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## THE RELEVANCE OF TRANSFORMATIONAL LEADERSHIP IN SHAPING EMPLOYEE ATTITUDES TOWARDS ORGANISATIONAL CHANGE

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**SUMMARY:** *The subject of the research presented in this paper is the role of the leadership of change agents in the implementation of organisational change. The focus of research is on the micro-aspect of change, specifically on the impact of changes in employees and their attitudes and behaviours that have a direct and significant impact on change success. The results of empirical research conducted in one Bosnian company show that the transformational behaviour of the change agent is not equally relevant and effective*

*in the case of the three organisational changes implemented in the company. The explanation for this can be found in the characteristics of the changes themselves, both those related to their cause and those related to the depth of the intervention and the expected consequences of change in the organisational culture.*

**KEY WORDS:** *organisational change, change agent, resistance to organisational change, transformational leadership*

**JEL CLASSIFICATION:** M10, M14, M19

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## **1. INTRODUCTION**

Many studies have shown that results of large-scale organisational change are often disappointing. Beer and Nohria (2000) talk about 30% success in implementing organisational change. Higgs and Rowland (2005) report similar figures.

One explanation for these failures in implementing organisational change is that organisational change, especially if it is radical, pays most attention to information systems and new structures, while the people in the company are ignored. Another reason for organisational change being unsuccessful is the inadequate leadership style used by change agents (Gill, 2003). Leadership behaviour that is supportive and facilitative has a stronger link with the success of change than the so-called 'leader-centric' approach, which implies leading a change through personal involvement, persuasion, and influence (Higgs, 2003). Within the overall theory of leadership, transformational leadership style is considered particularly relevant in the context of organisational change. The evidence for this can be found in the literature from the fields of organisational change and transformational leadership.

This research examines the extent to which theoretical assumptions about the effects of transformational leadership, which originated in a socio-economic environment substantially different from that in Bosnia and Herzegovina, are relevant to the circumstances in one Bosnian company.

The research question was defined as follows: To what extent does the transformational behaviour of the change agent affect employee attitudes towards specific organizational change, and what are the conditions of the change that make this leadership style particularly significant and effective?

The study consists of both theory and fieldwork. The theoretical work consists of a review of existing literature from the field of organisational change, on the impact of change on employees, resistance to change and transformational leadership. Based on theoretical considerations, a model was created depicting causal relationships between transformational leadership and resistance to organisational change.

The fieldwork comprises empirical research conducted in one company in Bosnia and Herzegovina. In order to test the theoretical model a selected sample of company employees was surveyed. The survey was designed with the aim of evaluating the employees' perception of the content, process, and context

of organisational change and to evaluate psychological factors relevant to the acceptance of change, employee resistance towards change, and the leadership style of change agents.

A review of existing literature from relevant fields is presented in the first part of this paper. The second part of the paper is devoted to the empirical research.

## **2. LITERATURE REVIEW**

### **2.1. Organisational change**

In this research organisational change was analysed using a conceptual framework that looks at change in terms of its content, process, and context. This framework is based on the 'processual-contextual' approach originally introduced by Andrew Pettigrew (Pettigrew; 1987, 1988, 1990) and further developed by Patrick Dawson (1994, 2003). Factors of the change content that are considered essential for the creation of employee attitudes toward changes are desirability and justification (e.g., Oreg, 2006; Giangreco and Peccei, 2005). Employees evaluate the desirability of a change in light of the potential impact that specific change has on some aspects of their own existence and work in an organisation. The role of the change agent in shaping employees' perceptions of the desirability of change is to present an attractive vision that will minimize the negative aspects of change. Employees evaluate justification of a change in light of their own knowledge and understanding of the reasons for initiating that particular change. If the agent of change does not provide adequate and compelling reasons for introducing specific changes, a space will be left for employees to develop counter-arguments and reasons why they should oppose them.

Factors of the change process and change context that are deemed important for shaping employees' attitudes towards change are participation, communication, and trust in management.

The participation or involvement of organisational members in the implementation of change is critical to its acceptance. In order to avoid the negative effect of resistance to change, the fact that and the extent to which members of the organisation are involved in change development and implementation are particularly important (see e.g., Giangreco and Peccei, 2005; Pardo del Val and Martines Fuentes, 2003; Folger and Skarlicki, 1999).

Communication is another important factor in reducing resistance toward change. Woodward and Hendry (2004) argue that inadequate communication by an agent of change is one of the main obstacles to organisation members absorbing and coping with the change. Communication by management is one of the most often used and recommended strategies to reduce employee uncertainty during organisational change (Lewis, 1999; Schweiger and Denisi, 1991; Peus et al, 2009).

Trust in management is the final factor of change context and process that is relevant to the creation of employees' attitudes towards change and their expressions of resistance. In his study of the antecedents of resistance to organisational change, Oreg (2006) showed that, of all the variables examined, trust in management was the most important. Many other authors also point to the importance of mutual trust between managers and employees as a ground for successful organisational change (e.g., Gomez and Rosen, 2001; Stanley, Meyer and Topolnytski, 2005; Kotter, 1995).

## **2.2. Impact of organizational changes on employees**

In their analysis of reasons for the failure of organisational change, relevant authors frequently argue that the human aspect of change is not given the necessary attention, or is even completely ignored. Devos, Buelens and Bouckenoghe (2007) found that one of the reasons for the high percentage of unsuccessful change is that those assigned with implementing an organisational change underestimate the importance of the individual, cognitive-affective nature of organisational change. Many other authors agree with this and believe that the ability and driving force for change in an organisation largely depend on the extent to which its employees are open, dedicated, and motivated to change (Armenakis, Harris and Mosholder, 1993; Bernerth, 2004; Eby, Adams, Russell and Gaby, 2000). According to findings and recommendations from relevant literature (see for example Wanberg and Banas, 2000; Hersovitch and Meyer, 2002) the most important psychological factors that operate on the individual level, and thus affect employees' attitudes toward change, are commitment, uncertainty, and cynicism toward change.

Hersovitch and Meyer (2002) define three types of commitment to change: affective, normative, and continuance commitment. Affective commitment to change is manifested as an employee's sense of loyalty, identification and preoccupation with change (Maslić-Seršić, 2000). Normative commitment to change is rooted in an employee's sense of obligation to provide support for the

change, while continuance commitment is based on an employee's awareness that s/he might face certain personal losses if s/he refuses to support the change (Hersovitch, Meyer, 2002).

According to the taxonomy provided by Bordia and others (2004), the uncertainty that arises during organisational change can be expressed in three forms: as strategic, as structural, and as job-related uncertainty. Finally, cynicism toward organisational change is defined as an attitude that consists of a sense of the futility of change and a lack of faith in those who are responsible for the change (Reichers et al, 1997). These same authors point to the fact that cynical employees are less likely to participate in efforts to bring about organisational change.

### **2.3. Resistance toward organisational change**

Resistance in the organisational environment presents an expression of reservation that occurs as a natural response or reaction to change (Block, 1989). According to the situational view (Bareil, Savoie, Meunier, 2007), resistance to change is a variable that depends on the circumstances of the change. In other words, employees will react differently to different changes. The circumstances of an organisational change are largely determined by its content and by the process of change implementation; i.e., by the way it is conducted. There are also various contextual factors specific to a single organisation that may enhance the impact of the process and content factors of the change. More precisely, the resistance to particular change expressed by individual employees will depend on the extent to which the content and process of the change are acceptable and desirable for them in a given context. Factors of change content, process, and context that have the largest impact in shaping employee attitudes towards change - and consequently their eventual expression of resistance - were discussed in section 2.1.

The concept of resistance to change introduced by Piderit (2000) is used in the empirical research presented in this paper. According to this conceptualization, resistance to change can be expressed as a cognitive state, as an emotional reaction, and as a behaviour.

### **2.4. Leadership of change**

Of all the theory on effective leadership behaviour, transformational leadership is considered to be particularly relevant to organisational change (Eisenbach et al, 1999). Bernard M. Bass (Bass, 1985) developed one of the most influential interpretations of transformational leadership. According to Bass, there are

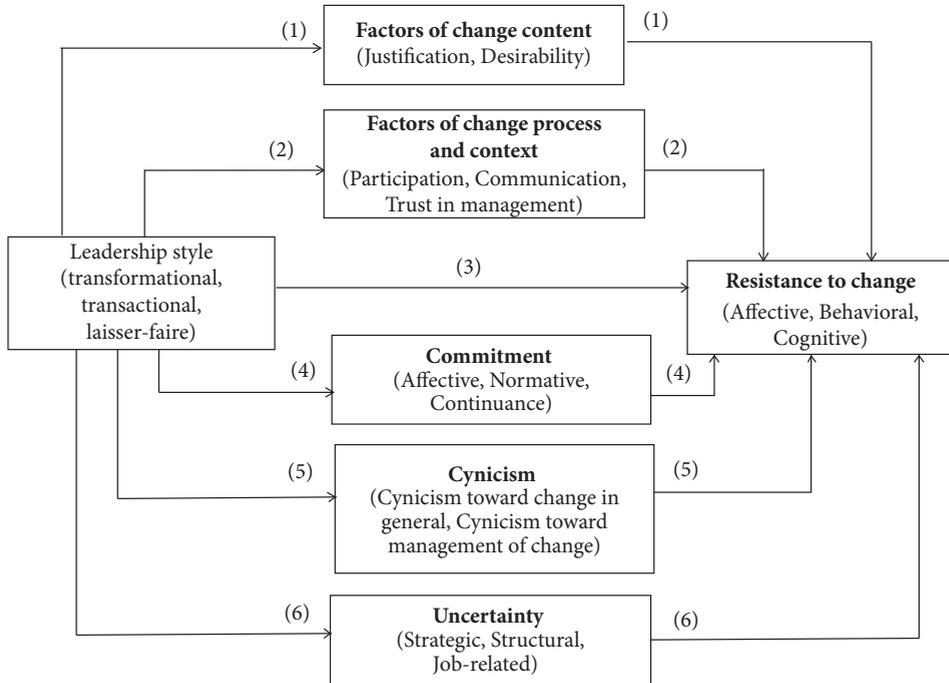
four components of transformational leader behaviour: Idealised Influence, Inspirational Motivation, Intellectual Stimulation, and Individualised Consideration. A transformational leader expresses idealised influence in such a way that s/he serves as a role model for followers. Inspirational motivation presents behaviour through which a transformational leader motivates and inspires people around him/her, by bringing meaning to and challenge to what people do. Intellectual stimulation means that a transformational leader encourages his/her followers to be innovative and creative, to question existing assumptions, to re-shape problems, and to approach old problems and situations in new ways. Finally, individualised consideration implies that a transformational leader pays special attention to the needs that each follower has in term of his or her own development and achievement.

Arguments for the relevance of transformational leadership to organisational change can be found both in the literature of organisational change and the literature of transformational leadership. Empirical evidence supporting the theoretical assumptions on the positive impact of transformational leadership is available in various researches (see for example: Nemanich and Keller 2007; Herold et al 2008; Bommer et al.; 2005, Howarth and Rafferty, 2009). What is not sufficiently addressed in existing literature are the circumstances that may reduce the relevance of transformational leadership, or that make this type of behaviour less effective when compared to other leadership styles.

### **3. CONCEPTUAL MODEL**

The previous part of this article was devoted to the discussion of various factors that are believed to influence the acceptance of organisational change by employees. Assumed relations between relevant factors are shown in the model below:

**Figure 1:** Model for empirical research on the impact of transformational leadership on resistance to organisational change.



## 4. RESEARCH METHODOLOGY

### 4.1. Research context

The field research was conducted in Elektroprivreda of Bosnia and Herzegovina (hereinafter EP BiH), the largest power utility company in the country. Over the past decade EP BiH has operated in conditions of almost continual change. Some of the changes have been driven by external factors, primarily those related to electricity sector deregulation dictated by EU and national regulations. Another generator of changes in EP BiH has been the internal need for more efficient organisation and functioning.

For the purpose of this empirical research, three different changes currently under implementation in EP BiH were analysed:

Change 1: Restructuring of EP BiH in the Group EP BiH

Change 2: Introduction of a system for automated electricity meter management (AMM system)

Change 3: Introduction of the SAP software application for financial management.

Change 1 is a reactive change initiated by requirements arising from EP BiH's external environment. This change can also be characterised as fundamental (Walker et al, 2007) or transformative (Nadler, 1988; Mohrman et al, 1989), since it implies that vertically integrated businesses (electricity generation, distribution, supply, and trade) will be transformed into separate entities, with their mutual relations established on market principles. There will be changes in distribution of power among the main businesses as well as within them. Expected changes in future roles of key organizational levers will affect EP BiH's organisational culture.<sup>1</sup>

The reasons for initiating Change 2 are both external and internal. On one hand, introduction of the AMM system is driven by technological pressures from the external environment: equipment manufacturers are increasingly leaving the traditional electricity metering technology and offering their customers modern solutions like the AMM system. In addition, an external initiator of this change, which will become increasingly relevant in the coming years<sup>2</sup>, is the requirements for electric utilities to provide new services. Finally, the introduction of the AMM system is also a result of EP BiH's internal need to be more effective in measuring, reading, and billing electric energy consumption. Therefore Change 2 is both reactive and anticipative, and will affect distribution of power to a lesser degree than Change 1. The anticipated change in terms of power distribution is an increasing role for the IT department and a reduced role of electricity metering departments. As a result of this change in power, certain shifts in the organisational culture can be expected, but not to the extent indicated for Change 1.

The objective of Change 3 is to increase the efficiency of EP BiH's financial operation. The introduction of the SAP software application will not result in changes in the number of employees, nor will it significantly affect their status in the current organisational hierarchy. However, some of the employees will be required to acquire new skills and training for changed job requirements and most

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1 The organizational culture dominant in EP BiH has the characteristics of a "role-based culture" (Handy, 1993)

2 These requirements are the result of the growing need for more efficient use of electricity. To practically realise electric energy savings it is necessary to ensure technical pre-conditions, and one of them is the AMM system.

other employees will be required to accept and apply new work procedures arising from the new software application. The main reason for implementing Change 3 is EP BiH's need to improve the management of financial flows, which defines this change as anticipatory in nature. Change 3 is an example of "shallow intervention" (Buchanan and Huczynski, 2004, p.612), with the focus on efficiency. No significant shifts in power positions will arise as a result of Change 3.

In addition to the above-discussed differences in terms of cause, depth of intervention, and expected impact on organisational culture, the three changes also differ in terms of their key content factors. According to one of the most influential models for the study of change content (Burke and Litvin, 1992), there are two types of factor that determine the content of a change: transformational and transactional. Examples of transformational factors of change content include the leadership, culture, mission, and strategy of the organisation, which are exactly the factors that need be modified in order to implement Change 1. On the other hand, Changes 2 and 3 affect transactional factors such as management practices, the structure of systems, task requirements, and individual skills and abilities.

#### **4.2. Research sample**

In order to evaluate various aspects of the three organisational changes in EP BiH, employees from different organisational units participated in the survey. Participants were selected by deliberate sampling. Basic information about the participants is given in Table 1.

**Table 1:** Participants in the study

General data	Change 1	Change 2	Change 3
Target population	Employees from all organisational units. Additional criteria for the selection of participants: potential impact of Change 1 on participants' workplace	Employees from professional departments for electricity metering, meter reading, and billing, and employees from IT departments.	Employees from financial, procurement, investment, maintenance, and IT departments.
Number of questionnaires sent	186	101	110
Number of returned and properly filled questionnaires	109	57	67
Gender structure of participants	70% male	78% male	57% male
Average age	45 (SD=9)	46 (SD=8)	45 (SD =9)
Average length of service in EP BiH	20 (SD=10)	23 (SD =9)	20 (SD =10)

**4.3. Measures**

In accordance with the analytical framework described in 2.1, organisational change was analysed through an assessment of employee attitudes towards the content, process, and context of each change. Employee attitudes towards the content of the changes were measured using a seven-item questionnaire, with two items relating to the justification of change and five items relating to the desirability of change. Employees' attitudes about the process and context of the changes were measured using an eight-item questionnaire: three items were related to participation (process factor), two items were related to communication (process factor), and three items were related to trust in management as a factor of change context. The following are examples of these questionnaire items:

- “Change (1,2,3) will lead to better results in the operations of EP BiH” (Justification - content factor)
- “Change (1,2,3) will bring me more authority in the workplace” (Desirability – content factor),

- “I was given the opportunity to officially, personally, or through the representatives, express my opinion about change (1,2,3)” (Participation – process factor)
- “I had the opportunity to hear, from an official level in the organization, some negative aspects of the Change (1,2,3)” (Communication – process factor)
- “My managers possess the knowledge and skills necessary to implement the change (1,2,3)” (Trust in management – context factor)

Commitment to organisational change was measured using a questionnaire consisting of twelve items, created on the basis of Hersovitch–Meyer’s (2002) conceptualization of this term. Examples of the items used for assessment of affective, normative, and continuance commitment are:

- “I believe in the value of change (1,2,3)” (Affective commitment)
- “It would be irresponsible for me to be against change (1,2,3)” (Normative commitment)
- “I have no other choice than to accept change (1,2,3)” (Continuance commitment)

To measure the level of cynicism toward organisational change, a six-item questionnaire based on the concept of cynicism proposed by Reichers, Wanous and Austin (1997) was used. Examples of the items used to assess the employees’ cynicism are:

- “The people in EPBiH who are responsible for improving things do not have sufficient knowledge about what they should do” (Cynicism toward management of change)
- “Most of the programs undertaken to address problems in EPBiH will not produce any significant results” (Cynicism toward changes in general)

Uncertainty regarding the change was measured using a nine-item questionnaire based on three-factor conceptualization of this term as proposed by Bordia et al (2004). Examples of the items for assessment of strategic, structural, and job-related uncertainty to change are as follows:

- “To what extent will change (1,2,3) influence the future direction of the business of EP BiH?” (Strategic uncertainty)
- “Will your organizational unit have a more significant role in the company after the implementation of change (1,2,3)?” (Structural uncertainty)

- “Do you have to move to another organisational unit due to implementation of change (1, 2,3)?” (Job-related uncertainty)

A nine-item questionnaire was used to measure employees’ resistance to change. The questionnaire was designed using the conceptualization of resistance as a three-dimensional phenomenon (affective, cognitive, and behavioural) proposed by Piderit (2000). Examples of items used to assess the affective, behavioural, and cognitive components of resistance are:

- “I have a bad feeling about change (1,2,3)” (Affective resistance)
- “When I find myself within my colleagues I do complain about change (1,2,3)” (Behavioural resistance)
- “Change (1,2,3) might have a detrimental impact on the operation of EP BiH” (Cognitive resistance)

Finally, the leadership style of agents of change in EP BiH was assessed using a licensed version of Multifactor Leadership Questionnaire (MLQ) (Bass, Avolio, 2000). Besides the dimensions of transformational leadership - Intellectual Stimulation, Idealised Influence (behaviour), Inspirational Motivation, Idealised Influence (attributed), Individualised Consideration - this questionnaire measured the components of transactional leadership: Active Management by Exception, Passive Management by Exception, and ‘Laissez-faire’ leadership. An example of each of the leadership behaviour dimensions is given below:

- “My manager seeks differing perspectives when solving problems” (Intellectual Stimulation)
- “My manager talks about his/her most important values and beliefs” (Idealized Influence –behaviour)
- “My manager talks optimistically about the future” (Inspirational Motivation)
- “My manager acts in ways that build my respect” (Idealized Influence - attributed)
- “My manager considers me as having different needs, abilities, and aspirations than others” (Individualised Consideration)
- “My manager focuses attention on irregularities, mistakes, exceptions, and deviations from standards” (Management by Exception -Active)
- “My manager waits for things to go wrong before taking action” (Management by Exception –Passive)
- “My manager provides me with assistance in exchange for my efforts” (Contingent Reward)
- “My manager avoids getting involved when important issues arise” (Laissez -Faire)

A five-point Likert scale was used in all questionnaires. In the scales for measuring attitudes about the content, process, and context of change, and commitment, cynicism, and resistance to change, possible answers ranged from “Strongly disagree” (0) to “Strongly agree” (4). In the scale for measuring uncertainty, possible answers ranged from “I’m completely sure” (0) to “I’m not sure at all” (4). The leadership assessment scale ranged from “Not at all” (0) to “Frequently, if not always” (4).

The indicator of internal consistency (Cronbach alpha) for all the scales used in the empirical research ranged from 0.7 to 0.9.

#### **4.4. Results of the empirical research**

Regression analysis was used to test the assumed relationships presented in the model in Figure 1. The regression analysis method was Ordered Logistic Regression (ologit), using the STATA software application. Logistic regression is a type of regression analysis where the dependent variable is a binary and in which there is at least one independent variable. When the dependent variable has more than two categories and when the values of each category are subject to a specific order, with one value truly ‘higher’ than the previous one, then it is necessary to use the Ordered Logistic Regression model. Given the variables used and their values, the ologit model was used in this empirical research.

A summary of the most important findings for the three organizational changes in this research is presented below. More detailed results of the statistical analysis are given in Appendix 1.

##### **Change 1**

1. Individualised Consideration (IC), as a form of transformational leadership behaviour, showed a statistically significant positive influence on Justification of Change, which is a factor of change content. Also, Justification of Change showed a statistically significant negative influence on Cognitive Resistance toward change. Therefore an indirect negative relationship between transformational leadership and resistance to change was confirmed, through one of the content factors (link 1 in the Model).

2. Individualised Consideration (IC) showed a statistically significant positive influence on Affective Commitment, which at the same time showed a statistically significant negative influence on all three components of resistance toward

change: Affective, Cognitive, and Behavioural. Therefore an indirect negative relationship between transformational leadership and resistance to change was confirmed, through affective commitment (link 4 in the Model).

3. Idealised Influence (IA), as a form of transformational leadership behaviour, showed a statistically significant negative influence on Cynicism toward the management of change. In addition, Cynicism toward the management of change showed a significantly positive influence on Affective Resistance to change. Therefore an indirect negative relationship between transformational leadership and resistance to change was confirmed, through the one form of cynicism (link 5 in the Model).

4. It was found that Inspirational Motivation (IM) as a form of transformational leadership behaviour, has a statistically negative influence on the Behavioural and Cognitive forms of resistance to organisational change, hence confirming a direct negative relationship between transformational leadership and resistance to change (link 3 in the Model).

## **Change 2**

1. Individualised Consideration (IC) was proven to have a statistically positive influence on Desirability of change, which is a factor of change content. It was also found that Desirability of change had a statistically negative influence on two components of resistance to change, Affective and Behavioural. Therefore an indirect negative relationship is confirmed between transformational leadership and resistance to change, through one of the content factors (link 1 in the Model)

2. It was found that Transformational Leadership (observed as a composite variable) had a statistically significant negative influence on Cynicism toward the management of change, which, at the same time, showed a statistically significant positive influence on Affective Resistance to change. Therefore an indirect negative relationship between transformational leadership and resistance to change was confirmed, through one form of cynicism (link 5 in the Model).

3. Idealized Influence (attributed), as a form of transformational leadership behaviour, showed a statistically significant negative influence on Behavioural Resistance to change. A direct negative relationship between transformational leadership and resistance to change is hereby confirmed (link 3 in the Model).

### **Change 3**

1. It was found that that Individualised Consideration (IC) had a statistically negative influence on Affective Resistance to change. A direct negative relationship between transformational leadership and resistance to change is hereby confirmed (link 3 in the Model).
2. Transformational leadership (observed as a composite variable) showed a statistically significant positive influence on Normative Commitment, which at the same time had a statistically negative influence on Behavioural Resistance to change (connection 4 in the Model).

## **5. DISCUSSION**

The empirical study, conducted in order to investigate the role of transformational leadership in implementing organisational changes in one Bosnian company, showed that most evidence of the relevance and effectiveness of this leadership style was found for Change 1. It was shown that the transformational leadership expressed by an agent of change affects the reduction of resistance to this change, both directly and indirectly.

A direct negative relationship between transformational leadership and resistance to Change 1 was realised through the influence of Inspirational Motivation, as a form of transformational behaviour affecting the Cognitive and Behavioural components of resistance. Practically, this means that the change agent who motivates and inspires the people around him/her, providing meaning and challenge in the employees' work, makes them less likely to think about the change in a negative way and less likely to engage in behaviours that are directed against the change.

An indirect negative relationship between transformational leadership and resistance to Change 1 was expressed through the influence of Individualised Consideration on Cognitive Resistance, with Change Justification as a mediating variable. In other words, change agents who pay more attention to the needs of individual employees are able to impact employees' perceptions of change as something that is needed and justified, thus reducing negative cognitive interpretations of the change.

It was also found that Individualised Consideration increases the level of Affective Commitment among employees, which in turn has a positive effect on the reduction of all three components of resistance to change: Affective, Cognitive and Behavioural. This means that when the change agent uses an individualised approach to the employees, this positively affects the employees' sense of loyalty, identification, and preoccupation with change. This further leads to more positive feelings about the change, more positive cognition of the change, and less 'anti-change' behaviour.

Finally, Idealised Influence (attributed) decreases the level of Cynicism toward the management of change. Since it was also found that Cynicism toward management of change increases Affective Resistance, this is another indirect positive effect of transformational leadership on resistance to Change 1, explained by the fact that the change agent who is considered a role model by employees is also perceived as capable of leading and implementing the change. The employees' faith in the change agent leads to more positive emotions towards the change and to a lower level of the affective component of resistance.

When it comes to Change 2, regression analysis confirmed three of the modelled relationships between the variables. A direct negative relationship was found between transformational leadership (or more precisely its component Idealized Influence) and the Behavioural component of resistance to change.

Indirect negative relationships were found between Individualised Consideration and both Affective and Behavioural Resistance to change, with Desirability of Change 2 as a mediating variable. This can be explained by the fact that the change agent who applies an individualised approach towards employees may gain a better understanding of employees' fears and uncertainties regarding the specific change and its impact on their prospective position within the company. Consequently, s/he is more capable of shaping and presenting an attractive vision of the change, which will minimize negative perceptions that employees might have.

Another indirect relationship found for Change 2 is reflected in the negative impact of transformational leadership (measured as a composite variable) to Cynicism toward management of change, which in turn affects the reduction of Affective Resistance to change.

In the case of Change 3, a direct negative relationship was found between Individual Consideration and Affective Resistance to change. An indirect effect

was also observed, with Normative Commitment as a mediating variable. Given that the literature mainly reports the relationship of transformational leadership with Affective Commitment, this result is somewhat unexpected and requires additional analysis in order to be better understood.

That no evidence was found for some of the presumed effects of transformational leadership can be explained by specifics of the company EP BiH. A prevailing view in the literature on transformational leadership is that this leadership style is universally relevant and effective. However, there are some situations and conditions in which transformational leaders will be more easily recognised and accepted with greater enthusiasm by those around them. The relevance of transformational leadership is higher where a dynamic and unstable environment increases the need for change. Such leadership is more likely to appear in environments with decentralised organisation and a culture of entrepreneurship than in centralised and bureaucratic organisations with a need for standardisation and routinisation, which is the case in EP BiH. In addition, the aspect of the prospective followers of transformational leaders should not be neglected. The organisational culture prevailing in a company influences the employees' values and motivation, which in turn play an important role in whether a transformational leader has followers in a given environment, and whether those potential followers respond to the transformational leader's initiatives in an effective way. Since the specifics of EP BiH's organisational culture and related issues concerning the employees of the company were not the subject of this research, no further discussion is possible on this point. However, these issues deserve to be studied further, which might provide explanations for those cases in the present empirical research in which transformational leadership was not shown to be as relevant as was expected.

The observed differences between the three changes in terms of transformational leadership impact on resistance to change, as well as its impact on other variables analysed in the study, can be explained by differences in the changes themselves. To be successfully implemented, Change 1 implies the change of 'transformational factors' such as leadership, culture, strategy, and even the very mission of the company. This requires a different approach to the leading of change than is required in situations where the emphasis is on updates in managerial practices, structure, systems, task requirements, and employees' individual skills and abilities, which is the case in Change 2, and particularly in Change 3.

## **6. CONCLUSION**

Theoretical and empirical research, conducted mainly in developed industrial countries and socio-economic environments considerably different to that in Bosnia and Herzegovina, suggest transformational leadership as a specific form of leadership behaviour that is particularly effective in terms of organisational change.

The empirical research presented in this paper showed that the effect of transformational behaviour was particularly striking in the case of changes that are reactive, transformative, and that will change the character of the organisation. The specificity of Change 1, and what makes it different from the other two changes, is that it will significantly affect the distribution of power in the company, thereby influencing the organisational culture and some of the other transformational factors.

Testing the model for the other two organisational changes resulted in somewhat less evidence of the impact of transformational leadership on the level of resistance toward change. Unlike Change 1, which is focused on transformational factors, the subject of Changes 2 and 3 is transactional factors that do not require long-term attention, and engagement of transformational leadership may to a large extent be irrelevant. The conclusion is that this fundamental difference between the three changes explains the different effect of transformational leadership observed for each of the changes analysed in this research.

The reasons for the complete absence of some of the presumed effects of transformational leadership could be revealed through a thorough study of the company's organisational culture, with a special focus on employees, their values, beliefs, and workplace motivation.

A key limitation of this study is that the research was conducted in one company that is specific, both in terms of its activity and of its status as a public, state-owned company. Therefore a generalization of the findings might be applicable only to companies with a similar background.

Future research should be directed toward detailed analysis of the organisational culture prevailing in EPBiH, with a particular focus on employees, their values, beliefs, and work-related motivation. Another line of future research is the investigation of transformational leadership among the wider population of Bosnian managers. The results of such research would enable the benchmarking

of Bosnian managers with referent managerial population from other countries, in terms of their preferred leadership style. It would also be possible to compare leadership styles used by managers in different business sectors and companies in B&H.

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**APPENDIX 1: RESULTS FROM REGRESSION ANALYSIS**

**Change 1**

.ologit ch1Affective resistance, ch1CR, ch1IS,pr1 MBEP, ch1MBEA, ch1LF, chr1IB, ch1IM, ch1IA, ch1IC, ch1Cynicism toward change, ch1Cynicism toward management of change, ch1Justification, ch1Desirability, ch1Participation, ch1Communication, ch1Trust in management, ch1 Affective commitment, ch1 Continuance commitment, ch1 Normative commitment , ch1 Job-related uncertainty, ch1 Structural uncertainty, ch1 Strategic uncertainty

Affective resistance	Coef.	Std. Err.	z	P>z	[95% Conf. Interval]	
CR	-.407	.363	-1.12	0.262	-1.121	.305
IS	.785	.441	1.78	0.075	-.079	1.649
MBEP	-.333	.262	-1.27	0.204	-.848	.181
MBEA	-.001	.3485	-0.00	0.997	-.684	.681
LF	.213	.335	0.64	0.525	-.444	.870
IB	-.078	.402	-0.19	0.846	-.867	.711
IM	-.373	.307	-1.21	0.225	-.977	.229
IA	.597	.3659	1.63	0.102	-.119	1.315
IC	-.458	.411	-1.11	0.265	-1.264	.347
Cynicism toward change	-.0013	.289	-0.00	0.996	-.567	.565
Cynicism toward management of change	.534	.270	1.97	0.048*	.003	1.064
Justification	.222	.344	0.65	0.519	-.452	.896
Desirability	.575	.263	2.18	0.029	.059	1.092
Participation	.0874	.270	0.33	0.745	-.442	.618
Communication	-.196	.283	-0.69	0.487	-.752	.358
Trust in management	.195	.299	0.65	0.515	-.392	.782
Affective commitment	-2.735	.455	-6.01	0.000**	-3.627	-1.
Continuance commitment	.455	.273	1.66	0.096	-.081	.992
Normative commitment	.484	.277	1.75	0.080	-.058	1.028
Job-related uncertainty	-.405	.280	-1.45	0.148	-.954	.143
Structural uncertainty	-.124	.304	-0.41	0.681	-.720	.470
Strategic uncertainty	.162	.250	0.65	0.517	-.328	.652

**Note:**

\*p<0.05

\*\*p<0.01

TRANSFORMATIONAL LEADERSHIP AND ATTITUDES TOWARDS CHANGE

.ologit ch1 Behavioural resistance, ch1CR, ch1IS, pr1 MBEP, ch1MBEA, ch1LF, chr1IB, ch1IM, ch1IA, ch1IC, ch1Cynicism torard change, ch1Cynicism toward management of change, ch1Justification, ch1Desirability, ch1Participation, ch1Communication, ch1Trust in management, chr1Affective commitment, ch1Continuance commitment, ch1Normative commitment, ch1Job-related uncertainty, ch1Structural uncertainty, chr1Strategic uncertainty

Behavioural resistance	Coef.	Std. Err.	z	P>z	[95% Conf. Interval]	
CR	-.535	.361	-1.48	0.139	-1.244	.173
IS	.695	.449	1.55	0.122	-.184	1.576
MBEP	.101	.266	0.38	0.704	-.421	.623
MBEA	-.045	.370	-0.12	0.903	-.7714	.681
LF	-.150	.342	-0.44	0.660	-.822	.520
IB	.473	.414	1.14	0.254	-.339	1.285
IM	-.779	.346	-2.25	0.025*	-1.45	-.0998
IA	-.523	.3807	-1.37	0.169	-1.269	.223
IC	.325	.405	0.80	0.422	-.469	1.11
Cynicism toward change	.116	.274	0.43	0.670	-.421	.654
Cynicism toward management of change	.412	.265	1.55	0.120	-.107	.932
Justification	.711	.355	2.00	0.045	.015	1.407
Desirability	.326	.242	1.34	0.179	-.149	.802
Participation	.0501	.274	0.18	0.855	-.487	.588
Communication	.314	.265	1.18	0.237	-.206	.834
Trust in management	.558	.284	1.97	0.049	.0019	1.115
Affective commitment	-1.082	.389	-2.78	0.005**	-1.845	-.318
Continuance commitment	1.030	.275	3.74	0.000**	.489	1.571
Normative commitment	-.238	.250	-0.95	0.340	-.729	.252
Job-related uncertainty	-.2804	.276	-1.01	0.310	-.821	.261
Structural uncertainty	-.439	.301	-1.45	0.146	-1.030	.152
Strategic uncertainty	.189	.266	0.71	0.477	-.332	.712

Note:

\*p<0.05

\*\*p<0.01

.ologit ch1 Cognitive resistance, ch1CR, ch1IS,pr1 MBEP, ch1MBEA, ch1LF, chr1IB, ch1IM, ch1IA, ch1IC, ch1Cynicism toward change, ch1Cynicism toward management of change, ch1Justification, ch1Desirability, ch1Participation, ch1Communication, ch1Trust in management, ch1Affective commitment, ch1Continuance commitment, ch1Normative commitment , ch1Job-related uncertainty, ch1Structural uncertainty, chr1Strategic uncertainty

Cognitive resistance	Coef.	Std. Err.	z	P>z	[95% Conf. Interval]	
CR	.475	.401	1.19	0.236	-.3107	1.262
IS	.15	.432	0.36	0.715	-.6904	1.006
MBEP	-.1584	.268	-0.59	0.555	-.6844	.3675
MBEA	-.7829	.399	-1.96	0.050*	-1.565	-.0001
LF	-.3266	.37	-0.88	0.378	-1.053	.3999
IB	.4516	.412	1.10	0.273	-.3558	1.259
IM	-.528	.294	-1.79	0.073*	-1.105	.0487
IA	.835	.389	2.15	0.032	.0723	1.597
IC	-.426	.408	-1.05	0.296	-1.227	.373
Cynicism toward change	.6609	.2745	2.41	0.016*	.1228	1.199
Cynicism toward management of change	.312	.2582	1.21	0.227	-.1939	.818
Justification	-.746	.373	-2.00	0.046*	-1.478	-.0134
Desirability	.124	.245	0.51	0.611	-.3555	.605
Participation	-.000	.282	-0.00	1.000	-.554	.554
Communication	.0942	.280	0.34	0.737	-.455	.643
Trust in management	-.046	.297	-0.16	0.876	-.630	.537
Affective commitment	-1.630	.404	-4.03	0.000**	-2.422	-.837
Continuance commitment	.724	.278	2.60	0.009**	.1782	1.270
Normative commitment	-.260	.276	-0.94	0.347	-.802	.282
Job-related uncertainty	-.114	.306	-0.37	0.710	-.714	.486
Structural uncertainty	-.200	.311	-0.64	0.520	-.810	.409
Strategic uncertainty	.214	.246	0.87	0.384	-.268	.698

**Note:**

\*p<0.05

\*\*p<0.01

TRANSFORMATIONAL LEADERSHIP AND ATTITUDES TOWARDS CHANGE

.ologit ch1Affective commitment, ch1Transformational leadership, ch1Transactional leadership, ch1LF, ch1IC

Affective commitment	Coef.	Std. Err.	z	P>z	[95% Conf. Interval]
Transformational leadership	-.178	.388	-0.46	0.645	-.939 .582
Transactional leadership	-.257	.415	-0.62	0.534	-1.071 .555
LF	-.063	.292	-0.22	0.829	-.636 .509
IC	.691	.342	2.02	0.043*	.020 1.363

. ologit ch1Cynicism toward management of change, ch1IS, ch1IB, ch1IM, ch1IA, pr1IC

Cynicism toward management of change	Coef.	Std. Err.	z	P>z	[95% Conf. Interval]
IS	-.634	.377	-1.68	0.093	-1.373 .105
IB	-.034	.365	-0.09	0.925	-.750 .681
IM	.197	.288	0.69	0.493	-.367 .763
IA	-.537	.297	-1.80	0.071*	-1.121 .046
IC	.169	.323	0.53	0.599	-.463 .803

. ologit ch1Justification, ch1IS, chr1IB, ch1IM, ch1IA, ch1IC

Justification of Change	Coef.	Std. Err.	z	P>z	[95% Conf. Interval]
IS	-.528	.360	-1.47	0.142	-1.234 .177
IB	.179	.362	0.50	0.620	-.530 .889
IM	.482	.297	1.62	0.104	-.099 1.064
IA	-.452	.332	-1.36	0.173	-1.103 .198
IC	.746	.341	2.19	0.029*	.077 1.415

Note:

\*p<0.05

**Change 2**

.ologit ch2Affective resistance, ch2CR, ch2IS, ch2MBEP, ch2MBEA, ch2LF, ch2IB, ch2IM, ch2IA, ch2IC, ch2Cynicism toward change, ch2Cynicism toward management of change, ch2Justification, ch2Desirability, ch2Participation, ch2Communication, ch2Trust in management, ch2Affective commitment, ch2Continuance commitment, ch2Normative commitment, ch2Job-related uncertainty, ch2Structural uncertainty, ch2Strategic uncertainty

Affective commitment	Coef.	Std. Err.	z	P>z	[95% Conf. Interval]
CR	.977	.628	1.56	0.120	-.253 2.208
IS	.082	.677	0.12	0.903	-1.245 1.411
MBEP	1.145	.404	2.83	0.005**	.353 1.937
MBEA	.110	.709	0.16	0.877	-1.280 1.500
LF	-1.024	.503	-2.04	0.042	-2.011 -.0386
IB	-.333	.757	-0.44	0.659	-1.817 1.150
IM	.241	.610	0.40	0.692	-.953 1.437
IA	-.632	.462	-1.37	0.172	-1.539 .274
IC	.209	.565	0.37	0.711	-.899 1.318
Cynicism toward change	.518	.409134	1.27	0.205	-.283 1.320
Cynicism toward management of change	.659	.379	1.74	0.082*	-.0845 1.404
Justification	.025	.426	0.06	0.952	-.809 .860
Desirability	-.887	.426	-2.08	0.037**	-1.724 -.051
Participation	-.557	.444	-1.25	0.210	-1.429 .314
Communication	1.521	.454	3.35	0.001**	.630 2.412
Trust in management	-.549	.467	-1.17	0.240	-1.465 .367
Affective commitment	.006	.622	0.01	0.992	-1.213 1.226
Continuance commitment	.853	.367	2.33	0.020**	.1344 1.573
Normative commitment	-.634	.485	-1.31	0.192	-1.586 .317
Job-related uncertainty	.436	.344	1.27	0.205	-.238 1.112
Structural uncertainty	-1.153	.386	-2.99	0.003	-1.911 -.396
Strategic uncertainty	.822	.512	1.60	0.109	-.181 1.827

**Note:**

\*p<0.05  
\*\*p<0.01

TRANSFORMATIONAL LEADERSHIP AND ATTITUDES TOWARDS CHANGE

.ologit ch2Behavioural resistance, ch2CR, ch2IS, ch2MBEP, ch2MBEA, ch2LF, ch2IB, ch2IM, ch2IA, ch2IC, ch2Cynicism toward change, ch2Cynicism toward management of change, ch2Justification, ch2Desirability, ch2Participation, ch2Communication, ch2Trust in management, ch2Affective commitment, ch2Continuance commitment, ch2Normative commitment, ch2Job-related uncertainty, ch2Structural uncertainty, ch2Strategic uncertainty

Behavioural resistance	Coef.	Std. Err.	z	P>z	[95% Conf. Interval]
CR	.807	.649	1.24	0.213	-.464 2.080
IS	1.961	.723	2.71	0.007	.544 3.379
MBEP	.203	.391	0.52	0.603	-.563 .9700
MBEA	-2.55	.755	-3.39	0.001	-4.037 -1.077
LF	-.508	.504	-1.01	0.313	-1.496 .479
IB	1.593	.772	2.06	0.039	.079 3.107
IM	.998	.708	1.41	0.159	-.391 2.387
IA	-2.367	.538	-4.40	0.000**	-3.423 -1.312
IC	-.333	.546	-0.61	0.542	-1.404 .738
Cynicism toward change	2.436	.591	4.12	0.000**	1.277 3.596
Cynicism toward management of change	-.911	.483	-1.88	0.060	-1.86 .036
Justification	-.035	.443	-0.08	0.937	-.904 .834
Desirability	-1.164	.501	-2.32	0.020*	-2.148 -.180
Participation	-.747	.513	-1.46	0.146	-1.754 .259
Communication	1.272	.474	2.68	0.007**	.342 2.202
Trust in management	-.9583	.4518	-2.12	0.034*	-1.843 -.072
Affective commitment	-.296	.540	-0.55	0.583	-1.356 .7632
Continuance commitment	.020	.339	0.06	0.951	-.6437 .685
Normative commitment	-1.415	.497	-2.85	0.004**	-2.39 -.441
Job-related uncertainty	-.296	.332	-0.89	0.373	-.9471 .355
Structural uncertainty	-1.255	.440	-2.86	0.004	-2.121 -.396
Strategic uncertainty	.160	.495	0.32	0.747	-.810 1.131

Note:

\*p<0.05

\*\*p<0.01

.ologit ch2Cognitive resistance, ch2CR, ch2IS,c h2MBEP, ch2MBEA, ch2LF, ch2IB, ch2IM, ch2IA, ch2IC, ch2Cynicism toward change, ch2Cynicism toward management of change, ch2Justification, ch2Desirability, ch2Participation, ch2Communication, ch2Trust in management, ch2Affective commitment, ch2 Continuance commitment, ch2Normative commitment, ch2Job-related uncertainty, ch2Structural uncertainty, ch2Strategic uncertainty

Cognitive resistance	Coef.	Std. Err.	z	P>z	[95% Conf. Interval]	
CR	.562	.697	-0.81	0.420	-1.930	.804
IS	1.373	.792	1.73	0.083	-.179	2.927
MBEP	.032	.447	0.07	0.943	-.844	.908
MBEA	-.181	.753	-0.24	0.810	-1.658	1.295
LF	-.695	.646	-1.08	0.282	-1.963	.572
IB	-.021	.821	-0.03	0.979	-1.632	1.589
IM	.701	.646	1.08	0.278	-.566	1.969
IA	-.894	.544	-1.64	0.101	-1.961	.173
IC	-.912	.566	-1.61	0.107	-2.022	.198
Cynicism toward change	.006	.463	0.01	0.990	-.903	.915
Cynicism toward management of change	.248	.450	0.55	0.582	-.635	1.132
Justification	-1.087	.523	-2.08	0.038*	-2.11	-.060
Desirability	1.203	.467	2.57	0.010	.2872	2.120
Participation	-.632	.511	-1.24	0.216	-1.635	.370
Communication	.713	.521	1.37	0.171	-.308	1.735
Trust in management	-1.072	.514	-2.08	0.037*	-2.081	-.063
Affective commitment	-3.546	.891	-3.98	0.000**	-5.294	-1.799
Continuance commitment	-1.265	.421	-3.00	0.003	-2.092	-.4381
Normative commitment	1.078	.547	1.97	0.049	.0057	2.151
Job-related uncertainty	-1.032	.424	-2.43	0.015	-1.863	-.200
Structural uncertainty	.632	.480	1.31	0.189	-.3101	1.574
Strategic uncertainty	.843	.578	1.46	0.145	-.2910	1.978

**Note:**

\*p<0.05

\*\*p<0.01

TRANSFORMATIONAL LEADERSHIP AND ATTITUDES TOWARDS CHANGE

. ologit ch2Desirability, chr2Transformational leadership, ch2Transactional leadership, ch2LF, ch2IC

Desirability	Coef.	Std. Err.	z	P>z	[95% Conf. Interval]	
Transformational leadership	-.447	.499	-0.90	0.370	-1.426	.530
Transactional leadership	-.301	.495	-0.61	0.542	-1.271	.668
LF	-.126	.310	-0.41	0.684	-.734	.481
IC	1.301	.394	3.30	0.001**	.528	2.073

. ologit ch2Cynicism toward management of change, ch2Transformational leadership, chr2Transactional leadership,pr2LF

Cynicism toward management of change	Coef.	Std. Err.	z	P>z	[95% Conf. Interval]	
Transactional leadership	.431	.504	0.86	0.392	-.556	1.420
Transformational leadership	-.893	.499	-1.96	0.050*	-1.872	.084
LF	.075	.322	0.23	0.815	-.557	.708

Note:

\*p<0.05

\*\*p<0.01

**Change 3**

.ologist ch3Affective resistance, ch3CR, ch3IS, ,ch3MBEA, ch3LF, ch3IB, ch3IM, ch3IA, ch3IC, ch3Cynicism toward change, ch3Cynicism toward management of change, ch3 Justification, ch3Desirability, ch3Participation,

ch3Communication, ch3Trust in management, ch3Affective commitment, ch3 Continuance commitment, ch3Normative commitment, ch3Job-related uncertainty, ch3Structural uncertainty, ch3Strategic uncertainty

Affective resistance	Coef.	Std. Err.	z	P>z	[95% Conf. Interval]
CR	.902	.591	1.53	0.127	-.255 2.061
IS	.153	.745	0.21	0.837	-1.306 1.613
MBEP	-.520	.480	-1.08	0.279	-1.462 .421
MBEA	.546	.501	1.09	0.275	-.435 1.529
LF	.866	.542	1.60	0.110	-.195 1.929
IB	.231	.641	0.37	0.709	-1.017 1.495
IM	-.118	.454	-0.26	0.793	-1.00 .771
IA	.494	.517	0.96	0.339	-.5198 1.509
IC	-1.370	.767	-1.96	0.055*	-2.875 .133
Cynicism toward change	.545	.462	1.18	0.239	-.3619 1.452
Cynicism toward management of change	.045	.449	0.10	0.919	-.834 .925
Justification	.288	.522	0.55	0.580	-.734 1.311
Desirability	-.300	.367	-0.82	0.413	-1.021 .419
Participation	-.385	.372	-1.03	0.301	-1.115 .344
Communication	.842	.350	2.40	0.016*	.155 1.5293
Trust in management	-.328	.472	-0.70	0.487	-1.255 .597
Affective commitment	-.619	.788	-0.79	0.432	-2.165 .925
Continuance commitment	.784	.544	1.44	0.150	-.282 1.850
Normative commitment	-.428	.335	-1.28	0.201	-1.085 .228
Job-related uncertainty	.172	.359	0.48	0.632	-.532 .876
Structural uncertainty	.223	.379	0.59	0.556	-.520 .967
Strategic uncertainty	.152	.365	0.42	0.676	-.564 .869

**Note:**

\*p<0.05

TRANSFORMATIONAL LEADERSHIP AND ATTITUDES TOWARDS CHANGE

.ologist ch3Behaviouralresistance, ch3CR, ch3IS, ch3MBEP, ch3MBEA, ch3LF, ch3IB, ch3IM, ch3IA, ch3IC, ch3Cynicism toward change, ch3Cynicism toward management of change, ch3Justification, ch3Desirability, ch3Participation, ch3Communication, ch3Trust in management, ch3Affective commitment, ch3 Continuance commitment, ch3Normative commitment, ch3Job-related uncertainty, ch3Structural uncertainty, ch3Strategic uncertainty

Behavioural resistance	Coef.	Std. Err.	z	P>z	[95% Conf. Interval]
CR	.831	.547	1.52	0.129	-.242 1.905
IS	.713	.769	0.93	0.354	-.794 2.22
MBEP	-1.164	.5060294	-2.30	0.021	-2.156 -.172
MBEA	.234	.449	0.52	0.603	-.646 1.115
LF	.813	.547	1.49	0.137	-.259 1.887
IB	-.685	.593	-1.16	0.248	-1.848 .4768
IM	.360	.474	0.76	0.447	-.569 1.291
IA	-.206	.523	-0.39	0.694	-1.232 .820
IC	-.323	.823	-0.39	0.695	-1.938 1.291
Cynicism toward change	.748	.453	1.65	0.099	-.141 1.637
Cynicism toward management of change	.379	.503	0.75	0.451	-.607 1.367
Justification	-.921	.498	-1.95	0.055*	-1.897 .055
Desirability	.132	.398	0.33	0.738	-.647 .913
Participation	-.489	.423	-1.16	0.248	-1.320 .341
Communication	.832	.369	2.25	0.024*	.107 1.556
Trust in management	.143 .3724553	.482	0.77	0.440	-.573 1.318
Affective commitment	-.298	.744	-0.40	0.688	-1.757 1.160
Continuance commitment	1.170	.550	2.13	0.034*	.091 2.249
Normative commitment	-.846		-2.32	0.021*	-1.562 -.130
Job-related uncertainty	.086	.378	0.23	0.820	-.655 .827
Structural uncertainty	-.076	.445	-0.17	0.864	-.949 .797
Strategic uncertainty	.886	.374	2.37	0.018*	.152 1.619

Note:

\*p<0.05

. ologit ch3Normative commitment, chr3 Transformational leadership,  
ch3Transactional leadership, ch3LF, ch3IC

Normative commitment	Coef.	Std. Err.	z	P>z	[95% Conf. Interval]
Transformational leadership	.981	.574	1.96	0.050*	-.1450 2.108
Transactional leadership	-.557	.608	-0.92	0.360	-1.748 .634
LF	.234	.402	0.58	0.559	-.553 1.022
IC	-.371	.584	-0.64	0.525	-1.516 .774

**Note:**

\*p<0.05

Received: February 02, 2014

Accepted: April 14, 2014