

ESM 2. Types of Organizational Change and their Respective Distributions in Both Samples

Table 1. Types of organizational change and their respective distribution in the first sample ($N = 224$)

Category	<i>n</i>	%
Strategy Deployment	14	6.20
Restructuring and Downsizing	59	26.30
Technology Change	35	15.60
Mixed Collection of Change Efforts	13	5.80
TQM-driven Change (TQM)	8	3.60
Mergers and Acquisitions	19	8.50
Re-engineering and Process Design	18	8.00
Software Development and Installation	3	1.30
Business Expansion	4	1.80
Culture change	8	3.60
Other type of change (unspecified)	43	19.20

Note: Types are adapted from M. E. Smith (2002, p. 27).

Table 2. Types of organizational change and their respective distribution in the second sample ($N = 384$)

Category	<i>n</i>	%
Strategy Deployment	28	7.30
Restructuring and Downsizing	107	27.90
Technology Change	48	12.50
Mixed Collection of Change Efforts	30	7.80
TQM-driven Change (TQM)	13	3.40
Mergers and Acquisitions	24	6.20
Re-engineering and Process Design	20	5.20
Software Development and Installation	12	3.10
Business Expansion	11	2.90
Culture change	5	1.30
Other type of change (unspecified)	86	22.40

Note: Types are adapted from M. E. Smith (2002, p. 27).

Literature

Smith, M. E. (2002). Success Rates for Different Types of Organizational Change. *Performance Improvement*, 41(1), 26–33. <https://doi.org/10.1002/pfi.4140410107>