

## When Change Is the Only Constant: The Impact of Change Frequency and Diversity on Change Appraisal

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**Abstract :** Due to changing societal and economic demands, organizational change has become increasingly prevalent in work life. While a long time change research has focused on the effects of single discrete change events on different employee outcomes such as job satisfaction and organizational commitment, a nascent research stream has begun to look into the potential cumulative effects of change in the context of continuous intense reforms. This case study of a large Belgian public organization aims to add to this growing literature by examining how the frequency and diversity of past changes impact employees' appraisals of a newly introduced change. Twelve hundred survey results were analyzed using standard ordinary least squares regression. Results showed a correlation between high past change frequency and diversity and a negative appraisal of the new change. Implications for practitioners and future research are discussed.

**Keywords :** change frequency, change diversity, organizational changes, change appraisal, change evaluation

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