

The Effects of Managers' Strategic Behaviors on Motivation at Workplace in a Chaotic Environment

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ABSTRACT

This research aims to study the influences of strategic behaviors preferred by managers on motivation at workplace in a chaotic environment. In this context, first of all, the strategic behavior characteristics of the managers were determined by considering the characteristics of the chaotic environment and then they were associated with the motivational situations. Quantitative method was used in the research and the data were obtained via face to face and e-mail survey method. According to the results of the research, managers prefer more strategic behaviors related to creating alliances in a chaotic environment. Strategic behaviors that have the highest impact on motivation in the workplace are the using power sources and creating alliance. However, if a more holistic assessment is to be made, it seems that in chaotic environments, managers prefer to create alliances as a strategic behavior to reduce the impact of negative external conditions on internal dynamics or increase resistance. And this behavior not only prevents the negative effects of the chaotic environment, but also makes an important contribution to the continuity of the motivational conditions in the workplace.

Keywords: Chaotic Environment, Strategic Behavior, Keeping Position, Using Power Sources, Creating Alliance, Motivation at Workplace.

JEL Classification Codes: M10, M12.

INTRODUCTION

Firms that regulate their structural relations according to the open system understanding are necessarily dependent on some conditions. One of these conditions is the business environment characteristics in which they are carrying out their activities (Burns & Stalker, 1961). In this environment, the multiplicity and frequency of change and the predictability of factors with a high potential to influence business behavior directly affect the success of businesses. At the same time, the characteristics of the conditions are considered as an important determinant of performance (Emery & Trist, 1965).

On the other hand, although the importance level of each of the factors affecting motivation in the workplace varies according to the time and the characteristics of conditions, one of the issues that draw attention in the discussions is related to the effect of the manager behaviors

who shown as one of the most important responsible of the firm results. Especially in an environment where business environment conditions have chaotic features, how managers' strategic behaviors will influence on employee motivation is considered as an interesting and not to be ignored. Therefore, the problematic of this research is to determine which strategic behaviors managers prefer in the chaos environment and how these behaviors reflect to motivation in the workplace. With the solution of this problem, it is expected that the research will make significant and original contributions to the literature and practice. In this context, the research, examining the effect of strategic behaviors on motivation in chaotic environments, provides findings on causality and mediation roles to the literature, while also sharing exploratory and confirmatory findings with the literature in terms of the analysis techniques used. On the other hand, because the research offers guiding findings to managers on strategic behaviors to

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motivate employees in chaotic environments, it points to important administrative clues for implementation.

The research was designed methodically as a relational screening model to examine the following topics: the characteristics of the chaotic environment; the strategic behaviors of the managers such as keeping the position, creating alliances with others and using power source; and motivational situations in the workplace.

LITERATURE REVIEW

Chaotic Environment

Chaos as a system, it includes an open, uncontrollable situation against random shocks of external influences (Gleick, 1995: 358), a behavior that is sensitive to the initial condition in which it occurs (Mann, 1992: 58), an unpredictable and non-periodic process (Singh & Singh, 2002: 23). Chaos theory, whose basic idea is shocking, does not refer to anarchy or randomness, but rather to an order that is difficult to see and is considered as the result of asymmetric information. What chaos implies is a kind of natural uncertainty. It is even argued that chaos represents the compromise of freewill and determinism (Cartwright, 1991: 44-45). Chaos theory is discussed as a suitable model for creating a strategy in a combination of instability and unbalanced order in today's rapidly changing business environment (Bechtold, 1997: 194). It is applied in many social sciences fields such as economics, sociology, political science, organizational studies (Sellnow et al., 2002: 271). While the rational approach claims that decision making can be achieved successfully with the existence of complete and accurate information, chaos theory suggests that such a situation is very difficult / unavailable. Therefore, this approach changes the reference conditions of decision making in managerial sense and points out the manager's main role in learning the unbalanced conditions required for the new strategic management (Hayward & Preston, 1999: 180). The most important reason why behavior is unpredictable in a chaotic system is that all factors that play a role in behavior can never be fully defined (Kauffman, 1996: 115). Also, since all the elements of the system contain chaotic features, it takes a long time to create a new order (Kiel & Elliot, 1996: 2), and long-term forecasting becomes very difficult with the increase in the actors number in the system and the expected projection time extending (Mann, 1992: 64).

Strategic Behaviors

In the managerial sense, the emergence of behavior is associated with group dynamics (Aldag & Fuller,

1993: 533). Considering the role of the managers in the organization, the obligations to direct the change and adapt to the change take the managers' behavior to a strategic point in achieving individual and organizational goals (Salaman & Butler, 1990; Walecka, 2016). Strategic behavior addresses the behaviors that the managers put forward in accordance with the expectations and goals of the organization, and refers to decision making that defines the direct link between the behavior of one and the others, usually taking into account the actions and reactions of others (Luo, Yu, Lu, & Van, 2012). Schelling (1960) defines the strategic behavior as the action that affects the opponent's choice and expectations about your behavior in the desired direction. If a move or action by A changes the expectations of B about how A behaves, and as a result B's behavior appropriate A, the situation that arises describes the strategic behavior (Church & Ware, 2000). According to Schelling (1960), strategic behavior emerges in the form of threats and promises that show the punishment and reward given to the other/opponent when acted/not acted upon, and commitments that express determination to demonstrate whether these threats or promises are reliable. While researchers were examining sectoral applications, observed that managers take into account many different issues related to the internal and external environment while displaying of strategic behavior. Among these topics, three critical issues that are thought to constitute the main axis of the strategic behavior in the internal environment in terms of research scope have been the focus of this research. The first of these is that managers use power sources to keep their employees together in a chaos environment; the second one is the reflexes that the managers display in order to protect their positions; finally create alliances to involve the others in the game.

Using Power Sources

It is strategically imperative for managers to keep others in a position tied to them in order to achieve pre-determined goals (Naeemullah et al. 2010: 189). For this, the manager must achieve and maintain consensus with the employees in terms of purpose and action (Breen et al., 2005: 216). According to Yukl & Falbe (1991: 416), executives use various power sources to provide unity (togetherness) and achieve commitment from others to unusual requests that require initiative and extra effort. French and Raven (1959) divide the power resources used by the managers into five groups: reward, expertise, coercive, legal and charismatic power. While the reward power expresses that managers direct their employees' behavior towards the target desired to be achieved

by offering concrete or intangible awards; the legal power arises from the rights that the manager's position gives him (Aguinis, Simonsen & Pierce, 1998: 456). The coercive power, on the other hand, represents the fact that managers affect the employees by material and moral, threats and punishments. When using personal skills, knowledge and expertise to influence others demonstrate the expertise power; managers' personal traits inspire their employees and set an example define the charismatic power (Lunenburg, 2012: 3). The use of these power sources by the manager has strategic importance in terms of in terms of potential to influence the behavior of an individual or group in the desired direction (Luthans, 1989). Therefore, it is essential for the manager strategically to know and direct which power elements will be effective in the organization (Raven, 2008).

Keeping Position

The positional reflexes that managers display as a strategic behavior to keep their position are among the critical issues of organizational policy. According to Bozeman et al. (2001: 486), managers exhibit such constructive or destructive reflexes in order to achieve positive results or avoid negative results as a result of competition with others. For example; as a constructive reflex, managers can apply to impression management by using their images to generate the desired perception in the others' minds with various tactics (Harris et al., 2007: 278), and in order to create an impact on individuals, it can engage in coalition-oriented behaviors with impact groups within the organization (Kipnis, Schmidt, & Wilkinson, 1980: 443), or they can use the rationalization mechanism to provide logical propositions/arguments and real evidences to demonstrate the effectiveness of their request on feasibility and to persuade others (Yukl & Falbe, 1990: 133). In addition, the managers can promise to share some of the benefits by implying a value that may be subject to exchange, if the willingness is specified in response to the change to be proposed and helping to fulfill the task (Yukl & Falbe, 1990: 133; 1992: 526). As a destructive reflex, when an undesirable situation arises, managers can display attitudes like being in a tendency to blame others by exerting pressure and finding someone to load the error; attempting to prevent the opposing individual's efforts and actions towards reaching the target; and using administrative authority/possibilities against the opposition (Kipnis, Schmidt & Wilkinson, 1980: 447).

Creating Alliance

Managers carry out various strategic alliance actions to involve others in the game and to survive in a chaotic environment. Strategic alliances, which have become an important competitive weapon for executives who aim to pursue mutual strategic goals and to realize common collaborative arrangements, require more access to others' valuable resources and persuade them to use the resources together. Resources owned by the parties lay the groundwork for alliances (Das & Teng, 2000: 33). Alliances, which are used as the most inexpensive way to obtain new resources, offer partners the opportunity to benefit from their complementary resources to create competitive advantage, improve or reshape existing processes (Wernerfelt, 1984; Huang, Tzeng & Ong, 2005). Because of the alliances that are offered as an important alternative to managers, they gain a critical advantage in achieving works that cannot be achieved alone if they work separately (Gebrekidan & Awuah, 2002: 680), both to increase resource diversity and to form a union of forces by adding the opponent to his side. In addition to preventing others from threatening; they can create synergies by using their skills and knowledge (Doz & Hamel, 1999: 4-5). The alliances realized provide the opportunity for one partner to internalize another's skills; it can improve its position both in the alliance and in its activities (Hamel, 1991) and can offer unique learning opportunities for both parties (Inkpen, 1998: 69).

Motivation at Workplace

Changing the existing order and conditions in the organization can also cause some effects on the motivation of employees (Elias, 2009: 39). Motivation, which is considered as a process to influence the behavior of individuals to achieve a job, comes to the forefront as some practices that increase performance at workplace (Jonathan & Serans, 1992: 365). Motivation can also be defined as the process in which the individual is encouraged to take action by creating a work environment that will satisfy the needs of both the employees and the organization (Ganta, 2014: 222). Motivation is a concept that emerges when a person is motivated to fulfill a specific task or act in a certain way, and can vary according to its level, intensity or direction (Perryer et al., 2016: 328). Motivation level in the workplace has a direct effect on employee productivity. Employees, motivated and excited about their jobs, use their talents in the best way and fulfill their responsibilities (Ganta, 2014: 221-223). In this context, it is critical to develop policies that motivate employees and management practices that support organizational success, and to ensure individual-

business-organization harmony (Kanfer et al., 2017: 338). The presence of a motivating working environment in organizations is directly reflected in the personal development and performance of the employees (Hagemann, 1997: 24). Highly motivated employees who willingly strive towards a common purpose (McShane & Von Glinow, 2017: 87) will be an important advantage for an organization to outperform its competitors (Wagner & Hollenbeck, 2010: 81). Likewise, in a workplace where employee complaints and demands are taken into consideration, organizational compliance of employees will increase and this will positively affect the corporate results (Hanks, 1999: 114) and will naturally result in job satisfaction (Lai & Chang, 2010: 455). In addition, working in a business environment that they believe will be supported in all conditions will help employees to increase their motivation and focus on corporate goals by removing their anxiety situations about job security (Lai & Chang, 2010: 455).

METHODOLOGY

Research Population and Sample

Quantitative method was preferred in the research. The data were collected by questionnaire form. Firm lists, at the official web pages of Düzce Chamber of Commerce and Industry, were used to determine which businesses and managers involving in the research population. In this context, based on this list, companies and managers who could participate in the research were determined. And after a total of 1627 managers were determined as the research universe, the number of samples was clarified according to Sekeran's (2003) sample determination formulation. The number of samples calculated considering this formulation is 310. In this direction, a questionnaire form was sent to 350 randomly selected managers among 1627 managers. 326 of the questionnaires were answered and 319 were found suitable for analysis.

Measuring Tools

Based on the preliminary studies in the literature such as Chaotic Environment (Mann, 1992; Gleick, 1995, etc.), Strategic Behaviors (Yukl and Falbe, 1991; Das and Teng, 2000, etc.), Motivation at Workplace (Hanks, 1999; Kanfer, Frese, and Johnson, 2017, etc.) measurement tools were developed and examined by 3 professors in the field of strategic management. Some arrangements were made for the suggestions of the experts and their approvals were obtained. Then, an interview was held with 10 managers on the intelligibility of the measurement tools

and the tools were finalized. The questionnaire form was designed as 2 parts. In the first part, questions about the demographic characteristics of the participants were included. In the second part, there were 25 statements regarding the perceptions of the participants about the Chaotic Environment (5), Strategic Behavior (13) and Motivation at Workplace (7).

Data Collection and Analysis

In the collection of research data, 3 survey methods, both e-mail, postal and face-to-face, were used together. First of all, the questionnaire form was sent by e-mail to all managers in the research universe, whose contact information can be accessed. 326 of these managers returned as suitable for answering the survey. Data were collected over a period of about 2 months (December-January). A total of 326 questionnaires were obtained at the end of a 2-month research period. 42 of them are face-to-face surveys and 284 are via e-mail. 7 questionnaires were excluded from the dataset because they were problematic in terms of content. Analyses were carried out on 319 questionnaires. In the study, SPSS was used in data set analysis for exploratory analysis (Descriptive Statistics, Exploratory Factor Analysis, Correlation and Reliability Test) and LISREL program was used for confirmatory analysis (Confirmatory Factor Analysis (CFA) and Path Analysis).

Model and Hypotheses of the Research

The research model was inspired by the findings of the studies in the literature and the observation of the researcher related to business practices. Details are presented in Figure 1.

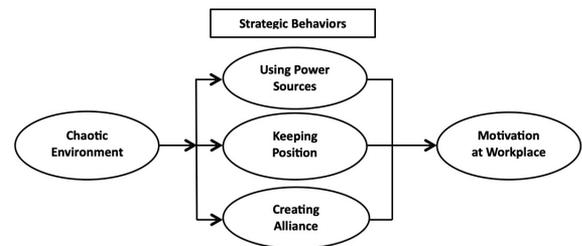


Figure 1. The Research Model

In the research model, there are 3 basic variables and three sub-dimensions. While the chaotic environment, motivation at workplace and strategic behaviors represent the main variables; the using power sources, keeping position and creating alliances are also included as sub-dimensions of the strategic behavior variable in the research model. Six hypotheses were created to

Table 1. Exploratory Factor Analysis

Factors	Items	KMO	Bartlett's Test	Extraction Method	Rotation Method	Explained Variance	Eigen values
Chaotic Environment	5	,847	,000	Principal Component Analysis	Varimax	62,614	3,131
Keeping Position	5					25,967	5,732
Using Power Sources	4	,888	,000			20,906	1,448
Creating Alliance	4					18,055	1,221
Motivation at Workplace	4	,837	,000			74,713	2,989

test the theoretical model (Figure 1) that examines the relationships between chaotic environment, strategic behaviors, and motivation variables in the workplace. In reviewing the literature, it is seen that each of the hypothesis in the research model, specifically, has not been tested previously. Hence, the hypotheses of the study were developed by taking into account the properties of the variables in the model and, indirect and general relations in the literature. For example in a chaotic environment there are conditions such as the high number of uncontrollable situations (Gleick, 1995: 358), unpredictable and non-periodic processes (Singh & Singh, 2002: 23), lack of incomplete information between the parties (Cartwright, 1991: 44-45), indecision being very dominant (Bechtold, 1997: 194) and that it's almost impossible to get the actor's behavior right (Kauffman, 1996: 115). These conditions usually make it difficult for managers to fulfill their functions in two ways. The first is to be able to make accurate analysis of changing conditions. Second, to provide motivation within the organization to react effectively and in a timely manner to changing conditions. Findings in the literature generally show that changes and uncertainties in chaotic processes can cause a decrease in motivation of employees (Reichers, Wanous and Austin, 1997: 49). Therefore, managers must take on a number of different roles and act strategically in order to manage such processes successfully. Different typologies on strategic behavior are discussed in the literature. Behavioral tendencies such as forming various alliances to increase risk sharing and resilience, maintaining managerial position to ensure determination in actions, and using power to fight more effectively can be evaluated within the scope of these strategic behavioral typologies.

These behaviors are very important both to make the organization successful from this critical process and to reveal a strong manager profile. In this context, the research hypotheses were created as follows;

H1_{a-b-c}: Chaotic Environment (CE) has a positive effect on a) Using Power Source (UPS), b) Keeping Position (KP) and c) Creating Alliance (CA).

H2_{a-b-c}: a) Using Power Source (UPS), b) Keeping Position (KP) and c) Creating Alliance (CA) has a positive effect on motivation at work.

FINDINGS

This study was carried out on a sample group in which male and female manager ratios are close to each other (55.5% male, 44.5% female), mostly over the age of 35, mostly undergraduate (63.3%). They have 6 years or more of managerial experience and, in terms of position, they are mostly in the middle management level (77.1%). The enterprises that the managers work with continue their activities in different sectors (the main ones: textile, food and construction). These businesses position themselves more as a follower (56.1%). They consider them as experienced companies that have a strict business environment analysis and have an operating history of 16 years or more.

The results of the exploratory factor analysis, determining the structural validity of the variables included in the research model are shown in Table 1.

The findings in table 1 show that the KMO and Bartlett test values of the data subjected to factor analysis to determine dimensions related to chaotic environment, strategic behavior and motivation in the workplace

Table 2. Descriptive Statistics and Correlation Analysis

Variables	Mean	Std. Dev.	Skew.	Kurto.	α	CE	KP	CA	UPS
Chaotic Environment (CE)	4,1273	,73594	-,967	,343	,850	1			
Keeping Position(KP)	3,4313	,94491	-,264	-,607	,883	,447**	1		
Creating Alliance (CA)	3,9498	,71501	-,964	1,577	,828	,426**	,604**	1	
Using Power Sources (UPS)	4,0572	,61049	-,312	-,073	,716	,415**	,462**	,461**	1
Motivation at Workplace (MOT)	3,7563	,79451	-,762	1,024	,881	,276**	,371**	,394**	,359**

** . Correlation is significant at the 0.01 level (2-tailed).

are acceptable. According to the findings of principal components analysis and varimax rotation technique, expressions showing low communalities (below 0.45) 2 items from the chaotic environment dimension, 3 items from the strategic behavior dimensions and 1 item from the workplace motivation dimension were removed from the structure. It is seen that the explained variance rates for each variable are quite sufficient for social sciences. In terms of Eigenvalues, the chaotic environment, position retention and motivation at work score high, while the power using and creating alliance is above the threshold. The factor load values of the items in the chaotic environment dimension are between 0.855 and 0.714, in the keeping position dimension are between 0.853 and 0.522, in the using power sources dimension are between 0.850 and 0.621, in the creating alliance dimension are values are between 0.769 and 0.630, and in the workplace motivation dimension range between 0.907 and 0.775. This closeness between the factor load values indicates that the internal consistency of the factors is good.

After exploratory factor analysis, descriptive statistics, reliability coefficients and correlation analysis results were examined for the variables. Relevant details are presented in table 2.

According to descriptive statistics at table 2, the participant managers perceive current business environment conditions as chaotic (\bar{X} : 4,1273) and prefer more using power sources (\bar{X} : 4.0572) and creating alliances (\bar{X} : 3.9498) as strategic behaviors. The motivation level at work (\bar{X} : 3.7563) is medium. Skewness and Kurtosis values are within the accepted limits in the literature (in the range of -1 and +1). At the same time, the reliability coefficients of all variables are acceptable level ($\alpha > 0.60$) (Nunnally, 1978). These show that the measurements obtained are reliable and meet the basic assumption for correlation and effect tests.

Correlation analysis findings show that there is a moderately positive and significant relationship between managers' perception of chaoticness towards the business environment and their strategic behaviors.

Table 3. Confirmatory Factor Analysis

Factors	χ^2	df	NNFI	CFI	GFI	AGFI	RMSEA	SRMR
Chaotic Environment	13,99	5	0,98	0,99	0,98	0,95	0,07	0,02
Keeping Position	2,93	2	1.00	1.00	1.00	0.98	0.03	0.01
Using Power Sources	2.85	2	1.00	1.00	1.00	0.98	0.03	0.01
Creating Alliance	5.34	2	0.97	0.99	0.99	0.96	0.07	0.02
Motivation at Workplace	3.45	2	0.99	1	0,99	0,97	0,04	0,01

Table 4. Chaotic Environment-Strategic Behaviors Dual Models Path Analysis

Models		χ^2	df	NNFI	CFI	GFI	AGFI	RMSEA	SRMR
CE	KP	93,49	26	0.96	0.97	0.94	0.90	0.08	0.07
CE	UPS	54.14	26	0.98	0.99	0.96	0.94	0.05	0.04
CE	CA	56.76	26	0.98	0.98	0.96	0.94	0.05	0.03

CE (Chaotic Environment), KP (Keeping Position), UPS (Using Power Sources), CA (Creating Alliance)

It seems that the strategic behavior most associated with the chaotic environment is keeping position. This is followed by creating alliance and using power sources. On the other hand, there is a moderately positive and significant relationship between strategic behaviors and motivation at workplace. Strategic behavior associated with motivation in the workplace at the highest level is creating alliance. This is followed by keeping position and using power sources.

After the exploratory analysis of the variables in the research model, confirmatory measurement models were produced to test the structural validity. The goodness of fit scores related to the models are shown in Table 3. The number of goodness of fit indices discussed in the literature is quite high, and none of them is sufficient on its own, it should be evaluated together with the others. The goodness of fit indices explain the model-to-data fit and generally categorized into two groups: Absolute fit indices, Incremental fit indices (Hooper and et al., 2008). In this study, five tests were used for absolute fit measures: Relative/normed Chi-square (χ^2/df) test, RMSEA, GFI, AGFI, RMR and for incremental fit measures: the comparative fit index (CFI) and the Non-Normed Fit Index (NNFI).

The findings in table 3 show that the scores regarding the chaotic environment, strategic behaviors and motivation models in the workplace are at an acceptable and good level of compliance in terms of the goodness of fit criteria considered. The chaotic environment model has an acceptable level of fit in terms of RMSEA and (χ^2/df) test results, and good fit in terms of NNFI, CFI, GFI, AGFI and SRMR scores. Strategic behaviors related model consists of 3 dimensions (Keeping Position, Using Power Sources, Creating Alliance). Among these dimensions, it is seen that the dimension that best represents business strategic behaviors is using power sources ($r^2 = 0.71$). This is followed respectively by keeping position ($r^2 = 0.63$) and creating alliances ($r^2 = 0.47$). While the using power sources and the keeping position models have

a good level of fit in terms of all the goodness of fit criteria, the creating alliance model has acceptable compliance scores in terms of RMSEA and (χ^2 / df) test results, and good fit in terms of other criteria. The motivation model in the workplace, on the other hand, produced scores at the level of good in all the criteria for good fit. For example, the ratio of chi-square value to degrees of freedom is less than 2, and this is an indicator of a good fit. Likewise, RMSEA, NNFI, CFI, GFI, AGFI and SRMR values also show a good fit. Therefore, all models can be accepted without modification. These findings show that the conceptual models developed for managers' perception of chaotic environment, types of strategic behavior and motivation in the workplace are valid.

After the confirmatory factor analysis, Path analysis was carried out to determine the correlation between the variables in the model and to evaluate the causal effect. Standardized regression coefficients were used to interpret the coefficients. Regarding the variables included in the research model, firstly direct effect models (dual models: tables 4 and 5) and then indirect and total effect models (triple models: tables 6) were evaluated. In this context, models that best explain the conceptual concept in the research model are interpreted. Details on model structures and goodness of fit criteria values are presented below. Firstly, the effect of chaotic environment on managers' strategic behaviors is examined. Path analysis findings are presented in Table 4.

The findings in table 4 show that the models produced poor fit for some criteria and acceptable and good fit for some criteria. The model that produces the best fit good values is the chaotic environment-creating alliance model (CE-CA). When considered specifically, the chaotic environment-keeping position (CE-KP) model has poor fit scores in terms of (χ^2/df) test results, acceptable fit in terms of RMSEA, NNFI, CFI, GFI, AGFI and SRMR scores. Chaotic environment-using power sources (CE-UPS) and chaotic environment-

Table 5. Strategic Behaviors- Motivation at Workplace Dual Models-Path Analysis

Models		χ^2	df	NNFI	CFI	GFI	AGFI	RMSEA	SRMR
KP	MOT	57,05	19	0.97	0.98	0.96	0.92	0.07	0.06
UPS	MOT	32.74	19	0.99	0.99	0.97	0.95	0.04	0.03
CA	MOT	29.00	19	0.99	0.99	0.98	0.96	0.04	0.03

KP (Keeping Position), UPS (Using Power Sources), CA (Creating Alliance), MOT (Motivation at Workplace)

creating alliance (CE-CA) models have acceptable fit in terms of RMSEA, NNFI and (χ^2/df) test results, and good fit in terms of CFI, GFI, AGFI and SRMR scores. Models were accepted without modification as they produced sufficient acceptable / good values. The highest level of significant relationship and effect between the models was found in the chaotic environment and creating alliance model ($r^2=0.27$). On the other hand, the same level of significant relationship and effect was determined between the chaotic environment and keeping position ($r^2=0.23$) and power using ($r^2=0.23$) models. Within the framework of these findings, in the research model; "H1a-b-c: Chaotic Environment (CE) has a positive effect on a) Using Power Sources (UPS), b) Keeping Position (KP) and c) Creating Alliance (CA)" hypotheses were accepted.

Secondly, within the scope of dual models for direct effect, the effects of managers' strategic behaviors on motivation conditions at work were examined. Findings obtained as a result of the path analysis are shown in Table 5.

When the scores of the models in Table 5 are examined, it is seen that all models produce acceptable and good level of fit results in terms of goodness of fit criteria. The model that produces the best goodness of fit among models is the creating alliance-motivation at workplace model (CA-MOT). When evaluated specifically, the keeping position- motivation at workplace model has acceptable compliance scores in terms of (χ^2/df) test results, RMSEA and SRMR scores,

and has good level of compliance scores in terms of NNFI, CFI, GFI, AGFI scores. The using power sources-motivation at workplace and the creating alliance-motivation at workplace models have a good level of fit in terms of all goodness of fit criteria; (χ^2/df) test, NNFI, CFI, GFI, AGFI, RMSEA and SRMR scores. Models were accepted without modification as they produced sufficient acceptable/good values. The highest level of significant relationship and effect among the models was found in the using power sources-motivation in the workplace model ($r^2=0.22$). This is followed respectively by the creating alliance-motivation in the workplace model ($r^2=0.19$) and the keeping position-motivation in the workplace model ($r^2=0.15$). Within the framework of these findings, in the research model; "H2a-b-c: a) Using Power Sources (UPS), b) Keeping Position (KP) and c) Creating Alliance (CA) has a positive effect on motivation at work" hypotheses were accepted.

After the dual model studies, indirect and total effect models (triple models) related to the chaotic environment, strategic behaviors and motivation in the workplace were evaluated. Findings obtained in the path analysis are shown in Table 6.

When the scores of the models in Table 6 are examined, it is seen that the model that produces the best goodness of fit values is the chaotic environment-creating alliance-motivation in the workplace model, although other models produce acceptable goodness of fit results. The model produced scores at a good fit

Table 6. Triple Models-Path Analysis

Models			χ^2	df	NNFI	CFI	GFI	AGFI	RMSEA	SRMR
CE	KP	MOT	191,62	63	0.96	0.97	0.92	0.88	0.08	0.08
CE	UPS	MOT	130.92	63	0.98	0.98	0.94	0.91	0.05	0.05
CE	CA	MOT	127.59	63	0.97	0.98	0.94	0.92	0.05	0.05

CE (Chaotic Environment), KP (Keeping Position), UPS (Using Power Sources), CA (Creating Alliance),MOT (Motivation at Workplace)

level in terms of all goodness of fit criteria. Likewise, the chaotic environment-using power sources-motivation in the workplace model also has a good fit in terms of NNFI, CFI, GFI, AGFI, RMSEA and SRMR fit criteria scores, but only has an acceptable fit score in terms of (χ^2/df) test result. On the other hand, the chaotic environment-keeping position-motivation at workplace model falls outside the acceptable limits in the (χ^2 / df) test, RMSEA and SRMR scores. Therefore, while the first two models produce quite acceptable/good values in terms of all the goodness of fit criteria considered, some modifications are needed for the final model. In the light of these findings, it can be said that managers prefer strategic behaviors in the style of creating alliances in order to provide motivation within the organization in chaotic environments. However, the effect of using power source as a strategic behavior on motivation is remarkable. Behaviors to maintain position in chaotic environments are relatively ineffective on motivation.

DISCUSSION AND CONCLUSIONS

The results of the research mostly include the views of mid-level male and female managers with 6 years or more of management experience working in businesses that operate in different sectors (the main ones: textile, food and construction) and position themselves as followers.

The managers participating in the research perceive the business environments in which they operate as chaotic. Managers prefer three different strategic behaviors: keeping position, using power sources and creating alliance. Among these behaviors, using power sources and creating alliances are more preferred. Under current circumstances, motivation at the workplace is considered to be moderate.

There were two basic questions examined within the scope of the research: "What kind of strategic behaviors do managers prefer in chaotic environments? and Which of the strategic behaviors have more impact on motivation conditions in the workplace? Statistically significant answers were found to these questions. First of all, according to the dual model results showing the direct effect between the chaotic environment and strategic behaviors, the managers prefer strategic behaviors in the chaotic environment in the form of creating alliances. This result supports the existing information in the literature. The chaotic environment has some special conditions such as; large number of uncontrollable

situations (Gleick, 1995: 358), unpredictable and non-periodic processes (Singh et al., 2002: 23), lack of incomplete information among the parties (Cartwright, 1991: 44-45), (Bechtold, 1997: 194) and almost impossible to fully understand the behavior of actors (Kauffman, 1996: 115). It is reasonable and appropriate that these conditions direct managers to act in creating alliance behaviors such as accessing valuable resources (Das and Teng, 2000: 33), preventing potential competitors from posing a threat, and creating a union of forces (Doz and Hamel, 1999: 4-5), and taking advantage of synergy (Gebrekidan and Awuah, 2002: 680). On the other hand, although it is not as strong as creating alliances, the chaotic environment forced managers to act in direction using power sources such as position power (Naeemullah et al., 2010: 189; Breen et al., 2005: 216), expertise power (Breen et al., 2005: 216) and reward power (Yukl and Falbe, 1991: 416). And it is understood that as a result of these behaviors, managers enable employees to create consensus and action unity and make extra effort. Likewise, at the point of minimizing the reflections of the effects of the chaotic environment on the organizational environment, it is observed that the managers also attempt some behaviors to maintain their position such as using the managerial image to influence others' thoughts (Harris, Kacmar, Zivnuska and Shaw, 2007: 278), actions to share the risk (Kipniset al., 1980: 443), making exchanges (Yukl and Falbe, 1990: 133; Yukl and Tracey, 1992: 526) and rationalizing the events (Yukl and Falbe, 1990: 133).

Secondly, in the models between strategic behaviors and motivation in the workplace, it is seen that managers' strategic behaviors directly influence on motivational conditions. It has been determined that the strategic behavior that has the highest effect on motivation in the workplace is using power sources. Likewise, creating alliance is also very effective on motivation. Managers' behavior towards keeping their positions has a relatively low effect on motivation. The findings obtained are quite reasonable and will contribute to the discussions in the literature. That is, employees' lack of worries about job security (Lai and Chang, 2010: 455), which is one of the conditions that provide motivation in the workplace, can be associated with the managers to provide a unity of ideas and action by using their position and expertise power (Naeemullah et al., 2010: 189; Breen et al., 2005: 216). Likewise, the tendency of employees' satisfaction levels to increase and no significant

increase in their complaints (Hanks, 1999: 114), their willingness to continue their efforts towards corporate goals (McShane and Von Glinow, 2017: 87) may be a reflection of some behaviors of managers such as collaborating (Doz and Hamel, 1999: 4-5) and taking advantage of synergy (Gebrekidan and Awuah, 2002: 680) that are related to creating alliances and using the reward power (Yukl and Falbe, 1991: 416).

The results of the triple models for the total effect carried out to provide a holistic perspective to the research subject are also very interesting. In the triple models produced, it is seen that the strategic behaviors of creating alliances and using power sources are solving the research problem, as in the dual models. However, it seems that in chaotic environments, managers prefer strategic behaviors to create alliances to reduce the impact of negative external conditions on internal dynamics or to increase resistance. And this behavior, in addition to preventing the negative effects of the chaotic environment, contributes significantly to the continuity of motivational conditions in the workplace. From the point of view of the managers, such alliance-oriented behaviors exhibited almost the role of a savior in an environment where there is chaos. In terms of employees, negative reflections such as stress and anxiety created by the chaotic environment on employees can be reduced with the alliances provided.

Ultimately, managers try to perform their management activities in a chaotic environment dominated by uncertainty and unpredictable conditions. In line with the findings obtained, it is

recommended that managers benefit from alliances in order to prevent these difficult conditions from being a burden on the shoulders of employees and to eliminate possible threats. Similarly, the findings also indicate that managers should use their power resources. Because of the conditions that require extra effort, such as the chaotic environment, the manager needs the others and their commitment. In this direction, power sources can be preferred as an effective strategic behavior in order to reach a consensus of opinion and purpose and to direct the behaviors of individuals.

Since the research was carried out with business managers operating in various sectors, a homogeneous sample could not be selected. Different results can be revealed by choosing homogeneous samples in future studies. In addition, it can be evaluated whether the strategic behaviors of the managers who affect the workplace motivation in a chaotic environment differ according to the sector.

Finally, the research has some limitations. For example, a more comprehensive and multidimensional scale about the chaotic environment could not be created. A limited number of behaviors related to the strategic behavior of managers were examined. The diversity of behavior was unintentionally overlooked. An evaluation was made on a single dimension regarding motivation in the workplace. Nevertheless, significant results have been obtained for the literature within all these limitations. However, for critical information on the subject, subsequent research needs to be designed to eliminate these limitations.

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