

Effect of Transformational Leader Communication on Affective Commitment to Change

Smita Chaudhry*, Chetan Joshi**

Abstract

Extant literature indicates the role played by transformational leadership in bringing about organizational change in general, and affective commitment to change in particular. However, it does not explain the process through which transformational leadership at the top management level influences individual attitudes across the levels of hierarchy. This paper identifies communication as a common and an integral component of charismatic leadership, inspirational motivation, intellectual stimulation and individualized consideration impacting employees. Drawing on the literature on transformational leadership and change, the paper proposes a theoretical understanding of how transformational leader communication facilitates employee affective commitment to change. Additionally, it explores the intervening role of organizational identification in the relationship. The paper contributes by demonstrating the salience of leadership communication in bringing about organizational change. Also, it elucidates the key characteristics of communication and organizational identification which are instrumental in promoting affective commitment towards change. Implications of theory and practice and future directions for research are discussed.

Keywords: Affective Commitment to Change, Organizational Identification, Organizational Change, Transformational Leader Communication

Introduction

The relationship between transformational leadership and affective commitment to change is well established

(Conway & Monks, 2007; Jaros, 2010). Previous studies show transformational leadership helps employees to develop trust (Caldwell, Fedor, Herold, & Liu, 2008; Michaelis, Sonntag, & Stegmaier, 2009), perceive advantages of change and sense attainment of expectations (Hill et al., 2012), which brings about their affective commitment to change. They also indicate transformational leadership influences employees' perception of effectiveness of top management communication that in turn impacts their affective commitment to change (Hill, Kang, Seo, & Taylor, 2011). Taking this study a step further, we hereby examine how transformational leader communication facilitates affective commitment to change. There is no evidence of existing literature examining implications of transformational leader's communication for change.

Communication is one of the primary functions performed by transformational leaders, apart from creating a vision, providing strategic direction, maintaining sensitivity to environment, building networks and making decisions (Hunt, 1991). Top-down communication conveys implicit and explicit messages to a number of employees together and is one of the most powerful tools which can be used to influence them. Content of communication provides information to form opinions. Manner and medium of communication conveys intent of the leader and the organization helping employees develop desired perceptions and beliefs.

Communication can be a critical function from the standpoint of organizational change. When change is initiated in an organization, leader communication has the power to influence the cognition and emotions of employees and consequently guide their actions and behaviour. Communication is all the more likely to be effective if the leader is transformational. Considering gap in the literature on transformational leader communication

* Associate Professor, Human Resources and Organizational Behaviour, FLAME University, Pune, Maharashtra, India. Email: smita.chaudhry@flame.edu.in

** Associate Professor, Organisational Behaviour Area, Indian Institute of Management Calcutta, Kolkata, West Bengal, India. Email: chetan@iimcal.ac.in

in the change context, we hereby attempt to build a conceptual understanding about it and examine its impact on employee affective commitment to change. To explore the relationship, we also examine the mediating role of organizational identification. Identification with the organization relates to employees' sense of belonging (Pratt, 1998; Rousseau, 1998). It is influenced by communication (Chreim, 2002; Pruyn, Riel, & Smidts, 2001), and facilitates employees' willingness to put effort (Allen & Meyer, 1990). Thus it can have a substantial influence on the effect of transformational leader communication on employee affective commitment to change.

Through this paper, we seek to achieve two objectives. First, we explore transformational leader communication as a construct, which can be used in future to enrich our understanding about consequences of transformational leadership. Second, we investigate the process through which leader communication can influence employee attitude towards change. This has important implications for scholars as well as practitioners.

The paper is divided into four sections. The first section reviews relevant literature on transformational leadership, transformational leader communication and affective commitment to change. The second section proposes the theoretical model presenting the direct relationship between transformational leader communication and affective commitment to change and the mediating role of organizational identification. The relationships are explained based on existing research and supporting arguments. The section ends with the assumptions about the applicability of the model. The third section discusses the theoretical contribution, practical implications and research avenues. The paper ends with a conclusion in the fourth section.

Theoretical Background

Transformational Leadership

Transformational leaders have attributes across four dimensions (Bass, 1985). First, such leaders have charisma making employees admire and emulate them and perceive them as role models. They are seen as extraordinary, tenacious, risk taking, dependable, strong-willed and ethical. Employees idealize them and identify with them. Second, transformational leaders provide inspirational motivation by helping employees find value and challenge in their jobs. They develop a sense of shared vision, mission and goals and drive employees to be more spirited, optimistic and passionate about achieving them.

Third, transformational leaders bring about intellectual stimulation in the employees by enthusing them to think innovatively, approach problem-solving differently and reconsider assumptions about work activities. They provide psychological safety to employees to help them explore their creativity. Fourth, transformational leaders display individualized consideration to each of the employees to enable them to realize their potential and satisfy their professional ambition. They give personalized attention to identify their needs and provide opportunities to fulfil them. All these attributes of the dimensions of transformational leadership have an implicit aspect of communication.

Transformational Leader Communication

Transformational leader communication involves the spectrum of interactions the transformational leaders have with the employees that includes content, climate and medium of communication. Communication is one of the key ways leaders use to influence followers. Leaders are eloquent about their ideas, thoughts and planning helping them to connect with employees well. They communicate in ways bringing about a transformational orientation in organizations at the grassroots level.

Transformational leaders communicate new ideals and standards of the organization (Devanna & Tichy, 1986). They communicate organizational vision and explain its alignment with individual vision, which enhances the worthiness of the goals for the employees, aligns employees to the organizational agenda, and inspires them to direct their efforts towards attaining it (Conger, 1989; Sashkin, 1988). For this purpose, they use communication strategies of both verbal and non-verbal behaviour (Kotter, 1990). Transformational leaders articulate inspiring messages and express high expectations of performance (Howell & Wang, 2012). They also communicate to understand desires of employees, be responsive, and coach and advise them to promote their self-development (Bass, 1998).

Affective Commitment to Change

Affective commitment to change is the desire and willingness of employees to support a change with the conviction and perception that the change would be beneficial to them (Herscovitch & Meyer, 2002). Employees are willing to work together and align themselves with the organizational procedures in order to bring about change. Affective commitment to change has been associated with compliance, collaboration and

advocating for change (Herscovitch & Meyer, 2002). It is considered the most significant factor enabling successful adoption of change (Busch, Cadwallader, & Parish, 2008).

Conceptual understanding about affective commitment to change has evolved from affective commitment, a component of organizational commitment. The other two components are continuance and normative commitment. The pioneering work on organization commitment was done by Allen and Meyer (1991, 1990) and Herscovitch and Meyer (2001, 2002). Affective commitment makes employees feel attached, comfortable and involved in the activities of the organization, at ease with being a part of it and capable of fulfilling their job responsibilities (Allen & Meyer, 1990). Affective commitment towards the organization facilitates affective commitment to any change initiative undertaken by it.

The key characteristics of employees associated with affective commitment to change are enthusiasm,

optimism, compliance, participation and collaboration to bring about the change (Chaudhry & Joshi, 2017). This is based on existing literature as discussed by antecedents and consequences of affective commitment to change in terms of employee performance, learning (Busch et al., 2008), sense of security, self-efficacy, satisfaction, faith in and respect for top management and belief in its concern for them (Gill, 2003).

Conceptual Model

The conceptual model indicates the relationship between transformational leader communication and employee affective commitment to change (see Figure 1). The relationship is partially mediated by employee organizational identification. The attributes for each construct are derived from previous studies and provide supporting arguments for the model associations.

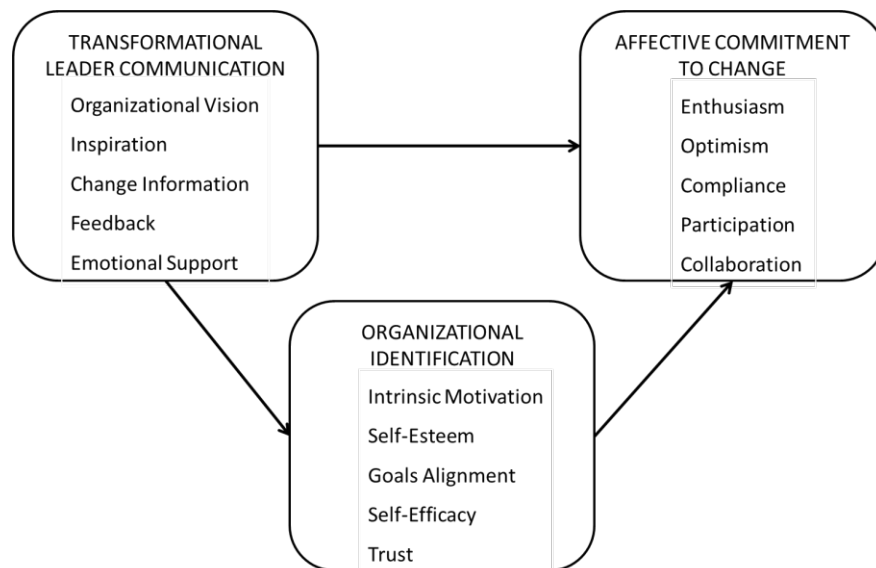


Fig. 1: Conceptual Relationship between Transformational Leader Communication, Organizational Identification and Affective Commitment to Change

Transformational Leader Communication and Affective Commitment to Change

Extant literature has discussed the role of transformational leaders in bringing about change (Eisenbach, Watson, & Pillai, 1999; Hill et al., 2012; Parry & Proctor-Thomson, 2003). Transformational leadership affects the top management attitude towards goals (Barrick,

Bradley, Colbert, & Kristof-Brown, 2008), leading to more participation, support and management of change (Gill, 2003). Communication is an important aspect of transformational leadership facilitating organizational change. According to Armenakis and Harris (2009), Transformational leader communication is most effective in bringing about change at the employee level. Transformational leader communication has been

found to be an integral part of the socio-technical system (Appelbaum, 2010). Besides, it has been associated with coercive, expertise and referent power with regard to change management (Lee, 1977).

Transformational leader communication contributes to change in multiple ways. It aids in conveying organizational vision for the change to the employees (Howell & Wang, 2012). It helps employees perceive alignment of the change with the organization mission and vision (Busch et al., 2008; Jaros, 2010) and alignment with own vision (Daif & Yusof, 2011). This inspires employees to realize the idealized vision (Howell & Wang, 2012) and motivates them to perform their job well (Busch et al., 2008; Daif & Yusof, 2011; Jaros, 2010). Transformational leader communication about change information along with regular feedback to the employees enables them to understand the strategic importance (Daif & Yusof, 2011), appropriateness (Neves, 2009) and logic and implications (Lewis, 1999) of change. It also reduces uncertainty (Bordia & DiFonzo, 1998; Parry, 2005). Transformational leader communication stimulates trust amongst employees (Denisi & Schweiger, 1991), and provides them a sense of organizational justice (Foster, 2003). This makes them feel that leaders care about them, and are concerned for their well-being. Therefore, the main aspects of transformational leader communication that are associated with change are organizational vision, inspiration, change information, feedback and emotional support.

Transformational leader communication about organizational vision can provide employees direction and a goal, and enable them to comply with organizational change. Inspiration to employees can energise them to take initiative and work with enthusiasm to bring about change. Communication about change information can foster belief in employees about change, and generate optimism about its perceived benefits. Feedback by transformational leaders can help employees effectively collaborate with each other and work in synergy to take the change forward. Emotional support can provide employees psychological safety, and thus encourage them to actively participate in the change process without any fear.

Thus, transformational leader communication in terms of organizational vision, inspiration, change information, feedback and emotional support can promote employee enthusiasm, optimism, compliance, participation and collaboration, and consequently affective commitment to change (see Figure 1). We propose the following:

Proposition 1: Transformational leader communication is associated with affective commitment to change of employees.

Role of Organizational Identification

Employees identify with an organization when they perceive their values, opinions and goals to be aligned with that of the organization, and believe their identity to be associated with it (Pratt, 1998; Rousseau, 1998). Employees identifying with the leader also identify with the organization. This happens when they see the leader as an integral and the primary guiding force for the organization. Research shows leaders promoting identification of employees with the organization, both directly (Ayoko, Callan, Maldonado, & Paulsen, 2009; Bass, 1985), and indirectly through self-concept enhancement (Arthur, House, & Shamir, 1993) and intrinsic motivation (De Cremer & Tyler, 2005). Such leaders create a positive identity of the organization in the minds of the employees (Bass, 1990).

One of the main factors enabling leaders to generate employee organizational identification is communication. Transformational leaders communicate goals and objectives and provide support to employees, and can inculcate a sense of belonging in them and help them identify with the organization. Open and receptive communication can encourage free exchange of trustworthy information, participation and sharing of opinions (Pruyn et al., 2001). Transformational leaders who convey a clear vision through verbal and non-verbal communication, like expressions, tone of voice and body language (Groves, 2006), can infuse conviction in employees about attaining the vision. Leaders can also convince employees about job significance and share mutual expectations (Parish et al., 2008; Daif & Yusof, 2011; Jaros, 2010). Besides, they can enhance employee's self-concept (Arthur et al., 1993).

Thus, transformational leaders would encourage employees to perform their job well, and promote their intrinsic motivation (Bass, 1985; De Cremer & Tyler, 2005) and self-esteem. By enunciating the vision well, transformational leaders would also help orient employees towards the organizational goals (Pruyn et al., 2001), align their aspirations with its objectives and bring about favourable outcomes of efforts (Bass, 1990). Leaders, who inspire employees to have a broader and higher set of goals and help them perceive deeper value in their job, would build their self-efficacy. Leaders, who convey emotional support by recognizing worth of individuals (Pruyn et al., 2001) and by displaying warmth, openness and care (Crawford & Lok, 1999), would enhance employee self-esteem and self-efficacy. Leaders, who share complete information on a change initiative (Pruyn et al., 2001), clear definition of processes (House,

1971) and short and long term change implications (Busch et al., 2008; Daif & Yusof, 2011; Jaros, 2010; Neves, 2009), would win employee trust. Leaders, who respond positively to queries, doubts and suggestions and provide constructive feedback on performance (Pruyn et al., 2001), would foster both self-efficacy and trust. Thus, the primary dimensions of organizational identification associated with transformational leader communication are intrinsic motivation, self-esteem, goals alignment, self-efficacy and trust.

Empirical studies support the role of organizational identification in promoting employee behaviour beneficial for the organization both at the strategic and tactical level. Organizational identification enhances their productivity and motivation to perform (Lee, 1971). It promotes employee belief that the leaders are concerned about their well-being thus enhancing their commitment to organizational objectives. If employees have a sense of belonging to the organization (Bass, 1990), they tend to be optimistic and supportive of organizational initiatives and invest their efforts to make them effective.

Organizational identification brings about affective commitment in employees (Allen & Meyer, 1990). In the presence of transformational leadership, organizational identification can thus promote employees' allegiance, love, respect and admiration towards the leader (Bass, 1985, 1990). This would make them enthusiastic and dedicated towards the organizational objectives. This would also stimulate deference and compliance with the values of the leader and the goals of the organization. Self-efficacy and self-esteem would bring about optimism about an organizational initiative (Dierendonck & Kool, 2012). Identification would allow active participation of employees (Dulewicz & Hawkins, 2009), collaboration for making decisions and solving problems (Ayoko et al., 2009) of the evolving environment. Therefore, in the event of an organizational change, organizational identification would bring about requisite emotions and behaviour to support the change, like enthusiasm, optimism, compliance, participation and collaboration. Thus, organizational identification would lead to affective commitment to change.

Thus, transformational leader communication can promote affective commitment to change by enabling employees to identify with the organization and consequently experience intrinsic motivation, self-esteem, goals alignment, self-efficacy and trust (see Figure 1). We propose the following:

Proposition 2: Organizational identification of employees partially mediates the relation between transformational

leader communication and their affective commitment to change.

Assumptions of the Proposed Model

The model is based on some assumptions. First, transformational leaders belong to top management. Communication about an organizational initiative at that level has the strongest potential to influence employees across the organization as well as communication at the lower hierarchical levels. Second, there is no frequent change in leadership. Change in leadership can result in change in content, medium and manner of communication. This can convey confusing or contradictory messages to the employees, leading to ineffectiveness of original communication. Third, communication is consistent and regular. This implicitly means aspects of vision, mission, policies and culture of the organization that may affect communication are unwavering and are expected to remain so for the duration of the change. They may be in the form of verbal or written statements, clarifications, announcements and informal discussion, and imparted face to face, online, on phone or email or through official newsletters and policy documents.

Discussion

Significance of employees for change has been well-researched and accepted. Extant literature has discussed employees' attitudes to change and their implications for the organization (Andersson, 1996; Bommer, Rich, & Rubin, 2005; Bovey & Hede, 2001; Foster, 2003; Furst & Cable, 2008; Val & Fuentes, 2003). Employees' level of commitment, efficacy and comfort in dealing with change determines their participation and involvement in a change initiative (Cady & Neubert, 2001). Employee affective commitment to change is one of the most pertinent employee attitudes required for an effective change (Jaros, Jermier, Koehler, & Sincich, 1993; Jaros, 2010). This paper explores how transformational leader communication can lead to affective commitment to change. It also examines the mediating role of organizational identification. By focusing on specific characteristics of leader communication, the paper goes beyond the confines of transformational leadership to discuss conditions for a successful change.

The paper contributes to literature in two ways. First, it highlights transformational leader communication as a specific attribute of transformational leadership which can be explored independently to comprehend its effects. It provides conceptual understanding about communication encompassing all the dimensions of transformational leadership. As there is no evidence of existing studies on

transformational leader communication, the paper thus extends the transformational leadership literature (Howell & Wang, 2012; Walumbwa, Lawler, Avolio, Wang, & Shi, 2005; Zhu, Chew, & Spangler, 2005).

Second, the paper suggests the association between leader communication and employee affective commitment to change adding to the literature on organizational change (Chreim, 2002; Hill et al., 2012, 2011). It underscores the relevance of communication and the intervening effect of organizational identification. The model relationships explain the previous findings on the impact of employee perception of top management communication on affective commitment to change (Hill et al., 2011). The paper focuses on specific aspects of communication (organizational vision, inspiration, change information, feedback and emotional support) and organizational identification (intrinsic motivation, self-esteem, goals alignment, self-efficacy and trust). These aspects and the conceptual relation between the constructs help to explain the significance of pertinent variables for organizational change.

Practical Implications

The paper helps to take the debate deeper into the practical considerations required by leaders for a successful change. It can be utilized by organizations implementing enterprise-wide change either internally, or in other organizations. Using this model, employees' degree of organizational identification and affective commitment to change can be assessed. Any discomfort can be flagged off to the top management, who can then examine the content of communication to improve its effectiveness. The study indicates that leaders need to communicate organizational vision, inspiration, change information, feedback and emotional support to influence employee affective commitment to change. This provides practical guidelines for organizations to consciously adopt certain communication strategies to foster change.

This study is pertinent to Indian organizations. Being a part of a developing economy, organizations are experiencing environmental instability and an accelerated pace of change. There is a growing exposure to global markets, government regulations, competitive forces and evolving customer demands, which are triggering the need for change. Besides, the technological environment is undergoing rapid transformation, enhancing the scope for change.

In such a dynamic environment, organizations can bring about a successful change by focusing on transformational leadership, communication and organizational identi-

fication. They can thus motivate employees to continue working for the organization, put effort to perform well and commit themselves to the organizational goals. This would lead employees to voluntarily and willingly participate in organizational change.

Research Directions

The model opens up new avenues for research in the domain of transformational leadership and organization wide change management. Empirical research can be undertaken to explore impact of transformational leader communication on affective, normative and continuance commitment to change. This can be followed by a comparative analysis of the effect on the three dimensions of organizational commitment to change.

We examined transformational leadership at the top management level. Future research can examine leadership at the middle and bottom management levels. It can investigate the influence of communication at these levels on affective commitment towards change. Besides, impact of communication can be explored for transactional leadership, situational leadership and leader-member exchange from the standpoint of their contribution to affective commitment to change.

This study paves the way for empirical research using multi-level approach to test the relationship between organizational level, transformational leader communication, and individual level organizational identification and affective commitment to change. Empirical studies can be conducted organizations undertaking enterprise wide change initiatives like mergers and acquisitions, organizational restructuring, business process re-engineering and information technology implementation. To collect data, attributes in the model can guide the development of measures for the items of the questionnaire.

Besides, future research can investigate the intervening roles of organizational justice dimensions and psychological safety in the relationship between transformational leader communication and affective commitment to change.

Conclusion

Failure of change is a big concern in organizations. Research in Indian organizations demonstrates that challenges to change can be associated with staff resistance, union non co-operation and managers' discomfort (Saini & Bhatnagar, 2005). The paper proposes how transformational leaders can use communication to improve employ-

ee attitude towards change by instilling in them a sense of belonging. By specifying relationship between transformational leader communication, organizational identification and affective commitment to change in terms of their key attributes, the paper also provides guidelines for leader behaviour. It gives specific inputs for designing research instruments and conducting empirical studies on organizational change.

It is hoped that this paper would stimulate research in the domain of change from the standpoint of communication and identification. It is also expected that it would add to the literature on transformational leadership and organizational change and promote application of the theoretical framework in real-life situations.

References

- Allen, N. J., & Meyer, J. (1991). A three-component conceptualisation of organization commitment. *Human Resource Management Review*, 1, 61-89.
- Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63, 1-18. Retrieved from <https://doi.org/10.1111/j.2044-8325.1990.tb00506.x>
- Andersson, L. M. (1996). Employee cynicism: An examination using a contract violation framework. *Human Relations*, 49(11), 1395-1418.
- Appelbaum, S. H. (2010). Socio-technical systems theory: An intervention strategy for organizational development. *Management Decision*, 35(6), 452-463.
- Armenakis, A. A., & Harris, S. G. (2009). Reflections: Our journey in organizational change research and practice. *Journal of Change Management*, 9(2), 127-142. Retrieved from <https://doi.org/10.1080/14697010902879079>
- Arthur, M., House, R., & Shamir, B. (1993). The motivational effects of charismatic leadership: A self-concept based theory. *Organization Science*, 4, 577-595.
- Ayoko, O., Callan, V. J., Maldonado, D., & Paulsen, N. (2009). Charismatic leadership, change and innovation in an R & D organization. *Journal of Organizational Change Management*, 22, 511-523. Retrieved from <https://doi.org/10.1108/09534810910983479>
- Barrick, M. R., Bradley, B. H., Colbert, A. E., & Kristof-Brown, A. L. (2008). CEO transformational leadership: The role of goal importance congruence in top management teams individual outcomes. *Academy of Management Journal*, 51, 81-96.
- Bass, B. (1985). *Leadership and performance beyond expectations*. New York: Free Press.
- Bass, B. (1990). *Bass and Stogdill's handbook of leadership: Theory, research and managerial applications*. New York: Free Press.
- Bass, B. (1998). *Transformational leadership: Industrial, military, and educational impact*. New Jersey: Lawrence Erlbaum Associated.
- Bommer, W., Rich, G., & Rubin, R. S. (2005). Changing attitudes about change: Longitudinal effects of transformational leader behavior on employee cynicism about organizational change. *Journal of Organizational Behavior*, 26, 733-753.
- Bordia, P., & DiFonzo, N. (1998). A tale of two corporations: managing uncertainty during organizational change. *Human Resource Management*, 37(3&4), 295-303. Retrieved from [https://doi.org/10.1002/\(SICI\)1099-050X\(199823/24\)37:3/4<295::AID-HRM10>3.0.CO;2-3](https://doi.org/10.1002/(SICI)1099-050X(199823/24)37:3/4<295::AID-HRM10>3.0.CO;2-3)
- Bovey, W. H., & Hede, A. (2001). Resistance to organizational change: The role of cognitive and affective processes. *Leadership & Organization Development Journal*, 22(8), 372-382. Retrieved from <https://doi.org/10.1108/01437730110410099>
- Busch, P., Cadwallader, S., & Parish, J. T. (2008). Want to, need to, ought to: Employee commitment to organizational change. *Journal of Organizational Change Management*, 21, 32-52. Retrieved from <https://doi.org/10.1108/09534810810847020>
- Cady, S. H., & Neubert, M. J. (2001). Program commitment: A multi-study longitudinal field investigation of its impact and antecedents. *Personnel Psychology*, 54, 421-448.
- Caldwell, S. D., Fedor, D. B., Herold, D. M., & Liu, Y. (2008). The effects of transformational and change leadership on employees' commitment to a change: A multilevel study. *Journal of Applied Psychology*, 93, 346-57. Retrieved from <https://doi.org/10.1037/0021-9010.93.2.346>
- Chaudhry, S., & Joshi, C. (2017). Transformational leadership, HR practices and affective commitment to change: A theoretical perspective. *Journal of Organisation and Human Behaviour*, 6(3), 37-45.
- Chreim, S. (2002). Influencing organizational identification during major change: A communication-based perspective. *Human Relations*, 55, 1117-1137. Retrieved from <https://doi.org/10.1177/0018726702055009022>

- Conger, J. (1989). *The charismatic leader: Behind the mystique of exceptional leadership*. San Francisco: Jossey-Bass.
- Conway, E., & Monks, K. (2007). HR practices and commitment to change: An employee-level analysis. *Human Resource Management Journal*, 18, 72-89. Retrieved from <https://doi.org/10.1111/j.1748-8583.2007.00059.x>
- Crawford, J., & Lok, P. (1999). The relationship between commitment and organizational culture, subculture, leadership style and job satisfaction in organizational change and development. *Leadership & Organization Development Journal*, 20, 365-374.
- Daif, K., & Yusof, N. (2011). Lecturers' commitment to organizational change (C2C). *International Journal of Business and Social Science*, 2, 182-195.
- De Cremer, D., & Tyler, T. (2005). Process-based leadership: Fair procedures and reactions to organizational change. *Leadership Quarterly*, 16, 529-545. Retrieved from <https://doi.org/10.1016/j.leaqua.2005.06.001>
- Denisi, A. S., & Schweiger, D. M. (1991). Communication with employees following a merger: A longitudinal field experiment. *Academy of Management Journal*, 34(1), 110-135.
- Devanna, M. A., & Tichy, N. M. (1986). *The transformational leader*. New York: John Wiley.
- Dierendonck, D. V., & Kool, M. (2012). Servant leadership and commitment to change, the mediating role of justice and optimism. *Journal of Organizational Change Management*, 25, 422-433. Retrieved from <https://doi.org/10.1108/09534811211228139>
- Dulewicz, V., & Hawkins, J. (2009). Relationships between leadership style, the degree of change experienced, performance and follower commitment in policing. *Journal of Change Management*, 9(3), 251-270. Retrieved from <https://doi.org/10.1080/14697010903125498>
- Eisenbach, R., Watson, K., & Pillai, R. (1999). Transformational leadership in the context of organizational change. *Journal of Change Management*, 12(2), 80-88.
- Foster, R. D. (2003). Resistance, justice, and commitment to change. *Human Resource Development Quarterly*, 21(1), 3-39. Retrieved from <https://doi.org/10.1002/hrdq>
- Furst, S. A., & Cable, D. M. (2008). Employee resistance to organizational change: Managerial influence tactics and leader-member exchange. *Journal of Applied Psychology*, 93(2), 453-62. Retrieved from <https://doi.org/10.1037/0021-9010.93.2.453>
- Gill, R. (2003). Change management - or change leadership? *Journal of Change Management*, 3, 307-318.
- Groves, K. (2006). Leader emotional expressivity, visionary leadership, and organizational change. *Leadership & Organization Development Journal*, 27, 566-583. Retrieved from <https://doi.org/10.1108/01437730610692425>
- Herscovitch, L., & Meyer, J. (2001). Commitment in the workplace: Towards a generic model. *Human Resource Management Review*, 11, 299-326.
- Herscovitch, L., & Meyer, J. (2002). Commitment to organizational change: Extension of a three-component model. *Journal of Applied Psychology*, 87, 474-487. Retrieved from <https://doi.org/10.1037//0021-9010.87.3.474>
- Herscovitch, L., Meyer, J. P., Stanley, D. J., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior*, 61, 20-52. Retrieved from <https://doi.org/10.1006/jvbe.2001.1842>
- Hill, S., Kang, J., Seo, M.-G., & Taylor, S. (2011). Building employee commitment to change across organizational levels: The influence of hierarchical distance and direct managers' transformational leadership. *Organization Science*, 23, 758-777. Retrieved from <https://doi.org/10.1287/orsc.1110.0662>
- Hill, S., Lorinkova, N., Seo, M.-G., Taylor, S., Tesluk, P., & Zhang, X. (2012). The role of affect and leadership during organizational change. *Personnel Psychology*, 65, 121-165.
- House, R. (1971). A path goal theory of leader effectiveness. *Administrative Science Quarterly*, 16, 321-339.
- Howell, J., & Wang, X.-H. (Frank). (2012). A multilevel study of transformational leadership, identification, and follower outcomes. *Leadership Quarterly*, 23, 775-790. Retrieved from <https://doi.org/10.1016/j.leaqua.2012.02.001>
- Hunt, J. G. (1991). *Leadership: A new synthesis*. Newbury Park: Sage Publications. Retrieved from <https://doi.org/10.1037/e671902010-001>
- Jaros, S. (2010). Commitment to organizational change: A critical review. *Journal of Change Management*, 10, 79-108. Retrieved from <https://doi.org/10.1080/14697010903549457>
- Jaros, S. J., Jermier, J. M., Koehler, J. W., & Sincich, T. (1993). Effects of continuance, affective, and moral

- commitment on the withdrawal process: An evaluation of eight structural equation models. *Academy of Management Journal*, 36(5), 951-995. Retrieved from <https://doi.org/10.2307/256642>
- Kotter, J. (1990). *A force for change: How leadership differs from management*. New York: Free Press.
- Lee, J. A. (1977). Leader power for managing change. *Academy of Management Review*, 2, 73-80.
- Lee, S. M. (1971). An empirical analysis of organizational identification. *Academy of Management Journal*, 14, 213-226.
- Lewis, L. K. (1999). Disseminating information and soliciting input during planned organizational change: Implementers' targets, sources, and channels for communicating. *Management Communication Quarterly*, 13(1), 43-75. Retrieved from <https://doi.org/10.1177/0893318999131002>
- Michaelis, B., Sonntag, K., & Stegmaier, R. (2009). Affective commitment to change and innovation implementation behavior: The role of charismatic leadership and employees' trust in top management. *Journal of Change Management*, 9, 399-417. Retrieved from <https://doi.org/10.1080/14697010903360608>
- Neves, P. (2009). Readiness for change: Contributions for employee's level of individual change and turnover intentions. *Journal of Change Management*, 9(2), 215-231. Retrieved from <https://doi.org/10.1080/14697010902879178>
- Parry, K. W. (2005). Enhancing adaptability: Leadership strategies to accommodate change in local government settings. *Journal of Organizational Change Management*, 12, 134-157.
- Parry, K. W., & Proctor-Thomson, S. B. (2003). Leadership, culture and performance: The case of the new zealand public sector. *Journal of Change Management*, 3, 376-399.
- Pratt, M. G. (1998). To be or not to be: Central questions in organizational identification. In D. A. Whetten & P. C. Godfrey (Eds.), *Identity in organizations* (171-207). Thousand Oaks, CA: Sage Publications.
- Pruyn, A., Riel, C., & Smidts, A. (2001). The impact of employee communication and perceived external prestige on organizational identification. *Academy of Management Journal*, 49, 1051-1063.
- Rousseau, D. M. (1998). Why workers still identify with organizations. *Journal of Organizational Behavior*, 19, 217-233.
- Saini, D. S., & Bhatnagar, J. (2005). North Delhi Power Ltd.: Dynamics of change. *Vikalpa*, 30(4), 133-147.
- Sashkin, M. (1988). The visionary leader. In J. Conger & R. Kanungo (Eds.), *Charismatic Leadership* (122-160). San Francisco: Jossey-Bass.
- Val, M. P. D., & Fuentes, C. M. (2003). Resistance to change: A literature review and empirical study. *Management Decision*, 41(2), 148-155. Retrieved from <https://doi.org/10.1108/00251740310457597>
- Walumbwa, F. O., Lawler, J. J., Avolio, B. J., Wang, P., & Shi, K. (2005). Transformational leadership and work-related attitudes: The moderating effects of collective and self-efficacy across cultures. *Journal of Leadership & Organizational Studies*, 11(3), 2-16. Retrieved from <https://doi.org/10.1177/107179190501100301>
- Zhu, W., Chew, I. K. H., & Spangler, W. D. (2005). CEO Transformational leadership and organizational outcomes: The Mediating role of human-capital-enhancing human resource management. *Leadership Quarterly*, 16, 39-52. Retrieved from <https://doi.org/10.1016/j.leaqua.2004.06.001>