

The Effect of Magnitude of Change on Change Performance

吳博穎、吳孟玲

E-mail: 9418282@mail.dyu.edu.tw

ABSTRACT

Previous research has shown that there are no consistent linkages between organizational change and performance. In response to these findings, data of 114 declining firms were analyzed to investigate the relationships between magnitude of change and change performance. There are four major findings: (1) The magnitude of geographic expansion has a negative relationship with the change performance. (2) The magnitude of related product expansion has a negative relationship with the change performance. (3) The magnitude of M&A has a negative relationship with the change performance. (4) The magnitude of ISO Certification has a negative relationship with the change performance.

Keywords : Organizational change ; geographic expansion ; product expansion ; M & A ; ISO Certification ; Change performance

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