides many benefits to organizations. Conducting this management process in scientific manner renders these gains more valuable. This study was carried out to analyze scientific approaches to change management to emphasize the importance of the subject. First of all, the concept of change management has been handled conceptually in terms of process and dimensions. Databases that provide access to scientific literature was examined in detail to determine concept position in Turkey. In this study, 107 empirical studies researching change management between 1994-2019 were analyzed via a bibliometric analysis technique. This study analyzed the bibliometric profile of 17 doctoral theses, 56 graduate theses and 34 articles. The results of this study suggest that 52.2% of postgraduate studies were related to change management. Regarding the cited sources, the articles ranked first with the number of 283 citations, while graduate thesis studies took second place with 221 citations. It was also examined in the most cited scientific studies. As a result, organizations always need the concept of change management and therefore, the status of academic studies conducted on this subject is analyzed and the future academic studies are evaluated in terms of frequency and form.

Keywords: Change, change management, bibliometric analysis.

INTRODUCTION

Alan Pritchard is one of the most cited academics in bibliometric research. The bibliometrics is defined as the application of mathematics and statistical methods to books and other communication media (Pritchard, 1969: 348). In other words, various findings related to scientific communication are reached by considering the specific features of the related documents and publications in the researches carried out with the bibliometric method. Garfield (1972) argues that, in addition to determining scientific communication tools' usage rates, the bibliometric analysis also has various functions such as identifying the most influential researchers in the related literature or evaluating a single journal (Yalcin, 2010).

The temporal examination of the research and studies carried out in a certain field facilitates the understanding of developments level. In this way, it is also possible to determine the most intensively studied subjects in a field (Kozak, 2000: 16). Bibliometric analyzes are carried out in two ways: descriptive and evaluative. Descriptive analysis is aimed at determining the number of articles published in a given year, while evaluative analyzes are made in the form of citation analysis in order to examine how an article affects the subsequent studies.

Bibliometric studies are important in terms of statistical analysis of the data such as the author of the study, the subject, the cited author(s), and the presentation of statistical findings regarding a particular discipline (Cetinkaya Bozkurt and Cetin, 2016: 232).

The reasons why researchers conduct bibliometric research differ. In this context, Koehler (2001: 120) divides the bibliometric researchers into four groups:

- Those who work in the field of citation analysis,
- Those working in the field of common citation analysis,
- Those who focus on individual, organization and country productivity,
- Those working on knowledge production (such as books, articles, patents)

The main aim of this study is to understand the current status of change management research in Turkey through the bibliometric analysis of published thesis and articles researching this subject. The first part of the study defines the concept of change management and discusses various aspects of it. The second part introduces the research questions and provides background information about the method used within the framework of the research. In the third part of the study, the findings of this research are presented in tables and figures, and the implications of the significant findings are discussed.

This study contributes to the literature by illustrating the direction and trends of change management research in Turkey. Additionally, it provides the researchers who are interested in studying change management with guidance and information about the references used in the publications.

CONCEPTUAL FRAMEWORK

The Concept of Change and Organizational Change

Change can be defined as "anything transforming from its current level to another level, the differentiation that occurs in anything in a certain period of time" This phrase may be interpreted as the displacement of individuals or assets as well as the differentiation that occurs at the current level of knowledge, quality, ability and skills. However, this transformation may also encompass an entire organization (Simsek et al., 2003: 331). According to another definition, change is the process of producing and implementing innovation at the individual or organizational level, since the current situation is insufficient in addressing the environmental conditions (Kozak, 2003: 1).

In a changing and globalizing new world order, organizations are trying to survive in an intensely competitive environment. In the new economic order, where the borders between countries disappear, and technology directly affects all processes, uncertainty, variability, speed, and flexibility are the basic facts of the new order in question. Organizations trying to maintain their competitiveness in the face of these facts must determine correct strategies. Therefore, organizations must take into account all the technological, economic, social, political, administrative and cultural variables of the new world when determining their strategies. In this context, organizational change is a phenomenon, which is related to the entire organization. In other words, changes that occur in the environment of the organization affect the organization and disrupt the balance of the organization (Tuncer, 2013: 58). Organizations must be creative, innovative and changeful in order to survive, maintain their balance and compete. This obligation brings some changes and developments in the functioning of organizations. In this context, organizational change refers to any change that may occur in the various sub-systems and elements of the organization and the relations between them. Therefore, organizational change covers all functions such as creativity, innovation, growth and development (Dincer 2008: 8). However, organizational change refers to the change of the work done by the employees of the organization, their relations with each other, the general behavior patterns and the value systems of the organization (Basim et al., 2009, 15).

Organizational Change Types

Organizational change is addressed from different perspectives. The main points of these perspectives (Kocel, 1998: 479; Kocel, 2007: 691) are explained below.

Planned - Unplanned Change

The organizational change efforts can be classified as planned and unplanned. Planned change is an intentional response created by those in the organization. In other words, it refers to the change efforts initiated and implemented by the change leaders. Most of the change efforts in organizations are evaluated within the scope of planned change. In this context, the Planned Change Model put forward by Kurt Lewin in 1951 is important. This model, which Kurt Lewin calls "Power Field Analysis", is one of the models used in organizational change.

In this model, a number of factors that increase or decrease intra-organizational efficiency are considered. The forces that support and facilitate change are referred to as "driving forces" and those that prevent them are referred to as "limiting forces". According to Lewin, the combination of these powers within the organization ensures the formation of an organizational balance. At this point, the main issue needed in the organization is to change the balance positively. Change is expressed as a linear process consisting of three stages in the planned change mode. According to Lewin, change proceeds with organizational planning. In this context, the steps required for a planned change are illustrated below.

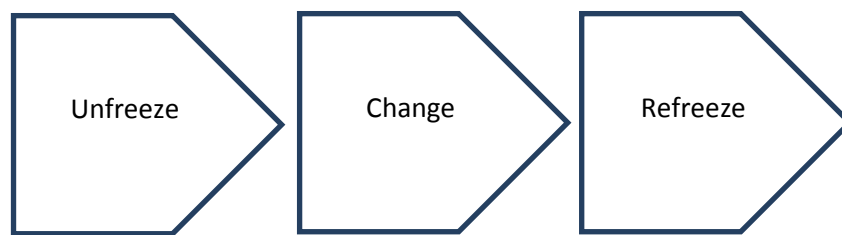


Figure 1. Lewin's Change Model (Lewin, 1958).

The first stage is the unfreezing stage. In general, it involves the reduction of the forces related to the protection at the level of the organization. In other words, with regard to the variable to be changed, it includes efforts to convince the people in the organization about the necessity of change, and that the final status, where the organizational change occurred, will be better than the current situation (Tokat and Kara, 1999: 237).

The second stage is the change stage. The practices that lead to the change are implemented at this stage. Thus, a situation different from the current situation is achieved and change in organizational behavior occurs. Organizational structure, technology, existing strategies, organizational culture and habits or employee behaviors may be the areas that the organization wants to implement changes (Ozkara, 1999).

The last stage is the re-freezing stage. In the re-freezing phase, it is aimed to ensure the continuity of the new situation reached because of the change. Therefore, it is a mandatory process in change. When the re-freezing phase cannot be achieved, the previous ways of doing business are re-emerged and be used (Ozkalp & Kirel, 1990). By adopting the change made by the person or organization and the principles, rules and policies brought by this change, the permanence of the change is ensured. Based on the current situation, the operability of the organizational system is maintained. The organization remains in a new balance and with desired behaviors. (Bumin, 1990: 39; Erdogan, 2002: 19).

On the other hand, unplanned change is the type of change that has not been planned before and dictated by the conditions that are beyond the organizations' control. The organization must comply with this type of change. In other words, it refers to the change that the purpose, direction and stages of the change are not designed in advance; therefore, the organization faces this unwelcomed change and has to comply with it.

These types of changes are not managed; they happen spontaneously. Whether the change is planned or not, the manager may face this phenomenon at any time. In some cases, the manager facilitates the change and enables it to happen (Simsek, 2001: 325). In both planned and unplanned changes, a system, a process or an environment is in the transition from a certain situation to another (Sabuncuoglu, 2008: 63).

Macro and Micro Change

Macro and micro change activities are related to the quantity of the organizational issues that are subject to change. Macro change means that the entire organization is subject to change. This change, expressed as organizational development, refers to the use of many strategies and techniques together to increase the performance of the organization. Micro change, on the other hand, refers to the change made on any subject at any level within the organization.

Proactive and Reactive Change

In some enterprises, the realization of the change spreads over time and the target is tried to be reached step by step. In contrast, sometimes the change is tried to be achieved by implementing the required arrangements in a short time. Proactive change means that the organization is ready for a situation before it occurs. Proactive change is a set of conscious actions that improve the efficiency and competitiveness of organizations. In other words, they are the measures to be taken according to the existing defects in view of a cause-effect relationship.

Active - Passive Change

Passive change refers to the organizational changes within an organization to keep up with the changes and developments occurring in its outer environment. In contrast, active change implies that the organization affects and changes its external environment by the innovation it has created.

Concept of Change Management

Organizations must constantly renew themselves to survive in a rapidly changing environment, manage their success and overtake their competitors. Additionally, organizations need to evaluate change opportunities and implement successful strategies (Sahin, 2011: 308). In this context, organizational change management refers to the organizations' all efforts to adapt to the new conditions, increase efficiency and effectiveness by partially or completely changing the organization's processes, methods and ways of doing business.

Organizations cannot ignore the change. The important thing for organizations is to decide when and by which method the change will be made. As a matter of fact, it is necessary to know the factors that require a change at the stage of deciding where and how to start the change (Cornell, 1996: 23). In general, it is possible to categorize the organizations' aims of change in two groups (Slocum and Hellriegel, 2009: 651).

- To increase the ability and capacity of the organization to adapt to the changes around it.

- Changing the behaviors of organizational staff.

Although the objectives of change in organizations are gathered in two groups, these goals are not independent from each other. Managing change is an activity that is related to all processes. As a matter of fact, for change management to be effective, it is important that the processes planned to be implemented in the organization need to be understood, supported and put into practice by staff (Cetin, 2008: 129). Change management also covers important areas such as managing communication within the organization, creating a collaborative organizational culture where change can become effective (Duck, 1999: 62).

Phases Of Change Management

Change management refers to a process made up of interconnected structures. In other words, all internal and external variables that affect the organization should be considered in change management. Organizational variables are comprised of task, structure, technology, and the human element. External variables cover many environmental factors such as customers, competitors, international policies, and legal regulations (Genc, 2005: 303-304). According to Kotter (1999: 13), change management in organizations consists of eight stages:

1. Establishing a "Sense of Urgency": At this stage, the organization cares about the facts of the market and competitive conditions. By analyzing opportunities and threats, it is ensured that the necessity and urgency of change are felt by the members of the organization; thus, it is conveyed that change is inevitable for the organization.
2. Creating the Guiding Coalition: At this stage, it is aimed to lead the change by creating a guiding team. This team is formed by individuals who are also accepted by the organization's members and have the required qualifications and skills to manage the process of change. This team is aimed to work with trust and commitment.
3. Developing a Change Vision and Strategy: It is essential to develop a vision that can guide efforts to change accurately. At the aim of that, strategies are built on to get the organization to this vision and realizing it.
4. Communicating the Vision for Buy into the Whole Organization: It is the stage of using all the available tools that can convey the determined new vision and strategies to the members. The strategies defined according to this vision are conveyed to all levels of the organization. In addition, it is expected by the change leaders and the team, which was established to lead the change, are to hold communication in a constant way within the organization and to act as a role model for the members of the organization.
5. Providing Others with the Ability to Act within the Context of the Vision: At this stage, employees are empowered. All the elements which could prevent the change are identified and eliminated. In addition, the organizational structure that will support the vision of change is established at this stage, and innovative ideas and actions are supported.
6. Attaching importance to Short Term Achievements: At this stage, short-term successes achieved by change efforts are announced to the organization. Members who have contributed to success are

get rewarded within the knowledge of the entire organization; thereby it is ensured that the change is noticed by all levels of the organization

7. Reinforcing Improvements and Creating More Change: At this stage, it is aimed to change the elements, structures and policies that do not match with the vision of change. Studies are carried out regarding the promotion and development of the members of the organization, who demonstrates appropriate behaviors for the vision of change. The projects and themes that support the change process are made permanently by new change leaders.
8. Institutionalizing New Approaches: At this stage, it is tried to spread the feeling of success to the whole organization by establishing a link between the behaviors settled as a result of the change brought by the new philosophy and management and the high performance achieved. Additionally, these behaviors are tried to be internalized by means of organizational culture. Thus, it is ensured that organizational performance is continuously improved. Moreover, change requires not only acquiring new habits but quitting old habits as well. When the difficulty of giving up old habits and behaviors is considered, the adequate time should be allocated for the members of the organization to adapt, and they should be treated with understanding. As a matter of fact, time is needed to change the way of working that is repeated and easier.

RESEARCH METHOD

In this study, researches (graduate theses and articles) in the field of change management published in Turkey were analyzed through bibliometric analysis method. During the study, researches dealing with issues in different fields, especially management, from a bibliometric point of view were also examined (Demir & Eriguc, 2018; Hostut, 2019; Esmer, 2014; Armutlu & Ari, 2010). Higher Education Institution (HEI) National Thesis Center database was used for the examination of postgraduate theses in the change management field. Beside TR Index (trdizin.gov.tr, 2020) which is a citation index in which national peer-reviewed and institutional journals are indexed, ULAKBIM's Dergipark Database (dergipark.org.tr, 2020), which is an electronic media platform, where peer-reviewed academic journals published in Turkey are hosted, and editorial process management services are provided, were used for the examination of articles. Searches were made in the period of March 2020. 73 graduate theses between the years 1994 to 2019 were found by the search conducted at the National Thesis Center using "Change management" keyword. Similarly, 34 articles were found in Turkey as a result of another search conducted with the same keyword on TR Index and Dergipark. Besides, the data obtained from these two databases for articles were checked and tested for mutual accuracy one by one via Google Scholar database, which is a search engine that searches only academic subjects (articles, thesis, books, etc.). These studies were examined in detail within the framework of bibliometric criteria such as type, author features, university/institute/department, chronological status, citation analysis etc. In addition, to reduce the error rate, all investigations were done independently by two different researchers. During data obtaining process, ethical procedures are followed. The data obtained were analyzed using the SPSS V.25 and Microsoft Office 2016 / Excel programs. According to the results of this analysis, we

looked for answers for the following questions to determine the scientific position and understand the importance of change management topic in Turkey:

1. How much has change management topic been studied in graduate theses in Turkey?
2. What are the distributions of subject, language, university/institute/department and author characteristics of these written theses?
3. What is the distribution of these theses by years?
4. What is the number of citations to graduate theses, and which are the most cited studies?
5. How many articles have been written on the topic of change management in Turkey?
6. What is the distribution of articles by years and citation density?

FINDINGS (RESULTS) and ANALYSIS

In this part, the data obtained through examination of the scientific studies carried out in Turkey between the years 1994-2019, is located and illustrated in tables and figures. And this data were analysed in this part.

Examination of Postgraduate Theses on Change Management by Years and Types

Table 1. Distribution of Graduate Theses by Years

Year	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
F	1	1	1	1	1	4	3	4	1	3	7	2	1
%	1,37%	1,37%	1,37%	1,37%	1,37%	5,48%	4,11%	5,48%	1,37%	4,11%	9,59%	2,74%	1,37%
Year	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2018	2019	TOPLAM
F	5	4	2	4	2	2	2	6	2	3	4	7	73
%	6,85%	5,48%	2,74%	5,48%	2,74%	2,74%	2,74%	8,22%	2,74%	4,11%	5,48%	9,59%	

While searching at HEI National Thesis Center, no time interval criteria were entered. All theses in the archive on change management were examined. The earliest thesis in the database was published in 1994, and the last thesis was published in 2019. As shown in Table 1, during the years between 1994-2019 in a total of 73 of graduate thesis were studied in Turkey. 27% of them have been done in the last 5 years. However, this increase in recent years has not been able to associate with the increase in interest in change management topic. The reason for this is that the statistics in the National Thesis Center (tez.yok.gov.tr, 2020) are the same as the increase in the number of all theses in the last 5 years. Both in 2004 and 2019 7 theses were written, and the highest number of theses on change management were produced in these years. 19% of all theses were produced in these 2 years as well. Changes in the number of theses by years are also shown in detail in Figure 2.

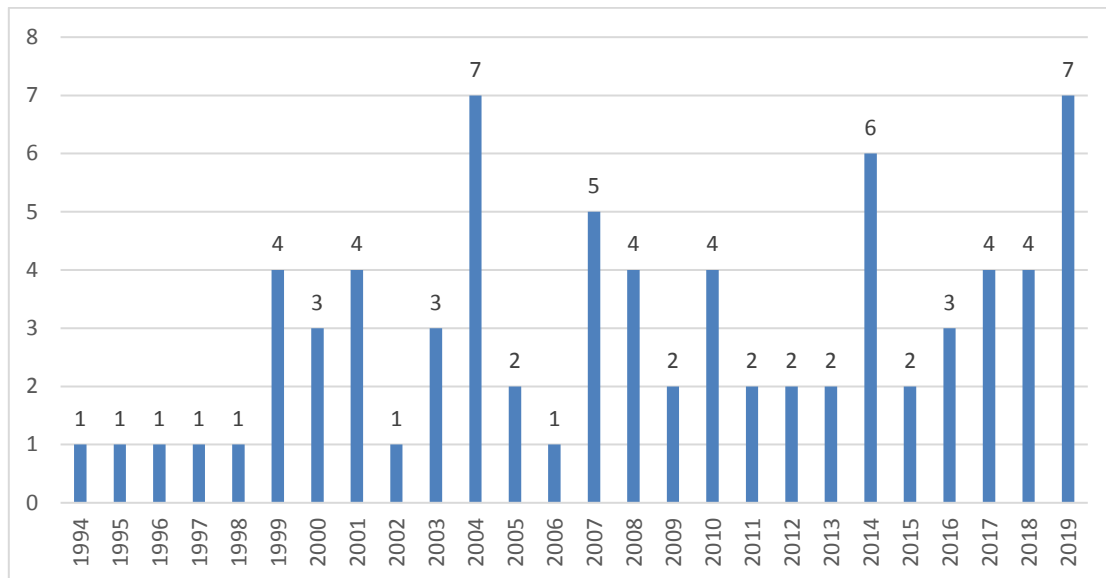


Figure 2: Distribution of Graduate Theses by Years

When looking at Figure 3, it is seen that while 56 of the theses prepared in the field of change management are at the level of master's degree, the other 17 of them are at the level of doctorate. Considering the statistics of HEI National Thesis Center, the ratio of masters/doctorate in all theses published between the years of 1994-2019 varies between 2 and 9. Master theses on change management are placed in this range since the ratio of master/doctorate is 3.29. Therefore, there is no unusual proportion in master and doctorate theses. To address this issue in full detail, a review was conducted through the National Thesis Center. In this review, the searches made on the titles of crisis management, strategic management, diversity management and leadership which are the most popular topics of management and it was seen that the earlier theses were at master's level while the first postgraduate thesis study on change management was at the doctoral level.

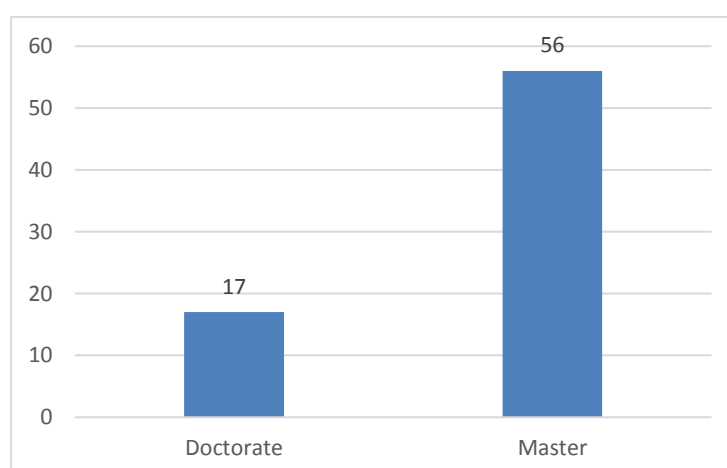


Figure 3: Distribution of Theses by Types

Examination of Postgraduate Theses on Change Management According to Subject, Language, University, Institute, Department and Author Features

Languages in which postgraduate theses were written are shown in Table 2. Accordingly, only 5 studies were written in English, and the others were prepared in Turkish. At all times, 1 doctoral thesis was written in English, and 4 of the master's theses were written in English. This makes it difficult to assess international reputation and the recognition of these theses, that are located in Turkey. Besides, the possibility of getting cited by international scholars is extremely low for postgraduate theses written in the Turkish language.

Table 2: Distribution of Postgraduate Theses According to Languages Written

	Turkish	English
Master	52	4
Doctorate	16	1
Total	68	5

Change is an action that is needed in all areas and at all times. Therefore, it remains in the interest of many different disciplines in scientific terms. However, when it comes to managing this action, social sciences come to the fore. This situation is also seen in Figure 4. As mentioned, 56 of 73 postgraduate theses were prepared at the Social Sciences Institutes. This number constitutes 76% of all theses. After the Social sciences, most of the studies were conducted at the Institutes of Science (7) and Institutes of Educational Sciences (6). Change management has been studied in 7 different institutes in total. This shows that the concept of change management can take place in many areas. Also, working in these independent disciplines indicates that change management may be seen in more different fields in the future.

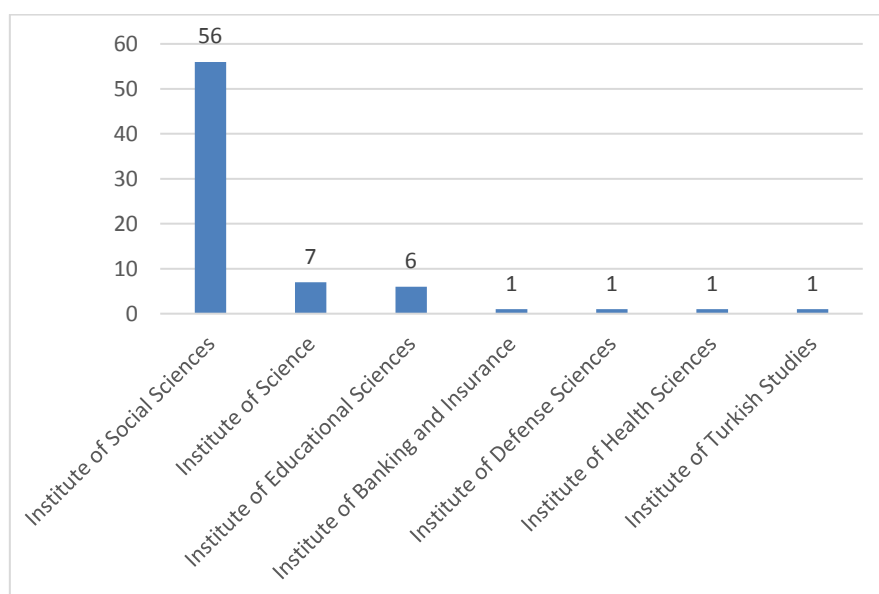


Figure 4: Distribution of Theses According to the Institutes Where They are Prepared

The distribution of the departments of the 58 completed graduate theses is shown in Table 3. For the remaining 15 theses, no department was specified.

Table 3: Distribution of Theses by Department

Department	f	%
Business Administration	21	28,77%
Educational Sciences	5	6,85%
Public Administration	5	6,85%
Industrial Engineering	3	4,11%
Educational Administration and Supervision	3	4,11%
Enterprise Management	2	2,74%
Public Relations and Publicity	2	2,74%
Information and Records Management	2	2,74%
Labour Economics and Industrial Relations	1	1,37%
Management and Policy of Higher Education	1	1,37%
Management Information Systems	1	1,37%
Business Administration (English)	1	1,37%
Economics and Finance	1	1,37%
Business Information Management	1	1,37%
Technology Management	1	1,37%
Maritime Business Administration	1	1,37%
Human Resources Management	1	1,37%
Nursing	1	1,37%
Total Quality Management	1	1,37%
Technology Education	1	1,37%
Communication Sciences	1	1,37%
Labor Economics	1	1,37%
Geodesy	1	1,37%

Accordingly, studies on change management were conducted in 22 different departments. The highest number of studies are in the department of business administration, and this constitutes 28.77% of all theses. Educational sciences and public administration departments, in which 5 studies have been conducted for each one, follow the business administration. This statistic confirms that change management is handled by many different disciplines.

Table 4. Distribution of Theses by Topic

Topic	f	%
Business Administration	48	52,17%
Education and Training	9	9,78%
Public Administration	6	6,52%
Industry and Industrial Engineering	6	6,52%
Health Care Management	3	3,26%
Communication Sciences	3	3,26%

Economics	3	3,26%
Banking	3	3,26%
Nursing	2	2,17%
Science and Technology	2	2,17%
Information and Records Management	2	2,17%
Hospitals	1	1,09%
Public Relations	1	1,09%
Marine	1	1,09%
Labour Economics and Industrial Relations	1	1,09%
Computer Engineering and Computer Science and Control	1	1,09%

Theses prepared were gathered under 16 different topics. The distributions are seen in Table 4 and the theses were written mostly under the topic of business administration. While 48 theses (52.2%) were written on business administration, 9 (9.8%) theses were written under the topic of education and training. For each of public administration and industrial and industrial engineering topics, six theses were written. According to the topics in Table 4, the reason why the number of theses is more than the total number of theses is that some theses are conducted under more than one topic. Accordingly, 60 theses were conducted under one topic, 9 theses under 2 different topics, and 4 theses under 3 different topics.

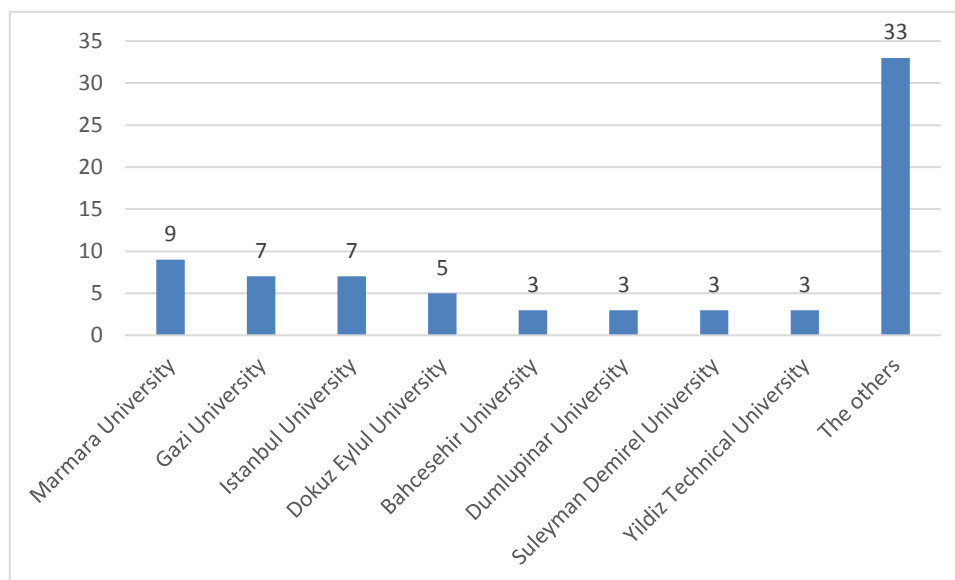


Figure 5. Distribution of Theses Conducted by Universities

So far, graduate theses in change management were conducted in 36 different universities in Turkey. Figure 5 shows the universities with the largest number of theses prepared in the field of change management. In “The Others” part only 1 or 2 theses studies regarding change management were conducted by each of the other 33 universities. As indicated above, most of the studies were undertaken by Marmara University (9), Gazi University (7) and Istanbul University (7). If comparisons are made between the cities where universities are

located, it is seen that most of the studies on change management were carried out in Istanbul, Ankara and İzmir, respectively.

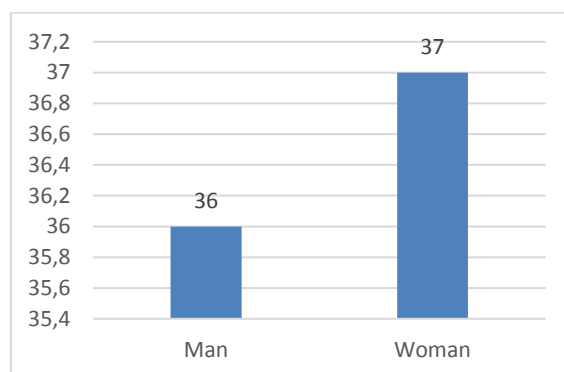


Figure 6. Distribution of Thesis Authors by Gender

When the authors of the thesis study on change management are examined, it is seen that there are 36 women and 37 men. As shown in Figure 6, since the numbers are almost equal, it is clear that change management studies do not have any connection with gender. Also, since there is no statistical data about authors' features in the National Thesis Center, no different comparison could be made.

Examination of the Citation Status of Postgraduate Theses on Change Management

In an empirical study, reference information used from another text is referred to as citation (Harrod's, 2002: 139). Citation is an essential criterion for the promotion of studies. The number of citations determines the effectiveness of a study (Gokkurt, 1997). In this context, to examine the impact value of postgraduate theses on change management, 73 theses stored in the National Thesis Center were examined through the Google Scholar search engine, and the number of citations made was determined (There is no index in the National Thesis Center to see the references of theses.). The analysis of the search results revealed that the thesis related to the change management were cited 221. Additionally, 33 theses received 1 to 26 citations.

Table 5. The Most Cited Theses

Thesis	Year	Type	Citation
Organizational change management and an application textile companies in Denizli	2000	Doctorate	26
Perceptions of the teachers working at primary schools related to organizational communication role in realizing the change management at school (Ankara sample)	2008	Master	23
Organizational Change Management and An Application in Turkish Businesses in the Republic of Azerbaijan	2007	Doctorate	17
The role of transformational leadership in change management: A research in a company in the IT sector	2019	Master	13
The survey of the points of view of the teachers working in primary schools towards the change management	2008	Master	10

Raising the awareness of personnel in electronic records management practices: A study from a change management perspective	2015	Master	9
Evaluation of perception of employments organizational loyalty self-assessment and change management	2009	Master	9
Management of organizational change and an application on ceramic industry	2007	Master	9
Organizational change, change management and a model implementation on organizational behaviors	2014	Master	8
Transformational leadership behaviors in organizational change management and their effects on firm performance: an empirical study	2007	Master	8
The determination of the perception levels of the employees on change management and a public authority implementation	2006	Master	8

Table 5 illustrates the most cited studies. As can be seen from the table 54% (40) of theses prepared on change management were not cited. The most cited (26) one is the doctoral thesis, which was written in 2000, entitled "Organizational Change Management and An Application in Denizli Textile Enterprises". Apart from the theses listed in Table 9, four theses have been cited once, 3 theses twice, 5 theses three times, 3 theses four times, 1 thesis 6 times, 4 theses seven times.

Examination of Articles Published on Change Management by Year and Citation Status

In order to better illustrate the change management literature not only postgraduate thesis but also articles that have been published in Turkey were also examined. In this context, Dergipark and TR Index databases that provide online hosting services for the articles published in Turkey were analyzed. Dergipark only provides online hosting services and technical support for all academic journals (dergipark.org.tr, 2020). However, TR Index provides an infrastructure for the journals which meets the Journal Evaluation Criteria (trdizin.gov.tr, 2020). Therefore, Dergipark database contains all journals scanned in TR Directory system. As noted in the Methods section, Dergipark database was utilized to access all articles published related to change management in Turkey. Since there is no citation counter in the database of Dergipark, all the articles presented here were examined one by one via the Google Scholar system to obtain citation information. Articles containing the phrase "change management" in the title were targeted during the search. The search yielded 34 published articles on change management that were published in Turkey. The first article was published in 1996, and the last article was published in 2019. Search result suggested that no article related to change management was published in 2020 in Turkey. Their distribution by years can be seen in Figure 6. As can be seen from Figure 6, there is no significant difference between the years. No articles on change management were published in 2007, 2008 and 2009, and this process was the longest period without publication. 2012 is the year of the most publication with 4 articles.

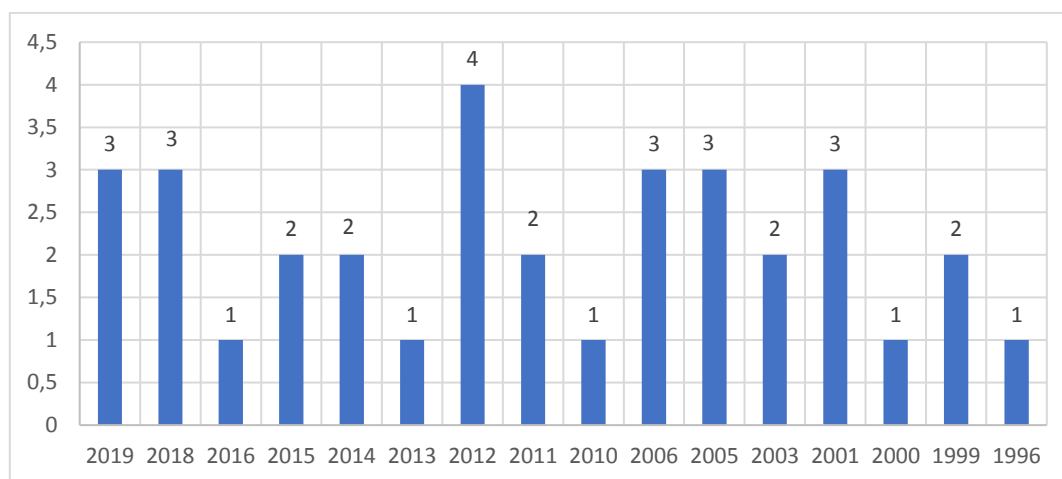


Figure 6. Distribution of Articles by Years

When the citation numbers are examined, it can be seen that the articles published on change management received more citations than postgraduate theses. The 10 most cited articles are shown in Table 6. The article titled "Resisting Change in the Process of Change Management" published in 2013 is the study that has the most impact factor in the field of change management. In addition, no reference was made to the 12 articles. The total number of citations to articles published on change management is 283.

Table 6. Most Cited Articles

Article	Year	Citation
Change Resistance in the Process of Change Management	2013	47
Management of Change in Education: A Conceptual Analysis	2003	43
Organizational Change Management	2006	35
A Research Directed to Measure Perception of Managers Related to the Impacts in Management of Change and Important of Information Technologies in Point of Competition	2006	27
Administrators' Change Management Competencies	2012	25
Change Management and Sports Organizations	2005	14
Change Management: The New Mission of Human Resources Management	2001	13
Change Management in Today's Enterprises: Methods and Applicability	2000	11
Organizational Change Management, Organizational Culture and Leadership Factor	1996	11
Examining the Perspectives of Teachers Working in Primary Schools on the Realization of Change Management at School	2011	10

The total citations made by years are shown in Figure 7. When the figure is examined, the change in the number of citations per year does not show a regular increase or decrease. Thus, there is no significant relationship between published articles and years. Among the articles published on change management, 62 articles were cited most frequently in 2006. Articles published in 2013 were cited 47 times, and articles

captured in 2003 were referred to 46 times. The articles published other than the years stated in Table 6 have not been cited yet. No citation was made to the articles published in the period from 2016 to the present day.

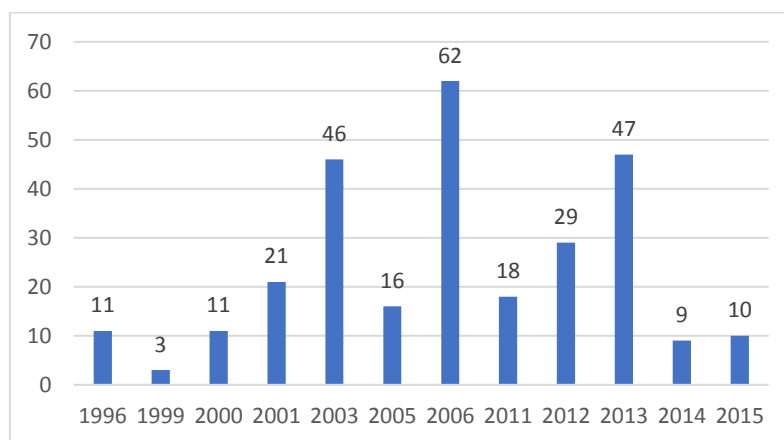


Figure 7: Number of Citations to Articles by Years

CONCLUSION and DISCUSSION

This study that aimed to analyze the academic position of the change management issues in Turkey consists of four parts. In the first part, information is given about the purpose and scope of the study. In this part, the bibliometric examinations that form the method of the research are explained conceptually. In the second part, change and change management issues are discussed. Important studies in the literature have been examined, and a detailed definition has been made by emphasizing the dimensions of change and change management concepts. In the third part, information about the method of the research and the scope of the data collected was analyzed. In the last part, research results are mentioned.

Change management is a multi-dimensional and important process for organizations. This process is an indispensable approach for organizations that make decisions by making plans at the strategic level. Organizations manage this process through managers and leaders. These leaders and managers can make this process more useful and sustainable by using scientific approaches. However, the constant change and development of academic literature is very important for this.

This study provides significant insights for both the researchers who will conduct studies on this issue and the managers and leaders who manage the change management process. When the literature is examined, it is seen that there is no bibliometric approach to change management. This study contributes to the current change management literature in two ways. First, this study identifies the gaps in the change management literature, so that researchers who are interested in this field would the results of this study helpful. Second, the leaders and managers may access the information about the publications with high impact value; therefore, they may spend less time while searching for the published material and access information effortlessly.

Analysis results suggest that change management is researched in many fields such as business administration, medicine, sports, literature, political science, but it has been mostly carried out in Business Administration Faculties, Business Administration Department and Business Administration Issues. However, there are 107 postgraduate theses and articles in total. Considering that the 26 years period that covers the year of the first study on this issue and the date this study completed in March 2020, it is seen that there are very few studies. In this context, postgraduate students and academics should be encouraged to conduct studies in this field. In addition, 52 of the studies have not been cited so far. Therefore, it is considered that it will be appropriate to consider the studies to be carried out both in terms of contributing to the literature and organizational development.

Considering change management as an issue only related to Business Administration discipline, which is the sub-branch of Social Sciences, overlooks the importance of this topic. It is considered that emphasizing the importance of the subject in undergraduate and graduate education in the field of Science will contribute to the research of the subject in other disciplines. As a result, considering the significance of the subject, it can be argued that change management is understudied in Turkey. For this reason, it is of great importance to carry out high impact value studies that will be cited in both national and international studies. In addition, only one foreign language thesis was found in the studies. If the studies are done in foreign languages, change management studies that carried out in Turkey will be visible in the international literature.

ETHICAL CONSIDERATION

In this article, writing rules and publishing policies of the journal are followed. The author is responsible for the ethical rules in terms of the research and publishing policies of the journal. Submitted article contains no matter that can be construed as infringing in any way on the copyright of another party.

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