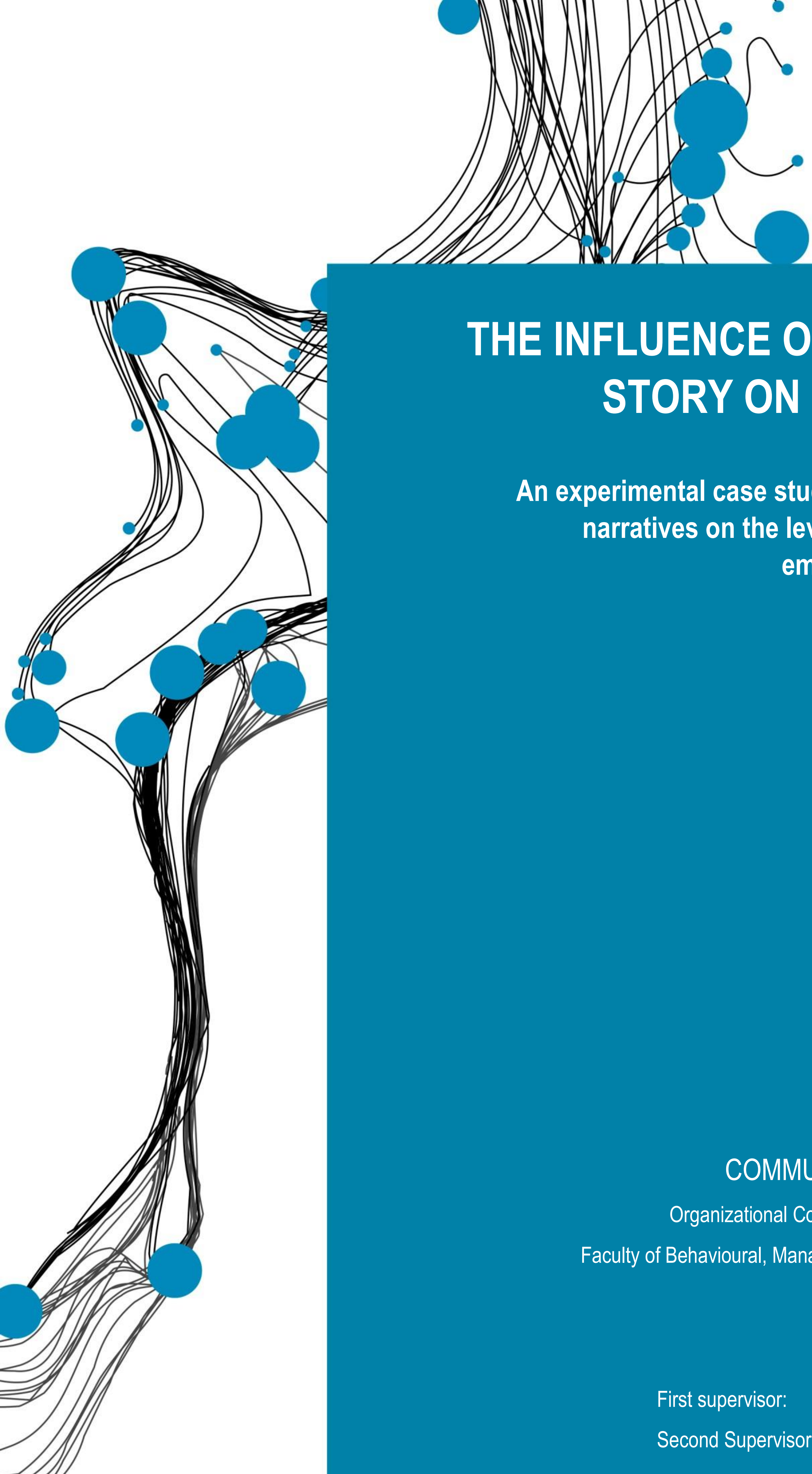

THE INFLUENCE OF A CHANGE STORY ON EMPLOYEES

An experimental case study into the effects of narratives on the level of change fatigue employees experience.

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Abstract

Purpose

Internal and external stressors cause that companies need to initiate change more and more these days. Although the changes help the company to develop, a continuing change can have a negative impact on employees. Research has shown that ongoing changes or changes with a high impact can cause change fatigue. Employees' perception of change is based on affective and cognitive components. Based on those components the individual creates a meaningful framework to understand the nature of the intended change, the process of sensemaking. Research suggests that this process can be influenced by sensegiving in the form of narratives. In this way change stories are used to lower the level of change fatigue among employees. Previous research suggests a relation between change fatigue and concepts such as trust, identification, and job satisfaction. These concepts are often referred to as mediation variables in models with change fatigue. The aim of this study is to validate the use of a change story in a real change situation.

Method

An experimental case study was conducted in a KLM Engineering and Maintenance department. The design of the study included two manipulation groups, one control group and one group exposed to a manipulation. The manipulation was created for this specific context which resulted in a change story. The instrument consisted out of a questionnaire, measuring change fatigue, trust, identification, job satisfaction, and the impact expectation. By stratified random sampling the employees were divided into two groups. Via e-mail all employees of the department were asked to participate in the experiment. In total 128 employees participated in the experimental case study. According to the demographics, the outcomes are representative for both the department and the sector.

Results

The results showed no statistically significant influence between the presence and absence of a change story. However, comparing the correlations between the different constructs between the two groups, some noticeable outcomes were visible. The results suggest that the correlations between change fatigue and trust, identification and job satisfaction seem to get stronger when the change story is present. On the contrary, the correlation of trust, identification and job satisfaction seem to get less strong in the presence of a change story. Also, some effects were found for the impact evaluations. Here, it is notable that the correlation between the impact evaluation and the change fatigue is stronger in the group with a change story. On the other hand, the correlations between the impact evaluation on both short- and long-term, trust, identification and job satisfaction are higher in the group without a change story. In addition to that the impact evaluation, short-term and long-term, has a statistically significant regression with change fatigue. The other constructs did not have any significant regressions with change fatigue.

Conclusion

The study did not find a direct relation between the use of a change story and the level of change fatigue. Also, a possible effect of the change story on the suggested mediators is minimal. And therefore, the findings did not support the assumptions made out of literature. However, some dynamics are viable between the use of a change story and the correlation between the different constructs used. Moreover, a regression analysis pointed out that the suggested model in the theoretical framework has a predictability of 18% toward change fatigue caused by the impact evaluation on both the short- and long-term. Future research can increase the power of the study, minimize some limitations and broaden the framework for the use of narratives.

Keywords: Change Fatigue, Narratives, Change Story, Sensemaking, Sensegiving, Trust, Identification, Job Satisfaction, Impact Expectation

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1. Introduction

1.1 Introduction in the Field of Change Fatigue

Nowadays companies are confronted with more and more external stressors, such as technology, globalisation, economic shifts, and increasing competition (Dool, 2009). On top of that, internal stressors are present in companies, such as performance or skill gaps and job dissatisfaction. To keep up with these dynamics, it is essential for companies to initiate change within the company. Nevertheless, Dool (2009) state that a continuing change has a negative impact on employees, resulting in change fatigue. The challenge that companies face, is to find the right balance between the amount of change to meet the stressors and to protect the wellbeing of the employees.

Several scholars such as Bernerth, Walker and Harris (2011), McMillian and Perron (2013) and Dool (2009) define change fatigue as an individual experience, such as stress, exhaustion and burnouts, felt by employees that is the result of the perception of being exposed to too much organizational change in the work environment. Change fatigue is more likey to occur when being closer to the employee’s change saturation point (Beaudan, 2006). The change saturation point is the maximal capacity of the individuals in an organisation to effectively adopt and use those changes. Beaudan (2006) states that change fatigue can, for example, negatively influence employee commitment and job satisfaction, and thus stall change initiatives and organizational performance.

Therefore, leaders must be aware of the existence of change fatigue, recognise the symptoms and they should have a strategy to combat change fatigue. However, change fatigue is often expressed by passive behaviour, and can therefore go unnoticed. According to McMillian and Perron (2013), the inability to correctly recognize change fatigue can lead to an organizational environment that lacks consideration of the wellbeing of employees. This might result in extreme emotions among employees, including anxiety, frustration, a persistent negative attitude and adverse behavioural reactions change (Garcia-Cabrera & Garcia-Barba Hernandez, 2014).

According to Gioia and Chittipeddi (1991), an employee's perception of change is based on affective and cognitive components. Based on those components the individual creates a meaningful framework to understand the nature of the intended change (Gioia & Chittipeddi, 1991). This process is called sensemaking. The process of sensemaking can be influenced with sensegiving (Gioia & Chittipeddi, 1991). Sensegiving a process of attempting to influence the sensemaking and meaning framework of others toward the preferred organisational reality. In periods of change this is often done with the use of narratives (Gabriel & Connell, 2010). These narratives can for example represent the urgency to change and the attractive perspectives that will result from the change.

In this study, the role of narratives as a sensegiving tool will be investigated in relation to the level of change fatigue employees experience. This will be done in an experimental case study. Before giving an introduction into the company, the research questions will be formulated, and the expected theoretical contribution will be set out.

1.2 Research Question

Companies face many challenges in finding a balance between changing enough to keep compatible and implementing as little changes as possible in order to keep the change fatigue of the employees low. Although there are tools to detect and react to the symptoms of change fatigue, it seems better to be active, and thus, reduce the chance of change fatigue on forehand.

To investigate a possible reduction of change fatigue and employee experience by the use of sensegiving in the form of a change story, the following research question has been formulated:

What is the influence of sensegiving by means of a change story on the level of change fatigue employee experience?

In order to answer the research question properly, the following sub-questions have been formulated:

- To what extent does a change story influence the level of change fatigue employees have;
- To what extent does employees' impact expectation mediate the influence a change story has on the level of change fatigue employees experience;
- To what extent does employees' trust mediate the influence a change story has on the level of change fatigue employees experience;
- To what extent does employees' job satisfaction mediate the influence a change story has on the level of change fatigue employees experience;
- To what extent does employees' organisational commitment mediate the influence a change story has on the level of change fatigue employees experience.

1.3 Theoretical Contribution

The field of change management already got the attention of scholars since the mid 90's. Nevertheless, the area still keeps the interest of many scholars. Studies focus on a broad variety of subjects relating to the so-called change management toolbox, such as management style (Ramanathan, 2008), type of change (Bartunek & Moch, 1987; Dawson, 2003; Paton & McCalman, 2008), communication type (Myers et al., 2012) communication medium (Russ, 2008; Myers et al., 2012), and change strategies (Dawson, 2003; Lewin, 1951).

Although, much research is already done in the field of change management, statistics show that only a third of the changes in organizations are successfully implemented (Pieterse, Caniëls, & Homan, 2012). This suggests a gap between theoretical aspects and practical implications. This study could serve as the next step in the field of change management by testing theoretical assumptions made in previous researches directly in an experimental case study.

In specific, this experimental study combines insights on narratives, storytelling and sensegiving in combination with change fatigue. The implications of this research could be of practical and theoretical value. The results of this particular study can be of value for companies in the use of narratives in their organisational change communication to reduce or overcome the enlargement of the level of change fatigue. Next to that, the study will be of value for the research field of change management, narratives and sensegiving, because this unique study makes it possible to test theoretical assumptions out of previous research in a real case by the use of an experimental design. All in all, the study's practical and theoretical outcomes directly contribute to reduce the gap between the theoretical aspects and practical implications.

1.4 Introduction in the Company

KLM is the oldest airline that is still operating under its original name worldwide. KLM was founded on 7 October 1919, and celebrates its hundredth birthday this year. The philosophy of KLM is that the employees create the brand of KLM and form the DNA of the company. These values contribute to the fact that KLM believes that they can make a difference by giving the customer a unique experience.

For a long time, KLM has been a leading player in the field of aviation. As the world modernizes in a rapid pace, the aviation market developed and the position of KLM as an organization and brand changed. Therefore, in May 2004 KLM joined the Air France Company, which makes them the largest European Airline group and one of the leading Airline Groups in the world. Although, KLM and Air France merged, both airlines maintained their own identity, trade name and brand. Operational systems and businesses are integrated and will be integrated more and more. Both airlines run their operations from their respective hubs, Paris-Charles de Gaulle and Amsterdam Airport Schiphol. The Air France KLM Company has three core businesses nowadays: Passenger Business, Cargo and Engineering & Maintenance.

KLM Engineering & Maintenance (KLM E&M) is the technical division of KLM and with approximately 5,000 employees worldwide, it is one of the largest players in the field. KLM E&M provides technical support to KLM and more than twenty other airlines at more than fifty airports. The KLM division works very closely with Air France Industries, the technical division of KLM's partner airline, Air France. KLM E&M provides maintenance, repair and overhaul services (MRO) and at the same time they guarantee a whole raft of requirements ranging from safeguarding air safety, properly managing aircrafts operation and minimising costs.

Within the KLM E&M, there is a set-up of a combined organisation responsible for strategy, marketing, business development, sales force and external communication. This unified structure constitutes a matchless interface for the customers of KLM E&M. One of the departments within the KLM E&M is Component Services. The department is responsible for the availability of serviceable components for KLM and third parties in the pool. Next to that, Component Services directs the availability by the determination of the optimal stock level of the components per location. Moreover, they direct the reparation, leaning and reparation of the components in both regular and so-called aircraft on ground (AOG) situations.

Caused by external stressors in the MRO market, KLM E&M needed to reorganise the organisation company to keep compatible with other big players in the field. Therefore, KLM E&M has started the implementation of the High-Performance Organization-thought. Next to a reorganization, systems such as Lean, Sigmasix and self-managing teams were pushed to the foreground. Although most of the changes in the functional level are already made, there are still many changes planned until the middle of 2021.

2. Theoretical Framework

In this chapter, the theoretical framework for the study will be set. Therefore, the field of change failure and the change fatigue that follows from that, will be explored first. By means of sensegiving, the role of communication in this process within the field of change management will be explored. After that, there will be an emphasis on one tool in particular, namely narratives in the form of change stories. Lastly, the different mediators will come forward and will be placed in the research model.

2.1 Change Fatigue

The field of change management holds a broad variety of subjects on which research is focussing. However, over the last years a common threat becomes more and more visible in this field of research. Where statistics show that only a third of the changes in organisations are successful, the research field of change failure increasingly focusses on change resistance. Often change resistance is described as the negative behaviour of an individual towards change (Garcia-Cabrera & Garcia-Barba Hernandez, 2014). McMillan & Perron (2013) state that the behaviour manifests through the expression of emotions such as anxiety and frustration, behavioural reactions to change and negative interpretations to change.

When a change is occurring, it is likely that cognitive dissonance may arise or increase. The thoughts and behaviour linked to the change can conflict with the thoughts and behaviour of the employee in the ‘normal’ situation (Garcia-Cabrera & Garcia-Barba Hernandez, 2014). Garcia-Cabrera & Garcia-Barba Hernandez (2014) discuss that the dissonance may cause negative thoughts while completing a change task. Furthermore, Burnes (2015) states that dissonance in organisational change can cause resistance if the change is not in line with an individuals’ attitudes, values and practices. This potential dissonance in combination with disruptive, negative behaviour that are linked to change resistance can contribute to change failure (McMillan & Perron, 2013).

Literature indicates that change resistance already partly describes the concept of change failure (Beaudan, 2006). However, a group of scholars came up with a different path towards explaining change failure, by using the term change fatigue (McMillan & Perron, 2013). Scholars and researchers identified the concept of change fatigue as a new way to explore organisational change and its subsequent failures offering a different insight that goes beyond change resistance. In general, change fatigue is described as the result of an individuals' experience felt by employees and the perception that too much change is occurring within an organisation (Bernerth et al., 2011; McMillian and Perron, 2013; Dool, 2009).

Looking to the differences between change resistance and change fatigue McMillan and Perron (2013) state that change resistance can be characterised as an active behaviour, which results in reactions towards the management like questioning or denying the need for change or cynical remarks about the change. Change fatigue, on the other hand, is a more passive behaviour which shows no signs of resistance to change but instead emerge as individual emotions and feelings of disempowerment and disillusionment. Change fatigue is often manifested as an overwhelming feeling of stress, exhaustion and burnouts as a result of a continuous change within the work environment and can result in a negative shift in employee job satisfaction.

Change fatigue can result in a passive acceptance of change brought about by ambivalence and powerlessness towards the change implementation (McMillan & Perron, 2013). The behaviour that is a result of the ongoing change can have a negative impact on both the individual and the organisation (Bernerth et al., 2011). According to Dirks and Ferrin (2002), this negative impact is visible in a decreased levels of trust, attitudes of job satisfaction and organizational commitment. Bernerth et al. (2011), suggest that exhaustion is the key element that initiates change fatigue behaviours, such as decreased commitment and turnovers. Therefore, it is important that the symptoms of change fatigue are recognised and addressed, in order to fight it. When an organisation finds itself in an ongoing change, it is hard for employees to align their expectations and actions with the organisation (Beaudan, 2006). According to Beaudan (2006), managers should continuously monitor change through the recognition of change fatigue to avoid change resistance.

2.2 Sensemaking and Sensegiving

As described in the definition, change fatigue is based on individual experience and the perception of the upcoming change (Bernerth et al., 2011; McMillian and Perron, 2013; Dool, 2009). According to the interpretive approach, those experiences and the perceptions are based on occurrences in the past. During these experiences, information and events are interpreted by the individual and simplified into a single understanding or action (Rabinow & Sullivan, 1979).

According to Daft and Weick (1984), understanding and action therefore depend on the meaning assigned to the set of events. This makes that meaning is constrained by the context of the goal that the individual wants to achieve, which is unavoidably subjective. The understanding and action are created by individuals out of a framework of meaning. This process of sensemaking is in literature often linked to the symbolic interactionism of Blumer (1969). The symbolic interactionism has three core principles:

- People act towards things, including each other, on the basis of the meaning they have for them;
- These meanings are derived through social interaction with others;
- These meanings are managed and transformed through an interpretive process that people use to make sense of and handle the object that constitute their social worlds.

The process of sensemaking downsizes the rational actions of an individual and puts forward the placement of understanding and action in a retrospect, which makes it impressionable (Weick, 1995). To influence the sensemaking of employees, scholars came up with sensegiving. Sensegiving is defined by Weick Sutcliffe and Obstfeld (2005) as: “a sensemaking variant undertaken to create meanings for a target audience”.

Originally sensegiving was conceptualized by Gioia and Chittipeddi (1991) as a way of framing. Sensegiving intends to provide a viable interpretation of a new reality and to influence targets to adopt it as their own (Gioia & Chittipeddi, 1991). Gioia and Chittipeddi (1991) state that sensemaking and sensegiving are sequential processes, which are not one-way processes but rather constitutes of ongoing cycles where the sensemaking process and sensegiving process affect each other. Thus, sensegiving is an important source for employee sensemaking that enables shared interpretations of change (Mantere, Schildt & Sillince, 2012), and supportive change behaviour (van den Heuvel, Machteld, Demerouti, Bakker, & Schaufeli, 2013).

The content offered in sensegiving activities are based on the needs of the employees and can vary from detailed information on the change process to high-level input on the vision of a change initiative (Illia, Bonaiuto, Pugliese, & van Rekom, 2011; Chreim, 2006). Ways for sensegiving are investigated broadly and split up in two groups: namely discursive and non-discursive sensegiving. Narratives, newsletters and meetings are examples of discursive sensegiving (Chaudhry, Wayne, & Chalk, 2009; Greenberg, 1995; Balogun & Johnson, 2005). On the other hand, are interactive sessions, symbols, workshops and seminars examples of non-discursive sensegiving (Fiss & Zajac, 2006; Latta, 2009; Pitsakis, 2012).

One sensegiving strategy that is popular in times of change is using narratives. Narratives are used to describe and illustrate urgencies, purposes and attractive perspectives linked to the change. Before elaborating on the narratives, first the role of communication in change management will be explored.

2.3 The Role of Communication in Change Management

Different scholars agree upon the critical role of communication during an organisational change (Myers et al., 2012; Allen, Jimmieson, Bordia & Irmer, 2007; Lewis and Siebold, 1998). Although, everybody uses communication and, in most situations, even agrees on the importance of it, there is a wide variety of definitions within academic literature. According to Allwood (2002), communication is a transmission of a message between A and B, via a channel in a particular environment with a certain expression. Another definition is given by Wood (2012), who describes communication as a systematic process in which people interact with and through symbols to create and interpret meanings. What becomes clear in both definitions is the fact that communication is dependent on many factors. Examples are the message itself; the sender and receiver; the channel; the context; the noise and the shared meaning within the interaction (O'Hair, Friedrich, & Dixon, 2011).

Therefore, in this section the emphasis will be on communication as a practice in organisations. Next to that, there will be an in-depth analysis of change and communication strategies.

2.3.1 Organisational Communication. Miller (2006) describes organisational communication as the exchange of verbal (oral and written) and non-verbal messages to achieve shared tasks and goals. Within the organisational communication, four strategic communication pillars are formulated (Miller, 2006), namely: situational knowledge, how to communicate in a specific context; goal steering, what will the sender achieve through communication; communication competence, selecting the type of message, channel and delivery style and matching the message to sender and receiver; anxiety management, control emotions and anxiety during critical situations.

In line with the pillars of Miller (2006), Robbins and Judge (2009) formulated four essential functions of communication within organisations. The functions of organisational communication are control, motivation, emotional expressions, and information (Robbins & Judge, 2009). These functions are both applicable to formal organisational communication and informal organisational communication. An example for the function of control is that an employee has to follow the companies' policy and his job description which is formal communication. At the same time informal communication can influence work behaviour, when other team members reward team members who work hard. According to Robbins and Judge (2009), all the functions need room within the communication to make the communication most effective.

In each situation, but especially in an organisational change, effective communication is important (Myers, Hulks, & Wiggins, 2012; Lewis & Siebold, 1998). According to Goetsch and Davis (2010) effective communication includes understanding and acting on the message sent between employees, and it may require motivation, monitoring, and leadership from managers. Ineffective communication can be caused, for example, by a different meaning, lack of trust, information overload, interference, condescending tone or poor listening skills. Ineffective communication can result in personal and professional dissatisfaction and additionally lead to conflicts between employees (Goetsch & Davis, 2010).

In a case study of Palmer et al. (2009), clear, efficient and consistent communication during change was the most crucial factor for success. However, exploring the implementation of change communication seems to be one of the most problematic areas (Lewis, 2000). Given this crucial role of change communication by reducing anxiety and raising support for change, it is important for leaders to communicate well (Myers, Hulks and Wiggins, 2012). Hubbard and Purcell (2001) even state that communication is a 'psychological contract' between an organization and its employees.

Although communication seems to be one of the most simple activities, practised by every person continually, as already stated by Lewis (2000) and Hubbard and Purcell (2001) is this one of the most problematic areas in organisations. Robbins, Judge, Odendaal and Roodt (2009) defined the most common barriers in organisational communication. The most important ones are, for example, a selective perception of the employees, an information overload, emotions and the availability of only politically correct information.

According to employees, communication in change situations fulfills several goals (Proctor & Doukakis, 2003). First of all, communication in change situations helps to overcome ambiguity and uncertainty. On the other hand, communication gives employees information and a sort of power. Communication helps them to understand why change is necessary, eases fears and gives employees the feeling of being in control (Christensen, 2014).

2.3.2 Strategies for Communicating Change. In the literature, different strategies for communication are given. When looking for a clear definition of a communication strategy Mohr and Nevin (1990), state that a communication strategy is the usage of various communication components, such as frequency, direction, modality and content, that are adapted to the sender and receiver to generate the ideal information transmission. Looking into strategies, little narratives describing the urgencies, purposes and attractive perspectives are formulated. This is because the narrative component is viewed as one of the most important ways to both enable and resist innovation and change in organisations by means of sensegiving (Chaudhry, Wayne, & Chalk, 2009; Greenberg, 1995).

To design a suitable change and communication strategy, there are two main strategies presented in the literature, namely: participatory and programmatic. The participatory strategy involves gaining employee participation to outline the change program instead of passively acting upon it (Shanon and Weaver, 1949). This strategy provides the opportunity for dialogue and listening because of participation. The basis of this change management strategy is to let employees shape the change process. The advantage of this strategy is the fact that employees feel like they are in control, resulting in minimal resistance and more participation. However, the participatory strategy seems to be the best option, because of the chance that communication, information and change intention get fragmented by the employee involvement. To overcome this, a lot of time and preparation is necessary.

The second strategy, the programmatic change communication strategy, implies dissemination of information via a top-down structure (Shanon and Weaver, 1949). In this structure, the manager is responsible for the strategy. The purpose of using this strategy is to generate compliance and minimise employee resistance by delivering the right message to the right person and at the right time. In this case, control, decision-making and power are laid at the top hierarchy. The advantage of this strategy is that every employee receives the same information and the process is better to control, compared to the participatory strategy.

Myers, Hulks and Wiggins (2012) state that in most cases, the programmatic strategy is applied to protect the changing scope and the operational applicability. However, in both strategies, it is essential to create clarity in communication (Lewis, 2000). According to Eppler and Bischof (2011) in both strategies, it is important to create some kind of guidance about where all the communication components can be linked to. This is often done by creating little narratives describing the urgencies, purposes and attractive perspectives.

As earlier concluded, a clear communication strategy is needed to minimize the hinders of effective communication (Hubbard & Purcell, 2001; Lewis 2000). However, the use of certain communication components has also a strategical nature. Lewis (2006) found proof for the relationship between information quality and change fatigue. In the study Lewis (2006), states that the higher the quality of information is, the lower the chance is that change fatigue occurs. Secondly, the used medium influences the level of change fatigue. Several scholars found proof for the positive interaction between the changing attitude and the level of richness of the medium (Eby, Adams, Russel & Gaby, 2000; Fedor, Caldwell & Herold, 2006; Wanberg & Banas, 2000). Lastly, the source of the change communication influences the change fatigue. Allen et al. (2007) state that a high level of trust in the source has a positive relationship with the changing attitude, and thus, the level of change fatigue.

Communication can have different goals based on the needs of the employees. According to the Kübler-Ross model (1969), employees experience different kinds of stages during a change. Consecutive these phases are: Shock, Denial, Anger, Bargaining, Depression and Acceptance. In these stages an employee has different communication needs. For example, an employee who is in shock needs acknowledgement, restatement for their feelings or empathy for their pain (Elrod & Tippett, 2002). An employee in the denial phase needs firm communication, with facts placed in the context. In the anger and bargaining phases, the employee needs a dialogue and wants to be understood and heard. An employee in the depression stage needs communication to be remembered to the attractive perspective of the change. Lastly, in the acceptance phase the employee needs communication as a form of recognition for their commitment (Elrod & Tippett, 2002). In the first and second phase of the model employees are more receptive to sensegiving, since they did not create a framework of meaning regarding to the changes yet (Balogun & Johnson, 2005).

2.4 Changes stories

As stated in section 2.3, a narrative describing urgencies, purposes and attractive perspectives is often the backbone of all the communication linked to the changes. The importance of these little narratives will become clear by zooming into literature about narratives. Narratives are already as old as humanity (Watson, 2009). Watson (2009) states that our life is shaped by the narratives an individual tells, listen to and repeats. As stated in the narrative paradigm theory, individuals think in narratives instead of rational structures

(Fisher, 1984). Recent studies prove the power and influence of a narrative on a individuals' perception of the world (Dahlstrom, 2014; Strange, 2002). More specifically, the use of narratives influences the belief, attitudes, intentions and behaviours of individuals (Braddock & Dillard, 2016). According to Murray (2003), a narrative brings structure to humanity's life. To zoom in on the role of narratives in change, the concept of narrative characteristics will be explored. Next to that, the narrative will be linked to trust, identity and job satisfaction.

2.4.1 Narrative Characteristics. A framework for narratives was developed by Jones and McBeth (2010). This framework states that a narrative should contain different elements. Table 2.1 gives an overview of these elements.

Table 2.1
Overview of elements in a narrative (Jones & McBeth, 2010)

Element	**Description**
Setting or context	The narrative should be placed in a setting or a context. This setting or context can be both real and fictive.
Structure	The narrative should have a plot that introduces a temporal element. This is often done by the beginning, middle, end structure.
Characters	The narrative should minimally have one character. This could be a hero (fixing a problem), vallian (causing a problem) or a victim (harmed by a problem). A character does not have to be a person but can also be represented in things or thoughts.
Moral	The narrative should have a clear moral. This needs to be a take out for the reader. The moral can be presented in a call to action or something to think about.

Next to the elements of a narrative, the framing in a narrative plays a critical role (Steimel, 2010). In several content analyses scholars defined five different communication frames (Semetko & Valkenburg, 2000; D'Haenens & de Lange, 2001; Schuck & de Vreese, 2006; Cho & Gower, 2006; An & Gower, 2009). However, only two frames seem to be applicable within the change narratives, due to the specific context the messages are used in. The two frames are the human-interest frame and economic consequences frame.

The human-interest frame brings a personal angle to the message by the addition of emotions (Semetko & Valkenburg, 2000). This means that the human-interest frame covers the issue on a personal and responsible way (Aalberg & Beyer, 2015). The frame will always focus on the individual by adding personal experiences and using individual cases (Semetko & Valkenburg, 2000; Hong, 2013). According to An and Gower (2009), people feel more empathy for the situation when they read a message with a human-interest frame. Lastly, individuals recall the human-interest framed messages better because of the personalised stories (Graber, 1990; Robinson and Levy, 1986; Gunter, 1987).

On the other hand, the (economic) consequences frame, frames the message in terms of (financial) consequences (Neuman & Crigler, 1992). This can be on an individual-, group-, or organisation level. The frame emphasises the profit or loss consequences of the issue (de Vreese, 2004). The (economic) consequences frame is mostly used to make an issue relevant to the public (d'Haenens & de Lange, 2001).

Frames help to make a narrative more trustworthy by creating empathy or awareness for consequences (Allen et al., 2007). As stated above, trust is an important factor for the change attitude, and thus, the level of change fatigue. To conclude, a good narrative includes the elements mentioned above, with the combination with one or both of the frames, to maximise the trustworthiness of the narrative, and thus the massage.

2.4.2 Telling and Retelling of Narratives. Now the narrative characteristics are clear, it is important to zoom in on the way narratives are spread before linking narratives to other concepts. In comparison to direct storytelling, scholars have given less attention to narrative repetition. Yet narrative repetition still requires as much political artfulness as mimesis, since the storyteller repeats (oral or written) the narrative to serve a particular function (Dailey & Browning, 2014). The recurrence of a story is called the narrative repetition, and this occurs when an individual recalls a story that was heard or read in the past (Deleuze & Guattari, 1987). These retellings may vary in extent and character. According to Whelan, Huber, Rose, Davies and Clandinin (2010), the story evolves in some ways, but the main idea and spirit of the story remains.

Telling and retelling narratives are a complex and individual process. So, the same telling can be perceived as boredom by one group of individuals and on the contrary, as exciting for the other individuals. Depending on the situational aspect, a story can be brief or more elaborate, but in essence, the story remains the same. Next to that, both large and small events can change the direction of a story. Brown, Denning, Groh and Prusak (2005), stated that the meanings of the parts of a story are ‘functions’ of the story as a whole. At the same time, the story as a whole depends on its formation of appropriate constituent parts. Therefore, story interpretation seems to be irretrievably hermeneutic. According to Tsoukas and Hatch (2001), each telling of a story produces another layer of context by the situational aspects and the interpretation of those by the narrator.

Looking at the functions of the retelling of a narrative, the identification of these functions is not an easy task, because the narrative is a display of subjectivity existing of inherent complexity and equivocality (Zellmer, Allen, & Kesseboehmer, 2006). As already mentioned above, there can be stated that each telling of a story produces another layer of context by the situational aspects (Tsoukas & Hatch, 2001). Therefore, individuals are always busy with developing interpretations, reactions and repetitions to/of stories. This makes that narratives are also responsive to time and space, and, therefore, meanings of a story are not fixed or determined (Burner, 2005).

The capacity of a narrative to vary in punctuation, pace and participant composition means that narratives are structurally complex. Looking at this complex structure, this means that a narrative is contextualised and emergent (Luhman & Boje, 2001). Because of this complexity, Cooper and Burrell (1988) argued that duality is needed. Farjoun (2010) added that a twofold character exists of two essential elements that are viewed as interdependent, rather than separate and opposed. According to Dailey and Browing (2014), the following functions of a retelling are possible: Control/Resistance, Differentiation/Integration and Stability/Change. Individuals repeat narratives over time for different functions, or the same story may contain multiple (even competing) functions. Next to that, these functions are situational deepened (Dailey & Browing, 2014). Exactly these functions make that narratives are a perfect communication component in change, facing the period with uncertainties and working towards attractive perspectives.

A teller has to judge how to package the story so that it elicits a comforting recognition and remains a retelling of the story. However, the narrator must also emphasise or deemphasise aspects of the narrative so that it serves his or her means. In narrative repetition, the storyteller can rely on the existing story, and thus, infuse it with the same or new meaning. When there is nothing to draw from in an existing story, or if a narrative cannot be moulded to fit a specific function, the teller may have to search/create a new story (Dailey & Browning, 2014).

To conclude, change fatigue is based on individual experience and the perception of the upcoming change (Bernerth et al., 2011; McMillian and Perron, 2013; Dool, 2009). The understanding and action are created out of a framework of meaning by individuals. Such a framework can be influenced by the process of sensemaking and sensegiving, by means of narratives. As stated in the narrative paradigm theory, individuals think in narratives instead of rational structures (Fisher, 1984) and therefore narratives influence the beliefs, attitudes, intentions and behaviours of individuals. Taking the above into account, a relation between the use of a change story and the level of change fatigue can be assumed. Therefore, the following hypothesis is formulated:

H1: The use of a change story decreases the level of change fatigue of an employee.

2.5 Mediating effects

As stated by Dirks and Ferrin (2002), the concept change fatigue is linked to trust, job satisfaction and identification. In the same way (corporate) narratives are linked to trust, job satisfaction and identification. In this section, hypotheses for those mediators are formulated, and a research model will be suggested.

2.5.1 Trust. As stated by Dirks and Ferrin (2002), the level of trust is one of the predictors for the level of change fatigue. On the other hand, several scholars state that narration actively contributes to enhance or maintain trust in corporate settings, caused by the richness a narrative has (Sinclair, 2005; Zorn, Page & Cheny, 2000). Although, a narrative is often a one-way communication. Welch and Jackson (2007) state that the result increases the trust, namely a dialogue causing a more excellent communication balance in a corporate setting.

In terms of a psychological state, trust can be defined as “the undertaking of a risky course of action on the confident expectation that all persons involved in the action will competently and dutifully” (Lewis and Weigert, 1984). Because of the broad definition and because it is applicable to many situations, Luhmann Burns and Poggi (1979) defined system trust. This type of trust is more based on the organizational context and defined as “the appearance that everything within a system, for example, an organization, is properly in order". Several scholars do not agree with this definition because the focus was on the system and not the interpersonal trust amongst people (Dunkheim, 2008). Therefore, several scholars stated that the definition of Lumann, Bruns and Poggi (1979) is more appropriate for technical trust spectrum than the social trust spectrum (Dunkheim, 2008).

However, Sztompak (1999) argues that behind all systems and sub-systems stand people, and it is the people whom we ultimately endow with trust. Sztompka (1999) forcer the statement by the following anecdote:

"When I trust Lufthansa and decide to fly with them to Tokyo, it implies that I trust their pilots, the cabin crew, the ground personnel, technicians, controllers, supervisors, and so forth. I do not need to meet all of them in person to have some image of them, drawn from various sources (including their suggestive commercials, stereotypes of German precision and efficiency, references from friends, etc.)" (p. 41-42)

Dunkheim (2008) states that Sztompka (1999) provides an excellent example that the distinctions between interpersonal and system-level trust are blurry, and thus, that the definition of system-level trust in not per se only applicable in technical cases. Dunkheim (2008) even suggests that the system-level trust is better applicable in complicated organizational structures, because of the broader picture it creates.

The definitions above give more or less the guidelines of trust. Nevertheless, some determinants linked to the sub-systems are missing within the definitions. One of those determinants is, for example, the competence of a sub-system. It can be described as being influential and having the skills and ability to be trusted (Mayer, Davis & Schoorman, 1995). According to Sherwood and DePaolo (2005), the employee's value competence is an important antecedent of trust. Another determinant is the availability of a sub-system, which means the physical presence when an employee needs it (Butler, 1991). According to

Antonakis and Awater (2002), a small distance between the employee and a sub-system is needed for a trustful relationship. A third determinant is the consistency of the sub-system. Bruke et al. (2005) and Mayer, Davis and Schoorman (1995) describe the consistency as an alignment between words and actions of the sub-system. Both state that the higher the alignment is, the higher the level of trust is. Another essential element in trust is communication and information sharing (Whitener, Brodt, Korsgaard & Werner,1998). Therefore, one determinant concerns the information quality (Thomas, Zolin & Hartman, 2009), in which a sub-system provides the needed information. The other determinant concerning the communication focuses on the information quantity (Hargie, Tourish & Wilson, 2002), where the question is if a sub-system provides enough information. The last determinant is transparency, meaning that information and actions are deliberately revealed instead of hiding them (Rawlins, 2006). According to Rawlings (2006), the transparency is positively linked to the level of trust.

All in all, trust is indicated as one of the predictors for the level of change fatigue (Dirks & Ferrin, 2002). Next to that, several scholars suggest that narratives actively contribute to enhance or maintain trust in corporate settings, caused by the richness narratives hold (Sinclair, 2005; Zorn, Page & Cheny, 2000). Taking the above into account, a mediating role for trust is expected in the relation between the use of a change story and the level of change fatigue. Therefore, the following hypothesis is formulated:

H2: Trust mediates the relation between the use of a change story and change fatigue.

2.5.2 Identification. The second predictor of change fatigue, according to (Dirks and Ferrin, 2002), is organizational commitment. Mowday, Steers and Porter (1979) defined organizational commitment for the first time. They state that the concept entails three factors, namely acceptance of a belief in the organisation’s goals and values, the willingness to exert considerable effort on behalf of the organization and a strong desire to stay a member of the organization. Later on, Meyer and Allen (1991) stated that commitment could be described in three broad themes, namely affective orientation towards the organization, continuance by recognizing the costs associated with leaving and a moral obligation to remain in the organization.

Firestone and Pennell (1993) tried to search for common ground in the different definitions available. The scholars concluded that most definitions had one main idea in common, namely the idea of a psychological bond. According to Firestone and Pennell (1993), the intensity of the bond can differ from an intrinsic attachment or an identification of an individual with the organization.

Within the literature, there are two approaches to organizational commitment (Stevens, 1978). Porter and Smith (1970) describe the first approach, being the psychological approach. The psychological approach states that commitment askes for a more intrinsic involvement of the employee by orientating or forming an attitude toward the organization by linking or attaching its own identity to the identity of the company (Jermier, & Sincich, 1993). According to Porter, Steers, Mowday & Boulian (1974), this orientation does consist out of three steps. Firstly, an individual need to search for a match with the goals an values of the organization. Secondly, high involvement in the work of the individual is needed. Thirdly, the individual needs a strong desire to maintain a member of the organisation. Buchanan (1974) states that those three approaches toward commitment create a positive, high-intensity orientation towards the organisation.

The second approach is the exchange approach that describes commitment as an outcome of transactions between the individual and the organization, in both a behavioural and attributional way. The exchange approach can be behavioural where an individual will stay within the organisation because the benefits associated with staying in the organisation are higher than the alternative opportunities and costs to leave (Blau & Boal, 1987; Collins & Seller, 1988). In this case commitment is thus the result of inducement or contribution transactions between an employee and the organisation (Blau & Boal, 1987). On the other hand, the exchange approach can be attributional (Johnston & Snizek, 1991). In the attributions, approach commitment is conceptualized as a state in which an employee identifies itself with the organisation and its goal. The employee wishes to maintain a member of the organisation in order to facilitate the goal (Blau & Boal, 1987).

In the last years, a discussion is going on in literature about the way organisational identification is linked toward the organisational commitment, especially the attributional exchange approach (Romeo, Yepes, Berger, Guàrdia, & Castro, 2011). Some scholars state that the overlap between both concepts is not possible because of the complexity of the concepts. Van Knippenberg and Sleebos (2006) consider that, on the one hand, organisational identification reflects the self-definitional aspects of organisational membership and, on the other hand, organisational commitment does not. According to Van Knippenberg and Sleebos (2006) is organisational commitment more a contingent on the social exchange process, where an individual shows loyalty and make an effort in exchange for recognition, support and pay.

Several scholars point out the similarities between both constructs. Edwards (2005), states that in different studies, the same words seem to be used to describe the concepts organisational commitment and organisational identification. Examples of these words are attachment, feeling of membership, belonging, affection, congruence of goals and values and loyalty. Another way to point out the similarities between both concepts is the link between both in the ICI model. Recent research showed the fit of the integrative model, which underlies the relationship between commitment and identification, although each one is operatively different (Riketta 2005; Edwards 2005).

Because of these developments in the literature of organisational commitment and organisational identification, the identification part will be included in the scope. Operationalising the concept, two schools of thoughts are visible within the literature (Ashforth, Harrison & Corley, 2008). The first one formulates the concept of identification from a narrow perspective. This perspective considers the membership perception and the value that is added to the related feelings by the individual (Tajfel 1982; Ashforth and Mael 1989; Bergami and Bagozzi 2000). This means that an identifiacation is based on cognitive and affective components. Looking at the broader formulation more concepts, such as congruence of values, goal, beliefs and desire to act on behalf of the organisation, are linked to the organisational identification (van Dick, Wagner, Stellmacher & Christ, 2005).

Since a framework around identification is set, the process of creating a corporate identity can be explored. Narratives help employees formulating an identity, bringing several identities together and to overcome congruence between identities. The retelling of a narrative is a process dependent on both the surroundings in which the narrative was told and the individual itself. The narrative zooms in on the individual influences on the retelling of the story. As already stated, a narrative brings structure to humanity’s life (Murray, 2003). This structure is created by the creation of a so-called narrative identity. Simmons (2006) argues that a narrator can shape the story depending on the level of identification and the situational aspect. A narrative reproduced by an individual can be seen as a form of a self-narrative. These self-narratives make a point about the narrator and are both constructive of and expressive of the identity of that person (Josselson, 2004).

According to McAdams (1999), identity can best be described as the internalised and evolving story that results from a person's selective appropriation of past, present and future. Researchers have noted that individuals use the self-narrative linked to the company to connect to and create their work identity. Next to that individuals use the self-narrative to manage strain connected to the work identity, for example, congruence between the work identity and the identity of the individual in other social situation such as external professional settings or private family and friends settings (Sveningsson & Alvesson, 2003). Lastly, an individual can help use the self-narrative to explain the work role movements (Ashforth, 2001; Ibarra, 2003).

To conclude, organisational commitment is indicated as one of the predictors for the level of change fatigue (Dirks & Ferrin, 2002). By means of the suggested similarities between the organisational commitment and organisational identification, the same relation between organisational commitment and level of change fatigue can be assumed. Next to that, literature suggests that narratives actively help employees formulating an identity, bringing several identities together and overcoming congruence between identities (Murray, 2003). Taking the above into account, a mediating role is for identification is expected to be present in the relation between the use of a change story and the level of change fatigue. Therefore, the following hypothesis is formulated:

H3: *Identification mediates the relation between the use of a change story and change fatigue.*

2.5.3 Job satisfaction. The last predictor of change fatigue is the level of job satisfaction an employee has (Dirks and Ferrin, 2002). Many scholars found that the satisfaction an employee draws from its job is influential on their work behaviour (Robinson et al., 1969; Schwab & Larry, 1970; Greene & Charles, 1972; Churcill, Ford & Walker, 1976). It is often linked to concepts such as employee performance and organisational effectiveness (Pelit & Öztürk, 2010).

The concept satisfaction is a social, emotional and personal concept reflecting the inner pleasure and peace of an individual (Hacıoğlu, 2009). The concept cannot be observed by others but only described and experienced by the individual (Arıkan, 2011). According to Chen (2008) can job satisfaction be described as the emotions, outlook and preferences an individual has about the job. Job dissatisfaction will be the effect of the feeling that employees needs' are not properly met at their work and work environment. Job dissatisfaction can lead to varied issues such as absenteeism, weariness, disregard of the rules, diminishing loyalty, walkouts, damaging the organization, increasing sick days and accidents (Kök, 2006; Kuşluvan, 2009).

Satisfaction in a social setting is composed of three interwoven phenomena. The first one is the feeling of solidarity, which focusses on the perceived membership and belonging to the ingroup (Cheney, 1983). Concept connected to this first phenomenon is the perception of ingroups and outgroups by the individual within the organisation. The second concerns the support of the group, in this case, the organisation, and the loyalty to that group (Patchen, 1970). Concepts linked to this second phenomenon are Ambassadorship and Employee Value Proposition. The last one includes the fit within the group and the perception of shared characteristics (Kelman, 1961). The concept of fit is linked to this phenomenon. These three phenomena are linked towards the narratives, because a narrative helps an employee to belong to the ingroup, makes it easier to be an ambassador and lastly helps to fit into a group by sharing the same characteristics by means of a narrative (Zellmer, Allen, & Kesseboehmer, 2006; Burner, 2005).

As stated by Kessuwan and Muenjohn (2010), Hoppock (1935) was the first scholar that defined job satisfaction. The early definition of job satisfaction was "any combination of psychological, physiological, and environmental circumstances that cause a person truthfully to say, I am satisfied with my job". Later on the definitions of job satisfaction became less detailed, for example: "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Locke, 1976), "the feelings a worker has about his or her job" (Tansuhaj, Randall and McCullough, 1988) or "the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs" (Spector, 1997).

This movement in the definitions of job satisfaction can be explained by a growing number of factors linked to job satisfaction. In the beginning job satisfaction was linearly linked to the salary (Hulin and Smith, 1965). However, in the years following, the research became more complicated. A research done by Locke (1976), was already focused on twelve variables: work type, pay, supervision, promotion opportunities, co-worker relationships (dependent) and age, tenure with the company and length of time on the job, job level, salary, and salary desired minus salary received (independent). Later on, job satisfaction was linked to even more variables such as turnover and organisational commitment (Mobley, 1977), the distinction in posited intrinsic and extrinsic variables (Williams and Anderson, 1991).

The broadening of the scope can also be explained by theories linked to job satisfaction. The first one is Maslow's hierarchy of needs (Maslow, 1943). This theory states that an individual's highest goal is self-actualisation. However, to reach the level of self-actualisation, the other goals, in order of importance, psychological, safety, love and esteem should be full filled. Notable in this process is the fact that the several levels are complementary to each other instead of competing (Kenrick, Griskevicius, Neuberg, &

Schaller, 2010). Linking Maslow's (1943) theory to the shifts in society, the broadening scope of job satisfaction can be declared. Looking to the development of generations such as the Baby Boomer, Generation X, Millennials and Generation Z, it is fair to state that the younger generations are more and more valuing the intrinsic variable instead of the extrinsic (Vercouteren, 2017).

The same goes for another theory linked to job satisfaction, being the Herzberg's two-factor theory (Herzberg, Mausner & Snyderman, 1959). Herzberg's theory is based on the same principle as Maslow's pyramid. However, Herzberg Mausner and Snyderman (1959), described the work environment separate as the hygiene component. Therefore, this theory eliminates the issue that the working environment makes the employee productivity, but not necessarily satisfied. This principle makes that the hygiene component is improving dissatisfaction, while the other motivating component is increasing the satisfaction, which makes both independent phenomena.

Although the ongoing broadening of the definition of job satisfaction, there seems to be no discussion about job satisfaction. The shift that is visible in the definitions seems to be representation of the society at that moment in time. Therefore, job satisfaction should not have a solid definition. In this research job satisfaction is described as the perception of the level of intrinsic motivators minus the perception of the level of extrinsic demotivators for an individual.

All in all, job satisfaction is indicated as one of the predictors for the level of change fatigue (Dirks & Ferrin, 2002). Next to that, several scholars suggest that narratives actively contribute to the three interwoven phenomena linked to satisfaction in a social setting (Zellmer, Allen, & Kesseboehmer, 2006; Burner, 2005). Taking the above into account, a mediating role for job satisfaction is expected to be present in the relation between the use of a change story and the level of change fatigue. Therefore, the following hypothesis is formulated:

H4: Job satisfaction mediates the relation between the use of a change story and change fatigue.

2.5.4 Impact expectation. The last mediator discussed is the impact expectation of the changes by the employees. An expectation can be described as a strong belief that something will happen or will be the case (Lobo & Gurney, 2014). In a change context, the expectation of employees will reflect their belief of the impact that a change would have, and what will happen after the change.

The expectations of employees can be separated in two levels, namely: desired expectation and adequate expectation. Desired expectation reflects what the employees hope to receive, and the adequate expectation reflects a minimum what employees still find acceptable (Parasuraman, Berry and Zeithaml,1991). The difference between these levels describe the zone of tolerance. The size of this zone will vary from employee to employee and depend upon how willing the employees are to accept the differences.

Several scholars state that if the outcome of an action is outside the zone of tolerance, the level of trust, satisfaction and commitment, and thus the identification, will drop (Hsieh & Yuan, 2010). As a result of that, it can be assumed that this will increase the level of change fatigue. However, communication, for example narratives, can be used to enlarge or move the zone of tolerance, by means of expectation management (Hsieh &Yuan, 2010).

Looking at the impact of a narrative, Appel and Richter (2007) state that a narrative has a direct impact on the short term and later on still on the long term. However, the impact on the long term turns out to be more sustainable than the impact on the short term. Another research of Green and Brock (2002), stated that a narrative had more impact on the perception of a high abstraction level or even fictive concept, than something close to the reader. Which suggests that a narrative has more impact on the long-term expectation of employees than on the short-term expectation. Moreover, the impact of a narrative is bigger on a high abstraction level than on a lower abstraction level.

Taking the above into account, the suggested link between impact expectation and the level of change fatigue an employee experiences, seems to be likely. Next to that, scholars state that the narrative influences the expectations of employees, especially for the long-term and on a higher level of abstraction. Therefore, a mediating role is supposed for per expectation in the relation between the use of a change story and the level of change fatigue. The following hypotheses are formulated:

H5a: *The impact expectation mediates the relationship between the use of a change story and change fatigue more positively on the long-term than the short-term;*

H5b: *The impact expectation mediates the relationship between the use of a change story and change fatigue more positively on a high level of abstraction than on a lower level of abstraction.*

2.6 Research model

In figure 2.1, an overview of the suggested model is shown. This model will be tested in a case study. The following chapter will elaborate on the methods used to test the different hypothesis.

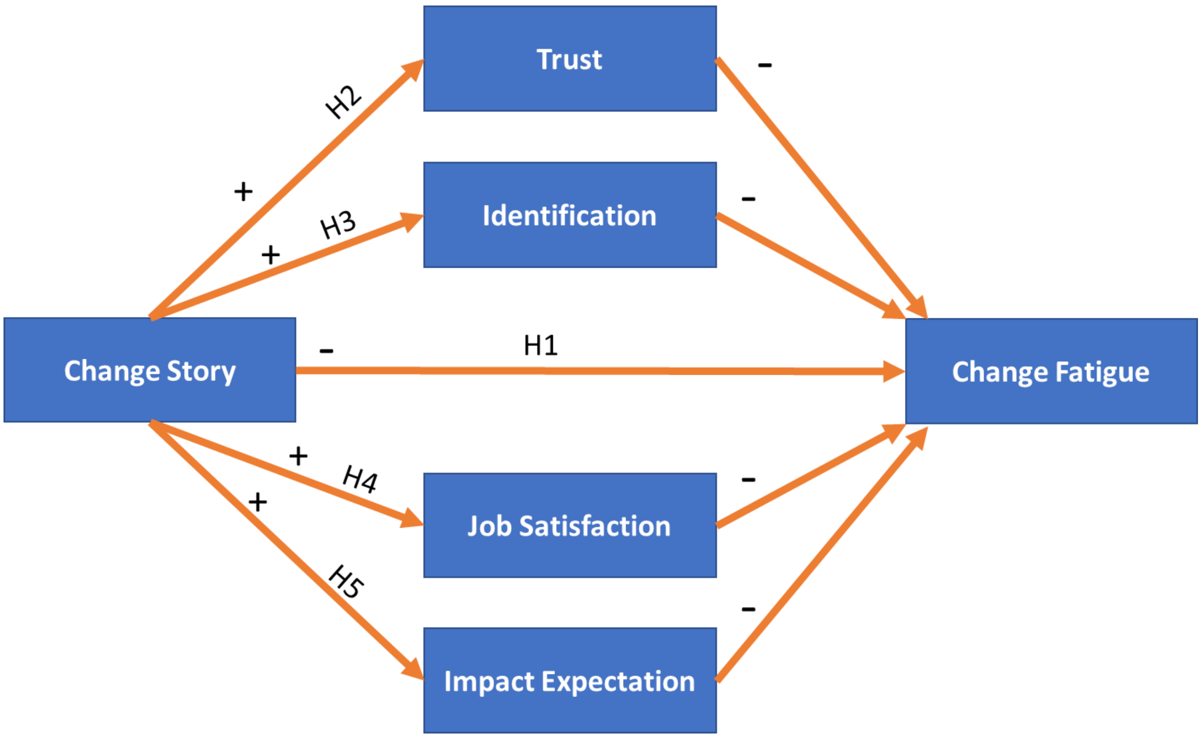

Figure 2.1. An overview of the suggested research model

3. Method

In order to answer the research question, an experimental case study was conducted. In this chapter of the report the method will be explained. Firstly, the between-subject design will be explained. After that, a section of the upcoming chapter will elaborate on the manipulation used in the research. Then, the instrument will be introduced after which the procedure is set out. Lastly, a description of the participant will be given.

3.1 Design

To answer the research question, a cross-sectional experimental research with a between-subject design was developed. The design included one manipulation, which consisted of a change story. Since, the experiment was conducted in a real setting, some ethnical aspects were taken into account. One major issue was the availability of information, since each employee of the company had the right on the same information as its colleagues. Therefore, the design of the study had two variants to manipulate the change story in its presence and absence. These variants were distinguished form each other, by the placement of the questionnaire and the change story, and thus, simulated the presence or absence of the change story.

Both variants started with an introduction. Subsequently, one group got the change story presented, and the other group started off with the questionnaire about the constructs trust, job satisfaction, organizational commitment and the end variable change fatigue. After that, the first group got the questionnaire about the constructs, and the second group was confronted with the change story. In addition to that both groups got a questionnaire about their impact evaluation of the change. Lastly, the demographic questionnaire was presented. Figure 3.1 gives a schematic overview of the design.

Figure 3.1. Design of the study.

3.2 Manipulation

This research used a manipulation in the form of a change story. To make sure the change story will fit into both the literature characteristics of a change story and the case of KLM E&M Component Availability, the story is developed in a structured process.

The first step was to create a structure for the story. As stated by Jones and McBeth (2010) is this often done by the beginning, middle and end structure. This structure also seems to be the most appropriate for the change context, linking this to the urgencies, purposes and attractive perspectives narratives that are often used. Therefore, sessions were planned with the management team and support to formulate the urgency of the change KLM E&M, Component Availability faces. Next to that, a purpose and an attractive perspective were formulated. Lastly, the call to action towards the employees and the take-out message of the story was discussed.

In the second step, a small workgroup existing of a change manager, cultural lead and a communication expert worked together to set the context and created characters. First, the scope of the story was set. The choice was made to start off general (KLM/Schiphol) and keep narrowing the story down to the department level (KLM E&M, Component Services and Component Availability), in order to keep the story as close to the employee as possible. Therefore, the context Schiphol and Schiphol-Oost were set in order to keep the urgency and attractive perspective close to the created scope. The story uses the duality of stability versus change, because this fitted best to the created urgency and attractive perspective. Next to that, a character was created for the story. To keep the story as simple as possible only one character was created out of the villain perspective. In this way, the character can point across the urgency of the changes.

With the input of step one and two, the story was created. The story started with creating a setting and a certain feeling linked to that. It refers to KLM as a typical Dutch company and the service all colleagues provide to give the customers memorable experiences. “We have given millions of people a memorable experience by giving them access to the world over the last 100 years”. After that, the story zooms in on the specific division and department, by describing the common goal. “Together with the colleagues of Component Availability, we work hard to get all the components available on-time for our clients.” Next, the story changes and the duality of the story became visible, by outlining the urgency to change. “… all these bottlenecks make it difficult for us to live up to the promises we made to our company and customers.” Whereupon, the character who causes all the bottlenecks was introduced, the Blue Dodo. “The Blue Dodo deterred us from delivering on our promise towards our company and customers, and thus, threatened us with extinction.” Subsequently, the change is introduced as a tool to isolate the Blue Dodo, and thus, to ensure the future of Component Availability. At this point, the duality in the story changes again and the attractive perspective is given. “We are enthusiastic, work together as a team, … our supply chain is in control.” Lastly, a call to action towards the employees is done. “To isolate the Blue Dodo and to archive the result, we need each other!”

To make sure the story was understandable for all the employees, the story was created with the use of easy words and short sentences. Next to that, the story was reviewed by the management team, the support team, a group of change managers and a storywriter/copywriter. This to overcome a mismatch between story and intended message, but also between the story and the target group. The story was not reviewed by employees to overcome bias. The complete story can be read in appendix 1.

To assess the quality of the story, a manipulation check was edited to the questionnaire. The manipulation check exists out of 4 items measuring, for example, the recognition of the situation and level of belief. The items are measured on a five-point Likert scale. The story had an average score of 3,6 and a mode of 4. Taking this into account, the overall quality of the story can be seen as good.

3.3 Instrument

By means of a questionnaire, the constructs change fatigue, trust, organisational identification, job satisfaction and impact evaluation were measured. Next to that, the perception of the story was measured with several items. Lastly, some demographic variables were asked.

The variables were measured with a five-point Likert scale (strongly agree – strongly disagree). To meet the needs of all the respondents and ensure that the validity of the results maintains sufficient, all original scales are translated into Dutch. An overview of the complete questionnaire can be found in appendix 2.

A factor analysis found all intended constructs. However, the intended sub-levels of identification were not visible, and were therefore combined into one variable. Next to that, the intended difference in corporate levels was not visible. Therefore, only two expectation constructs, based on difference in time, were added. An overview of the factor analyses can be found in appendix 3.

The first construct is change fatigue. This construct existed out of eight items and had a Cronbach's alpha of .86. The items are collected out of a study of Bernerth, Walker, Walter and Hirschfeld (2011). An example of one of the items is: *'The amount of changes is overwhelming.'*

The second construct found by the factor analysis is trust. Trust is measured by a scale of Omarov (2009). The construct existed out of eight items (five linked to the project teams and three linked to the management team) and had a Cronbach's alpha of .89. One of the items is: '*The management team provides the employee with enough information about the change*.'

The third indicated factor in the factor analysis is organisational identification. This construct exists out of six items with a Cronbach's alpha of .84. The used items were collected out of the research from Martin and Tyler (2006). An example of one of the items is: '*KLM E&M feels like one big family*.'

The fourth construct identified using a factor analysis is job satisfaction. The job satisfaction scale is based on the research of Weiss, Dawis and England (1967). The construct still existed out of five items with a Cronbach's alpha of .70. An example of one of the items is: '*My work is diverse.*'

The fifth construct identified by the factor analysis concerns the perception of the employees towards the story. This scale is based on principles for accepting a story. The construct existed out of four items with a Cronbach's alpha of .82. One of the items was formulated as follows: '*the story is persuasive*.'

The sixth and seventh construct is impact expectation and measured the expectation the employee has about the impact of the changes on different corporate levels expressed on both long and short term. The results of the factor analysis showed that the difference of corporate levels was not visible, what makes that only the difference in time distinguished two constructs. The short-term expectation is measured with a six-item based scale with a Cronbach's alpha of .90. The second construct, long-term expectation, is based on five items with a Cronbach's alpha of .88.

The last component of the questionnaire concerns the demographics of the participants. Items about gender, age, function, years of service and internal/external employees were presented.

3.4 Procedure

Before the questionnaire is presented to the participants, each participant is placed in one of the two groups by stratified random sampling. The aim is to divide the demographic moderators equally over the two covariate groups.

The respondent received personally an e-mail with a link to one of the two surveys. The e-mail included information about the study, the predicted time needed to fill in the survey and a privacy statement. When opening the survey, the respondent first read the general information about the research, the rights of the respondent and eventually agreed to the anonymous processing of the data. Dependent on the group the respondent is assigned to, first the questionnaire about the constructs was presented and subsequently read the change story, or vice versa. After that the questions about the impact evaluation and manipulation check were answered. Next to that, the respondent had to fill in its demographic characteristics. Lastly, the respondent was thanked for his collaboration. After that the respondent closed the survey and continued his work.

3.5 Participants

For this research, all participants were selected based on the company and department the employee is working for. Only employees of the department Component Availability (KLM Engineering and Maintenance, Component Services) were asked to fill in the questionnaire. This was done because Component Availability’s employees are a good reflection of the company through education level, age, internal/external employee contracts, and years of service.

Two groups were created by stratified random sampling. The questionnaire was sent to a total amount of 190 employees via e-mail. Because of the operational business, the respondents are working in, a central distribution moment was chosen, per type team. The questionnaire was framed as an employee promotor score focusing on the upcoming changes.

To push the response, awareness was created via several team meetings and daily team check-in/out.

Considering the data collection, there were no other exclusion criteria except the specific department the respondent has to work for. Which means that everybody working for the Component Availability department could fill in the survey.

In total, 128 employees filled in the questionnaire. The response of the participants was in ratio with the size of the three sub-departments within Component availability. When looking into the demographics it is seen that, 74% of the participants were male and 26% were female. The generations demographics of the respondents shows that 23% of the respondents is a baby boomer (1945 – 1960), 42% belongs to generation X (1961 – 1980), 29% of the participants was a millennial (1981 – 1995) and 6% belonged to generation Z (from 1996). Looking to the functions showed that 30% of the participants had an operational function (Repair Administrators), 21% had an operational desk function (Repair and Availability Controller), also 23% had an operational desk function with some strategical aspects (Customer Interface), 20% had a strategical desk function (Support) and lastly, 9% of the participants had a management or supervisory role. Considering the employees' art of contract, 77% of the employees were KLM-contracted. 23% of the participant were temporary agency workers or contracted elsewhere. The average years of service of the participants were 17.9 years, with a minimum value of 0.1 and a maximum value of 45. An overview of the demographics of both the sample and the department can be found in table 3.1.

Considering the representation of this sample for the department, there can be stated that the sample is a good representation of the Component Availability department. When comparing the outcomes of the sample with statistics of the CBS (2018), it becomes clear that all the demographic variables are a reasonable reflection of companies in the technic/transport sector.

Table 3.1
Overview demographics sample compared to the demographics of the department

		Demographics Sample	Demographics Department
Gender	Male	76%	79%
	Female	24%	21%
Function	Repair Administrator	30%	33%
	Repair and Availability Controller	21%	17%
	Customer Interface	23%	23%
	Support	20%	18%
	Management	9%	9%
Years of service		17.9	n.a.
Generation	Baby Boomer	23%	n.a.
	Generation X	42%	n.a.
	Millennial	29%	n.a.
	Generation Z	6%	n.a.
Type of employment	KLM-contracted	77%	74%
	Contracted elsewhere	23%	26%

Lastly, the experiment had two conditions: condition one, questionnaire – story (control group), and condition two, story – questionnaire (manipulation). Looking at the division into the two groups, 48% of the participants was placed in condition on and 52% of the participants was placed in condition two. By means of a Pearsons Chi-Square test for gender, function type and type of employment; and a Mann-Whitney test for generations and years of service, the possible differences between the conditions were identified. An overview of the outcomes of the analyses are shown in tables 3.2 and 3.3.

According to table 3.2, there is no statistical differences between the manipulation groups, gender and Function type. However, the *Pearsons Chi-square* found a statistically significant difference between the manipulation groups and the type of employment. Which means that the results could be affected by this variable. Further test should exclude a possible effect. Looking at the outcomes of the Mann-Whitney test no statistically significant differences were found. The control group did not differ significantly from the manipulation group from each other on the group composition of generation. The same goes for the group composition of years of service. The control group and the manipulation group did not significantly differ from each other on the group composition of years of service.

Table 3.2
Results Pearsons Chi-square between the manipulation groups and the demographic variables

		N	Group 1*	Group2*
Gender				
	Male	95	48%	52%
	Female	33	49%	51%
Function type				
	Repair Administrator	31	58%	42%
	Repair and Availability Controler	29	45%	55%
	Customer Interface	29	38%	62%
	Support	28	57%	43%
	Management/supervisor	11	48%	52%
Type of employment**				
	KLM contracted	98	43%	57%
	External contracted	30	67%	33%

* Group 1 = Participants did not read the story; Group 2 = participants did read the story
** $p < ,05$

Table 3.3
Results Mann-Whitney Test between the manipulation groups and the demographic variables

	Mdn group 1*	Mdn Group 2*	U	z	p
generations	2.0	2.0	1900.0	-.74	.46
years of service	14.0	17.5	2025.0	-.10	.92

* Group 1 = Participants did not read the story; Group 2 = participants did read the story
** $p < ,05$

To test if the analysis results in chapter 4 had to be corrected for the influence the type of employment could had on the outcomes a one-way ANOVA analysis was carried out for each construct. Table 3.4 gives an overview of the outcomes of the one-way ANOVA test between the type of employment and the constructs.

Table 3.4
Overview of the one-way ANOVA analysis between the type of employment and the constructs

	df	F	t	p
Change Fatigue	(1, 126)	.00	.67	.96
Trust	(1, 126)	4.26	-.53	.06
Identification	(1, 126)	2.88	1.47	.92
Job Satisfaction	(1, 126)	2.16	.25	.14
Short-Term expectation	(1, 126)	.16	.33	.69
Long-Term expectation	(1, 126)	.01	-.36	.91

* significant at a level of ,05
** significant at a level of ,01

Concluding, no statistically significant differences between the control group and the manipulation group based on the demographics were found, except for the type of employment. However, according to the independent sample t-test corrections for the differences are not necessarily in the tests later on.

4. Results

The aim of this research was to investigate whether a change story has an influence on levels of change fatigue and employee experience. In this chapter, the influence of a change story on the different constructs will first be tested. Secondly, the differences between the manipulation groups will be explored, by means of two correlation analyses. Lastly, a regression analysis will be conducted to calculate the suggested regression between the constructs and change fatigue.

4.1 The Influence of the Change Story on the Constructs

As stated in the theoretical framework, a mediating effect between trust, job satisfaction, identification, impact expectation and change fatigue are suggested. To see whether there was a mediating effect between the constructs several *one-way ANOVA* analyses were carried out. An overview of the analyses can be found in table 4.1.

First of all, a *one-way ANOVA* was conducted to compare the effect of the presence of absence of a change story on change fatigue (H1). No statistically significant differences were found between the group means as determined by one-way ANOVA. This means that hypothesis 1 will be rejected. Because no statistically significant effects were found between change fatigue and the presence and absence of a change story, the other mediating effects are not likely to be present either. To exclude the possibility of a reversed relation, each variable will be tested separately.

According to the *one-way ANOVA,* no statistically significant difference was found between the two manipulation groups in level of trust. Which means that hypothesis 2 will be rejected. Next to that, hypothesis 3 will also be rejected. The *one-way ANOVA* found no statistically significant difference between the level of identification and the two manipulation groups. In addition to that, the differences between the level of job satisfaction in the two manipulation groups were not statistically significant according to the *one-way ANOVA.* Therefore, hypothesis 4 will be rejected.

Lastly, a *one-way ANOVA* was conducted to test the differences in impact expectation between the two manipulation groups. Both hypotheses 5a and 5b can be rejected. For hypothesis 5a there was no statistically significant difference between the impact expectation on both the short- and long-term and the manipulation groups. Next to that, hypothesis 5b could not be tested since the difference in level of abstraction was not found in the factor analysis.

Table 4.1
Overview of ANOVA analysis between the use of a change story and the constructs

	df	F	η	p
Change Fatigue	(1, 126)	.53	.26	.47
Trust	(1, 126)	2.04	.92	.16
Identification	(1, 126)	.62	.35	.43
Job Satisfaction	(1, 126)	1.91	.89	.17
Short-Term impact expectation	(1, 126)	.47	.29	.49
Long-Term impact expectation	(1, 126)	.95	.42	.33

* significant at a level of ,05
** significant at a level of ,01

4.2 Comparisons between the Manipulations

To get a better understanding in the difference between the two manipulation groups, a correlation analysis between constructs and demographics was conducted. In table 4.2 the results are shown for the condition with a change story and 4.3 shows the results for the condition without a change story.

When looking at the results in table 4.2, it can be stated that change fatigue has a negative weak correlation with trust, identification and job satisfaction. Furthermore, a weak correlation was visible between trust and identification, and a mediocre correlation between identification and job satisfaction. Mediocre negative correlations were found between change fatigue and the impact expectation on short-term and long-term. The same goes for job satisfaction and short-term expectation and long-term impact expectation. On the contrary, trust and identification only correlated positively significant with the long-term impact expectation. Both the impact expectation constructs seem to correlate positively with each other. When looking at the demographics, a significant positive weak correlation was found between change fatigue and years of service and a negative weak correlation identification and generation.

In table 4.3 the outcomes of the control condition are shown. The results show no significant correlation between change fatigue and trust, identification and job satisfaction. On the contrary, there are strong correlations between trust and identification; trust and job satisfaction; and identification and job satisfaction. Looking at the impact expectation, short-term impact expectation correlates significantly with trust; identification; and job satisfaction. In the same way, there is a positive significant correlation between long-term impact expectation and trust; identification; and job satisfaction. According to the correlation analysis there is a positive significant correlation between short-term impact expectation and long-term impact expectation.

Comparing the outcomes of both correlation analysis, some interesting outcomes came forward. First, the correlations between change fatigue and trust, identification and job satisfaction seem to get stronger when the change story is present. Contrary to that, the correlation of trust, identification and job satisfaction seem to get less strong with the present of a change story. Looking to the outcomes regarding the impact expectation on both the short- and long-term, it is noticeable that the correlation between the impact expectation and the change fatigue is stronger in the group with a change story. On the other hand, the correlations between the impact expectation on both short- and long-term and trust, identification and job satisfaction are higher in the group without a change story.

Table 4.2

Overview of correlations in the manipulation group with change story

	Mean	SD	1. Change fatigue	2. Trust	3. Identification	4. Job satisfaction	5. Impact expectation short-term	6. Impact expectation long-term	7. Gender	8. Function	9. Years of Service	10. Generation	11. Type of employment
1.	2.87	.77											
2.	3.25	.57	-.25*										
3.	3.55	.66	-.27*	.27*									
4.	3.64	.53	-.20	.16	.55**								
5.	3.19	.72	-.41**	.19	.16	.25*							
6.	3.78	.66	-.56**	.49**	.48**	.51**	.42**						
7.			.08	.19	-.06	-.08	-.16	.11					
8.			-.06	-.10	-.15	.10	.17	.11	-.19				
9.			.26*	-.16	.18	.23	.04	-.12	-.10	.09			
10.			-.12	-.05	-.30*	-.18	-.01	-.00	.13	-.05	-.60**		
11.			-.17	.20	-.08	-.14	.08	.13	.14	-.20	-.38**	.25*	

* significant at a level of ,05
** significant at a level of ,01

Table 4.3

Overview of correlations in the manipulation group without change story

	Mean	SD	1. Change fatigue	2. Trust	3. Identification	4. Job satisfaction	5. Impact expectation short-term	6. Impact expectation long-term	7. Gender	8. Function	9. Years of Service	10. Generation	11. Type of employment
1.	2.96	.62											
2.	3.08	.76	-.08										
3.	3.45	.83	.08	.74**									
4.	3.81	.82	-.05	.73**	.79**								
5.	3.29	.85	-.15	.74**	.74**	.74**							
6.	3.90	.67	-.13	.66**	.80**	.68**	.82**						
7.			.09	.02	-.10	-.15	-.17	-.21					
8.			.03	-.13	-.30*	-.21	-.20	-.19	-.11				
9.			.00	.00	-.05	-.05	-.03	-.18	-.12	.02			
10.			-.06	-.05	-.19	-.14	-.04	.00	.08	.16	-.63**		
11.			.01	.00	-.15	.00	-.12	-.08	-.01	-.15	-.39**	.07	

* significant at a level of ,05
** significant at a level of ,01

4.3 Relations towards Change Fatigue

Although a mediating effect is no longer possible in the suggested model, the suggested relation between trust, identification, job satisfaction, short-/long-term expectation and change fatigue still will be tested. Table 4.4 gives an overview of the outcomes of the regression analyses.

In the model that was tested first, the regression between change fatigue and the use of a change story, no statistically significant regression was found. In the second model test, all the mediators ware taken into account. This model has a statistically significant variance for the change fatigue of 18%. Zooming into the regression analysis, the conclusion can be drawn that trust, identification and job satisfaction do not have a statistically significant regression relation with change fatigue. On the other hand, the impact expectation on both the short- and long-term has a statistically significant linear regression relation towards change fatigue.

Table 4.4

Overview of regression analyses towards the change fatigue

		Unstandardized Coefficients								
		B	SE	β	t	p	F	df	p	R^2
Model 1							.53	1, 126	.47	.01
	Constant	2.96	.09		33.18	.00				
	Change story	-.09	.124	-.06	-.73	.47				
Model 2**							4.56	6, 121	.00	.18
	Constant	4.23	.38		11.07	.00				
	Change story	-.17	.12	-.12	-1.40	.16				
	Trust	.03	.11	.03	1.79	.07				
	Identification	.19	.12	.21	1.60	.11				
	Job satisfaction	.10	.13	.09	.76	.45				
	Impact expectation short-term **	-.13	.10	-.15	-3.26	.00				
	Impact expectation long-term **	-.50	.13	-.48	-3.80	.00				

* significant at a level of ,05
** significant at a level of ,01

5. Discussion

In this chapter, the results from the previous chapter will be discussed. Next to that the chapter will elaborate on the theoretical contribution of this case study. Based on the findings, some practical implications will be given for the use of change stories in change situations. Furthermore, some limitations of the case study will be mentioned, and suggestions for future research will be made.

5.1 Main Findings

This section will zoom in on the outcomes of the study. Next to that the tested hypothesis will be placed in the perspective of the study and the sub-questions will be answered. Lastly, the main research question will be answered.

Zooming into the hypotheses and the sub-questions. The first hypothesis was formulated as follows:

H1: The use of changes stories decreases the level of change fatigue among employees.

According to the one-way ANOVA analysis, there was no statistically significant difference in the level of change fatigue between the group in which the change story present and group in which the change story was absent. This means that the hypothesis 1 is rejected and that cohesion of the two variables is unlikely. Which means that the assumptions made, concerning the relation of change fatigue and the presence and absence, are not supported by the results of this study. When Answering the sub-question about the extent to which a change story influences the level of change fatigue employees have, the results show that a presence or absence of a change story has no statistically significant influence on the level of change fatigue employees have.

The second, third, fourth and fifth sub-question were formulated to find the suggested mediating effect of the constructs trust, identification, job satisfaction and impact expectation on change fatigue. However, no statistically significant differences were found between the presence or absence or a change story and the level of change fatigue. This means that it is unlikely that a mediating effect will occur. Nevertheless, sometimes a mediation will become visible, when testing the other constructs. Therefore, the second, third, fourth and fifth hypotheses were still tested. The hypotheses ware formulated as follows:

H2: The use of change stories decreases the level of change fatigue among employees mediated by the trust level of the employees;

H3: The use of change stories decreases the level of change fatigue among employees mediated by the identification of the employee;

H4: The use of change stories decreases the level of change fatigue among employees mediated by the job satisfaction of the employee;

H5a: The impact expectation mediates the relationship between the use of a change story and change fatigue more positively on the long-term than the short-term;

H5b: The impact expectation mediates the relationship between the use of a change story and change fatigue more positively on a high level of abstraction than on a lower level of abstraction.

According to the results of the one-way ANOVA there was no statistically significant cohesion found between the presence and absence of the change story and the impact expectation, the level of trust, the level of identification and the level of job satisfaction. However, hypothesis 2b could not be tested because of the outcomes of the factor analysis. Taking hypotheses 2a, 3, 4 and 5 into account, all four hypotheses were rejected and a relation between the presence and absence of the change story and the impact expectation, trust, identification or job satisfaction is unlikely.

Although, the relations between the presence and absence of a change story and the mediators are unlikely, the dynamics in the data between the two groups were still investigated by means of correlation analyses.

The different correlation analyses have some interesting outcomes. First of all, a general negative correlation existed between change fatigue and trust, identification and job satisfaction. The negative correlation was in line with the assumptions that were made in the theoretical framework. However, the correlation was only significant in the manipulation group with a change story for trust and identification. Which indicates that a change story enhances the negative relation between trust, identification job satisfaction and change fatigue.

Looking at the relations between the impact expectation and the change fatigue the differences between the two groups are noticeable. In the condition with a change story, a significant correlation is visible between change fatigue and the impact expectation on both short- and long-term. However, this correlation is not significant and not very strong in the manipulation group without a change story. This suggests that a change story also enhances the relation between the impact expectation and the level of change fatigue.

Another assumption made in the theoretical framework was the positive relation between trust, identification and job satisfaction. The results from both goups showed this relation between the constructs. However, the correlation was much stronger in the manipulation group without a change story. These outcomes suggest that a change story weakens the relation between trust, identification and job satisfaction.

Next to that, the differences in correlation between the short- and long-term impact expectation and the other mediators are noticeable. The correlation seems to be stronger and constant significant in the manipulation group without a change story. On the other hand, in the group with a change story, not all correlations were statistically significant and in general, these correlations less strong. Also, these outcomes suggest that the presence of a change story lowers the correlation between the other mediators and the impact expectation.

Although there was no mediating effect possible in the suggested model, the suggested relation between trust, identification, job satisfaction, impact expectation and change fatigue was still tested. Based on the results of the regression analyses no significant cohesion was found between the presence and absence of a change story and change fatigue. However, the regression analysis including the mediators did find a statistically significant regression towards the level of change fatigue, caused by the impact expectation on both the short- and long term. Which means that this experimental study suggests that change fatigue can be predicted by means of the impact expectation on both the short- and long-term.

Taking the above into account, the following statements can be made according to the sub-questions linked to the different hypotheses.

- The relation between the presence or absence of a change story and the level of change fatigue is not mediated by impact expectation an employee has. However, the correlation between change fatigue and the impact expectation is stronger with a change story. Next to that, the impact expectation seems to have a statistically significant simple regression towards change fatigue.
- The relation between the presence or absence of a change story and the level of change fatigue is not mediated by the level of trust an employee has. However, the correlation between trust and change fatigue seems to be stronger with a change.
- The relation between the presence or absence of a change story and the level of change fatigue is not mediated by the level of identification an employee has. However, the correlation between identification and change fatigue seems to be stronger with a change.

- The relation between the presence or absence of a change story and the level of change fatigue is not mediated by the level of job satisfaction an employee has. However, the correlation between job satisfaction and change fatigue seems to be stronger with a change.

Concluding the main research question needs to be answered. The mean research question was formulated as follows:

What is the influence of a change story on the level of change fatigue an employee experience?

Looking at the results, there was no statistically significant influence found between the usage of a change story and the level of change fatigue. Also, the mediating constructs trust, identification, job satisfaction and impact expectation were not statistically significant influenced by the use of a change story. However, this study showed that the correlations between the mediators and the level of change fatigue increased with the use of a change story. On the other hand, the correlations between the mediators dropped with the use of a change story. Which could suggest that the presence of change story has some impact on the employees. However, no effects were found between the presence and absence of a change story and the mediators, a statistically significant simple linear relation was found between the impact expectation on both the short- and long-term and the level of change fatigue. Taking the above into consideration, the following conclusion can be drawn: although this experimental case study suggests that a change story influences relations between concepts, it did not find proof for the possible influence of the presence of a change story on change fatigue.

5.2 Theoretical Contribution

Now the results are interpreted in the main findings, the theoretical contribution to the field of change management can be set out. Dirks and Ferrin (2002) suggested a possible link between change fatigue, trust, identification and job satisfaction in their research. As stated by Dool (2009) and Dirks and Ferrin (2002), a higher level of change fatigue does negatively influence the level of trust, identification and job satisfaction over time. the outcomes of the correlation analysis in this study support the assumptions made by on Dool (2009) and Dirks and Ferrin (2002). However, in this case the correlations were mostly poor and, in some cases, not significant. Quite interesting is the fact that the significant correlation disappeared in the manipulation group with the change story. Which means that the change story had some influence on the relation between change fatigue and trust, identification and job satisfaction. Which suggests that another variable linked to the variables trust, identification and job satisfaction moderates the influence a change story has on trust, identification and job satisfaction.

Zooming in on the manipulation, the conclusion can be drawn that the story did not had the excepted effect on the moderators and the level of change fatigue. Although, the story was evaluated positively on the aspects linked to narratives, can the design of the story play a role in the different results. The manipulation check did check the assessment of the story. However, it did not focus on the structure of the narrative. So, for example, Allen et al. (2007) calls for the use of frames in narratives and states Farjoun (2010) that a twofold character is needed in a narrative to be effective. The structural aspects were added to the narrative, in forms of a human-interest frame and a Stability/Change duality. Another combination of structural aspects can already impact the results.

On the other hand, Gioia and Chittipeddi (1991) state that sensegiving and sensemaking is a sequential process. As stated, both processes affect each other, which suggests that the result is the sum of both sensegiving and sensemaking. Which means that reading a single story should be not enough for effective sensegiving to create a shared interpretation of the change, and even create supportive change behaviour (van den Heuvel, Machteld, Demerouti, Bakker, & Schaufeli, 2013; Mantere, Schildt & Sillince, 2012). This suggests that the perceived outcomes of the study are not measurable in an experimental study based on a transversal method but become visible in a study based on a longitudinal method.

When Looking to the constructs used in this case study, there were some outcomes that were not in line with the assumptions made in literature. Starting with the factor analysis of this experimental case study. Sztompak (1999) suggested that trust is built out of sub-systems, resulting in one level of trust. In the case of this study the sub-system is built out of parties concerned with the change, the management team and the project team. However, the factor analysis did not come up with one clear total level of trust or two clear sub-system scales. The used scale in the analysis was a combination with an inconsistent mix of items out of both sub-groups. The items used were validated in previous researches. However, the reliability of the items in this specific context can be questioned. On the other hand, the situation aspect can play a role in the difference in outcomes. The suggestion can be made that situations have specific compositions of trust. However, that could not be concluded out of this study and may be interesting for another research.

Next to that, identification does match with both the description of commitment and identification in the fact that identification develops over time. According to Albert, Ashforth and Dutton (2000) identification is a process that takes place over time, resulting in the fact that the older generation had more time to identify with the organisation than the younger generation. In the manipulation group with a change story a significant correlation was found between generation and identification. This supports the common group of both constructs as suggested by Edwards (2005). However, it was questionable why this effect was only visible in the manipulation group. Which means that the suggested correlation is not as strong as assumed out of literature and the weak correlation is strengthened by the story. Or that another factor influenced the relation between identification and the generation.

A possible explanation can be the assumed similarity between commitment and identification. In the results, the construct identification, was not completely in line with the model that Dirks and Ferrin (2002) suggest in their research. Therefore, it can be questioned whether the suggested connection between commitment and identification is not as strong as suggested by Edwards (2005), or at least, not in this situation. In the research of Dirks and Ferrin (2002) a connection between commitment and change fatigue is given. However, a school of thought in literature state that commitment is the same as identification. Nevertheless, the outcomes of the study could call for a separation for both constructs. Meaning that there still is the possibility that higher correlations were found, if the construct was operationalised as commitment. Further research should prove whether commitment and identification are interchangeable in relation to change fatigue.

Lastly, the impact expectation construct needs some attention. The literature assumed a difference in levels of abstraction. However, the factor analysis did not find the difference in abstraction in the impact expectation scale. Green and Brock (2002), stated in their research that the higher the level of abstraction was, the more impact the narrative had on the reader. In their case the abstraction scale was shaped from a fictional situation to a factual situation close to the readers. That the factor analysis did not find the difference in abstraction, can logically be declared by suggesting that the level of abstraction in the questions was not high enough. On the other hand, it can be stated that the level of abstraction differs per situation. In the case of relatively flat organisation operating under one name the level of abstraction can be less visible than, for example, in the case of a hierarchical organisation with individual brand architecture. Future research can point out in what way the levels of abstraction are visible in organisations.

Although the factor analysis was not able to distinguish different levels of abstraction in the impact expectation scale, a differentiation in both short- and long term was still possible. As literature assumed, a narrative has more impact on the long-term than the short-term (Appel & Richter, 2007). Looking to the manipulation group with a change story, a clear difference in correlation is visible between the short-term and long-term expectation and the other constructs. This supports the outcomes of Appel and Richter (2007). Next to that, the study found a statistically significant single regression between the expectation and change fatigue. Also, in this case, the impact on the long-term seems to be bigger than the on the short-term.

5.3 Practical Implications

Although, this study did not find proof for the use of a change story, the use of it can still be of added value. In combination with the theoretical proof for the use of narratives and the results of the present study the following practical implication are suggested.

Although, the analysis did not point out a direct influence on change fatigue or the mediators by the of the use of a change story,some interesting dynamics came forward when comparing the correlating in both groups. In the case of the use of a change story, the negative correlation between trust, identification, job satisfaction, impact expectation and change fatigue increases. According to the results, trust, identification and impact expectation have be best correlation towards change fatigue. Therefore, (change) managers could first focus on the level of trust and identification employees have, before starting a change project. When the level of trust and identification seem to be low, this should be increased before starting with the most impactful phases of the change. Also the impact expectation of employees should be considered by (change) managers during the entire project. By actively listening and acting towards the negative and positive impact expectation, a (change) manager can align its communication with the needs of the employees to improve the impact expectation. By the improvement of the employees’ impact expectations, it is more likely that the level of change fatigue drops. Where the long-term impact seems to be more important than the short-term important in relation towards the level of change fatigue.

On the other hand, the results can give (change) managers guidelines to recognize and identify change fatigue. By using narratives, the resulted the level of trust, identification, job satisfaction, and the impact expectation can indicate the level of change fatigue employees experience. This will lead to a more prominent position for change fatigue, and a right diagnosis of the symptoms. The regression analysis found a predicable value for the suggested model of 18% (with the moderator impact expectation statistically significant). Therefore, both the short- and long-term impact expectations can help managers to identify change fatigue. The impact expectation on both short- and long-term can be used in a short questionnaire, but also in dialogues with the employees, to predict the level of change fatigue.

All the implications give (change) managers the opportunity to pro-actively reduce change fatigue, by paying attention to the level of trust, identification and the impact expectation of employees. Next to that, the expectation scale is an easy instrument for the (change) managers to check the level of change fatigue among employees, which can be used in several form and situations.

5.4 Limitations

In this section, the different limitations of the case study will be presented. First, the focus will be on the limitations the chosen method had, after which the specific limitations of the case will be discussed. This research used an experimental case study to answer the research question. Looking to the definition of a case study Yin (2003) and Robson (2003) stated that it is an empirical inquiry that investigates a contemporary phenomenon within its real-life context. Looking at this definition, and the purpose of the study is the case study the best fitting method. However, the reliability of a case study as research method is also often questioned by experts. In the case of a single item case study, other parallel methods are needed to confirm the generalisation of the outcomes. On the contrary, multiple item case studies are on its own still not easy to generalise. However, the strength is in the fact that the study can be copied to different causes, and so, create the power needed for generalisation (Ghauri and Gronhaug, 2005). Relating this to the current case study, this means that the results are hard to generalise, outside of the specific context. However, the results will become more valuable when comparable researches will be carried out in different settings.

Although, a Likert-type scale is the most know and regularly used scale in research, also a Likert-type scale come with limitations (Hartly & Betts, 2010). By the ability to process a large sample size easily, the validity and reliability of the findings are often better than qualitative research. On the other hand, Oppenheim (2000) state that the longer the questionnaire is and the more scales it includes, the less reliable the results will become. To keep the attention of the respondents, some items were reversed in this study. However, many reversed items had to be deleted. Another point of attention is the fact that most scales were designed from negative to positive and presented in the study form positive to negative. As stated by Hartley and Betts (2013), reverse scale measurement leads to slightly higher scores on the positive side. Nevertheless, a reversion of the scale has a minimum impact on the results, especially in this case, where means were compared. If a bias is included, concerning the reversed scale, each person answered the questions with the same bias. All in all, it can be stated that the used scales were valid and reliable.

Also, the place where the experimental case study was conducted could have influenced the results. The case is indicative for the area, the aviation MRO business; the pressure on the department, caused by operational problems; and the continuous period of change, in the transaction into a flat high-performance organisation. As stated, many outcomes of the study do not correspond to the literature. This can be caused by the case, by factors such as; technical environment; operational pressure; and the period change is already present in the organisation. Next to that, the survey took place in an operation, with a high workload. This could have influenced the results. However, looking to the average time the participant took to fill in the questionnaire, it can be assumed that most results were filled in carefully, with an average time of 8.3 minutes. Something that should be taken into account is the fact that the participants could give socially desired responses in the questionnaire. To minimise this effect, the survey was firstly promoted by the “change and communication”-team, who was not a member of the management team. However, to push the response later also the managers promoted the questionnaire. This could have affected the outcomes of the survey in a way that the means will lay closer to each other and means are more favourable.

Lastly, unforeseen events in the environment of the department, and thus, the experiment must be taken into account as a limitation. When the data was collected, several events occurred. First of all, there were two strikes. Although a negligible number of employees joined the official strike, the strike brought some turmoil. Second, during the data collection operational issues occurred in several teams. The issues were in most cases manageable and not extraordinary. All in all, it can be stated that a possible artefact in the data can be caused by strikes during the data collection. A possible influence of operational events can almost be excluded.

5.5 Suggestions for Future Research

Based on the experiences and outcomes of this experimental case study several suggestions for Future Research will be done. The most obvious suggestion is to replicate the study in different settings to give more power to the results. However, something interesting that could be investigated by a replication in different sectors, are the differences per sector that may come forward. for example, does the influence a narrative has per situation differ per certain set of characteristics of the individual? This study makes it possible to give even more guidelines towards the use of narratives in specific situations.

Next to that, the present experimental case study did not find a statistically significant relation between the level of change fatigue and the presence of the change story. However, the correlation analyses did show differences between the group with a change story and the group without a change story. Which suggests that another factor moderates the relation between the use of a change story and the other constructs such as trust, identification, job satisfaction, impact expectation and change fatigue. A literature review, but also an exploratory research can give possible insights to find this factor. The outcome of this study can help to improve the theoretical framework and model for the use of narratives.

Lastly,the use of a longitudinal method can give interesting insights. As suggested in the theoretical framework are several constructs, such as sensemaking and sense giving and identification, constructs that are (formed by) processes over-time. The present experimental case study focused on a certain moment in time. However, it could be interesting to investigate the influence of narrative over-time. This will help to understand more the dynamics a narrative comes with. What is for example the long-term effect of the use of narratives? And is a narrative sustainable. For example, will the effect of the narrative fade away over-time or does the effect increase. The theoretical contribution of this study will mainly focus on the dynamics of the narrative. Which gives insights into the use of narratives.

5.6 Conclusion

As suggested in literature, narratives could decrease the level of change fatigue among employees. According to the literature, this relation is mediated by concepts such as, trust, identification, job satisfaction and impact expectation. However, this experimental study did not find any links between the use of a change story, change fatigue, impact expectation, trust, identification and job satisfaction. Nevertheless, some dynamics are viable between the use of a change story and the correlation between constructs. Moreover, a regression analysis pointed out that the suggested model has a predictability of 18% toward change fatigue caused by the impact expectation on both the short- and long-term.

Although, the study did not have a big theoretical contribution, practical implications were still given. According to the results of the study, a change manager can best invest in the level trust and identification in the beginning of a change process, before starting with the high impact phases. Next to that, the impact expectation can be used, on the one hand, to align the communication to the needs of the employees and, on the other hand, as a tool to keep an eye on the level of change fatigue among employees.

Also, certain limitations of this case study need to be considered. Although the case study ensures some limitations of standard case studies, attention needs to be paid to the power of the results and the design of the manipulations. All in all, the study was still reliable and valid. Future research can increase the power of the study and broaden the framework for the use of narratives.

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Appendix

Appendix 1 – The Change Story

Reizen raakt aan één van de meest avontuurlijke behoeften van de mens. Grenzen verkennen, grenzen verleggen. Al 100 jaar geven we miljoenen mensen een onvergetelijke belevenis door ze toegang te geven tot de wereld én tot elkaar. Elke keer als je langs onze thuishaven Schiphol rijdt, voel je het verlangen om er op uit te trekken naar verre streken. KLM is een oer-Hollands bedrijf, een merk waar heel Nederland trots op is.

Wij van Component Services staan altijd klaar om de belofte naar de klant waar te maken. Samen met alle collega's van Component Availability werken wij hard om alle componenten op tijd beschikbaar te hebben. Wij zetten alles op alles om crews en passagiers stralend op weg te laten gaan naar de volgende bestemming.

Maar complexe en niet eenduidige processen, ouderwetse systemen, onvoldoende inzicht en te hoge kosten maken het ons lastig om onze beloftes waar te maken. Al deze knelpunten zijn de perfecte voeding voor een blauwe vogel, die zich in de loop van de jaren is gaan vestigen binnen Component Availability.

De "Blauwe Dodo" maakt het ons de laatste tijd steeds lastiger om ons servicelevel op het gewenste niveau te houden! Hij kenmerkt zich door zijn blauwe kleur, kleine vleugels en pootjes en een grote snavel. De blauwe Dodo staat symbool voor alles wat er in onze organisatie misgaat waardoor hij ons weerhoudt van het waarmaken van onze belofte naar de klant en daardoor ons voortbestaan bedreigt.

Om ook de komende jaren de bijdrage van Component Availability van groot belang te laten zijn moeten wij de blauwe dodo isoleren. Dit gaan we doen door onze processen en systemen grondig te evalueren en aan te passen aan wat de nieuwe, moderne tijd van ons vraagt. Hiervan heb je misschien al voorbeelden gehoord en/of gezien op het gebied van EMPower, Smart Handling, Maintenix en SalesForce. Door deze aanpassingen kunnen wij weer belangrijk zijn voor ons moederbedrijf en zijn we over twee jaar:

Een TOP-bedrijf waar wij trots op zijn met tevreden klanten!
Oude en nieuwe collega's gebruiken elkaars talenten en voelen zich gewaardeerd en gerespecteerd. Onze werkomgeving is modern, mooi, schoon en opgeruimd.
Wij zijn enthousiast, werken in een team fijn samen, komen graag werken en weten wat er van ons verwacht wordt. Onze supply chain is onder controle.

Om de blauwe dodo te isoleren en het resultaat te bereiken hebben wij elkaar keihard nodig!

Appendix 2 – Overview of Questionnaire

Introduction

Employee Change Survey (ECS)

Hi collega,

Wij vinden jouw rol in de veranderingen binnen Component Availability essentieel. Het is daarom belangrijk om te weten wat er speelt en wat jullie nodig hebben. Om dat te kunnen doen hebben we ECS ontworpen, zodat we kunnen zien in hoeverre we aan jullie behoefte voldoen. Daarnaast willen wij jullie graag vanaf het begin meenemen, omdat wij vaak terugkrijgen dat collega's in eerdere projecten te weinig of te laat zijn meegenomen.

De ECS meet in relatie tot de veranderingen bijvoorbeeld het vertrouwen in projectteams en in het management, maar meet ook de voldoening die jij uit je werk haalt. Uit deze meting kunnen we als changeteam zien waar verbetering nodig is, wat er voor deze verbetering nodig is en hoe wij dit kunnen waarborgen.

Daarnaast gebruik ik zelf de resultaten van de ECS om af te studeren. Deze worden getoetst met al eerder uitgevoerde onderzoeken.

Uiteraard verwerken we alle data vertrouwelijk. De data zijn nooit te herleiden tot een individu.

Het invullen van de vragenlijst kost je tussen de 5 en 10 minuten.

Mocht je nog vragen of opmerkingen hebben, twijfel dan niet om mij te benaderen.
yannick.assink@klm.com of 0633134103

Alvast bedankt namens het changeteam en mijzelf,

Yannick Assink

○ Ik ga akkoord met de anonieme verwerking van mijn gegevens

Overzicht veranderingsprojecten:
In de ECS wordt gesproken over veranderingen in het algemeen. Omdat deze per functie verschillen en per type team verschillend zijn, is hieronder een overzicht weergegeven met alle projecten & veranderingen. Houd deze projecten in het achterhoofd wanneer je de ECS invult.

- Verhuizing kantoor
- Verhuizing LC
- Salesforce
- Smart Handling
- CSP.net
- EMPower
- Maintenix CM&C4PARTS

Questionnaire*
*Items marked cursive, are not included in the analysis.

Klik het antwoord aan dat het meeste van toepassing is voor jou. Klik hierbij op je eerste ingeving.

Trust in het managementteam en projectteam

	Volledig mee oneens	Mee oneens	Neutraal	Mee eens	Volledig mee eens
Ik vertrouw het management dat het voldoende kennis heeft om de verandering door te voeren	O	O	O	O	O
Ik kan het managementteam makkelijk benaderen als ik een vraag heb over de veranderingen	O	O	O	O	O
Wat het managementteam vertelt over de veranderingen zijn ook de daadwerkelijke acties	O	O	O	O	O
Het managementteam geeft alle informatie die ik nodig heb over de veranderingen	O	O	O	O	O
Het managementteam geeft voldoende informatie met betrekking tot de veranderingen	O	O	O	O	O
Het managementteam is transparant over het proces van de veranderingen	O	O	O	O	O

	Volledig mee oneens	Mee oneens	Neutraal	Mee eens	Volledig mee eens
Ik vertrouw het projectteam dat het voldoende kennis heeft om de verandering door te voeren	O	O	O	O	O
Ik kan het projectteam makkelijk benaderen als ik een vraag heb over de veranderingen	O	O	O	O	O
Wat het projectteam vertelt over de veranderingen zijn ook de daadwerkelijke acties	O	O	O	O	O
Het projectteam geeft alle informatie die ik nodig heb over de veranderingen	O	O	O	O	O
Het projectteam geeft voldoende informatie met betrekking tot de veranderingen	O	O	O	O	O
Het projectteam is transparant over het proces van de veranderingen	O	O	O	O	O

Job satisfaction

	Volledig mee oneens	Mee oneens	Neutraal	Mee eens	Volledig mee eens
Ik kan mijn kwaliteiten gebruiken tijdens mijn werk	O	O	O	O	O
Ik krijg voldoende waardering voor het werk dat ik doe	O	O	O	O	O
Mijn werk is divers	O	O	O	O	O
Ik kan het goed vinden met mijn collega’s	O	O	O	O	O
Ik kan het goed vinden met mijn manager	O	O	O	O	O
Ik krijg onvoldoende waardering voor mijn werk	O	O	O	O	O

Identification

	Volledig mee oneens	Mee oneens	Neutraal	Mee eens	Volledig mee eens
Ik ben trots op het feit dat ik werk bij KLM E&M	O	O	O	O	O
Ik zou de rest van mijn leven bij KLM E&M willen werken	O	O	O	O	O
De problemen van KLM E&M zijn ook mijn problemen	O	O	O	O	O
Ik zou net zo graag in een ander bedrijf dan KLM E&M willen werken	O	O	O	O	O
KLM E&M voelt als een grote familie	O	O	O	O	O
Ik denk dat KLM E&M altijd het best met haar medewerkers voor heeft	O	O	O	O	O
Ik kan mijzelf makkelijk identificeren met KLM E&M	O	O	O	O	O
Ik kan mij vinden in de koers van KLM E&M	O	O	O	O	O

Change Fatigue

	Volledig mee oneens	Mee oneens	Neutraal	Mee eens	Volledig mee eens
Ik vind de hoeveelheid veranderingen bij KLM E&M overweldigend	O	O	O	O	O
Ik zou graag een stabiele periode willen, voordat de volgende verandering komt	O	O	O	O	O
Alle veranderingen zorgen ervoor dat ik aan het einde van de dag uitgeput ben	O	O	O	O	O
Er zijn momenteel te veel verandering gaande vinnen KLM E&M	O	O	O	O	O
Mijn werkomgeving verandert op een onvoorspelbare manier	O	O	O	O	O
De personen die de veranderingen leiden weten te weinig over het operationele werk	O	O	O	O	O
Ik ben boe van alle veranderingen binnen KLM E&M	O	O	O	O	O
Ik kan mij moeilijk aanpassen aan alle veranderingen binnen KLM E&M	O	O	O	O	O
Het is moeilijk om gemotiveerd te blijven door alle veranderingen	O	O	O	O	O

Perception of change effects on different corporate levels

Hoe schat je de effecten van de veranderingen op korte termijn in de volgende elementen:

	Volledig mee oneens	Mee oneens	Neutraal	Mee eens	Volledig mee eens
Je dagelijkse werkzaamheden	O	O	O	O	O
Het functioneren van je team	O	O	O	O	O
Het functioneren van je type team	O	O	O	O	O
De operatie van Component Availability	O	O	O	O	O
De operatie van Component Services	O	O	O	O	O
De prestatiesvan KLM E&M	O	O	O	O	O

Hoe schat je de effecten van de veranderingen op lange termijn in de volgende elementen:

	Volledig mee oneens	Mee oneens	Neutraal	Mee eens	Volledig mee eens
Je dagelijkse werkzaamheden	O	O	O	O	O
Het functioneren van je team	O	O	O	O	O
Het functioneren van je type team	O	O	O	O	O
De operatie van Component Availability	O	O	O	O	O
De operatie van Component Services	O	O	O	O	O
De prestatiesvan KLM E&M	O	O	O	O	O

Manipulation check

	Volledig mee oneens	Mee oneens	Neutraal	Mee eens	Volledig mee eens
Het verhaal helpt mij de zin van de veranderingen te snappen	O	O	O	O	O
Ik herken de huidige situatie in het verhaal	O	O	O	O	O
Het verhaal is overtuigend	O	O	O	O	O
Het verhaal geeft goed de omvang van de veranderingen weer	O	O	O	O	O

Demographics

Geslacht

- ○ Man
- ○ Vrouw

Geboortejaar

- ○ … - 1960
- ○ 1961 – 1980
- ○ 1981 – 1995
- ○ 1996 - …

Functiegroep

- ○ RAC
- ○ RA
- ○ KI
- ○ Support
- ○ Leidinggevende

Aantal jaren werkzaam bij KLM:

Wat is de vorm van je dienstverband?

- ○ KLM-contract (blauwe pas)
- ○ Uitzendkracht (witte pas)
- ○ Stagiair(e) (licht blauwe pas)

Appendix 3 – Overview Factor Analyses

Table 3.1

Factor Analysis Pattern Matrix constructs

	Component				
	1	2	3	4	5
Identification5	.906				
Identification7	.880				
Identification1	.760				
Identification2	.721				
Identification6	.623				-.451
Identification8	.436				
Change Fatigue4		.896			
Change Fatigue2		.857			
Change Fatigue7		.828			
Change Fatigue8		.769			.405
Change Fatigue1		.762			
Change Fatigue6		.734			
Change Fatigue9		.616			
Change Fatigue5		.576			
Trust Projectteam3			-1.061		
Trust Projectteam5			-.946		
Trust Projectteam2			-.944		
Trust Projectteam4			-.935		
Trust Management5			-.908		
Trust Projectteam1			-.799		
Trust Management4			-.744		
Trust Management3			-.713		
Story 3				-1.067	
Story 1				-.978	
Story 4				-.948	
Story 2				-.873	
Job Satisfaction6					-.813
Job Satisfaction1					.785
Job Satisfaction3					.767
Job Satisfaction4					.760
Job Satisfaction2					,619

Table 3.2
Factor Analysis Pattern Matrix perception items

	Component	
	1	2
Short-term2	.926	
Short-term1	.893	
Short-term3	.804	
Short-term5	.792	
Short-term4	.755	
Short-term6	.690	
Long-term5		.895
Long-term4		.879
Long-term3		.780
Long-term6		.702
Long-term1		.517