

The Moderating Role of Followership between the Relationship of
Transformational and Transactional Leadership Styles and Factors of
Employees' Reactions towards Organizational Change

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DECLARATION

I hereby declare that this thesis is my own work and that, to the best of my knowledge and belief, it contains no material previously published or produced by other party in fulfilment, partial or otherwise, of any other degree or diploma at other University or institute of higher learning, except where due acknowledgment is made in the text.

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DEDICATION

Dedicated to my Family and Friends

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GOD gives us a free will in order to explore the universe and to identify the truth. First of all, I am very thankful to Allah who gave me an opportunity to moderately contribute to the betterment of humankind in the form of a Ph.D. I am also very thankful to my entire family, especially my parents, my wife and my son and daughter whose sacrifices, prayers and continuous support lead me to the final stage of my thesis. I would also be very grateful to my supervisor Associate Professor Dr. Abdul Halim Busari whose guidance, mentoring and continuous feedback make this journey more enthusiastic and erudite. His guidance helped me in all the time of research and writing of this thesis. Besides my advisor, I am also very thankful to my co-supervisor Dr. Siti Mariam Abdullah who contributed in my publications and thesis writing in the form of candid and critical proofreading. My sincere gratitude also goes to my friend Dr. Rehman Ullah Khan, who stand beside me as a brother and always guided me in the right direction. This journey would not be so fruitful without my loving, helpful, caring and slightly naughty friends, therefore, I am very much thankful to all my friends too. Finally, I am also very thankful to UNIMAS for providing me scholarship which helped me a lot in terms of managing my living expenses.

ABSTRACT

This study examined the moderating role of followership between the relationship of transformational and transactional leadership styles and the factors of employees' reactions towards organisational change. The factors of employees' reactions were based on content, context and the process factors of change. The content factor was associated with the frequency of change, the context factor was related to employees' trust in the management and the process factor was based on employees' participation. The mixed methods approach was applied, in which the explanatory sequential research design was used to conduct data collection and analyses. In this design, quantitative data analysis was followed by qualitative data analysis. Convenience sampling was applied to collect data from 506 employees of telecommunication companies in Pakistan. All data were analysed using Smart PLS version 3.0. It was discovered from the results that both transformational and transactional leadership styles were positively and significantly related to the frequency of change, trust in management and employee's participation. Moreover, the process results further identified the moderating role of followership, as it significantly affects the direct relationship of transformational leadership with all three factors of employees' reactions towards organisational change. On the other hand, followership also influenced the direct relationship between the transactional leadership style frequency of change and employees' participation; however, no moderation effect was found between transactional leadership style and the employees' trust in management. The qualitative results also supported the quantitative findings. It has been concluded that for the success of changes in telecom organizations of Pakistan, not only leaders but employee level of creativity and engagement are also important. Managers are not the only agents that implement change successfully but followers also act as change agents during

organizational change programs. Among leadership styles transformational leadership was mostly effective in shaping employees' reactions. Management in telecom sector of Pakistan needs to focus on followers' development and not only on leadership development. To maintain high level of trust and participation followers' involvement in decision making and working processes should be encouraged

Keywords: Employees reactions towards organizational change, followership, transformational leadership, transactional leadership

Peranan Moderasi Kepengikutan dalam Perhubungan di antara Gaya Kepimpinan Transformasional dan Transaksional dan Faktor-faktor Reaksi Pekerja Terhadap Perubahan Organisasi

ABSTRAK

Kajian ini mengkaji peranan kepengikutan sebagai moderasi dalam perhubungan di antara gaya kepimpinan transformasional dan transaksional dan faktor-faktor reaksi pekerja terhadap perubahan organisasi. Faktor-faktor tindak balas pekerja adalah berdasarkan kandungan, konteks dan faktor proses perubahan. Faktor kandungan dikaitkan dengan kekerapan perubahan, faktor konteks berkaitan dengan kepercayaan para pekerja terhadap pengurusan dan faktor proses didasarkan pada penyertaan pekerja. Pendekatan kaedah campuran telah digunakan, di mana rekabentuk penyelidikan berjujukan digunakan untuk mengumpul data dan analisis. Dalam rekabentuk ini, analisis data kuantitatif diikuti dengan analisis data kualitatif. Persampelan konvenien telah digunakan untuk mengutip data daripada 506 pekerja sektor telekomunikasi di Pakistan. Semua data telah dianalisis dengan menggunakan Smart PLS version 3.0. Daripada dapatan kajian ini menunjukkan bahawa kedua-dua gaya kepimpinan transformasional dan transaksional mempunyai perhubungan positif dan signifikan dengan kekerapan perubahan, kepercayaan dalam pengurusan dan penyertaan pekerja. Selain itu, kepengikutan berperanan sebagai penyederhana kerana ia memberi kesan yang signifikan kepada hubungan langsung kepimpinan transformasional dengan ketiga-tiga faktor reaksi pekerja terhadap perubahan organisasi. Di sisi lain, kepengikutan juga mempengaruhi hubungan langsung antara kekerapan perubahan gaya kepimpinan transaksional dan penyertaan pekerja; Walau bagaimanapun, tiada kesan penyederhana didapati antara gaya kepimpinan transaksional dan kepercayaan para pekerja terhadap pengurusan. Ini dapat disimpulkan bahawa untuk kejayaan sesuatu perubahan di organisasi

telekomunikasi di Pakistan, tahap kreativiti dan keterlibatan pemimpin dan pekerja adalah sangat penting. Bukan hanya pengurus yang bertindak sebagai agen perubahan namun pengikut juga perlu bertindak sebagai agen perubahan dalam apa jua program perubahan organisasi. Gaya kepimpinan transformasional dilihat lebih memberi kesan dalam menentukan reaksi pekerja. Pihak pengurusan di sektor telekomunikasi Pakistan perlu juga lebih fokus terhadap pembangunan pengikut dan bukan hanya bertumpu kepada pembangunan kepimpinan. Untuk mengekalkan tahap kepercayaan yang tinggi dan penyertaan pengikut dalam pembuatan keputusan dan proses kerja perlulah digalakkan.

Katakunci: *Gaya kepemimpinan transaksional, gaya kepemimpinan transformasional, faktor reaksi pekerja terhadap perubahan dalam organisasi, kepengikutan*

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CHAPTER 1

OVERVIEW OF THE STUDY

1.1 Introduction

After more than five decades of research and theories on the qualities and behaviours of an effective leader it has since been acknowledged that leadership and followership are two intricately intertwined concepts in effective leadership and organizational success (Collinson, 2009). Hence, this study aims to explore the relationship between leadership styles (transformational leadership style and transactional leadership style) and content, context, and process factors of employees' reactions towards organizational change. This study further investigated the moderating role of followership in the relationship between leadership styles and factors of employees' reactions in order to understand the distinct role of followership in leader-follower interaction. This chapter provides readers with an overview of the current study and highlights the important aspects such as background of the study, problem statement, identification of the research objectives, formulation of research hypotheses, conceptual framework, significance of the study and definition of the terms used in the current study as a basis for understanding the rationale of conducting research in the hope of realizing the leadership-followership process that can bring about real and mutual changes (Robert & Jerry, 2013).

1.2 Background of the Study

Over the past few decades, substantial research has been done in the field of organizational change management. Many factors such as job demands, job knowledge and skills, job satisfaction, organizational commitment, social relations at the work place, performance measurement, change efficacy, communication, organizational justice, logistics and system

support and many more determinants prevails in support of organizational change programs (Chawla & Kelloway, 2004; Cinite, Duxbury, & Higgins, 2009; Cunningham et al., 2002; Eby, Adams, Russell, & Gaby, 2000; Madsen et al., 2005; Peach et al., 2005; Rafferty & Simon, 2006; Wanberg, & Banas, 2000). However, investigations in many studies on organizational change shows unsatisfactory results. For instance, Beer and Nohria (2000), Burke (2010), Burnes (2011) and Meaney and Pung (2008) documented that change implementation often fails. One reason for these change failures was that during the change process most of the attention was given to information systems and organizational structure, whereas human resource factors were ignored (Gill, 2002; Oreg et al., 2011; Penava & Šehić, 2014). Moreover, past research mostly focused on the macro perspectives of organizational change like strategic change management processes. Many of these studies were concerned about explaining what change looks like and how it stimulates change; in what way it would improve with the passage of time, and in what sense it may and might be dealt with (Oreg, Michel & By, 2013).

In contrast, many researchers claim that organizational and system-level variables like total quality management, mergers and acquisition, and technological changes are not the only factors responsible for organizational change success. Their focus was more on the micro-level perspective by examining the individuals within the organization. Therefore, in the last two decades, realization of the importance of recipients' perspectives were gradually increasing and researchers are acknowledging the role of employees in the success of organizational change (Mdlletye et al., 2013; Oreg, 2006; Rafferty, & Restubog, 2010; Vakola & Nikolaou, 2005). Change recipients is a common term used to organizational members who are affected by change implementation, including employees and managers who normally have less control and influence over change implementation (Oreg et al.,

2013). In keeping with the above, current study focuses on the micro-perspective to describe what changes feels or looks like from the standpoint of change recipients namely the employees). In terms of models since, Kurt Lewin model of planned change different researchers have proposed and developed different change content and process models such as Kotter's 8 steps model (1995), The McKinsey 7-S model (1980), and Pettigrew processual approach (1987). However, Armenakis, and Bedeian (1999), were the first to discuss the content, context and process factors and proposed that in order to understand employees' reactions it is important to study all these factors simultaneously. Their idea was later supported by Devos et al. (2007), Walker et al. (2007) and Oreg et al. (2011). In this present study, Oreg et al. (2011) model was used to analyse the content, context and process factors of employees' reactions towards organizational change. The content factor is the frequency of change which explains how frequently change occurs in the organization (Rafferty & Jimmieson, 2017). The context factor is trust in management which highlights the level of employees trust upon their managers (leaders) (Hartog et al., 2002). Finally, the process factor of change is the employees' participation which explains the level of employees' participation in organizational change process (Oreg et al., 2011).

It has been said that without leadership there is no change and improvement (Atkinson & Mackenzie, 1999). Supported by Senior and Fleming (2006) a leader is a change agent who takes initiative and brings successful change for organizations. From organizational change perspectives, there have been numerous practitioner-oriented debates focusing on the leadership role and employee resistance but on the other hand, the number of empirical studies that examine the relationship between leader behaviour and employees' reactions towards change is very limited (Herold et al., 2008; Holten & Brenner 2015; Oreg & Berson, 2011). Past research has indicated that if leadership is change-

oriented, participative, informative and fair, it produces positive reactions towards change (Holten & Brenner 2015; Oreg et al., 2011). During organizational change, leaders perform an important role both as a role model and driver of change, and their behaviour influence the interests of followers (Skakon et al., 2010). Among many leadership styles; transformational and transactional leadership styles were mostly related to organizational change context (Ahmad & Cheng, 2018; Herold et al., 2008; Holten & Brenner, 2015; Oreg & Berson, 2011; Yasir et al., 2016).

In relation to specific leadership styles, a study conducted by Khan et al. (2014) in the telecom sector in Pakistan concluded that transformational leaders and employee creativity can lead an organization towards innovation, and that the organizational supportive environment enables leaders and employees to exchange views with each other and that leaders motivate all employees. Another study conducted by Janjua and Sobia (2010) to analyze the contextual factors of organizational change in Pakistan revealed that external factors like global and national economic conditions, law and order situations and innovation are mostly affect Pakistani business organizations. However, the internal contextual factors like new product design and service delivery predict as great opportunity for business growth. Bass (1985), Bass and Avolio (1999) and Antonakis et al. (2003) claimed that the transactional leadership style was mostly related to a stable organizational situation through maintain us the status quo.

On the other hand, a study conducted by Riaz, Akhtar, and Aslam (2018) in the telecom sector of Pakistan identified that reward plays an important role in employees' performance and motivation in uncertain and highly competitive organizations. Similarly, Manzoor et al. (2015) identified that extrinsic and intrinsic reward and manager involvement positively related to job satisfaction in the telecom sector of

Pakistan. Therefore, this study also utilized transactional leadership styles to determine their contribution in shaping employees' reactions in organizational change context because it is based on contingent reward and management by exception components.

Additionally, most of the previous leadership research was leader-centric, that highlighted followers as recipients of leadership outcomes (Uhl-Bien et al., 2014). Currently, followership is an emerging field of study explaining the behavioural (Kelley, 2008), relational (Meindl, 1995), cognitive (Sy, 2010) and constructionist (DeRue & Ashford, 2010) perspectives of followers. It highlights the followers' side in the leadership equation. According to Shamir (2007), removing followers from the leadership equation indicates that we are not studying leadership but a social phenomenon like collaboration and team work. In a leader centric approach followers' motivation and attitudes are studied as outcomes of leaders' behaviour (leader-centric approach) (Bass, 1990; Bass et al., 2003; Judge & Piccolo, 2004; Lowe et al., 1996). Zhu et al. (2009), examined the moderating role of followers' characteristics between the relationship of transformational leadership style and followers work engagement identified that followers' characteristics positively moderate the proposed relationship.

In summary, followers can play an effective role through both challenging and supporting leaders within the adoptive culture of organization in the context of organizational change (Doppelt, 2009). Towards successful organizational change, the recognition of the followership concept on individual, group, and organizational levels and methods for producing good effective followers are very important (Bennis, 2010). Gradually, as conventional organizational hierarchy dissipates between followers and their leaders, the role that followers are supposed to play in leader-follower relations is becoming more critical to organizational success. However, from strategic standpoint follower's role can

be consider as useful but most of the attention has been given to the top management with the notion that only top management leads the change(Carter et al., 2014).Zhu et al. (2009) suggested that in order to highlight the essential role of followership in leadership research, there is a need to assess the moderating role of followers in different contexts.Therefore, this study utilized followership as a moderating variable to assess its effect in the relationship between leadership styles and factors of employees' reactions towards organizational change in the Pakistani context.

1.3 Problem Statement

The variables in this study derived from three different models full range leadership model Bass and Avolio (1995), employees' reactions model Oreg et al. (2011) and followership model Kelley (1992).The idea behind combining these three models is twofold. First, to determine the transformational and transactional leadership relationships with all three factors of employees' reactions towards organizational change simultaneously. Second, to shed light on the importance of followership by analysing followership as a moderating variable between the relationship of leadership styles and factors of employees' reactions towards organizational change. This approach is further expanded by describing the theoretical, empirical, methodological, and practical gaps that can be hopefully addressed this study.

1.3.1Theoretical Gaps

According to Oreg et al. (2011), the main element of the degree to which change can succeed, is how individuals (change recipients) respond to change. An organization's existence depends upon the people (employees), therefore,to implement organizational transformation and to improve the attainment of organizational objectives, it also needs to

ensure and attain the success of their employees. Thus, to gain thoroughly comprehensive understanding of organizational change theory, this study addresses the calls of researchers like Armenakis, and Bedeian (1999), Pettigrew et al. (2001); Walker et al. (2007); and Kuipers et al. (2014), that it is essential to gain considerable understanding of all three factors of employees' reactions to change (i.e. content, context and process). These organizational change antecedents in turn significantly impact employees' attitude and behaviour towards change (Smitsen et al., 2013). Moreover, organizational change has a tremendous impact on organizational members' lives whether it is merger, downsizing, introduction to a new technology, and/or change in working condition (Oreg et al., 2013).

Putting all these together, this study combines and analyses frequency of change, trust in management and employee participation as a content, context and process factors of employees' reactions simultaneously to provide a bigger picture. Therefore, theory of planned behaviour (TPB) is incorporated to support the micro perspective of organizational change theory. TPB explains human behaviour (reactions) on the basis of intentions and attitudes. Recently, Straatmann et al. (2016) identified that TPB provides a background to investigate employees' intentions, attitude and behaviour in organizational change context. In this study, trust in management and employees' participation are the factors of employees' reactions (behaviours) which will be investigated under the theory of planned behaviour to understand the role of employees' trust and participation in shaping employees' reactions.

Similarly, many studies on leadership effectiveness show contradictory and inconclusive results, the problem is that these studies deal with leadership as an abstract rather than practical concept especially through the eyes of followers (Grint, 1997; Yukl, 2012). In the past, lot of concentration has been given to transformational leadership style in

organizational change context (Herold et al 2008; Hsiao & Chang, 2011; Kirkbride, 2006; Long & Mao, 2008) and very little attention has been paid to transactional leadership style because transactional leadership styles was considered as leadership style which is only worked in stable organizational condition (Antonakis & House, 2013; Bass, 1995). Conversely despite the numbers of studies on leadership in organizational studies, until recently little concentration has been given to followership in leadership theory (Baker, 2007; Bligh, 2011; Carsten et al., 2010; Kelley, 2008; Sy, 2010; Yukl, 2012) especially in organizational change context. For the success of organizations, leaders and followers are both essential, but in research most of the attention has been given to leaders' centric approaches and leader's role in followers' motivation. Authors who concerned with followership claimed that followers are the active participants in the leadership relationship (Uhl-Bien, 2007; Uhl-Bien, Riggio, Lowe & Carsten, 2014). Furthermore, for the successful organizational change the recognition of the followership concept on individual, group, and organizational levels and methods for producing good effective followers are very important (Bennis, 2010).

Social exchange theory provides the basis to investigate the role of followers and leaders as this theory based on the relationship approach and provides more attention to leaders instead of followers. From the followership perspective, followers in social exchange relationship do not get any positive or active role although their attitudes, perceptions or preferences can [passively] shape or control leadership processes (Grant, Gino, & Hofmann, 2011; Kark, Shamir, & Chen, 2003). Thus, to analyse the active and positive role of followership in social exchange context, this study investigated followership as a moderating effect to see that when the relationship between leadership styles and

frequency of change, trust in management and employees' participation is moderated by followership as suggested by Zhu et al.(2009).

1.3.2 Empirical Gap

Some authors like Herold et al. (2007); Herscovitch and Meyer (2002); Luo et al. (2016) had analyzed employee commitment towards organizational change. Others like Cunningham et al. (2002); Holt et al. (2007); Madsen et al. (2005); Michel et al. (2013) and Vakola (2016) explained readiness, openness, resistance to organizational change and employee cynicism all of these studies has been conducted in western context. Org et al. (2011) argued despite the excessive number of studies about the direct relationships of the variety of antecedents and change related reactions there is a need to study more variables in organizational change research in different contexts. This study attempted to fill these empirical gaps by analysing trust in management, employee participation and change frequency with leadership styles and followership in Pakistani context.

Moreover, many past research focus either on one or two factors of employees' reactions towards organizational change (Armenakis & Harris, 2002; Bommer, Rich, & Rubin, 2005; Oreg, 2006; Vakola, 2016; Wanberg & Banas, 2000). For example, a study conducted by Gilley, McMillan, and Gilley (2009), on organizational change and leadership effectiveness contributed to the research in three areas. First it reveals that approximately 74% of respondents show that their leaders rarely, never or only sometime are effective during change implementation. They seem that leadership is often large barrier or source of resistance to change (Ford, Ford, & D'Amelio, 2008). Secondly, certain leadership skills and capabilities such as communication, coach, motivate, reward, involve others and build teams are positively related to successful implementation of change.

Finally, the most important contribution of Gilley et al. (2009) study is to identify positive relationship between leadership behaviour and successful organizational change. The above study used multiple regression and correlation to analyse data from 470 respondents.

On the other hand, very few empirical studies have been conducted to investigate the three factors (content, context and process) of organizational change simultaneously. Like, a study conducted by Luo, Song, Gebert and Feng (2016) about leader communication style and employees' commitment during change found that subordinate orientation, support orientation, hope orientation, are positively related with employees' affective commitment to change. Another study about the relationship between transformational leadership and three factors of organizational change has been conducted by Penava and Šehić (2014), found that transformational leadership directly and indirectly reduce employees resistance towards organizational change. A longitudinal study conducted by Vakola (2016) about the reason behind change recipient's (employees) behavioural reactions identifies that perceived benefits linked with change, initiate positive response to change, and due to supervisor support these reactions are maintained positive. Conversely, if employees anticipate high cost and low benefit due to change, resistance is activated but through the supervisor support and open communication it can be transferred to active support.

Another study conducted by Kondakci et al. (2016) has analysed the mediating effect of two contextual variables, knowledge sharing and trust between the relationships of distributed leadership and continuous change. The study found that both contextual variables mediate the relationship of distributed leadership and continuous organizational change. The most recent study conducted by Ahmad and Cheng (2018) revealed that transformational leadership style, quality of change communication and participation (process factors) increase employees' change commitment. While, perceived change

impact was negatively related to change commitment. Number of studies has been conducted in Pakistan telecom sector to examine various employees attitudinal and behaviour response like job satisfaction and employees' performance (Khan et al., 2016), emotional intelligence (Malik & Masood, 2015), learning practices (Ahmad & Ahmad, 2014), organizational innovation (Khan et al., 2014), and transformational leadership (Khan, Rehman & Fatima, 2009). The current study incorporated followership as a moderating variable to provide a candid explanation regarding the importance of followership in the leadership research in organizational change context.

1.3.3 Methodological Gap

This research was the first attempt in Pakistani context. Mix method approach used to address the quantitative research hypotheses and qualitative research questions. Previous studies used mono methods (quantitative or qualitative methods) to analyze organizational change (Armenakis et al., 2007; Hsiao & Chang, 2011; Penava & Šehić, 2014). According to Creswell and Clark, (2007, 2011) the use of mixed method research is important because it combine the strengths of both the qualitative and quantitative method, and also the problems of social and health sciences are complex so it is inadequate to use either quantitative or qualitative methods to address such complexities. Finally, the combine use of both methods provides in-depth and prolong understanding of research problem, there is more insight to be gained when we combine both methods (Creswell, 2007). This research followed survey design and semi structured interviews to get data about leadership styles, factors employees reactions towards organizational change and followership from the telecom sector of Pakistan. Previous researchers used small sample size, single method of data collection and mostly conducted in western context (Holt et al., 2007; Penava & Šehić, 2014; Walker et al., 2007).

1.3.4 Practical Gap

Nowadays telecommunication sector is facing dramatic changes at all levels (Beshtawi & Jaaron, 2014). In telecommunication sector there are many factors of change like; technological advancement, tough competition, development of new services, political conditions, and organizational culture (Beshtawi & Jaaron, 2014). In Pakistan, telecommunication sector has also grown rapidly in the past decade due to foreign direct investment (FDI), favourable government policies and privatization (Imtiaz et al,2014). Such large and diverse structural nature of telecommunication companies' permits researchers to conduct different research in order to apply and confirm debatable theories and concepts of business literature. Therefore, due to rapidly changing technologies it is one of the most changing industry in Pakistan and it provides suitable platform to observe and discuss change dynamics (Malik & Masood, 2015).

All types of innovation require changes in working environment, organizational structure and many more changes (Saruhan, 2013). Telecommunication industry is facing frequent changes and the employee's resistance in this sector has become one of the main human resource functions and one of the main concern of the top management is how to decrease resistance and increase the rate of the success of change (Beshtawi & Jaaron, 2014). Practically, it is obvious to provide better understanding to the management of telecom companies regarding the trust and participation of employees in change programs which leads to minimize change failures and enhance change success. Therefore, this study addressed the practical gap by providing insights to the manager and employees of telecom sector about transformational and transactional leadership styles, followership and factors of employees reactions towards organizational change. This is the first study that has investigated the role of followership in change context in the telecom sector of Pakistan.

To conclude, the present study goes one step further beyond the existing research on organizational change and followership in three ways. First, this research combine all of the three factors of employees reactions towards organizational change to get more indept insight of orgnizational change theroy regarding the employees perspective of change based on theory of planned behaviour. Secondly,although there is existence research on leadership style (transformational and transactional) and certain factors of employees reactions towards organizational change (Hsiao & Chang, 2011; Penava & Šehić, 2014), but the focus on followership between the relationship of leadership styles and organizational change has been ignored. This study also based on social exchange theory to examined followership as a moderating variable to highlight the effect of followership in the direct relationship between leadership styles and factor of employees reactions towards organizational change. Third, most of the previous studies follow single (quantitative or qualitative) methods to study underlying phenomenon. This research usesa mixed method study followingan explanatory sequential design to address the quantitative hypotheses and research questions in order to get more in-depth insights.

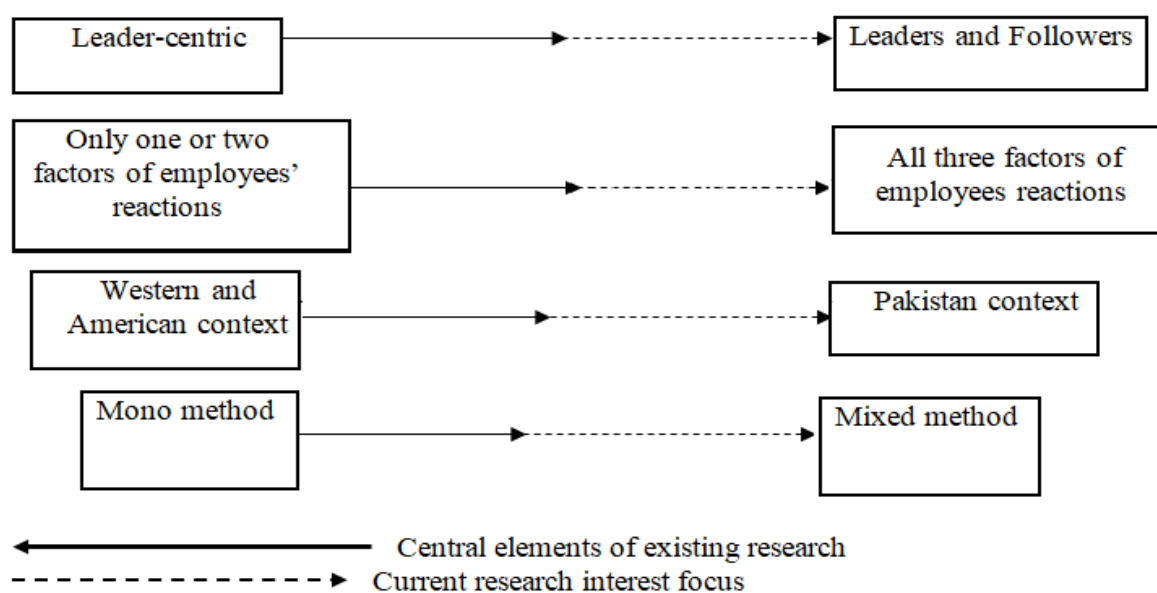


Figure 1.1: Summary of Research Gaps

1.4 Objectives of the Research

The objectives of this study divided into general and specific objectives

1.4.1 General Objectives

The general objective of this research is to determine the relationship between transformational and transactional leadership styles and factors of employees' reactions towards organizational change. Furthermore, this study also analysed the moderating role of followership between the relationship of leadership styles and factors of employees' reactions towards change. The topic is further explored on the possible causes of these relationship qualitatively.

1.4.2 Specific Objectives

The specific objectives are:

1. To determine the relationship between transformational leadership style and frequency of change (content factor).
2. To determine the relationship between transformational leadership style and trust in management (context factor).
3. To determine the relationship between transformational leadership style and employees' participation (process factor).
4. To determine the relationship between transactional leadership style and frequency of change (content factor).
5. To determine the relationship between transactional leadership style and trust in management (context factor).

6. To determine the relationship between transactional leadership style and employees' participation (process factor).
7. To identify the moderating effect of followership between the relationship of leadership styles and frequency of change (content factor), trust in management (context factor) and employees' participation (process factor).
8. To explore the predicting relationship of transformational and transactional leadership styles and factors of employees' reactions towards organizational change.
9. To explore the role of followership between the relationship of transformational and transactional leadership styles and factors of employees' reactions towards organizational change.

1.5Hypotheses Development

The conceptual model presented in the theoretical framework depicts the possible relationship between the four different variables (transformational and transactional leadership, organizational change and followership). In order to confirm these relationships, a thorough literature search conducted to find the theoretical and empirical evidences upon which the proposed hypotheses are developed to confirm the relationship between the variables in the proposed study. The following section discussed the development of these hypotheses.

H1a: There is a significant positive relationship between transformational leadership and frequency of change (content factor).

The content of change refers to the type, substance of change or scale of change (Dawson, 1994; Pettigrew, 1987). This study considers content of change as frequency of change (Rafferty& Griffin, 2006). Change frequency refers to perceptions of employees about how

frequently change has happened in their work environment, which is an important attribute of change that is most important to individual employees. Among all theories on leadership effectiveness, transformational leadership is considered to be specifically relevant to organizational change (Eisenbach et al., 1999). There was no known study found that directly measure the relationship of transformational leadership style and frequency of change. But generally, research found many arguments about the relevance of transformational leadership to organizational. Empirical evidence supports the theoretical supposition about the positive impact of transformational leadership on organizational change (Ahmad & Cheng, 2018; Bommer et al., 2005; Carter et al., 2014; Herold et al., 2008; Howarth & Rafferty, 2009; Nemanich & Keller, 2007). Eisenbach et al. (1999) believed that in both organizational change and leadership literature, there are some qualities of transformational leadership uniquely suitable for some types of change. For instance, when crisis arises during the time of change, transformational leaders incline to be more effective in making adjustments and handling the situation. A transformational leader's charismatic qualities at the time of crisis and during change process become more prominent (Boal & Byrson, 1988; Boga & Ensari, 2009). Penava and Šehić (2014) suggested that specifically transformational leadership behaviour is particularly effective for organizational change.

H1b: There is a significant positive association between transformational leadership style and trust in management (context factor).

Trust is a complex social concept and during organizational change it becomes more complicated, because during the change process a high level of interdependency and willingness is required for risk taking, as well as a high level of trust in management is needed (Harwood & Ashleigh, 2005). According to Rego and Cunha

(2007), comprehensive assessment of transformational leadership concluded that this type of leadership shows a high potential to inspire followers to high levels of dedication, commitment, enthusiasm, that drives organization into transformational processes. The basis for this is the employee's empowerment in terms of trust, loyalty, justice, self-efficacy and self-confident. Pillai, Schriesheim, and Williams (1999), suggested that transformational leadership may affect trust directly because transformational leaders have gradually established trust for followers to accept the strategic vision they propose. Holten and Brenner (2015), argue that transformational leadership supports successful change through the development of trust and credibility, created by behavioural integrity. Moreover, by intellectual stimulation transformational leaders motivate followers to take risk and for this reason leaders with transformational behaviour need to set a personal example to gain trust (Pillai et al., 1999).

H1c: There is a significant positive relationship between transformational leadership style and employee participation (process factor).

Employee's perception of fairness about change is positively associated with participation and it is very important to accept organizational change and stay committed to organizational goals (Bordia et al., 2004). Leadership studies have continuously found a strong significant relationship between employees' participation and transformational leadership (Lau, 2014). Employees resistance has a significant result for the management and for the successful implementation of change, employee involvement or participation plays a considerable part in an organization as a particularly significant factor (Malik & Masood, 2015). Transformational leadership provides a compelling vision, through delivering high expectations to participative followers and recognizing the followers' confidence to meet these expectations. Transformational leaders use collaborative style

during decision making process, share issues with followers and get feedback before making final decision (Bass, 1985). Employees under transformational leadership style get more power and autonomy to deliver more input and participation to realize their own goals. Research on leadership consistently found that the relationship between transformational leadership and participation is positive (Bass, 1985; House, Spangler, & Woycke, 1991).

H2a: There is a significant relationship between transactional leadership style and frequency of change (content factor).

Transactional leadership, like transformational leadership is not that much complimentary for organizational change (Bass & Avolio, 1999). it is considered to be a more instrumental leadership style and a solid base for managers to actively involve followers in change implementation (Holten & Brenner, 2015). Transactional leadership behaviour can evoke the acceptance of change through reward and reinforcement, although this acceptance would be reward based or instrumental in nature and not attitudinal. According to Humphreys (2001), transactional leadership may not easily facilitate organizational change. Similar to transformational leadership style there is no previous study found that analysed the relationship between transactional leadership style and frequency of change.

H2b: There is a significant positive relationship between transactional leadership and trust in management (context factor).

The relationship between transactional leadership and their followers is totally based on the followers own efforts which will finally affect the level of their trust, because followers are more concerned about the fairness in results (Konovsky & Pugh, 1994). Shamir (1990), believed that trust established by transactional leadership is based on consistent behaviour

and fulfilling agreements. The trust of employees in their leaders displaying transactional leadership behaviour has positive correlation because transactional leaders relate employees' performance with reward (Jung & Avolio, 2000; Podsakoff et al., 1990). Thus, according to Chiang and Wang (2012), transactional leadership has a positive relationship with trust in management.

H2c: There is a significant positive relationship between transactional leadership style and employees' participation (process factor).

Leaders are the final decision makers and employees are not much empowered under transactional leadership style. Employees participation is based on agreement, rewards and expectations from the leader. The better understanding of employees' needs and clearer description of exchange processes results in a high level of participation. According to Lau (2014), transactional leadership is positively related to participation. Deluga (1994), concluded that the logical approach used with transactional leaders, which is characterized by rational arguments and dialogues, is most effective for organizational stability, and leads to a positive environment for employees to succeed. The rewarding behaviour of transactional leaders' impact employees psychologically and when subordinates receive genuine appreciation from their leaders for achieving the desired and stated goals, they may feel appreciated and respond to their leaders rewarding behaviour with extra effort in the form of participation (Antonakis et al., 2003). Under transactional leadership style the ability of a leader is to better understand employees' needs providing a clear exchange process which leads towards higher employees' participation (Lau, 2014). Transactional leadership is a more formal and instrumental leadership approach. It provides a solid platform from where managers can keenly engage with followers during organizational change implementation (Holten & Brenner, 2015).

H3c: There is a moderating effect of followership between the relationship of leadership styles and factors of employees' reactions towards organizational change.

1.6 Qualitative Research Questions

Research questions address the qualitative nature of the study. This study was using mixed method approach. Research questions used to explore the variables within the theoretical framework and examine the data gathered from the semi structured interviews from the informants of the telecom sector in Pakistan. This research addresses the following research questions

RQ1: How does transformational and transactional leadership styles relate to the frequency of change (content), trust in management (context) and employees' participation (process) of factors of employees' reactions towards organizational change?

RQ2: How does followership relates to transformational and transactional leadership styles and frequency of change (content), trust in management (context) and employees' participation (process) factors of employees' reactions towards organizational change?

1.7 Conceptual Framework

Eisenhart, (1991) defined conceptual framework as “a structure that guides research by relying on a formal theory constructed by using an established, coherent explanation of certain phenomena and relationships” (1991, p. 205). According to Lysaght (2011) a conceptual framework for any study is not an arbitrary but highlights important personal view points or beliefs about the knowledge, how an observer can express the knowledge existence (in the metaphysical sense), and what are the possible roles and tools to be

followed and used accordingly by the researcher. Thus, conceptual framework is a base for conducting research, it guides researcher throughout the research process that what should be measured and examined(Grant & Osanloo, 2014). The conceptual framework for this study is depicted in figure (2) below.

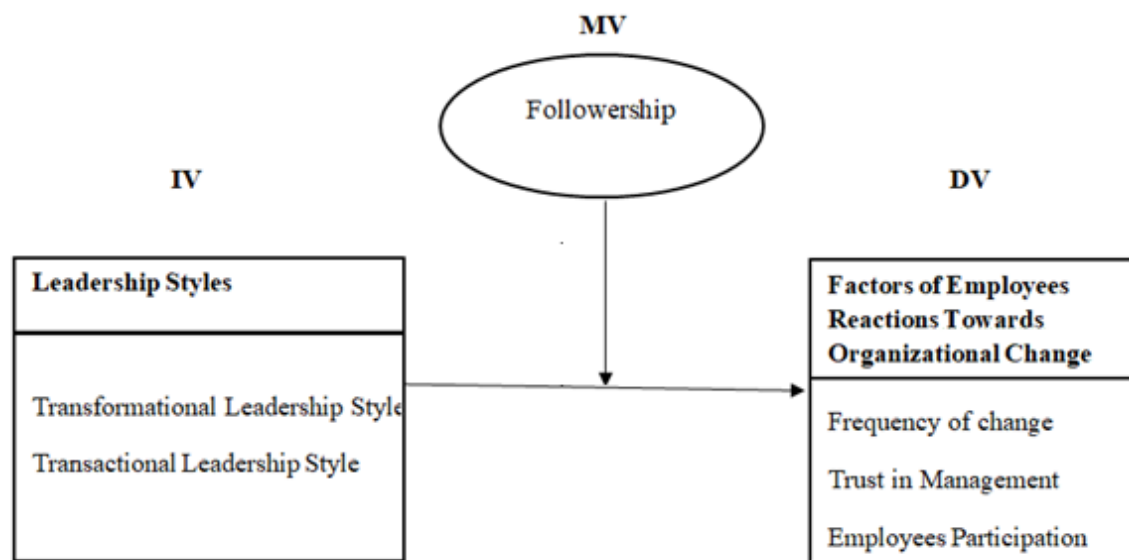


Figure 1.2: Conceptual Model(Bass & Avolio 1995), (Oreg et al., 2011) and (Kelley, 1992)

1.8 Significance of the Study

It is a general notion among many academicians and practitioners that “knowledge is power, and it has no boundaries”. Every research in any field has its own significance because every researcher tries his/her best to explore something new that helps the organization and ultimately, human beings. This research contributes to the existing body of knowledge; to expand the horizon of organizational change in terms of analyzing the three content, context and process factors of employees’ reactions towards organizational change; transformational and transactional leadership styles and followership. This research addresses organizational change, leadership and followership perspectives on the basis of theory of planned behaviour and social exchange theory. It signifies the role of employees’ perspective and its importance in the telecom sector of Pakistan. Moreover,

this thesis highlighted the essential and active role of followers in leadership process and tries to reinforce the notion that followers are not only the passive participants in the leadership process but they also actively affect the outcomes. Practically, this research provides some new insights for the practitioners of the telecom sector of Pakistan in terms of what leadership style is more appropriate during the time of change and how a leader will play the role of change agent not only during change process but also after the change implementation. As for academicians or the research community the results and finding of this research can help them to understand how the models and theories developed in western countries can be used in eastern and developing countries organizations too.

The Telecom sector of Pakistan is experiencing a fast changing business environment, due to technological advancement, market competitions, foreign direct investments and changing customer demands. Due to such changes, this study provides deep insights into the ways of leading and implementing change. It helps to improve managers understanding on how to decrease employees' resistance by allowing them to participate in change process and in decision making regarding any specific change. To reduce negative emotions and change cynicism this study attempts to convince the managers of the telecom sector that strengthening trust in the management play important roles. This research also helps practitioners to handle frequent changes in organizations.

This study is based on mixed methods approach and brings some new insights into the literature of leadership, organizational change and followership and provides deeper understanding in utilising both qualitative and quantitative approaches to study an underlying problem. The published literature form this study will provide new insights to academicians about the mix methods research especially in the eastern context.

From contextual perspectives, this study validates and applies the concepts and models of western contexts to confirm that those models and concepts are also applicable in eastern and developing countries. The structure and culture of Pakistani organizations are different than those that are operating in western countries. Like any other study it provides a basis for future research in the fields of leadership, change and followership. More specifically, for researchers in future who uses a mixed method approach in their studies, this research provides strong background to analyse and validate debatable theories and variables in Pakistani context.

1.9 Definitions of Terms

Several important terms in this study are defined conceptually and operationally to enhance understanding of how these are used.

1.9.1 Conceptual and Operational Definitions of Organizational Change

Conceptually organizational change can be defined as “a new state of things, different from the old state of things” (French & Bell Jr 1999, p. 2).

Furthermore, Huse and Cummings (1985) defined organizational change as a state of transition between the current state and a future one, towards which the organization is directed.

Operationally in this study organizational change defines on the basis of frequent or non-frequent changes.

1.9.2 Conceptual and Operational Definitionsof Content Factor of Change

Content factor of change explains the ‘what’ of change. It highlighted the type and area of change (Armenakis & Bedeian, 1999; Oreg et al., 2011).

Content of change explain in this study as how frequently change happen in the organization. In other words, it highlights that if an organization faces too many changes or few changes in its life cycle.

1.9.3 Conceptual and Operational Definitions of Context Factor of Change

Context of change highlights why organizations need to change. It refers to the pre-change organizational condition (Andriopoulos & Dawson, 2009; Oreg et al., 2011).

Operationally in this study, trust in management is considered a contextual variable which describes the trust between employees (followers) and managers (leaders).

1.9.4 Conceptual and Operational Definitions of Process Factor of Change

Process of change explained how organizational change would be implemented (Andriopoulos & Dawson, 2009; Oreg et al., 2011).

In this study, process factor belongs to employees' participation which highlighted the level of employee participation in organizational change implementation.

1.9.5 Conceptual and Operational Definitions of Transformational Leadership Style

According to Simola, Barling, and Turner (2012) a leadership style in which the interaction of parties is organized “around a collective purpose” in a way that “transform, motivate and enhance the actions and ethical aspiration of followers” is called transformational leadership.

In this study transformational leadership highlighted as a leadership style which motivate followers, build trust and encourage them with charisma and by individualized consideration during organizational change.

1.9.6 Conceptual and Operational Definitions of Transactional Leadership Style

Transactional leadership style is based on the commitment of target accomplishment by the exchange of rewards among leaders and followers and by taking corrective actions for poor performances (Avolio & Bass, 2002).

According to Antonakis et al. (2013) transactional leadership is based on the exchange of reward against the achievement of goals, and necessary actions will be taken for inadequate performance. It mostly concerns with the objective setting, monitoring and controlling of outcomes.

For the purpose of this study, transactional leadership will emphasize on the leader's ability to motivate their followers to be competent and effective in achieving the intended mutual goals by providing rewards and resources that is valued by the followers.

1.9.7 Conceptual and Operational Definitions of Followership

Followership is defined as “the ability to effectively follow directives and support the effort of a leader to maximize a structured organization” (Bjugstad et al., 2006).

The study of followership involves an investigation of the nature and impact of followers and following in the leadership process (Uhl-Bien et al., 2014).

For the purpose of this study, followership has been defined as the subordinates working on the continuum of independent critical thinking and active engagement dimensions

1.10 Chapter Summary

This chapter highlights the theoretical framework, background of the study and detailed problem statement. It further outlines research objectives, hypotheses development and

related qualitative questions that explain how the theoretical, empirical, methodological and practical gaps will be addressed in this research. At the end this chapter consists of significance of the study and definitions of all the terms that are incorporated in this study. The following chapter will discuss related literature of the underline phenomenon that provided the sound base for the current research.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter presents a thorough literature review of organizational change, leadership styles, and followership. The literature review consists of organizational change literature generally and specifically highlighting employee reactions towards organizational change. Transformational and transactional leadership styles are also part of the literature review and also outlining the literature that explains the role of leadership styles in organizational change context. The literature of Followership also includes highlighting the understanding of followership in leadership and organizational change context.

2.2 Overview of Organizational change

Nearly no organizational phenomenon has altered as much attention as organizational change. It appears as one of the fascinating and nearly eroticizing inducements for business organizations, and it has been highly acknowledging as a response. Highlighting the importance, this phenomenon holds in the current environment, there is a huge and still growing body of research concentrating on organizational change (Schwarz, 2012; Wetzel & Van Gorp, 2014). Change is a basic, notable and recurring part of life. As a result, it has become one of the big comforts in organization theory (Wetzel & Van Gorp, 2014). Generally, organizational change can be defined as “a new state of things, different from the old state of things” (French & Bell Jr 1999, p. 2). Furthermore, Huse and Cummings (1985) defined organizational change as “a state of transition between the current state and a future one, towards which the organization is directed”. It shows that organizations are constantly engaged in change processes in order to survive in a competitive environment.

Kurt Lewin (1947) was the first to propose that life is never without change, and organizations are constantly engaged in the change processes although the nature of change is not always the same, as change comes in different sizes and shapes (Hodges & Gill, 2014).

In terms of size and shape, organizational change can further be divided into incremental (first order change) and transformational (second order/strategic) change. Incremental change pointed out the less-drastic and small-scale transformation that helps the organization to improve its efficiency and overcome inactiveness. Moreover, incremental change tends to be easy and quick to implement and therefore, having both will lower failure risk and allow return in terms of benefits. Conversely, transformational change impacts the organizational structure and the critical areas that form the organizational structure are culture, power distance, strategy, and control system (Tushman & Romanelli, 1985). The transformational change is also referred to as revolutionary or strategic change. Many researchers acknowledged that the success of any type of change depends on the people (employees) of the organizations, and it is more critical for the employees to alter their perspectives and values according to the overall perspective of the organization (Jacobs, van & Christe-Zeyse, 2013; Moran & Brightman, 2001). Therefore, it is supposed that social actors live in the zone of upheaval, and organizations try to gradually change and to manage its effects (Burke, 2008; Schwarz & Huber, 2008). This makes it more fascinating to explore and study organizational change. Previous studies focused on the “how” and “what” features of change or in other words the content and trends (Sashkin & Burke, 1987), explore change introduction (Pasmore & Fagans, 1992), summarize and categorize change developments (Woodman, 1989), assess change themes (Armenakis & Bedeian, 1999). This study focused on the human aspects of organizational change by

determining the content, context and process factors of employees' reactions towards organizational change. The following section will briefly explain the overview of the two major organizational change approaches (teleological approaches and evolutionary approaches), which highlight organizational change through different models and theories.

2.2.1 Teleological Approaches

Conventional outlook to organizational change predominantly follows a rational, linear approach which focuses on the role of a leader as a steward to control organizational change. These approaches are based on the assumption of planned change and popularity among change consultants as it follows the predefined or predictable steps towards organizational change implementation (Collins, 1998; Graetz & Smith 2010). The traditional or conventional approaches are also referred as the teleological, rational or strategic planning approaches. The organizational process is linear and rational, and a leader acts as the change agent or instigator of change that ultimately controls organizational processes. It is assumed that organizations are adoptive and purposeful. Change is evoked by the internal environment rather than external conditions (Carr et al., 1996; Kezar, 2001). Teleological approaches consist of Lewin (1947) model of unfreezing, change and refreeze, Kotter (1995) eight steps model of organizational change and Kanter (1992) Ten Commandments (Graetz & Smith 2010; Kezar, 2001). Moreover, planned change or teleological approaches deal with development as a repetitive chain of envisioned goal formation, implantation, evaluation and modification and that was accomplished by the people involved (Van de Ven & Sun, 2011).

In Lewin (1947) model of planned change: unfreezing simply means to identify the need for a change and break the employee's way of work. It means to encourage or forced

employees to get out of their comfort zones, breaking the status quo. In this stage, the resisting forces need to be minimized rather than in increasing deriving forces of change (Cummings & Worley, 2009; Schein, 1996). During the changing stage, process comprises of problem identification, collecting information about relevant deriving and opposing forces, seeking alternative solutions, and selecting a desired course of action. Refreezing is the final step of planned change model this stage distinguished by changes to policies, culture, and practices of the organization for a new quasi-stationary equilibrium (Burnes, 2004; Cummings & Huse, 1989). The importance of refreezing is to make consistent the new behaviours to some degree with the rest of the employees' personality, environment, and behaviour. The employee satisfaction and acceptance of the new behaviour may be achieved through reinforcement or rewards like bonuses, promotion, greater authority or salary increase (Cummings & Worley, 2009; Schein, 1996).

Kotter's 8 steps model: first step is in establishing the sense of urgency: It means that the beginning of a successful change depends on some people or a group of people start to look deeply at the organization position in competitive environment, like market position, current technological trends and financial position (Cooney et al., 2016; Kotter, 1995). The second step is building coalition: According to Kotter (1995), renewal programme starts with the efforts of one or two individuals. In short, the base of successful transformation is the coalition of organization leaders when the sense of urgency developed within the managerial rank as it further helps in developing coalition or team together. The third step is creating a vision: Kotter (1995) and Cooney et al. (2016) argued that behind every successful transformation there is a picture of the future that is developed by the guiding coalition, and it can be easily communicable to all the stakeholders of the organization. The fourth step is communicating the vision: Organizations needs help and sacrifices of

many people for successful organizational change and this is only possible through effective communication strategies (Kotter, 1995, 1996).

The fifth step is empowering others: Organizational transformation would be successful if more people are involved during transformation. The sixth step is creating short-term wins: According to Kotter (1995, 1996), successful transformation is a long process and most employees are fed up when there are no short-term wins thus setting short-term objectives during change process give employees hope that new transformation process is going according to desirable direction or vision. The seventh step produces a more significant change: After a few years of hard work and after the first achievement of a long-term transformation, managers are persuaded to declare victory. But after the first win, if individuals start realizing that the transformation process is almost done, it is a terrible mistake. Successful transformation needs 3 to 10 years. The final step is to institutionalize the new approach: In the final stage, the new approaches and strategies are embedded into the bloodstream of the organization like social norms, behaviour, and culture of the organization; because as the change pressure decreases, the new approaches degrade, so it is very important to institutionalize a new transformation (Cooney et al., 2016; Kotter 1995, 1996). Recently, Cooney et al. (2016) applied Kotter model to implement an appreciative advising model in a university in order to provide the best service to the students in light of outside factors. It has been concluded from the study that using Kotter model provides success to the office of student affairs and furthermore, it was also ensured that involving all students provides different voices and give vision to the student about the university. Chappell et al. (2016), conducted a qualitative study to test the Kotter model to explore the implementation of workplace health and wellbeing initiatives. The findings showed that during the implementation of healthy workplace initiatives, none of the

workplaces utilize the formal model of organizational change. It was further confirmed that all of the steps in Kotter model are not necessary and the order of the steps was challenged.

Much of the criticism that these approaches have attracted relate to overly linear and rational process of change described by teleological models (Dawson, 1994; Hock, 1999). Another major criticism is that these models overemphasized human thoughts, creativity, and decision. These models assume that leaders lead the organization from one state to another otherwise it operates on stable states, in other words, these approaches are more leader-centric (Kezar, 2001). Teleological studies ignore the content, context and process factors of employees' reactions towards organizational change (Pettigrew, 1985).

2.2.2 Evolutionary Approaches

Evolutionary approaches unlike teleological approaches are based on the biological investigation of change concentrated that change is a slow process of mutation periodically shaped by environmental conditions (Morgan, 1997; Van de Ven, & Poole, 1995). Evolutionists claim that organizational change and adaptation are not necessarily the outcome of managerial actions. In this framework, changes or variation can be intentional or unintentional and the selections of variations are not the results of intentions of those who generate variations but the results of their consequences (Demers, 2007; Langton, 1979). Thus, evolutionary theories originally concentrated on emergent changes as an alternative to the planned top-down organizational change theories (Burgelman, 1991; Miner, 1990). These approaches talked about the repetitive and progressive movement of variation, selection and retention activities (Campbell, 1969, as cited in Van de Ven & Sun, 2011). Variation activities refer to the creation of unique and emerging forms of chances.

Nevertheless, selection occurs mainly through competition among forms. For example, higher level decision makers or customers select those forms that are best suited for the resource base of an environmental niche. Retention activities explained the routines and forces that sustain and maintain some organizational forms (Aldrich & Ruef, 2006; Baum & McKelvey, 1999). Several different individual approaches come out from evolutionary tradition such as population ecology, contingency and system theory, resource dependency and life cycle theory (Graetz & Smith, 2010; Kazer, 2001).

Population ecology popularized by Hannan and Freeman (1977) argued that individual organization operates as a member of the population where all other organizations are considered as species. It concentrated on incremental changes within the industry, not on individual organizations. Also, ecologists focus on the biological view of industrial behaviour. They propose that Darwinian-like natural selections are the causes of change where organizations continuously evolve to match with the environmental conditions (Demers, 2007, Graetz & Smith, 2010). This approach dealt with the institutional environment where organizations operate, particularly the density of that environment and the number of resources it can provide. Population ecology does not overthrow the importance of agency relationship, goals, benefits or functions, but concentrate on the opportunities and constraints created by the institutional environment (Abbott et al., 2016).

Contingency approach dealt with the fit between organizational structure and environment in which the organization operates. The main assumption of contingency approach is that the organization's structural components must be integrated with each other in order to survive in the environment so that the changes in one structural part must be followed in another part by the adaptive way to maintain coherence (Demers, 2007; Jones, 2013). In other words, organizational internal structure must be designed in such a way that controls

the external environment, and managers are the relational decision makers that are responsible to alter the organizational characteristics to respond positively to its environment (Demers, 2007). Dunphy and Stace (1988, 1993) proposed a model that pointed out the two dimensions; first is the scale of change and second is the style of leadership required for the change, the former related to incremental change; which considers small-scale routine changes and transformational change that pointed out a large-scale organizational transformation. The second dimension is the leadership style namely 'collaborative', 'consultative', 'directive' and 'coercive' (Andriopoulos & Dawson, 2009; Dunphy & Stace, 1988). Therefore, the type of change is the structural response of organizations to the environmental contingencies, nevertheless an organizational change is considered as a deliberate but reactive response to periodical adaptation (Demers, 2007).

Resource dependency theory is another important evolutionary approach that described the interdependence of organizations and their environments. The organization ability to get resources effectively from the external environment is essential for survival (Aldrich & Pfeffer 1976; Pfeffer & Salancik 2003). Simply, organizations need resources from the environment and when organizations acquire those resources, it produces influence, power, and stability. Those organizations are in power position which acquires more necessary resources, while organizations which depend on others for resources can easily be controlled (Malatesta, & Smith, 2014; Marie-Pier, 2017). In some cases, like organizational change, organizations are interdependent on each other on the basis of resources that they have and what they need for their survival. Therefore, this works as powerful stimuli for creating alliances, mergers, joint ventures, and other collaboration among companies (Guo & Acar 2005; Sowa, 2009). To understand the inter-organizational relationship, power and dependence play a critical role, the balance of power mostly

favours the organization that holds what other organizations' needs. Therefore, following resource dependency, managers find and compare different strategies, stressing the short term coordination cost along with a long-term plan for organizational growth and survival (Malatesta, & Smith, 2014).

The last but not the least, life cycle is another important evolutionary approach to organizational change. According to the life cycle theory, organizational change passes through the stages of birth, growth, maturity, decline, and death. The basic assumption is developmental in nature which compares continued progress and change in the organization by the metaphor of human life cycle (Kezar, 2001; Levy & Merry, 1986; Van de Ven & Poole, 1995; Van de Ven, & Sun, 2011). Many different life cycle models have been developed for instance Greiner, (1972) model of organizational growth, Miller and Firesen (1984) five-stage model, and Lester et al. (2003) five-stage life cycle model. The regulation and prescription of activities in life cycle models are natural, logical or institutional routines. The rules recommending the change process in life cycle models are based on previously learned routines for managing periodic changes in an effective and efficient manner (Van de Ven, & Sun, 2011). This model diverts attention from the leader as a change agent and focused on each individual role that is critical in the change process. This theory [model] concentrated on activities related to individual development, training and development, assessment of culture and monitoring of the environment and life cycle (Kezar, 2001). The main criticism of evolutionary approaches is that these theories do not emphasize on the social capital or social phenomenon. Evolutionary approaches are lacking the assumption of human psychology despite the life cycle theory (Kezar, 2001). Population ecology is mainly concern with the environment and organizational inertia and in consequence, it does not explain the process of change and pointed out that

organizational change takes time and is costly. Population ecology is aprocessual and acontextual approach at the organizational level of analysis (Demers, 2007). According to Hirsch and Lounsbury (1997) population ecology is not relevant to study organizational change because of its absence of concern for actions in the organization. Contingency approach also receives criticism about the assumption of extreme environmental constraints on managerial choice and for the underestimation of human agency (Child, 1972; Demers, 2007). Contingency framework has also been highlighted as limited in its approach because it sheds lights on outcomes without taking into account the process by which the outcome is reached (Kulkarni, 2017). In other words, evolutionary approaches have overemphasized on the external environment and overly deterministic in nature in order to study organizational change processes.

In conclusion, teleological and evolutionary approaches highlighted organizational change from the macro-perspective. These approaches focused on the external environment and leader-centric internal strategies of implementation. Furthermore, both approaches underestimate the role of individuals in the process of organizational change. Therefore, the following section briefly explained the importance of social capital or human agency in organizational change explaining the factors of employees' reactions to organizational change.

2.3 The Psychological Perspective of Organizational Change

The bulk of studies focuses on the macro-perspective of organizational change, highlighting the types of change implementation, development strategies and how to manage it. Psychological perspective deals with the human side of organizational change which explained how change looks and feels like from the standpoint of change recipients [employees] of the organization (Oreg et al., 2011, 2013). In last two decades, the

realization of the importance of recipients' perspective is gently increasing and researchers are acknowledging the role of employees in the success of organizational change (Mudletye et al., 2013; Oreg, 2006; Rafferty, & Restubog, 2010; Vakola & Nikolaou, 2005).

Oreg et al. (2011) has reviewed quantitative empirical studies of change recipients' reactions towards organizational change, which were published between 1948 to 2007, and developed a model (Figure, 2.1) revealing the relationship among antecedents, explicit reaction, and change consequences. According to Vogt and Johnson(2011, p. 2), antecedent refers to "*A condition that precedes another and is thought to influence or to cause it*". It explained the reasons for the reaction, not the reactions itself (Oreg et al., 2011). It predicts either change reactions or indirectly change consequences. Figure 2.1 depicts the five major categories of antecedents, (a) change recipient characteristics, (b) internal context, (c) change process, (d) perceived benefit/harm, and (e) change content. Among other categories of antecedents Oreg et al. (2011) revealed that content, context, and process are the important antecedents of employees' reactions. On the other hand, in a critical review of organizational change literature, Armenakis and Bedeian (1999) also identified that content, context and process factors are the main factors of employees' reactions in organizational change context.

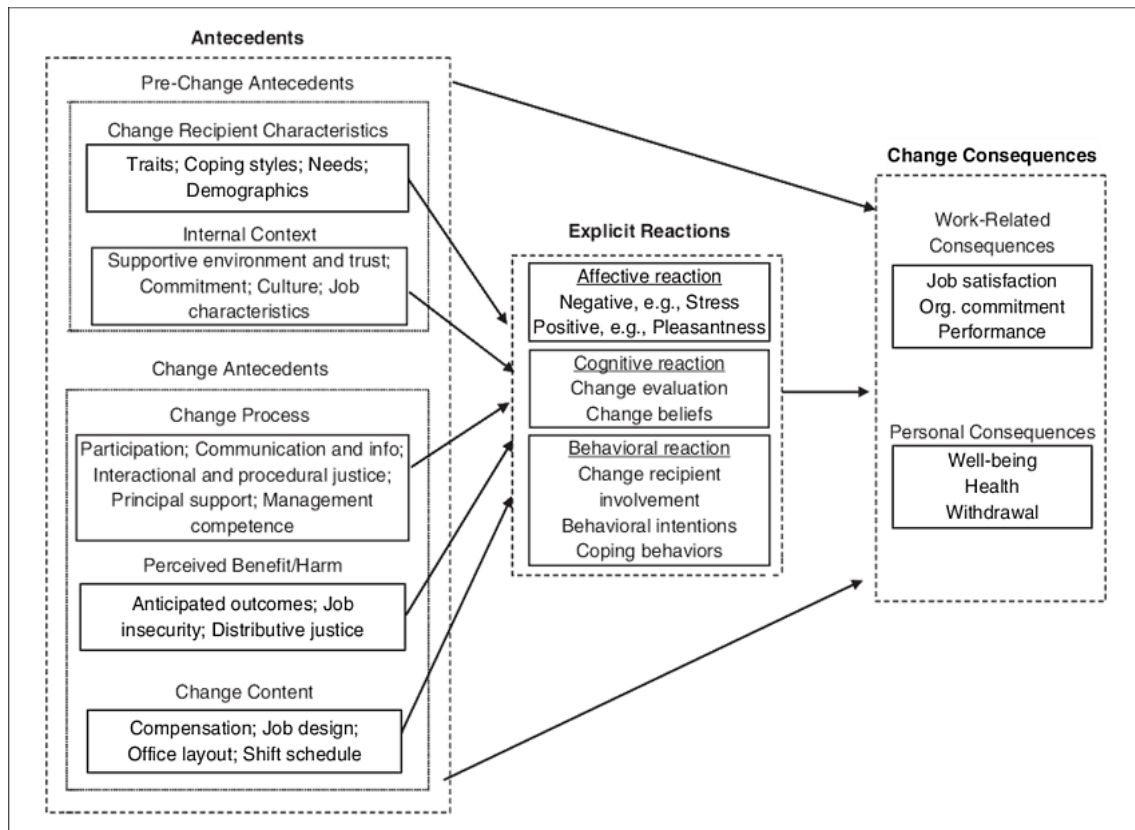


Figure 2.1: Antecedents, explicit reactions, and change consequences of organizational change (Oreg et al., 2011).

Note: The variables in each box constitute only a sample of the relevant variables in each category.

2.3.1 Content of Change

According to Armenakis and Bedeian (1999); Oreg et al. (2011); Burk (2017), the substance of change also called ‘content factor of change’ refers to the “What” of the organizational change. They pointed out the area where change occurs. Different authors use different terminologies to explain the content of change, like *first-order* and *second-order* changes (Bartunek & Moch, 1987), incremental change and transformational change (Sammut-Bonnici & Wensley, 2002). First order and incremental changes are those which aim to provide improvement. It pointed out the less-drastic and small-scale transformation that helps the organization to improve efficiency and overcome inactiveness. These changes happen incrementally through adjustments for the improvement of the

organization without altering its core (Devos et al., 2007). A small number of studies pointed out the type and nature of change as a possible factor of employees' reaction to it. To analyze the impact of a content factor, studies compared employees' reaction with different pre- and post-change situations, or with different types of changes (Oreg et al., 2011). Few studies like Hatcher and Ross (1991), Latona and La Van (1993), and Morgeson et al. (2006) identified positive work attitude and improved performance by analysing content factors such as compensation system, employees' involvement implementation programme, and job redesign. On the other hand, second order or transformational changes aimed changes in the organization's strategic directions, identity, and cultural assumptions also affect employee's reactions. Organizations major transformation is also called radical, strategic or revolutionary change (Hodges & Gill, 2014; Weick & Quinn, 1999). This type of change undergoes a fully new behaviour not only in a single organization but also in the whole sector that can be stated as a paradigm shift (Hodges & Gill, 2014). Contrary to the operationalized change content as a type of change, other studies identify change content as the perceived meaningfulness or the degree of change. For instance, employees perceived frequent or ongoing changes with negative reactions like mistrust, frustration, and anger (Kiefer, 2005). This study highlighted frequency of change as a content factor of employees' reactions to understand its relationship with leadership styles and with followership.

2.3.1.1 Frequency of change

Change frequency refers to the perceptions of employees about how frequently change has happened in their work environment. It is an important attribute of change that is most important to individuals/employees. The frequency of change has been considered as the temporal dimension of change that influenced the individual attitudinal and

behavioural responses during the time of change (Smollan et al., 2010). From the employee's standpoint, organizational changes are considered as uncertain, unpredictable, and due to impactful and frequent changes result in anxiety (Rafferty & Griffin, 2006). According to Freese (2007) more frequent changes affects more the behavioural responses of employees and influence their psychological contracts. It is difficult for the employees to accept and adjust to the new structure during the organizational change process. Likewise, the impact of organizational changes also influenced the current routine environment and future-related responsibilities (Panchal & Catwright, 2001). Therefore, Rafferty and Griffin (2006) has considered the frequency of change as an important characteristic of change which caused employee reactions. The number of studies that empirically deals with change frequency as a content factor is very limited and most of the studies are related to the negative reactions of employees towards organizational change (Freese, 2007; Kiefer, 2005; Rafferty & Griffin, 2006; Smollan et al., 2010).

Glick et al. (1995) revealed that more infrequent changes perceived as discrete events by the employees and they are able to identify the start and the end of the change in the organization. However, in case of frequent changes, it is likely very difficult for the employees to locate the start and the end of the change process because change is highly unpredictable. In case of frequent changes, employees feel exhaustion or fatigued by the change that result in anxiety due to the unpredictable nature of change. Rafferty and Griffin (2006) conducted a study about change frequency, change uncertainty and change planning with job satisfaction and turnover intention. The results revealed that change frequency was indirectly and negatively related via uncertainty to job satisfaction and positively related to turnover intention. In other words, the employee's job satisfaction was low and turnover intention was high due to high uncertainty during frequent organizational

changes. However, Rafferty and Griffin, (2006) further claimed that supportive leaders understand employee's needs in changing the environment so employee experience less frequent changes and more planned changes in the organization.

Kiefer (2005), concluded that when employee experiences frequent changes in the workplace, it produces more negative emotion. Moreover, the results also revealed that high frequency of changes is indeed correlated with less favourable assessments of working conditions, treatment by the organization, and personal situation and future. A qualitative study conducted by Smollan et al. (2010) about the time of change, the speed of change and the frequency of change concluded that in terms of change frequency most of the informant's comments were negative. Continued changes lead to stress and negative emotions arise from working environment uncertainty and low level of perceived fairness and support (Kiefer, 2005; Smollan et al., 2010). Akhtar et al. (2016) concluded that frequency of change was negatively related to loyalty when past changes were successful and positive to exit, voice and neglect behaviour via psychological contract fulfilment.

Most of the studies on the frequency of change identified that frequency of change related to the recipients' negative reaction towards organizational change such as high stress (Smollan et al., 2010), turnover intention (Akhtar et al., 2016), negative emotions (Kiefer, 2005). No attempt has been made to investigate the role of leadership in order to determine how different leadership styles affect the frequency of change and how it affects employees' reactions under different (transformational and transactional) leadership styles.

2.3.2 Context of Change

The contextual factors related to organizational change represent the pre-existing forces present in the internal and external surroundings. These surroundings are vital in

analysing the success or failure of organizational change, it might also work as a catalyst for change or as an impeding factor that restricts transition to the attitude and/or behaviour in an organization. Context described the triggers that are expected to impact the process and content of change (Johns, 2006; Pichault 2007). Context factors explained the “Why” of organizational change (Armenakis & Bedeian, 1999; Johns, 2006). The external factors comprise of competitions, government regulations, social factors, technological advancement (Armenakis & Bedeian, 1999). Internal context mostly constructs employee’s reactions toward organizational change: it refers to a supportive environment and trustworthy management, organizational commitment, organizational culture and climate, and job characteristics. (Oreg et al., 2011). According to Albrecht (2002), Oreg (2006) and, Stanley et al. (2005) trust in management is one of the major variables that are likely to influence employees’ response to organizational change.

2.3.2.1 Trust in Management

When change is broadcasted in an organization, employees expect the results to be favourable. Some might hope for the positive outcomes and assured that their management will take their needs into consideration. The level of trust thus becomes an essential influencing factor of employees thinking, feeling, and acting with respect to the undergoing change (Smollan, 2013). Previous studies claimed trust in management [leader] to be an essential factor of organizational change either as a result or as an antecedent of working relationship (Fulmer & Gelfand, 2012; Lines et al., 2005; Neves & Caetano, 2009). Employees whose level of trust in management is high, perception about management is supportive, and have a feeling of respect, are more open to suggest changes and provide greater willingness to cooperate with the change. Conversely, change recipients whose perception about their work environment is unsupportive are undergoing

negative emotions and are more likely to show cynical reactions that lead them to the ultimate rejection of change (Kiefer, 2005).

In a qualitative longitudinal study, Sloyan and Ludema (2010), identified four kinds of trust: trust in leadership, trust in the organization, trust in the process, and trust in outcomes and how these different types of trust influence employees' response to organizational change. They claimed that trust in leadership (management) is an emergent process that pre-exists before change process. Trust in leadership is based on benevolence, behavioural integrity, and two-way communication during organizational change because change is an uncertain and risky process. Moreover, to build trust in the organization, in the process and in outcomes, leaders need to demonstrate rationale frequently, openly, and honestly throughout the change initiative in order to produce positive employee reactions towards organizational change (Fulmer & Gelfand, 2012; Sloyan & Ludema, 2010). According to Bligh (2017), trust also acts as a buffer to negative workplace situation, for example a three-way longitudinal survey among 1597 Dutch employees analyzed the association among procedural justice, trust and employee turnover in times of change, has identified that trust in the leader (manager) becomes important in knowing whether or not employees decide to stay with the organization (Bal et al., 2011).

A pre-change condition such as trust in management and communication climate was related to change readiness. Perceiving management as being confident, trustworthy, and better to communicate the change initiatives leading to a higher level of change readiness (Vakola, 2013) and commitment, and teamwork for corporate transformation (Bligh, 2017). Moreover, change recipients' (employees) perception about their management as being effective, supportive, trustworthy, and respectful enhance their willingness to support and accept the change (Eby et al., 2000; Oreg et al., 2011; Wanberg & Banas,

2000). Trust in management is a critical pre-change antecedent of employees' explicit reactions to organizational change, most of the previous research highlighted the importance of trust in management in shaping positive employees [recipients] reactions to change (Oreg, 2006; Oreg et al., 2011; Vakola, 2014). Not only in organizational change but trust in management *per se*, is relatively also a significant phenomenon in leadership studies such as trust in management is an essential element of leader-member exchange, leader effectiveness and leader-follower relationship (Bass, & Avolio, 1990; Bligh, 2017) and in addition, trust in management is inevitably one of the critical concepts in organizational theory (Kramer, 1999). Therefore, due to such importance, this study included trust in management as a contextual factor of employee reactions to organizational change in order to understand the relationship of leadership styles with trust in management to shape employees' reactions and to what extent followership moderate the relationship.

2.3.3 Process of Change

The process factor of organizational change refers to the actions, reactions, and intersections from the different concern parties as they are keen to move the organization from its current to its desired future state. It refers to the "How" factor of organization changes (Burke, 2017; Pettigrew, 1987). The internal process factors consist of quality of change communication, support by supervisors, the attitude of top management, and participation. The process of change is the area of study which deals with the manner (way) of change implementation (Bouckenooghe et al., 2009; Oreg et al., 2011). According to Dawson (2009) politics or process factors of change pointed out the political activities had taken place at different levels in the inside and outside of the organizational setting. The external politics or process refers to competitor's alliances, governmental pressure or

multinational corporation influence. This implies that process factors of change highlighted the manner or the way in which organizations implement changes. According to Oreg et al. (2011) employee participation is considered among the most prevalent variables in this category.

2.3.3.1 Employee Participation

Studies about participation have noted that employee participation in change programmes was linked with more positive views about the change, enhanced goal achievement, and reduce resistance (Erwin & Garman, 2010). Employees' participation is useful to get support during the change programme. Recipients who participate in change will be committed towards the implementation. The availability of useful information integrates to ease and improve the implementation process (Agboola & Salawu, 2011). A study conducted by Vanichchinchai (2012) about total quality management and supply chain management has confirmed that employee participation is essential in improving partnership in supply performance and supply chain. Therefore, in the implementation of quality management and supply chain, barriers related to internal employee issues like resistance, insufficient knowledge, and skills, fear of change, lack of involvement, and scarcity of common perspective should be reduced. Employees' viewpoint about the power negotiation perspective should be changed to a collaborative perspective. Another study conducted by Lines (2004) reported that there is a strong relationship between the perception of employees about their participation and goal achievement, reduce resistance and organizational commitment. High level of employees' participation result in high readiness and acceptance, evaluated change results in less stressful and overall support (Amiot et al., 2006; Holt et al., 2007). It has been claimed that participation has enhanced the likelihood of changes in procedures being useful and appropriate, being integrated well

and being sustained as theories in use. It has also been argued that employee participation increases ownership of change, which ultimately ensure implementation (Roskam, 2009; Tsutsumi et al., 2009). Nielsen and Randallb (2012), claimed that involving employees in change intervention is essential to confirm commitment to change and learning, furthermore, participation in intervention is critical in what appears to be an important relationship with recognized changes in procedures and thus in intervention outcomes. High-tech organizations like telecom companies need continuous exploration and exploitation to clearly understand markets and bring innovation. In this sense to produce psychological ownership, organizational commitment, and to share tacit knowledge, employee participation in decision making can be adapted by high tech organizations (Han et al., 2010; Puranam et al., 2006). When leaders provide information or highlight clearly identified opportunities then employee participation would be high in organizational change processes (Gollan & Markey, 2001; Oreg et al., 2011). Nonetheless, most of the previous research about leadership and organizational change were leader-centric (Kelley, 1992, Uhl-Bien et al., 2014; Zhu et al., 2009). Therefore, this study analysed the employee participation in organizational change from both the leader and from the followership perspectives in order to understand the role of followership in the organizational change

2.4 Overview of Leadership

According to Northouse (2010), there are many ways to complete the sentence, “leadership is...” Similarly, Stogdill (1974, p.259) claimed that *"[There are] almost as many definitions of leadership as there are persons who have attempted to define the concept."* According to Burns (1978: p. 2) *“Leadership is one of the most observed and least understood phenomena on earth.* In spite of the number of ways which conceptualized leadership, the following five components can be identified as critical to the phenomenon:

a) leadership requires influence, b) leadership requires common goals, c) leadership is a process, and d) leadership occurs in groups (Northouse, 2010). Based on these components, Northouse (2010, p.3) defined leadership as “*a process whereby an individual influences a group of individuals to achieve a common goal*”. In this definition, leadership as process means that it is not the characteristics or trait that makes a leader but rather it implies that it is the interactive event between a leader and his/her followers. Leadership involves influence, without influence, there is no leadership. Leadership exhibits in groups, the group ranges from a small task group to a group of individuals that encompassing a whole organization. Finally, leadership works towards a common goal. The word common means that leaders and their followers pursue a common purpose to achieve any desired goals (Northouse, 2010).

Is leadership necessary for organizational change? In answering this question, Burke (2008, pp. 227-228) noted that “what has not been clear from the literature is the impact of leadership on organizational change and there is little evidence that scientifically demonstrates the leader’s impact” (Ford et al., 2012).

There are many theories of leadership that have been developed and each theory explains leadership with a different point of views like early theories focusing on the trait or inner qualities of a leader, other theories are concern with the skills and abilities of a leader followed by the leader in a particular situation. Later contemporary theories are such as full range leadership model including the debate about followers and the leader-followers’ relation (Sloan, 2009). The following section will explain three main approaches to leadership (trait approach, behavioural approach and contingency approach) which highlight leadership in different forms.

2.4.1 Trait Approach

Trait approach is the earliest and the most popular leadership approach in research, which tries to classify a set of traits that are common in leaders. These theories [approaches] explain “what” an effective leader is, not “how” to effectively lead so these are also called content theories. The trait approach undertakes that certain social, physical and personal attributes are inherent in leaders (Allen, 1998). Traits are comparatively stable and enduring characteristics of an individual that may consist of both psychological and physical characteristics (Penney et al., 2015). According to Northouse (2015), among all the traits that have been identified by different researchers, some of the traits are central and commonly found in all identified traits, like intelligence, self-confidence, integrity, determination, and sociability.

The intellectual ability or intelligence is positively related to leadership. Zaccaro et al. (2004) found that leaders have higher intelligence than followers. For a leader to acquire problem-solving and social judgment skills, intelligence played a significant role as a trait in acquiring such skills (Northouse, 2015). According to Penney et al. (2015) intelligence seems reasonable as leadership is a challenging position and perform complex tasks like problem-solving, managing change, and monitoring others. However, leaders who portray above average intelligence against non-leaders would pose a disadvantage if the leader exhibits more intelligence than followers (Bass, 1981; Kirkpatrick & Locke, 1991). Self-confidence is another common leadership trait that explains the ability to be aware of one's skills and competencies. It is considered as a general term that encircles similar construct like self-esteem and self-efficacy (Northouse, 2013; Yukl, 2013). In his reviews, Stogdill (1948; 1974, as cited in Penney et al., 2015) confirmed that approximately all studies examined in the reviews reported a positive relationship between leadership and self-

confidence, and showed that leaders exhibit higher self-esteem and self-confidence than followers. Leadership has been proven in influencing others, and self-confident which allows the leaders to influence others to avoid inappropriate and steer them to the right direction (Northouse, 2015).

Integrity is the third common trait found in all reviews which explains the quality of trustworthiness and honesty. Individual who possess a strong set of principles and assume responsibility for their actions are referred to have integrity (Northouse, 2015). Academician have identified that integrity is essential in stimulating follower's favourable attitudes towards their leader and towards their work (such as trust, commitment, work engagement, job satisfaction), and in encouraging follower performances (in-role and extra-role) (Northouse, 2010; Simons, et al., 2015).

The determination is the fourth trait of leadership that is commonly found by the researchers. Determinations refer to characteristics such as persistence, dominance, initiation, and drive. Individuals with determination are proactive and are able to accept obstacles as a challenge. Determination shows dominance in time of crises and change where followers need guidance and support (Northouse, 2015). A meta-analysis conducted by Judge et al. (2002) confirmed a strong association between determination and leadership (both effectiveness and emergence).

The final trait of leadership is sociability. It explains the leader inclination to find out pleasant social situations and relationship (Northouse, 2013; Penney et al., 2015). In Stogdill's reviews of many studies found that 49 of the studies demonstrated a positive relationship between sociability and leadership (Penney et al., 2015). Therefore, people high in sociability seems to be more friendly, outgoing, tactful and concerned for others

well-being and may be perceived as more effective leaders than people with lower sociability (Penney et al., 2015).

In the context of organizational change, leadership traits play a critical role in implementing successful change programmes. Researchers identified many leadership traits in shaping employees' reactions towards organizational change; like self-efficacy (Paglis & Green, 2002), emotional intelligence (George, 2000; Nordin, 2011), integrity (Veríssimo & Lacerda, 2015), motivation (Bass, 2008) and vision (Warrick, 2011). Likewise, Nordin (2011) identified that emotional intelligence has a major contribution in explaining organizational change readiness. According to Bass (2008) and Warrick (2011), motivation and vision articulation have contributed in shaping employees' attitudes towards organizational change. Therefore, leaders' traits contributed mainly to differentiate leaders from non-leaders in organizational change context. Managers possessing above mentioned traits will be effective leaders in rapidly changing business environment.

The list of these five traits is not all-inclusive, while other traits shown in Table 2.1 are also related to effective leadership. Studies found mixed results regarding the relationship between leadership and traits. Some researchers claimed that there are a few universal traits related to leadership and to differentiate leaders from non-leaders (Mann, 1959; Stogdill, 1974). Conversely, others have proved that there are consistencies among traits that are linked to leadership effectiveness or emergence (Judge et al., 2002; Zaccaro et al., 2004). Table (2.1) combined different traits identified by different researchers. The most common traits identified by different researchers are highlighted bold in the table 2.1.

Trait approach is not free from criticism; the major criticism that comes from the scholars is that trait research has ignored the situational and environmental factors that play an important role in leader effectiveness (Horner, 1997; Northouse, 2015). Individuals with

certain traits that make them leaders in one situation may not be a leader in a changed situation. It is difficult to work with certain traits as a leader in isolation because situational factors affect the circumstances as well as leader's traits. Another criticism is related to the failure of a definitive list of leadership traits. Many studies have been conducted in the last 100 years and many of the studies produced the list of traits that have appeared endless. The reason is that the trait approach is based on the subjective determination of the most essential traits (Northouse, 2015, 2013).

Table 2.1: Studies of Leadership traits and characteristics

Stogdill (1948)	Maan (1959)	Stogdill (1974)	Lord, Devader, and Alliger (1986)	Krikpatrick and Lock (1991)	Zaccaro Kemp, and Bader (2004)
Intelligence Alertness Insight Responsibility Initiative Persistence Self-confidence Sociability	Intelligence Masculinity Adjustment Dominance Extraversion Conservatism	Achievement Persistence Insight Initiative Self-confidence Responsibility Cooperativeness Tolerance Influence Sociability	Intelligence Masculinity Dominance	Drive Motivation Integrity Confidence Cognitive ability Task knowledge	Cognitive ability Extraversion Consciousness Emotional stability Openness Agreeableness Motivation Social intelligence Self-monitoring Emotional intelligence Problem solving

Source: Northouse (2015)

2.4.2 Behavioural Approach

Behavioural approach is distinguished from the trait approach as trait approach focused on the physical and psychological characteristics that differentiate leaders from non-leaders, while behavioural approach emphasized on how leaders act and what they do. Behavioural approach diverts the researchers' attention towards the action leaders take in different situations (Northouse, 2015). Behavioural approach deals with leaders' action in their position and how those actions relate to leadership effectiveness. The predisposition of the theory and the majority of the research of behavioural approach identified two main aspects of leaders' behaviour: leaders must accomplish the task and they know how to get work done by others (Gibson et al., 2003). Behavioural theorists believed that leaders can be trained while the trait approach believed that leaders are born (Gibson et al., 2003; Northouse, 2013; Robbins, 2006). The bases of many modern behavioural theories are the two theories developed from the early 1950s until the late 1960s the Ohio State studies (1942) and the Michigan studies (1950).

Yukl (2002) suggests that from the last 40 years' leadership behavioural approaches have been deeply influenced by the famous Ohio State and University of Michigan research. Ohio state research programme suggested that leader behaviour was based on the two important latent dimensions, which were named as consideration and initiating structure. Consideration consists of behaviours representing mutual trust, respect, and certain affinity between a group and a supervisor. Consideration appeared to highlight a deeper concern for the needs of members of the group and add behaviours like allowing participation in decision making and encourage followers for a more two-way communication (Northouse, 2015; Robbins, 2006). Initiating structure includes the behaviour of the supervisor to organize and explains group activities and his relation to the group. Thus, the leader assign

task, formulate ways of doing things, plan for future and pushes member for production. This dimension appears to emphasize obvious attempts to achieve organizational goals (Northouse, 2010; Robbins, 2001). A majority of research confirmed that consideration is commonly contemplated to be correlated with lower turnover and job satisfaction while initiating structure linked with effectiveness and efficiency in task performance (Robbins, 2001). According to Northouse (2010, 2015) these two behaviours are independent and distinct, they were thought of as not two points on one continuum, but as two separate continua. The leader may exhibit differently both of the behaviours, like a leader can be high in consideration and high or low in initiating structure.

In the meantime, another study developed by the University of Michigan concentrated on the identification of leaders' behaviour in the direction of small groups and measures of performance of the groups which recommend two forms of leadership: employee oriented (employee needs and interpersonal relations), production oriented (technical and production feature of a job) (Cartwright & Zaner, 1960; Katz & Kahn, 1951, as cited in Northouse, 2015). Employee oriented leadership behaviour was more supportive, thoughtful and appreciate followers for contribution and idea generation that look quite similar to the bunch of behaviours recognized as consideration in Ohio State studies (Northouse, 2013). On the other hand, the production oriented behaviour described leader behaviour mostly concern with planning and coordinating followers' goals, and "did not occur at the expense of concern for human relations" (Yukl, 2002: p. 53). Workers are considered as a means for getting work done, production oriented behaviour look similar to the initiating structure cluster of Ohio State studies.

To summarize, behavioural theories identified that leadership comprised of two general types of behaviour: relationship behaviour and task behaviour. The main concern of the

behaviour approach is to explain that how these two types of behaviours help leaders to influence others in an attempt to accomplish a goal (Northouse, 2013). But research reviews have underlined a number of shortcomings compared to the trait theories. First is that behavioural theories failed to find generally accepted behaviours that work in all situations (Northouse 2013; Yukl, 2002). According to Hersey, Blanchard and Johnson (2001: pp. 94-95) “no dominant style appears. Instead, various combinations are evident” prolonged research practices to locate best leadership attitude, behaviour or style proved to be inclusive (Chemers, 1995; Hersey et al., 2001; Northouse, 2010). Second latent limitation of largely defined behaviour categories like initiating structure and consideration is that they can mask subtle differences in the leader’s behaviours essential for leaders’ effectiveness. Without sufficiently exploring the variance specified by particular leader behaviours, it is not easy to precisely point out which behaviours explain variance in leadership effectiveness in any particular scenario like organizational change (Bryman, 1992; Northouse, 2015).

2.4.3 Contingency Approach

According to Chemers (1995) to distinguish leadership research there is the third historical time period which is called the contingency approach. During the period of the 1960s to the early 1980s, this approach was developed as the most effective leadership approach. Situational favourability in order to define leader effectiveness is one example of the contingency approach that considers two variables: first is the degree to which leaders’ situation is encouraging to influence and second is leadership style (Fiedler, 1971). The concept of Fiedler situational favourability, or the ease of influence followers, was explained as the combination of task structure, position power and leader-member relations. Contingency suggests that a leader’s effectiveness depends on how well the

leader's style fits the context or situation. In order to understand leader effectiveness, it is necessary to understand the situation in which a leader operates (Northouse, 2015).

Task structure is the situational variable which explained the leader's ability to clearly demonstrate task requirement to followers because cleared and complete task give full control to the leader, while vague and unclear task hinder the leader's ability to control and influence (Northouse, 2015). The second situational variable is position power which highlighted the amount of authority a leader exhibit in terms of reward and punishment. Strong position power enables leaders to make things right and take corrective actions against followers in case of any misconduct or deviation from the standards (Northouse, 2013, 2010). Leader-member relation which is the third situational variable described the degree of loyalty, trust and confidence that followers feel in the group for their leader. Therefore, if the group atmosphere is positive and obtained followers' trust, like and confident with their leader, the leader-member relations are defined as positive and good (Northouse, 2015). In summary, the basic assumption of behavioural approach is that the leadership style and effectiveness are highly dependent on situational or contingency variables (Gibson et al., 2003; Robbins, 2006). In conclusion contingency approach has provided new ways of considering the impact of the situation on leaders. It does not need people to be effective in all situations, and organizations should try to put leaders on optimal positions, in positions that are ideal for their style of leadership (Northouse, 2013).

Despite its popularity among researchers, behavioural approach has also been a subject of considerable criticisms due to lack of clarity and inconsistency validation (Northouse, 2010; Robbins, 2006; Yukl & Van Fleet, 1992). Another criticism is that there is no adequate way of explaining what organization should do in case of a mismatch between the situation in the working environment and the leadership style because contingency theory

fails to provide an explanation of how leaders should adopt different styles to different situational contingencies in order to improve leadership effectiveness. Conversely, it focuses on changing the situation to fit the leader styles (Northouse, 2013; Yulk, 2006).

2.5 Full Range Leadership Model (FRLM)

Full range leadership model (FRLM) is part of the “New Leadership” paradigm (Bryman, 1992). Bass (1985) full range leadership theory diverts the focus of leadership researches from trait, behavioural and contingency approaches to the more inspirational and emotional effects of leaders on followers (Antonakis & House, 2013). The full range leadership model (FRLM) contain nine factors that comprise three major categories of leaders’ behaviour (styles), ranging from transformational to transactional to completely inactive (laissez-faire) behaviour (Barbuto, 2005; Bass & Avolio, 1995, 1997; Bass, 1998). The following section explained each of these styles in detail (Figure, 2.2).

2.5.1 Transformational Leadership Style

Transformational leaders are proactive, acts as a change agent by stimulating and transforming followers’ motives, beliefs and attitudes from a lower to a higher level of arousal, moreover by transcending collective interest transformational leaders arise followers’ awareness that helps them to achieve extraordinary goals. Transformational leaders transfer vision, strengthen emotional association with followers and make them aware of, and believe in achieving high-order goals (Antonakis & House, 2013; Antonakis et al, 2003). Transformational leadership comprises of the following five factors.

2.5.1.1 Idealized Influence

Antonakis et al. (2003) have explained idealized influence as an attribute and as behaviour. Idealized influence as an attribute refers that a leader influences his/her followers by social charisma and followers perceived leader as a role model and being powerful, confident and ethics focused. Idealized influence attribute is the emotional component of transformational leadership, which theoretically shifts self-interests of followers towards the combined interest of the greater good (Antonakis & House, 2013). Idealized influence as a behaviour pointed out the charismatic proactive actions of the leader based on the sense of mission, beliefs and values. Simply idealized influence concern with the leaders' standards, principles and power. The leader helps followers to build their vision and inspire them to align their personal values with the interests of group purposes (Antonakis & House, 2013; Northouse, 2015). In examining leadership styles, Trottier et al. (2008) claimed that among other components, idealized influence is the strongest predictor of satisfaction. In essence, idealized influence or charisma described special individuals who make followers to follow the vision put forward by them (Northouse, 2013).

2.5.1.2 Inspirational Motivation

Inspirational motivation explained the leader's characteristics to inspire and motivate subordinates to fulfil goals and objectives that may have previously appeared unattainable. Leaders through inspirational motivation arouse followers' expectation to achieve tasks and combine it with higher performance, thus creating a self-fulfilling prophecy (Antonakis & House, 2013; Humphreys & Einstein, 2003). The core of inspirational motivation is a vision, follower encouragement, autonomy and working with followers. Practically, leaders use emotional appeals and symbols to focus on group efforts in order to

enhance team spirit to achieve more than what they may achieve with their individual self-interest (Bass & Avolio 2002; Diaz-Saenz, 2011; Northouse, 2015). The combination of idealized influence and inspirational motivation is called charismatic-inspirational leadership (Bass, 1998).

2.5.1.3 Intellectual Stimulation

According to Diaz-Saenz (2011) leaders with intellectual stimulation encourage followers to be creative and innovative in dealing with old problems in new ways. A leader with intellectual stimulation does not criticize follower publically but creativity is encouraged openly to motivate and encourage follower for better performance. Intellectual stimulation characterized by encouraging creativity, problem-solving, decision making capability, support and follower participation (Avolio & Bass, 2002). Intellectual stimulation further involves challenging frameworks, basic assumptions and ideas of followers to get them to think in new different ways and for finding different alternatives (Dumdum et al., 2013). In summary, intellectual stimulation means to encourage follower to think out of the box and give them opportunities to make their own decisions in difficult situations.

2.5.1.4 Individualize Consideration

Leader exhibit individualizes consideration to deal with each follower as an individual and to consider their individual needs, aspirations and abilities. Leaders with individualize consideration will help followers to develop their own strength and spend time in guiding and coaching followers (Diaz-Saenz, 2011). Leaders, who demonstrate individualized consideration, provide followers with learning environment for developing and to furnish skills and confidence with recognition and diversified values (Bass & Riggio, 2006). Individualized consideration deals as a basic transformational leadership approach to

provide socio-emotional support and viewing and accepting followers as important contributors to the organizational success (Antonakis & House, 2013; Sarros & Santora, 2001). The core characteristics of the individualized consideration are adapting and responding to the follower's individual needs in a supportive and helpful manner (Avolio & Bass, 2002; Dumdum et al., 2013).

Table 2.2: Transformational leadership antecedents and concepts

Antecedents	Concepts
Idealized influence (attribute)	It referred to the perception of followers about their leader. It highlighted the emotions of followers regarding leader power, confidence and ideals
Idealized influence (behaviour)	It referred to the charismatic actions of the leader. It shows what leaders do to achieve the vision and desired future goals
Inspirational motivation	It explained that leaders encourage, motivate and inspire followers to achieve goals and engage followers beyond their self-interest.
Intellectual stimulation	Give opportunities to followers to think independently and solve problems in different ways to become creative and supportive
Individualized consideration	Give attention to each follower individually and listen to them carefully. Provide individual support by coaching and mentoring.

2.5.2 Transactional Leadership Style

Transactional leadership is based on the exchange of reward against the achievement of goals, and necessary actions will be taken for inadequate performance. It mostly concerns with the objective setting, monitoring and controlling of outcomes (Antonakis et al., 2003, 2013; Bass & Avolio, 2002). Burns (1978, p.9) summarized transactional leadership as:

“Transactional leadership occurs “when one person takes the initiative in making contact with others for the purpose of an exchange of valued things. The exchange could be economic or political or psychological in nature. Each person recognizes the other as person.....”

Following are the components of transactional leadership style.

2.5.2.1 Contingent Reward

Contingent reward refers to emotional and economic exchanges, by clarifying role requirements, and praising and rewarding needed outcomes. Contingent reward is fairly effective in motivating followers because it is considered as a constructive transaction (Antonakis & House, 2013). In this approach, leaders view their relationship with followers based on exchange and expect to guide followers to the directions of goals achievement (Bass, 2008; Sarros & Santora, 2001). In this approach, it is the responsibility of the leader to clarify roles and responsibility for the successful achievement of targets. Ryan and Tipu (2013) examined FRLM and identified two-factor structure of FRM, which was active leadership and passive-avoidant leadership. Active leadership comprise of transformational leadership, contingent reward and active management by exception. While passive-avoidant leadership contained management by exception passive and laissez-faire elements.

2.5.2.2 Management by Exception

Management by exception refers to the behaviour by which leaders continually monitor their followers' performance and take corrective actions when needed (Bass, 2008; Dum Dum et al., 2013; Howell & Avolio, 1993). Management by exception can be active or passive. In active management by exception, leaders actively monitor follower performance and notice errors, and take action before error causes serious problems. Active management by exception is a proactive approach adoptive by the transactional leader, while passive management by exception approach is reactive and leader only take action after problem had been identified or deviation occurs before intervening (Antonakis

& House 2013; Avolio & Bass, 2002), leader does not monitor the followers actively and wait until final results or outcome. Transactional leaders having contingent reward and management by exception active are consider as good transactional leaders

Table 2.3: Transactional leadership antecedents and concepts

Antecedents	Concept
Contingent Reward	It explains the exchange of intrinsic or extrinsic rewards against the achievement of goals. It is based on give and take decision.
Management by exception (active)	Leaders monitor the situation actively and take corrective actions before the actual problem arise. Leader is proactive
Management by exception (passive)	Leader is reactive and waits until deviation occurs.

2.5.3 Laissez-Fair Leadership Style

Finally, laissez fair leadership approach is referred to as non-leadership or the most passive and ineffective leadership approach. Within this leadership approach, leader is not interested in any type of cooperation or participation and stays away from followers hence; it shows the leader's inability of involvement in the entire process. Moreover, in this approach of leadership, leaders are considered to be "inactive rather than reactive or proactive" (Bass, 1990 p. 550). Bass (1990, p. 545) differentiated laissez fair leadership from other types of leadership as:

"Laissez-faire leadership should not be confused with democratic, relations oriented, participative, or considerate leadership behaviour. Nor should it be confused with delegation or management by exception."

2.5.4 Criticism of Full Range Leadership Model (FRLM)

One of the weaknesses most commonly highlighted is the propensity among researchers to idealize transformational leadership up to the extent that too much credit is assigned to the leader, whereas other constructs that lead to organizational, group or individual development are ignored (Diaz-Saenz, 2011). Ryan and Tipu (2013) analysed FRLM in the Pakistani context, identified that contingent reward and management by exception active were correlated with transformational leadership factors. It showed that FRLM constructs are not unique to each leadership style (Tejada et al., 2001). FRLM are considered as the leader-centric approach which focuses on one person being the most important part of leadership process and followers are the passive participants inspired and motivated by leaders (Northouse, 2010; Uhl-bien et al., 2014). Therefore, this study incorporated followership as a moderating variable to analyse the importance of followership between the relationship of transformational and transactional leadership styles and factors of employees of reactions towards organizational change.

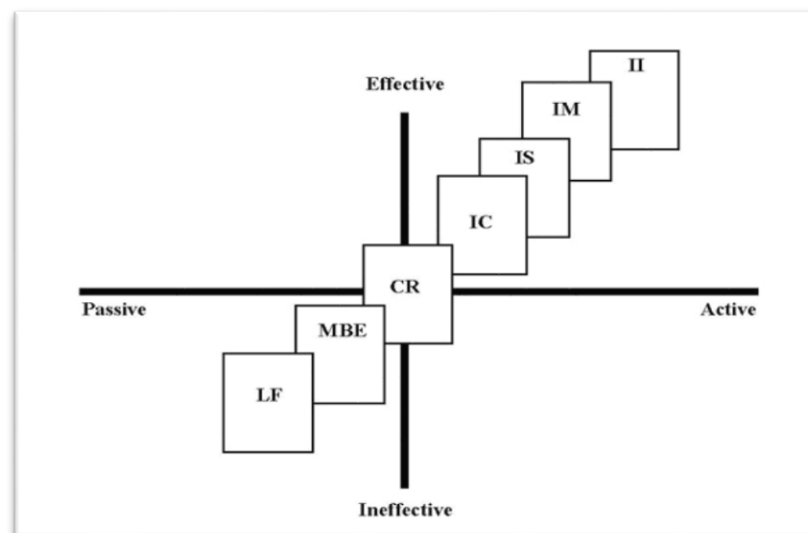


Figure2.2: Full Range Leadership Model (FRLM) (Bass & Avolio, 1995)

2.6 The Essence of Followership

In the past, there has not been much attention given to the research in the followership in leadership. Followership has been related to demeaning and also associated with negative connotations such as conforming, weak, and passive as the main reason for the lack of research. Another reason was a misunderstanding that leadership is more significant than followership (Bjugstad, Thach, Thompson, & Morris, 2006). However, in recent time, followership has started to gaining much attention in the academic field since Kelley's (1988) article "In Praise of Followers" was published in the Harvard Business Review and also in Challeff's (1995) book about courageous followers. According to Fairhurst & Uhl-Bien (2012), the relational and social connections between individuals are co-creating the process of leadership. In this way, this explains that followership is compulsory in leadership. According to Uhl-Bien et al. (2014), the misconception about followership is due to the large part of confusion and misunderstanding about what the constructs of followership are and how they relate to leadership. On the other hand, Fairhurst and Uhl-Bien (2012) coined that the reason for this confusion is due to the reason that we have not fully understood the process of leadership that is co-created in relational and social interactions between people. The following behaviours show a willingness to defer to someone else (Uhl-Bien et al., 2014) and this is similar to granting leader identity and for one to claim the identity of a follower (DeRue & Ashford, 2010). "If leadership involves actively influencing others, then followership involves allowing oneself to be influenced" (Uhl-Bien & Pillai, 2007). Additionally, with distributed and shared leadership where individuals play the roles of a leader and a follower, at the same time, has positively identified that the concept of followership which has become important to both academicians and practitioners (Crossman & Crossman, 2011; Horsfall, 2001).

Many authors such as Hersey and Blanchard (1982), Kelley (1992), and Kellerman (2008) defined followership differently and used it as a synonym of terms like constituents, participants, collaborators, subordinate, and partners. This study looks at Uhl-Bien's (2014) definition of followership which uses two different lenses on followership. "*The study of followership involves an investigation of the nature and impact of followers and following in the leadership process*" Uhl-Bien et al.(2014). Based on this definition, followership is classified into two approaches namely: followership as a role or a position and followership as a social process. The role theory (Katz & Kahn, 1978) described followership as a role people performed by on a formal or informal position. The second category, however, explained followership through relational or constructionist lens. This approach argued that leadership is co-created through the relational interactions among followers and leaders (DeRue & Ashford, 2010; Fairhurst & Uhl-Bien, 2012; Shamir, 2012). The subsequent discussion of followership is based on these two views that are the role-based view and relational or constructionist based view of followership.

2.6.1 Role-based views of Followership

As its name implies, role-based views determine leadership and followership as a behaviour or role endorsed by an individual in an organizational hierarchy. Role-based views are focusing particularly on how leaders and followers (managers and subordinates) work together in light of contributing or detracting organizational and leadership outcomes (Oc et al., 2013; Sy, 2010). Carsten et al. (2010) and Sy (2010) identify that these views focused on a phenomenon like follower role orientations, follower schema, and implicit followership theories. These approaches also elucidate how follower's traits, styles and characteristics, affect leaders and leadership outcomes (Dvir & Shamir, 2003; Howell & Shamir, 2005). Traditionally followers were perceived as passive or obedient individuals,

but on the other hand, in the late 20th century, theoreticians generally approved that followers play an important role in the leader-follower relationship. Shamir (2007, 2012) argued that removing followership from the leadership equation representing that we are not covering leadership but it would be a social phenomenon like collaboration and teamwork. These views highlight that followership or followers are the active agents of leadership that affect leaders' behaviours.

2.6.1.1 Kelley Followership Model

In his book "The power of followership" (1992), Kelley introduced a model of followership with two main dimensions: 1) independent critical thinking and 2) active engagement. Independent critical dimension highlighted followers who constructively criticize leader's decisions and do not follow blindly. These followers deliver valuable and are more productive and enthusiastic suggestions in difficult situations. They are aware of their role, actions and are being energetic and creative. Conversely, non-critical and dependent followers accept leaders' decision as it is and will follow blindly without providing any valuable insights (Kelley, 2008, 1992).

Moreover, active engagement dimension classifies followers by their sense of ownership and active participation. Followers with a high active engagement are more participative and actively involved in organizational and team processes. These are the important individuals of the organization. In contrast, followers that are low in active engagement are mostly parasites and can't make it to the bathroom on their own," and "don't think" (Kelley, 1992). Kelley (1992) proposed four styles of followership on the basis of these two dimensions: the sheep, the yes-people, the alienated and the stars' followers. Later Kelley added another style which he refers as the pragmatic followers (Figure, 1).

According to Kelley (1988, 1992, and 2008), sheep followers are passive and dependent and uncritical thinkers. They are lacking a sense of responsibility and do not take any initiative. This type of followers is waiting for their leaders for continuous direction and motivation. They are only dealing with the task assigned to them and do not participate actively.

As its name implies, yes-people always follow the leader's instructions and are always on leader's side. Yes-people are positive but they mostly rely on the leader's thinking and direction. For instance, when they finish any specified task assigned by his/ her leader they will go and ask again, what should we do next? These followers are not independent critical thinkers and they constantly depend on leaders thinking ability (Kelley, 2008). In terms of organizational success, yes-people do not contribute too much because they are mostly limited to their leaders, teams or groups.

Alienated followers are energetic, but they do not use their energies for the betterment of the organization, instead, they think for themselves. They resist most of the decisions and course of actions due to the cynical and sceptical thinking (Kelley, 2008). They also show resistance to change because they do not want to leave their comfort zone and consider themselves as the only people who criticize their bosses.

Pragmatics is mostly reactive to the situation. They will be always on the vantage point and will observe where the situation is going on. They will not try to take actions and will not let the leader or organization leave them behind (Kelley, 2008). Pragmatic followers are the status quo preservers because they think *"If I got all excited every time there was a new leader or a change of direction, my wheels would be spinning constantly. Leaders come*

and go. New visions come and go. If I just sit here and wait it out, I won't have to do all that work." (Kelley, 2008 p. 8).

Star followers also referred to as effective followers are energetic and active. They give tough time to their leaders as they constructively criticise leaders' decision in the favour of organizational success. They are independent and critical thinkers. They also participate in decision making and provide full support to their leaders in time of crisis. Star followers always work according to the mission and vision of the organization. According to Kelley (2008), star followers are mostly referred to as *"my right-hand person"* or my *"go-to person"*.

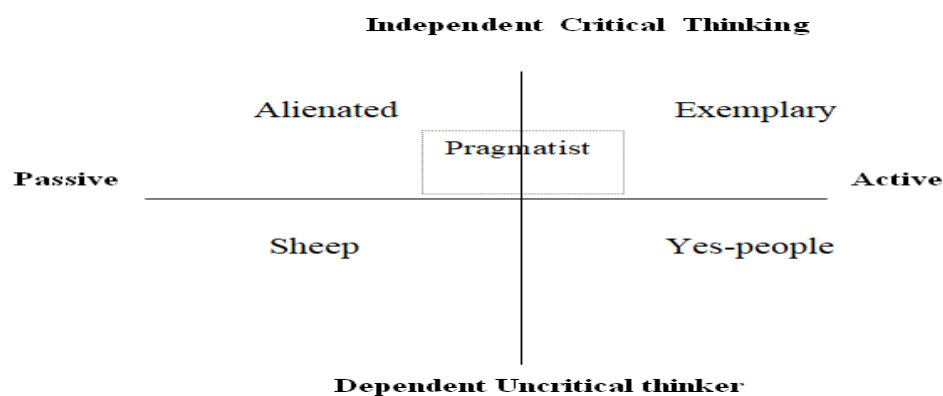


Figure2.3: Kelley Followership Model (1992)

This model categorizes followership on the basis of follower's role and behaviour, though leadership dominate the research field but most leader plays both roles as a follower and as a leader in different situations (Kelley, 1988). Thus it is important to include followership in leadership equation because leadership cannot operate in vacuum without followership.

2.6.1.2 Ira Chaleff's the Courageous Followers

Afterwards, of three years of Kelly model regarding followership, Ira Chaleff came up with his book named *"The Courageous Followers: Standing Up to and for Our Leaders"*.

Like Kelley, Chaleff also described followership as backed by the role or behaviour shaped by followers in any circumstance. This critical model contains two dimensions 1) the extent of support of followers to their leaders and 2) the extent of challenging the role or behaviour of their leaders that are destructive for the company and for the value of their group (Chaleff, 2003, 2009). Based on these dimensions, Chaleff projected four different styles of the courageous follower which are the partner, implementer, individualist and resource.

Partner follower backs leader devotedly and also challenge behaviour of leaders whenever it is desirable. Followers in this quadrant recognized countless courageous follower characteristics (Chleff, 2003, 2009). Partner follower is considered to be more purpose focused, willing to take risk and driven by self-development and growth-centric. Similarly, leaders are accountable for the doing of followers: this sort of followers cares for their leaders regarding support and corrective actions. In this connection, both parties (leaders and followers) would be proactive and assist each other to achieve the real goal (Chleff, 2003, 2009).

Implementer followers lies in this quadrant are extraordinary in support but little in challenge. Leaders are more likely to prefer this kind of followers because they are only doers, they do not require much explanation and do not trial their leaders. Nonetheless, if they find that their leader is on the wrong track, they will not let their leader know. In case if they decide to point out the wrong decision made by their leader, they will not take the leader's feedback seriously or that the leader may require thoughtful suggestions or will merely reject it (Chaleff, 2009).

Individualists are the followers who are not reluctant to oppose their leaders. Followers in this quadrant are quite challenging and invariably cater their thoughts to the leader, they

precisely respond with opinions of what they actually reflect about any particular circumstance, action or policy. Conversely, they are not much sympathetic to the leader and due to much criticism and thought-provoking attitude, leaders make them side-line and try to keep them silent. With the help of followership, followers can only cultivate when they back up their leader's action for the joint purpose of the group (Chaleff, 2003, 2009).

The resource followers are both little in supporting and little in challenge. They merely have routine work in the organization on daily basis. Followers in this quadrant are only perfect to the allocated tasks handed to them by the leader. Despite that, it would be very challenging for them to make any main contribution to the institution and also to advance their career path. They may cultivate when start joining the group and critically analyse leaders' choice and offer productive criticism when it is needed.

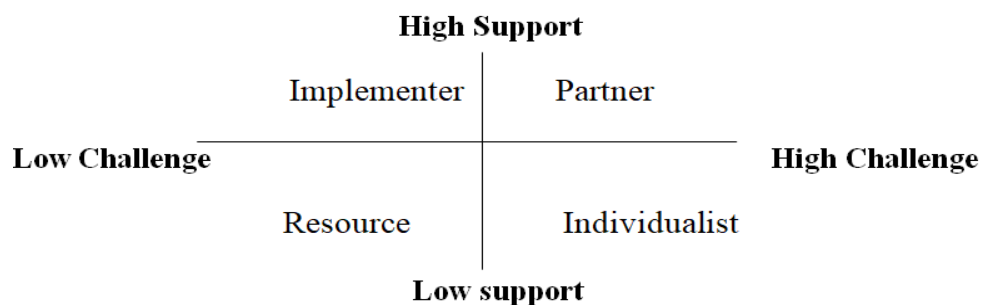


Figure2.4: Chaleff's Followership Model (1995)

Chaleff's work primarily focused on followership development and more pragmatic and practical in terms of subordinates and their relations with their leaders than Kelley followership styles (Kellerman, 2008). But intentionally and ideologically, Chaleff and Kelley's works have some similarities as both scholars are focused on the power, thinking and engagement capabilities of followers. For example, Kelley's exemplary followers exhibit similar characteristics like Chaleff's Partner followers because they both are high in engagement and critical thinking. Moreover, Chaleff's writing mostly focused on

workplace followers in large organizations. According to Chaleff (2003, 2009), followers have far more power than they generally understand but what they lacking is the courage which is so important in balancing a relationship with leaders. This study incorporated Kelley (1992) followership dimensions because Kelley developed an instrument to understand and measure the role of followership in organizational context.

2.6.1.3 Kellerman Followership Styles

Kellerman (2008) defined followership on the basis of role or rank “*Followers are subordinate who have less power, authority, and influence than do their superior and who therefore usually, but not invariably fall into line*” (p. xix). Kellerman took a political approach to study followership. Unlike Kelley and Chaleff, she settled a topology based on a single dimension which she referred to as the level of engagement. On the basis of the level of engagement, Kellerman (2008) divided follower into five types, on one end of the continuum there are followers who do absolutely nothing and on another side there are followers who are deeply committed and passionately involved. The types are: isolate, bystander, participant, activist, and diehard.

Isolates are followers who are completely detached. They do not care and do not know anything about their leaders. They are not interested in what is going on around them and refuse to do anything. Being as isolate, these followers support the status quo and also support the leaders who do not like changes. Their attitudes and behaviours are unnoticeable at the top and if their number is large enough they are dangerous for the organization (Kellerman, 2007, 2008). To normalize the negative effects caused by isolates, leaders on the top level need to consult with other lower level leaders (managers) by conducting informal and formal conversation session about isolate managers or

employees. Bystanders are the followers who only observe but do not participate. They deliberately do not want to engage with the group and with the leader. Sometimes, bystander may have engaged passively for their self-interest but they are de-motivated most of the time to engage actively, and they are also status quo lover according to Kellerman (2008). Sometimes, they are like the yes-people defined by Kelley (1992) therefore, at work, they do as they are told and leaders like these type of followers who only do as directed and because they do not disturb leaders. Kellerman (2007) argued that through proper incentives and reward, leaders can boost the level of engagement of their bystander followers.

Participants are more engaged followers than the bystander. They clearly favour or oppose their organization, group or their leaders. They are more concern with their self-interest (Kellerman, 2008). In case of participation, they are highly coveted and they seem like the fuel that drives the engine. They are good in making junior partner. But on the other hand, when they disapprove and disengage from leaders, the situation gets more challenging, because they act as an independent agent and they are aware of the situation and organizational atmosphere.

Activist followers are more energetic, eager and engaged than participants and bystander. They work either to support their leader to make him/her strong or against their leader to undermine or even unset them. Activists are somehow change-oriented and care about their leaders and about each other. If leaders lead them with honesty and show them the right path, then activists are an asset to their leaders and to their fellow followers. But if they are misled or misunderstood, then activist can be dangerous (Kellerman, 2008). So activist should be watched and judged by their leaders. Kellerman called them the “*voice of the faithful*”. Diehards have the strong nerves to do anything they want, and they go beyond

expectation for their cause. They are the most devoted followers of to their leaders or conversely, they are ready to remove leaders from authority by any means. Diehards are so much energetic and enthusiastic that they can even risk their lives for their cause (Kellerman, 2008). But in organizational setting, Diehard are rare. Kellerman (2008) gave the example of the military as Diehard followers; she claimed that almost all modern nations' armed forces organized along strict hierarchal lines on the basis of two assumptions. First, subordinate who will follow supervisor's orders. Second is from top to bottom everyone if necessary is ready to be wounded or even killed in battle.

Kellerman focused to follower engagement that produces different outcomes as she mentioned that the line between the role of leader and follower is still blurred. Sometimes, a leader follows and follower leads (e.g. whistle blower), she further claimed that some of us are a follower most of the time and a leader some of the time. Similarly, sometimes we play both roles simultaneously. In comparison with Chaleff (1995) and Kelley's (1992) models, Kellerman's model is mostly theoretical. Kellerman's view was too philosophical and she described follower types according to the world events in political doctrine which was very difficult to understand in organizational settings.

2.6.1.4 Implicit Followership Theories

According to Sy (2010, p. 73), implicit followership theories (IFTs) are "*individuals' personal assumptions about the traits and behaviors that characterize followers*". IFTs have implications on the results of the leader-follower relationship because it may form how individuals (leaders) judge and respond to followers. By addressing how leaders and followers decide, perceive, behave and take actions, Implicit followership theories articulate a major gap in leadership literature (Uhl-Bien et al., 2014). Sy (2010) articulated

managers' report on what are the traits and behaviours they believe followers should possess. Later, these traits and behaviour were then combined into the instrument of implicit followership theories.

IFTs divide the traits and behaviours of followers into the first-order six-factor structure and second-order two-factor structure. First order six-factor structure consists of “*Industry, Enthusiasm, Good Citizen, Conformity, Insubordination and Incompetence*” and second order two-factor structure involves into “*Industry, Enthusiasm, Good Citizen*” which refers to as followership prototype and “*Conformity, Insubordination, Incompetence*” which is called followership anti-prototype. Findings explain that both first-order six-factor structure and second-order two- factor structure are most accurately representing implicit followership theories (Sy, 2010). The terms prototype and anti-prototype have different meanings in literature. These terms may be used to highlight distinctiveness and representativeness of certain characteristics such as “coordinates groups” and “exercises influence” are prototypic and “requests approval” and “agrees readily” are anti-prototypic characteristics to identify a leader and non-leader attributes. According to Epitropaki and Martin (2004), and Offermann et al. (1994), these terms have also been used to highlight the positive and negative valence of attributes. For instance, “Dedication” and “Intelligence” are prototypic and “Masculinity” and “Tyranny” are anti-prototypic. Sy (2010) implicit followership theories reflect the positive and negative valence attributes of prototype followership and anti-prototype followership. Under leader-follower context, upon activation of endorsed and internalized IFTs people develop response tendencies that are provoked without much conscious impact awareness (Engle & Lord, 1997; Sy, 2010). Therefore, leaders who endorse and internalize those followers are hardworking and productive, and go beyond expectation (i.e. the industrial dimension of IFT), provide more

autonomy and have higher expectations for followers. Likewise, leaders who internalize and endorse that followers are slow, inexperienced and uneducated (i.e. incompetence IFT dimension) are setting lower expectations for followers and are more likely to micromanage (Epitropaki, Sy, Martin, Tram-Quon, & Topakas, 2013). Certainly, Whiteley et al. (2012) in their study, investigate the IFTs influence on Pygmalion effect and demonstrate a perception-behaviour link.

In summary, Role-based views commonly identified follower role in the leadership process. Shamir (2007) referred to this as “reversing the lens”. This means traditional leader-centric approach deals with leaders as the causal agent while role-based views deal with followers as the causal agents. These views explain followers as the shapers of leaders’ actions or behaviours. Hollander (1993) emphasized that plenty of leadership research neglects the followers in the shaping of leaders actions. Using this argument, Divr and Shamir (2003) investigated that followers’ developmental characteristics (e.g., self-actualization needs, critical-independent approach, self-efficacy, collectivist orientation, active engagement in the task) positively predict transformational leadership among indirect followers but a negative relationship among direct followers. Thus in role-based views of lens shifted to followers from leaders and provides an active role to the follower in leadership research.

2.6.2 Constructionist Views of Followership

In recent times many scholars challenge the leader-centric approaches and articulated that leadership is a mutual influential process, independent of any formal position (Bedeian & Hunt, 2006; Burak & Bashshur, 2013; Carsten et al., 2010; Shamir, 2007; Uhl-Bien et al., 2014). Constructionist approaches deal with the process that has mutually created

leadership and followership. It explains that followership and or leadership is not a role (i.e. role-based views) but is the mutual relationship or relational interactions created by both the leaders and followers (DeRue & Ashford, 2010; Fairhurst & Grant, 2010). Constructionist view investigates people's social and relational interactions to construct or knock down followership and leadership (Fairhurst & Uhl-Bien, 2012). These views are based on Shamir's co-production (2007) and DeRue and Ashford's approach (2010).

2.6.2.1 Derue and Ashford's Approach to Identity Construction

According to Derue and Ashford (2010), if leadership is not explained by hierarchal position, then how leader-follower relationship develops over time? *“What are the relational and social processes involved in coming to see oneself, and being seen by others, as a leader or a follower?”* (Derue & Ashford, 2010, p. 627). In answering this question, Derue and Ashford (2010) portrayed a constructionist view that explains leadership and followership as a co-constructed phenomenon that is based on an interactive and mutual (reciprocal) identity of granting and claiming. This view is based on the identity work of Pratt et al., (2006), and Snow and Anderson (1987), and the social interactionism of Blumer (1969). This view proposed the underline process of identity in which people claim an identity and others grant that identity and through this process the identities of leaders and followers become socially constructed and form the basis of the leader-follower relationship.

Claiming means the action taken by the individual to declare (assert) their identity as a follower or a leader (Derue & Ashford, 2010). For instance, if a manager claims that “I am the leader of this group” or if subordinate claims that “I am the follower of this leader”. But claiming identity either as leader or a follower in any particular situation is

interdependent on the granting of identity. Granting identity refers to offering or giving someone a leader or a follower identity. According to Ul-Bien et al., (2014, p. 94), *“Granting occurs when others bestow the claimed identity and claim their own identity in support of the other (i.e., “I grant you a leader identity and claim for myself a follower identity”)*. The relationship will be constructed when claims are matched with grants and vice versa. If they are mismatched or not reciprocally connected, leadership and followership will not be constructed. Regarding followership, this view identifies that for granting leader role there must be others to accept the claims of follower identity otherwise leadership would not be constructed. According to Uhl-Bien (2014), this view or model has significant implications for the followership study. For instance, in contrary, to present leader and follower identities as static, one-way and intrapersonal, through social construction as individuals involved in a mutual relationship their identities are shifting and shaping over time.

2.6.2.2 Shamir Coproduction

Based on Graen and Uhl-Bien (1995), LMX (leader-member exchange) theory and Hollander's (1993) idea of active follower's role, Shamir proposed a constructionist view that explains that leaders and followers are jointly producing leadership outcomes, these outcomes are the result of effective leader-follower relationship. The role of the follower in the leadership process (relationship) is to strengthen the vision, behaviour and goals, critical for the group and for the organizational success. According to Shamir (2007, p. xi), *“co-production positions the role of followers as broader and more consequential than seen in traditional leader-centric theories”*. This co-production approach raises followers from passive recipients to active contributors in the leadership process. In this view, Shamir proposes that for the leadership study, researchers' needs to investigate both

leaders and followers. According to Shamir (2007), this view or model decreases the dominant leader-centric view in many current theories and includes followers influence on leadership process. Shamir called this as a more balanced approach that includes both leaders and followers as the co-producer of leadership. Shamir reviewed certain roles or behaviours like followers' needs, identities, attitude and characteristics, values, a cognitive schema that affect leadership process, need to be investigated further.

In summary, constructionist views elaborate that followership is not a role but a following behaviour or process. Constructionist emphasized that without the following behaviour, there is no leadership. Unlike role-based views, constructionist views highlight both leaders and followers as the causal agents. Instead of studying leaders and followers as role or behaviour, they need to focus on leading and following in order to study the leadership process. The constructionist perspective explains followership of how an individual or groups engage in the following behaviour to produce leadership (Uhl-Bien et al., 2014).

2.7 Theoretical Foundation

According to Bouckenooghe (2012), and Choi and Ruona (2011), for contemporary organizations, a change has become an essential and common phenomenon to survive, and leaders need to encourage individuals to develop new work-related behaviours. It has been confirmed that for the success of a particular organizational change, the support and acceptance of organizational members is critically important (Rafferty et al., 2013; Vakola, 2013). On the other hand, Burke (2017), and Bass and Riggio (2006), showed the importance of leadership in leading organizational change as they claimed that leaders act as a change agent to make change to happen and to minimize negative responses on individual, group and organizational levels. Therefore, adopting micro-perspective, the

theoretical foundation of this study is based on social exchange theory, and theory of planned behaviour to identify the interplay among leadership, followership, and factors of employee's reactions towards organizational change.

2.7.1 Theory of Planned Behaviour

Oreg et al. (2011) claimed that research on the employees' reactions to change has "led to a disintegrated and convoluted picture of the field" (p. 462). One major reason for this situation originates from the escalation of change-related constructs and the lack of an integrated and comprehensive theoretical foundation in the field of change research (Oreg et al., 2011). Few attempts have been made to provide a solid theoretical foundation to integrate change management research about employees' reactions to change. The exceptional noteworthy efforts were made by Jimmieson et al. (2008) and Straatmann et al. (2016), have successfully applied the theory of planned behaviour to described employees' reactions to change. Theory of planned behaviour (TPB) developed to predict and explain human behaviour in a specific context (Ajzen, 1991). TPB claims that an individual's intention is the most proximal determinant of behaviour. Intentions represent an individual motivation to perform the behaviour. It depicts the intensity and amount of effort which a person is willing to invest in producing the behaviour (Ajzen, 1991, 2011). This intention assumption is parallel with claims made by researchers on change readiness (e.g., Holt et al., 2007; Vakola, 2014), and change resistance literature (Oreg, 2003; Stanley, Meyer, & Topolnytsky, 2005), in which it has been postulated that psychological processes highlighted whether employee's behaviour will be supportive or unsupportive towards organizational change (Chawla & Kelloway, 2004; Vakola, 2013). Moreover, Holt et al. (2007) argued that "readiness is reflected in the behavioural intentions or reactions individuals have towards change" (p. 317).

TPB proposed three independent determinants (antecedents) that form intentions. The first is the person attitude towards the behaviour which explains the person overall negative or positive evaluation of producing the behaviour of interest (Ajzen, 1991). Similar to this assumption, scholars of organizational change often highlighted that when employee evaluate change positively based on the beliefs related to the favourable outcomes (individual and for organization), they probably produce behaviours supportive to the change (Armenakis et al., 1993; Neves & Caetano, 2009; Oreg, 2006; Oreg et al., 2011; Vakula, 2013). Furthermore, Vakola (2013) predicted that individual decides through beliefs, attitudes and intentions which acts as filters to decide about the need for change and the organizational capability to implement change.

Subjective norm is the second determinant of intention which refers to the perceived social pressure to perform or not to perform the behaviour. It refers to the belief that is associated with the important referent individuals or group of individuals that approve or disapprove a specific behaviour (Ajzen, 1991, 2011). The role of interpersonal or social dynamics has got extensive attention to organizational change research. Roles such as influence of colleagues, relationship and impact of leadership (supervisors, middle management and top management) on the reactions and behaviour of employees can be found in many organizational change studies (Ahmad & Cheng, 2018; Armenakis & Bedeian, 1999; Lam & Schaubroeck, 2000; Neves, 2011; Self et al., 2007). Recently, Ahmad and Cheng (2018) found that transformational leadership style of immediate supervisor, participation and high-quality change communication increase change commitment.

The third is the perceived behavioural control which reflects the perceived difficulty or ease of performing the behaviour and it is assumed that behaviour is to be under volitional control (i.e. the person's willingness to perform or not to perform the behaviour) (Ajzen

&Madden, 1986; Ajzen 1991). According to Ajzen (1991, 2002), perceived behavioural control are closely related (compatible) with Bandura's (1982, 1991,) concept of self-efficacy which "is concerned with judgments of how well one can execute courses of action required to deal with prospective situations" (Bandura, 1982, p. 122). In the context of organizational change, it is consistent with the work of Wanberg and Banas (2000) that predicted that higher change self-efficacy was related to higher change acceptance. Moreover, self-efficacy also described individual readiness to change (Vakola, 2013).

Overall, Jimmieson et al. (2008) applied the TPB in the building relocation project to identify employee reactions. Another study conducted by Jimmieson et al. (2009) applied the TPB to identify that how attitude, subjective norms, and perceived behavioural control effect employee intentions to support the rebranding process.

Recently, Straatmann et al.(2016) used the TPB to understand employees' reactions to organizational change, found that TPB provides a strong theoretical foundation to study management variables (content, context and process) of change.Overall, the TPB is a widely accepted model of attitude-behaviour relationships (Conner & Armitage, 1998). It has been used successfully to predict behaviour in a broad range of fields (Ajzen, 1988, 1991, 1996) and its predictive potential has been supported by meta-analytical research (e.g., Armitage & Conner, 2001; Godin & Kok, 1996). Therefore,this study investigates employees' reactions in terms of trust in management and employees' participation under TPB. Furthermore, TPB explained that intentions are based on the attitude and subjective norms. Thus, in the current study, researcher incorporated transformational and transactional leadership styles to understand their role in shaping positive intention by providing participation opportunities and trust in management in organizational change

context. It is likely that TPB provides a solid theoretical base for investigating participation and trust of employees during organizational change context in telecom sector of Pakistan.

2.7.2 Social Exchange Theory

Social exchange theory (SET) gives a foundation in understanding the role that managers and organizations play in creating positive work attitudes and the feeling of employee obligation. Social exchange is relevant to an unspecified favourable action or exchange “initiated by an organization’s treatment of its employees, with the expectation that such treatment will be eventually reciprocated [return back]” (Blau 1964; Gould-Williams & Davies 2005, 3). Social exchange theory thought of social behaviour as a sequence of exchanges, and people try to maximize their rewards and to reduce their cost with the sense of obligation (Sprecher, 1998). SET is based on two main concepts of self-interest and reciprocal interdependence. Self-interests drive people to act or behave on the basis of perceived and predicted rewards and cost linked with an exchange of resources, this might not mean that individuals seek to maximize their benefits (rewards) at the cost of others. Social exchange based on cooperation on the basis of fairness, trust, and justice (Stafford & Laura, 2014).

Interdependence or reciprocal interdependence highlighted contingent interpersonal or dyadic exchanges, by which one party action leads to a response by another party, if an individual provides a benefit, the other party on receiving side should respond in kind. More simply each individual reward or outcome or benefit are influenced by the other attempts or efforts, and a series of successful reciprocal transactions leads to transforming economic exchange relationship into better social exchange relationship (Cropanzano et al., 2017; Gergen, 1969; Stafford & Laura, 2014). In summary, employees in organization

repay a high-level working condition and environment through better performance and appropriate attitudes and behaviours in a social exchange relationship.

Organizational change is uncertain and risky because implementing change interventions in applied settings by the change managers is a challenging task while considering the impact of these change interventions on individual reactions towards organizational change (Straatmann et al., 2016). Along with many contextual factors, trust in management related to considerable productive employee reactions, such as problem-solving, turnover-intention, quality of communication, organizational commitment, participation and organizational citizenship behaviour (Dirks & Ferrin, 2002; Gillespie & Mann, 2004; Oreg et al., 2011). In organizational change, context trust in management shows the belief that manager will act in the recipient's best interest because employee expects support from their managers in situations like organizational change. Fugate (2013) argued that trust in management promotes the employee's beliefs that change-related decisions and results will be in the employees and organizational best interest and it gives employees confidence that what has been told will be done (integrity). Likewise, in SET, trust plays a crucial role in building a social exchange in that the initiation of social exchange relationship needs the originator (manager) to trust that the recipient responds (reciprocate) in kind (Aryee et al., 2002; Blau 1964; Haas & Deseran 1981). Therefore, in organizational change context, a strong social exchange relationship that is based on trust strengthens employees' beliefs and employees' reciprocate positive reactions like participation, change commitment, readiness and openness to change.

In leadership studies, social exchange theory (leader-member exchange) diverts scholar attentions from leader-centric approaches towards relationship approaches. The focus of leader-member exchange is how to build a strong high-quality working relationship

between leader and follower (Graen & Uhl-Bien, 1995; Northouse, 2013). However, from followership perspective the role of followers considered as passive in social exchange relationship' (Grant, Gino, & Hofmann, 2011; Kark, Shamir, & Chen, 2003). According to social exchange theory, leaders are considered as initiators of the relationship and followers were always on the receiving end and provide no active role in leader-follower relationship. On the other hand, Dulac et al. (2008), and Graen & Uhl-Bien (1995), argued that in high-quality relationship, participation, communication and trust between leaders and followers are greater, these qualities allow both leaders and followers to accept the demand of ongoing changes in the organization. In general, the relationship of higher quality helps resources exchange between both parties (leaders and followers) that are essential for goal accomplishment (Liao, Liu, & Loi, 2010). Carter et al. (2013) identified that relationship quality mediates the relationship between leadership style and performance in continuous incremental change context and the link between relationship quality and performance was high in frequent changes. Therefore, this study incorporated social exchange theory to provide theoretical foundation to the role of followership in leadership process in an organizational change context. Authors attempts to extend social exchange theory by providing empirical evidences that followers are not always passive nor on the receiving end of the relationship but they also actively and positively participate in leadership process to achieve mutual goals.

2.8 Research Related to Transformational Leadership Style and Factors of Employees Reactions towards Organizational change

Bass and Riggio (2006), Holten and Brenner (2015), Epitropaki et al. (2013), Kotter and Cohen (2002), and Kegan and Lahey (2009) claimed that because the core of the transformational leadership are the issues related to the processes of change and

transformation, the transformational leadership behaviour are likely to be more effective during organizational change. According to Diaz-Saenz (2011), transformational leadership has been used in studies across many different fields and context. A meta-analysis conducted by Wang et al. (2011) about transformational leadership and performance across the different level (individual, group, organizational, contextual and task) identified that transformational leadership positively related to the individual level performance, and interestingly it was also strongly related to contextual performance than task performance. Secondly, it was also confirmed that transformational leadership has also a positive relationship with team performance, supporting the argument of Klein and House's (1995) that transformational leadership theory "is truly a meso theory, a theory that cuts across organizational levels" (p. 197). Therefore, the following section will review the studies related to transformational leadership style and content, context and process factors of organizational change.

2.8.1 Transformational Leadership Style and Frequency of Change(Content factor)

The content of change as discussed earlier in detail refers to the "what" question of the change initiative (Armenakis & Bedeian, 1999; Oreg et al., 2011). Change frequency also highlighted an important study variable in the content of change category (Kiefer, 2005; Oreg et al., 2011; Rafferty & Griffin, 2006). According to the author, very little attempt has been made to quantify the association between transformational leadership style and frequency of change. A study conducted by Rafferty and Griffin (2006), about the frequency of change, planned change and transformational change identified leaders support as a coping resource for the frequency of change, change planning and transformational change. It showed that leader support decreased the frequency of change and supported planned change in the organization. Another study conducted by Carter et al. (2013) identified that transformational leadership is positively related to employee

performance via relationship quality during the continuous incremental change. They further claimed that in case of frequent changes, relationship-quality is high and transformational leaders cope with frequent changes through higher relationship quality. Boga and Ensari (2009) analysed the frequency of change as a moderating variable between leadership styles and organizational success. The results indicated that organization that was experiencing more frequent changes would be more successful when managed by transformational leaders. It confirmed the finding of the previous research by Boal and Bryson (1988), and Hunt et al. (1999) who claimed that in crisis (organizational change) situations, charisma plays a critical role which is the essential component of transformational leadership behaviour. In summary, previous studies overlooked the influence of transformational leadership styles on the frequency of change as a content factor, and no attempt has been made to determine the role of followership between the relationships of these two variables.

2.8.2 Transformational Leadership Style and Trust in Management (Context factor) of Change

Trust in management identified perceived confidence levels in management ability to perform in what is best for the organization thus, mutual trust has the potential to increase cooperation in organizational settings (Meyer et al., 1995) and enhance the information sharing between managers and employee (Tzafrir & Dolan, 2004). Research related to trust formation in leader-member exchange relations strongly recommends that leaders perceived to be more trustworthy when they show a general openness towards their followers (Lines, 2005). Whitener et al. (1998) claimed that open communication for the free exchange of thoughts and ideas with employees, increase trust perception.

In organizational change context, transformational leadership highly developed sense of identity and a set of moral values (Avolio & Gibbons, 1988). Hence, followers are more confident, competent and because transformational leaders are listening to followers and provide instant solutions to their problems, followers learn to trust and believe in their ideas (Northouse, 2015). Transformational leadership boosts followers' level of confidence by providing support, vision and motivation which ultimately results in better outcomes and high performance (Antonakis & House, 2013), build leadership trust and followers are ready to change in times of stress and uncertainty when they believe that change will bring positive outcomes (Vakola, 2013).

Trust plays a critical role in organizational change context, for example, trust is an essential element in change readiness literature (Vakola, 2013), provides information, superior levels of performance, and more positive attitudes and reactions (Dirks & Ferrin, 2001; Jones & George, 1998; Oreg et al., 2011; Yasir et al., 2017). The meta-analysis results identified a strong correlation of (.72) between transformational leadership and trust (Dirks & Ferrin, 2002) which showed that trust played a major role in the leader-follower relationship that leads to shaping positive employees' reaction in organization change settings (Brower et al., 2009; Goodwin et al., 2011).

Yasir et al. (2016) identified in the telecom sector of Pakistan that transformational leadership is positively related to employee trust on management because employee trust in management positively mediate the relationship between transformational leadership and organizational change capacity. Similar study conducted by Shahid (2018) in telecom sector in Pakistan highlighted that leader role is to motivate and build trust in order to reduce employees turnover and provide positive working environment. Due to rapid changes in the telecom sector of Pakistan it is essential to understand the role of leadership

styles and employees trust in order to enhance employees' positive reactions. Therefore, this study articulated trust in management as a context factor in shaping employees' reactions in the telecom sector of Pakistan.

2.8.3 Transformational Leadership Style and Employee Participation (Process factor) of Change

According to Lau (2014), research on leadership has consistently found a strong positive relationship between employee participation and transformational leadership. Particularly when transformational leader articulates a compelling vision communicating high expectations regarding followers' participation and show confidence in follower's ability to meet these expectations. Under this leadership, style leader uses a collaborative style for decision making. In addition, employees under transformational leaders are thinking outside of the box and dealing with old problems in new ways (Bass et al., 2003). Along with the top down way of articulating a vision, transformational leaders may also encourage bottom-up changes in the organizational settings.

A study conducted by Puspasari et al. (2017) analysed leadership style, participation, communication and organizational readiness. The results indicated that antecedents of transformational leadership (inspirational motivation, individualized consideration and intellectual stimulation) have a direct and significant effect on employees' participation and indirect significant effect on change readiness. Employee participation and support identify change readiness, for instance, employee may be more likely to participate in change if they are willing and ready to support the change, perceive positively organization capability to implement change, have confidence in their abilities (self-efficacy) and perceive their working environment as supportive (Oreg et al., 2011; Vakola, 2013). Tavakoli and Hasani (2016) identified that employee participation fully mediated the

relationship between transformational leadership style and change readiness. They found that transformational leadership was significantly related to employee participation in the organizational change context.

A meta-analysis conducted by Lowe et al. (1996) identified that individuals with transformational leadership behaviour were perceived to be more effective and it was true for both public and private settings and also for lower and higher levels. Transformational leadership is more effective in challenging status quo and suitable for organizational transformation, and they become motivated to go beyond their self-interest and motivate followers to accomplish challenging tasks by intellectual stimulation and individualized consideration (Bass & Avolio, 1990; Northouse, 2001, 2013; Shamir, 1995). Moreover, employees under transformational leaders exhibit a higher level of power because leader wants follower's participation and input to understand their goals; therefore, employee needs the power to work autonomously in the direction of shared vision, which may result in organizational commitment (Lau, 2014). Bouwmans et al. (2017) investigated transformational leadership, team learning (information acquisition, information processing and boundary crossing), participative decision-making, and affective commitment. It has been identified that transformational leadership was directly associated with information acquisition and information processing while participatory decision-making partially mediates the relationship between transformational leadership style and team learning.

Oreg et al. (2011) identified only 14 studies related to employee participation in the 60-year's review of organizational change research. Most of the previous studies provide a positive association between employee participation and organizational change (Agboola & Salawu, 2011; Amiot et al., 2006; Erwin & Garman, 2010; Holt et al., 2007; Lines 2004;

Vanichchinchai, 2012) in different context and sample. However, studies related to transformational leadership style and employee participation were mostly leader-centric (only focusing on the leader's role) and have not taken into consideration the role of followers as an important construct of leadership process (Shamir, 2007; Uhl-Bien et al., 2014).

Particularly, in Pakistani context, Bhatti, and Qureshi (2007) identified that employees' participation plays a significant role in employees' job satisfaction, commitment and productivity. Moreover, employees' participation is the essential component of high performance work system. According to Zamin Abbas, Murad, Ghaffari, Siddiqi, Ahmad, and Ashraf (2011) highlighted that leadership and participation provide healthy learning condition in Pakistani context. Therefore, it can be stated that to employees' participation provides better opportunities to strengthen relationship with their leaders and support changes in organization.

2.9 Research Related to Transactional Leadership Style and Factors of Employees Reactions towards Organizational Change

Transactional leadership style is known for its coercive system which indicates that power is directed from above. This type of leadership provides employees with clarity about what is expected and accepted from them, and what the employees get in return. The leaders show little interest in the opinions of the employees and clarify a sense of duty with rewards and punishments to reach their goals. This type of leadership makes decision making go faster which is important in times of crisis (Balogun & Hailey, 2008). Transactional leadership is considered to be a more instrumental leadership style that represents a solid base for managers to actively involve followers in the implementation of change (Louise et al., 2015). According to Humphreys (2001), transactional leadership

may not easily facilitate organizational change but transactional leadership behaviour can evoke the acceptance of change through reward and reinforcement, and this acceptance would be of reward based or instrumental in nature not attitudinal. Transactional leaders deal with employees on the basis of a 'give and take' decision. Although under this leadership style, the final decision remains in the leader's hand, employees are not very empowered and, because of the rewards, expectations, and agreements, employees are motivated to participate in the change process (Lau, 2014).

2.9.1 Transactional Leadership Style and Frequency of Change (Content factor) of Change

There is no known study found which is directly related to transactional leadership style and frequency of change, but, some previous studies identified a positive association between transactional leadership style and organizational change (Judge & Piccolo 2004; Lowe et al., 1996; Podsakoff et al., 2006). The focus of transactional leadership style is managing rewards and incentives, and observing quality standards; meta-analysis has proved that contingent reward is strongly linked to many antecedents of satisfaction (job, group and organization) and also related to organizational change processes (Podsakoff et al., 2006). Yasir et al. (2016) identified a positive relationship between transactional leadership style and organizational change and argued that rewarding and encouraging followers played an important role in supporting organizational change capacity.

Harms and Credé (2010), and Judge and Piccolo (2004) articulated that leaders should be supportive, dynamic and interactive to recognize employees' efforts and achievements by providing intrinsic and extrinsic rewards. Moreover, the contingent reward and management by exception qualities enable transactional leaders to support and manage organizational change processes (Bass & Avolio, 1990; Long & Mao, 2008). A study

conducted by Diab (2014) in Jordanian Pharmaceutical Companies identified that transactional leadership style was positively related to all area of organizational change (technological change, change in organizational structure and change in human resources). Ali and Ibrahim (2014) identified in their study that along with transformational leadership, transactional leadership style has a statistically positive and significant effect on organizational innovation. In another similar study conducted by Sanda and Arthur (2017), they identified that the application of transactional leadership style in the telecom organizations results in employee creativity, which is consistent with the results of Uru and Yozgat (2009) and Døjbak et al. (2008) who also claimed positive association between transactional leadership behaviour and employee creativity. In summary, it has been argued on the basis of previous findings that transactional leadership style may also be important in managing organizational changes in the Pakistani context.

2.9.2 Transactional Leadership Style and Trust in Management (Context factor) of Change

The leader-member relationship under transactional leadership style is instrumental in nature and the basis of trust is the contingent rewards offered by the leaders to their followers (Antonakis & House, 2013; Bass & Avolio, 1999). Similarly, it is important to highlight that the relationship between reward and trust is complex because the followers' interpretation of what a bonus or reward means and how it is communicated and applied are strongly impacted by the intentions of the followers towards their leaders' trust (Bligh, 2017). Asencio (2016), in his study found that transactional leadership style is significantly related to organizational performance and the trust in leadership mediates the relationship positively. A study conducted by Muhammad and Yahya (2016), confirmed that transactional leadership style is positively related to followers' trust. Followers' trust in

transactional leadership is enhanced by effectively utilizing contingent reward and management by exception (active) characteristics.

Oreg (2006), analyzed the relationship between trust in management and resistance. It is found that the lack of trust or faith in management leads to three types of resistance (affective, cognitive and behavioural). Lack of trust in management further caused anxiety, frustration and anger; employees start questioning whether or not management was able to make informed decisions (Oreg, 2006). The critical factor is the level of trust influencing how the employees feel, think and act according to the undergoing change. Previous research has identified that trust in management (leaders) is an essential factor of change, which acts as an antecedent or consequence of leader-follower relationship at work (Neves & Caetano, 2009). Smollan (2013), in his qualitative study highlighted that before, during and after change, the perceived trustworthiness of managers has important implications upon an organization, for instance, the followers' perceptions of distrust shared into higher turnover intention, lower commitment to change and stress (Neves & Caetano, 2009).

On the other hand, there is also centralized decision making practiced in Pakistani firms (Iqbal, 2008) which limits employees' autonomy. To maintain employees' satisfaction and motivation manager use reward and recognition (Danish & Usman, 2010). Thus, transactional leadership style is also applicable in Pakistan because motivation and satisfaction has a strong positive correlation with reward and recognition in Pakistani context (Danish & Usman, 2010). Therefore, it has been argued that for the success of organizational change, transactional leadership style is also related to trust in management but less likely as compared to transformational leadership style.

2.9.3 Transactional Leadership Style and Employees Participation (Process factor) of Change

In the meta-analysis conducted by Judge and Piccolo (2004), they confirmed that transformational leaders adopt consultative style in decision making which is based on the needs and desires of the followers. Once the exchange condition is determined, then the leaders will clarify the way of meeting those needs and desires in the exchange of a relationship. By clarifying the exchange conditions, transactional leaders are then able to build confidence in followers to put necessary efforts to reach the desired level of performance. However, the ultimate decision remains in the leader's hands and followers are not very empowered, subordinates are motivated to participate due to the agreements, rewards, and expectations in the exchange. The subordinate level of participation will be higher if the leader clearly identifies and explains the needs of subordinates (Lau, 2014).

Lau (2014) identified in his study that transactional leadership style is positively related to participation in the contest of organizational justice. Moreover, Deichmann and Stam (2014) conducted a study about leadership styles and Organization-focused idea generation programme in four German branches of a logistics company. They found out that by communicating the value of participation, transactional leaders increase subordinate's commitment in the programme (Bass & Avolio, 1999; Judge & Piccolo, 2004). When leaders (managers) provide information or highlight clearly identified opportunities, then employees' participation would be high in organizational change processes (Gollan & Markey, 2001; Oreg et al., 2011). Therefore, transactional leadership style influences employees' participation in organizational change programmes by providing contingent rewards and standards to the followers (Bass, 1985; Dumdum et al., 2013).

2.10 Research Related to Followership, Leadership Styles and Factors of Employees Reactions towards Organizational Change

Zhu, Avolio, and Walumbwa (2009) analysed the moderating role of followers' characteristics (dimensions) and the relationship between transformational leadership and follower work engagement. Zhu et al. (2009) suggested that future research should take into consideration the followership dimension (characteristics) as a potential moderator when analyzing leadership in different samples and studies. Currently, general research regarding the moderating role of followership is still in its infancy. Therefore, this study analyzed followership proposed by Kelley in 1992 as a moderator between the relationship of leadership styles and organizational change in order to identify the role of followership or followers' characteristics on the proposed relationship.

2.10.1 Followership and Factors of Employees Reactions towards Organizational Change

Followers who perceive themselves as acquiring more positive characteristics, such as being responsible, self-starter, and independent critical thinker, would be expected to perceive a higher need for growth (Dvir & Shamir, 2003). Good followers trust and embrace change, competent in job performance, share a vision of the leader, and work effectively with others (Blanchard et al., 2009; Latour & Rast, 2004). According to Kelley (1992), followers who are independent critical thinker are carefully evaluating circumstances and actions, analysed information critically and made an appraisal of leaders independent of the political ramification of the decisions (Blanchard et al., 2009; Kelley, 1992; Latour & Rast, 2004). Under this dimension, employees think critically and also analyse situation independently, this makes the employees more independent and therefore, it also boosts employees' performance in stressful situations like an organizational change (Dowd & Bolus, 1998). Thus, it produces positive employee's reactions towards change and helps employees to cope

with changing condition and working routines. It improves job satisfaction and commitment of employees (Blanchard et al., 2009). It has been recognized that follower trust is the bond that holds organization as a system and is the basic unit of commerce (Kouzes & Posner, 2011). A number of researchers have pointed out that for successful change initiatives, it is important to establish a trusting relationship between employees and management (Gomez & Rosen, 2001; Schneider et al., 1996). It has been suggested that element of leader's task is to continually work with people to find problems and their solutions and to gain access to creative thinking and knowledge, it depends mostly on how much followers trust them. Therefore, both trust and trustworthiness modulate the leader access to cooperation and knowledge (Lines et al., 2005).

In addition, actively engaged followers take full participation, assume ownership and do beyond their job goals and provide substantial effort to accomplish targets (Blanchard et al., 2009; Rothbard, 2001). They go beyond and above expectations and provide high-quality work. According to Oreg et al. (2011) employees' participation, communication and information are termed as the process of change, and it is the antecedents of employees' reactions towards organizational change. Thus, employees who exhibit active engagement produce more positive reactions to organizational change. For a successful organizational change, the recognition of the followership concept on individual, group, and organizational levels and methods for producing good effective followers are very important (Bennis, 2010). Moreover, the implementation of change programmes depends upon the support, acceptance and participation of the followers; the leader-centric approach is telling us a one-sided story (Ford et al., 2008; Kellerman, 2008). In an organic or flat structure, followers' role in making suggestions and taking charges to improve efficiency are increasingly important. In order to enhance followers' strategic orientation and task-related knowledge

and skills, the organization needs to provide training programmes. This role-modelling, relationship building and skill development by leaders improve followers' contribution and involvement to change (Carter et al., 2014)

2.10.2 Followership and Leadership Styles

In terms of leadership perspective, Al-Gattan (1985) provided initial evidence suggesting that employees (followers) who have a higher need for growth would do better than those having a lower need for growth when working with leaders who give direction and participation. The findings of this study revealed that the relationship between participative leadership and follower performance moderated by followers' need for growth.

Authors like Bass(1998) and Pillai and Meindl(1998) suggested that transformational leadership could be more effective for some followers than for others, therefore suggesting that followership dimensions (characteristics), could be an essential moderator between the relationship of such leadership and follower performance and/ or work engagement especially in organizational change context. Ehrhart and Klein (2001) revealed that the values and aspects of followers' personality predicted their preferences about the relationship and task-oriented leadership versus charismatic leadership. More specifically, they identified that followers with higher goal orientation, higher self-esteem and risk-taking behaviour were more inclined towards transformational leadership. Galatea effect may also provide a further theoretical basis for expecting followership dimensions to have a moderating role between transformational leadership and employees' reactions (Eden & Kinnar, 1991; Eden, 1994). According to this phenomenon, individual's positive belief and expectation about themselves leads towards real success or performance. Therefore, followers with more positive beliefs and attitudes have a more successful career path and work settings.

In terms of transactional leadership approach, Bass (1985), and Antonakis and House (2013) explained that the foundation of the relationship between transactional leaders and their followers is based on expectations, negotiating a contract, clarifying responsibilities and giving reward and recognition for meeting the targets. Pearce et al. (2003) argued that transactional leadership behaviour falls within the path-goal theory, expectancy theory, equity theory and reinforcement theory and they mainly focused on task accomplishment. Followers' expectations are reward basis and leaders specify the targets before their followers. On a group level, the transactional behaviour may use for the expert coaching and training and incorporate contingent reward characteristics of the behaviour. Follower participation in the change process and other organizational processes are reward based. Thus, it is expected that transactional leadership behaviour will be moderated less likely but has a significant relationship with the team and/ or individual performance outcomes. In order to bring change in an organization, followers can play an effective role through both challenging and supporting leaders within the adoptive culture of the organization (Doppelt, 2009). The proposed model depicts the relationship between the variables.

2.11 Chapter Summary

This chapter has explained and discussed the related literature regarding leadership styles, followership and factors of employees' reactions towards organizational change. In the beginning, a brief overview of organizational change was provided in order to understand the theoretical and empirical development of organizational change literature. Secondly, leadership literature overview was provided and different models and theories were explained to shed light on the development of the leadership field and underline research. At last, the emerging field of followership has been included and the related model and recent development in the field has also been discussed. Moreover, conceptual framework

of the underline variables has been supported with two prominent theories, the theory of planned behaviour and social exchange theory. The following chapter explained the research methodology containing research philosophy and the research design incorporated in the current study.

CHAPTER 3

METHODOLOGY

3.1 Introduction

This chapter discusses the methodology used in the current study. It explains the philosophy, design and methods of data collection of this study. Explanatory sequential mixed method research design was applied in which quantitative data collection and analysis were conducted followed by qualitative data collection and analysis. Due to mixed method study design, the philosophical assumptions were employed based on pragmatism.

3.2 Research Philosophy

Research philosophy points out what we are doing when starting a study; developing knowledge in a particular field. It plays a critical role in conducting any study as it highlights the problems (ontology), specifically addresses a particular problem (epistemology) and the role of the researcher during the study process (axiology). According to Saunders et al. (2015, p. 124), “the system of assumptions and beliefs about the development of knowledge is referred to as research philosophy”. Precisely, during the study process, whether we are aware of them or not, we will follow many types of assumption at every stage of research (Burrell & Morgan, 1979). The assumptions highlight research strategy and choosing the methods as a part of that strategy. These comprise assumptions about the human knowledge (epistemological stance), realities faced during research (ontological stance) and how researchers’ own values influence the study process (Saunders et al., 2015).

The assumptions or belief about the nature of reality is referred to as ontology. The ontological assumptions specify the path through which a researcher observe and study the

underline phenomenon. In management and business research, these realities consist of organisations, individuals, working lives, management, organisational events and artefacts (Saunders et al., 2015). Thus, ontology determines how researchers observe the business and management world, which therefore allows researchers to choose the topic to be studied. In social research, the basic ontological question is whether social reality is an external fact independent from human access and control or is it the results of a subject mind, cognition and consciousness (Burrell & Morgan, 1979). According to Bryman and Bell (2015), the former question is related to an organisation while the latter is associated with culture. Different researchers described both logics in different but related terms like objectivism-constructionism (Bryman & Bell, 2015, p.22), realism-nominalism (Burrell & Morgan, 1979, p.3) and relativism-naïve realism (Guba & Lincoln, 1994). It may also be referred to as objectivist-subjectivist polarisation, which depicted by some researchers as adversarial and by others as complementary as (critical idealists and critical realists are referred to as triangulation).

On the other hand, epistemology explains the forms and nature of knowledge (Cohen, Manion, & Morrison, 2007). Its beliefs deal with how knowledge about the world or social phenomenon can be created, obtained and communicated. In other words, it defines what it means to know. Epistemology “is a description of how people go about it when they think they are acquiring knowledge” (Campbell, 1988, p.389). Epistemology is referred to the questions related about the nature of the relationship between the researcher and the subject to be researched. It explains how someone could approach the reality. In social research, there are three aspects that dominate the theoretical world namely positivism, interpretivism and pragmatism.

Positivism prescribes that like in natural science where objective procedures are used to approach reality, whereas, in social science, similar objective procedures are used to approach social phenomenon. According to Bryman and Bell (2015), knowledge can genuinely be considered as knowledge when it is passed through observation and senses while knowledge is value-neutral (the researcher and the object are independent of one another). It is based on realist ontology (which suppose that reality is independent of human consciousness and mind; it is out there as explained earlier) and believe that to obtain knowledge, the most suitable way is to come up to reality with the help of observable, objective, large data using quantitative techniques, cross-comparisons and statistical methods with knowledge claims that are rational and universal (Leitch et al., 2009). In positivism, the research strategy to collect data is by developing the hypothesis based on existing theory to be tested and confirmed, which leads to further theory development (Saunders, Philip & Adrian, 2009). It is often recommended that to facilitate replication positivist, it is appropriate to use a highly structured methodology (Gill & Johnson, 2002).

Burrell and Morgan (1979) argued that the interpretivist paradigm is more regulated and subjective. They emphasised that interpretivist approach explains the subject matter of social science, which is to understand the source of reality through subjectivity and human consciousness. Human actions, everyday life, life stories and meaning are considered primary over the external reality or social objects and participants that understood the world of meaning; interpretivist tries to understand those meanings (Burrell & Morgan, 1979; Giddens, 1984). In interpretivist epistemology, “the knower and the known interact and shape one another” (Denzin & Lincoln, 2008, p.31). Creating new interpretation and rich understanding of context and social world is the purpose of interpretivist study; for management and business researchers, it suggests inspecting organisation from the

standpoint of different groups of people (Saunders et al., 2015). Anti-positivist or interpretivist epistemology is based on life-world ontology and knowledge is theory and value-laden, subjective and hard to make universal claim or generalisation (Leitch et al., 2009). Interpretivist tradition refers to two sub approaches phenomenology and Hermeneutics.

3.2.1 Pragmatism

In its simplest sense, pragmatism is a practical approach to a problem; it has a strong link with mixed methods research. Pragmatism can be thought as a bridge between philosophy and methodology. It takes a particular standpoint at the interface between methodology and philosophy (Greene & Caracelli, 2003). According to Kelemen and Rumens (2008), concepts are only important where they support actions. Johnson and Onwuegbuzie (2004, P. 1) came up with the summary on the philosophical position of mixed methods researchers through the following statement:

“We agree with others in the mixed methods research movement that consideration and discussion of pragmatism by research methodologists and empirical researchers will be productive because it offers an immediate and useful middle position philosophically and methodologically; it offers a practical and outcome-orientated method of inquiry based on action and leads, iteratively, to further action and the elimination of doubt; and it offers a method for selecting methodological mixes that can help researchers to better answer many of their research questions.”

Therefore, pragmatism attempts to reconcile subjectivism and objectivism, values and facts, rigorous and accurate knowledge and different contextualised experiences. It performs this by considering the ideas, concepts, research findings, hypothesis and theories not in an

abstract form. Instead of role, they perform as instruments of actions and thoughts as well as their practical outcomes in any particular contexts. According to pragmatists, the practicability of ideas is referred to as reality and that knowledge is valuable that enables actions to be successfully carried out (Saunders et al., 2015). Pragmatists acknowledged that for interpreting the world and conducting a study, there are several different ways that can be utilised as there are multiple realities with no single standpoint that can ever give the complete picture (Saunders et al., 2015). This does not indicate that pragmatists always follow multiple methods, but they follow the methods that enable credible, relevant, reliable and well-founded data to be gathered to advance the research (Kelemen & Rumens, 2008). Therefore, this study was done based on the assumptions of pragmatism as it has mixed quantitative and qualitative methods to determine the relationship between transformational and transactional leadership styles, factors of employees' reactions toward organisational change and followership.

Table 3.1: Summary of Philosophical Standpoints

Paradigms	Ontology (Nature of Reality)	Epistemology (what constitutes acceptable knowledge)	Typical Methods
Positivism	• External, independent, Real • One true reality (universalism) • Granular (things) • Ordered	• Scientific methods • Observable and measurable facts • Law-like generalisations • Numbers • Causal explanation and prediction • as contribution	• Typically deductive, large samples measurement, highly structured, typically quantitative methods of analysis, but range of data can be analysed

Table 3.1 continued

Interpretivism	• Complex, rich • Socially constructed through culture and language. • Flux of processes, experiences, practices.	• Theories and concepts too simplistic. • New understandings and worldviews as contribution. • Focus on narratives, stories, perceptions and interpretations.	• Typically inductive. Small samples, qualitative methods of analysis, but range of data can be interpreted, in-depth investigations.
Pragmatism	• Reality' is the practical consequences of ideas. • Complex, rich, external • Flux of processes, experiences and practices.	• 'True' theories and knowledge are those that enable successful action. • Practical meaning of knowledge in specific contexts. • Focus on problems, practices and relevance. • Problem solving and informed future practice as contribution.	• Following research problem and research question • Emphasis on practical solutions and outcomes • Range of methods: mixed, multiple, qualitative, quantitative, action research.

3.3 Mixed Methods Approach

This study was conducted based on a mixed methods approach. A sequential design was used following both quantitative and qualitative data. "Mixed methods research is the type of research in which a researcher or team of researchers can combine the elements of qualitative and quantitative research approaches (qualitative and quantitative viewpoints, data collection, analysis, inference techniques) for a broad purpose of breadth and depth of understanding and corroboration" (Johnson, Onwuegbuzie & Turner, 2007). Another more comprehensive definition of mix methods is provided by Creswell and Clark (2007, p. 5):

“Mixed methods research is a research design with philosophical assumptions as well as methods of inquiry. As a methodology, it involves philosophical assumptions that guide the direction of collection and analysis of data and the mixture of qualitative and quantitative data in a single study or series of studies. Its central premise is that the use of quantitative and qualitative approaches in combination provides a better understanding of research problems that either approach alone”.

A major principle following the use of mixed methods is that for studying phenomenon or research problem, the mixture of qualitative and quantitative approaches provides a more comprehensive understanding and additional perspectives than either method alone could provide. The positive and negative aspects of either approach can be balanced against the others and stimulate trans-disciplinary and collaborative research (Creswell & Clark, 2007). Mixed methods approach serves as a great platform for practising researchers who are keen to see methodologists develop and describe techniques more related to what is actually used by researchers in practice. As a third research paradigm, mixed methods can also help to bridge the split between qualitative and quantitative researches (Johnson & Onwuegbuzie, 2004; Onwuegbuzie & Leech, 2005). It is contented that in educational research, methodological and epistemological pluralism should be promoted to inform researchers on methodological and epistemological possibilities and ultimately make them able to conduct more effective studies. Today’s world of research has become increasingly complex, interdisciplinary and dynamic; thus, many researchers need to supplement one method with another and to provide collaboration, facilitate communication and to provide superior research, they need a concrete understanding of various methods used by other researchers (Johnson & Onwuegbuzie, 2004).

The diverse field of management represents many disciplines based on a series of a framework and theoretical foundations. This diversity and range are reflected in diversifying and similar research methods utilised within the management research. Currall and Towler (2003) articulated three main advantages to the diversity of quantitative and qualitative approaches employed within management and organisational studies. The first is the methodological variation that reflects research questions asked by management and organisational researchers. Secondly, the heterogeneity of research approaches is needed to address the number of paradigms borrowed by organisational and management research from other fields such as psychology, economics, political science and sociology, while the final advantage is that the research involves different levels of analysis (organisations, organisational units, team/group, dyad and individual). Many contexts and characteristics of management and business research contribute to the momentum and utilisation of mixed methods. These comprised multiple theoretical foundations, frequent trans-disciplinary nature of organisational and management research, range, scope, the complexity of management and business research as well as the need to ensure credibility, validity, transferability and generalisability. Mixed methods as compared to mono-method provide a deeper understanding and more insight of the phenomenon or research problem being studied. To understand the complex phenomena in applied settings and where there is less opportunity for experimentation, mixed methods are typically used (Bazeley, 2008; Cameron, 2011).

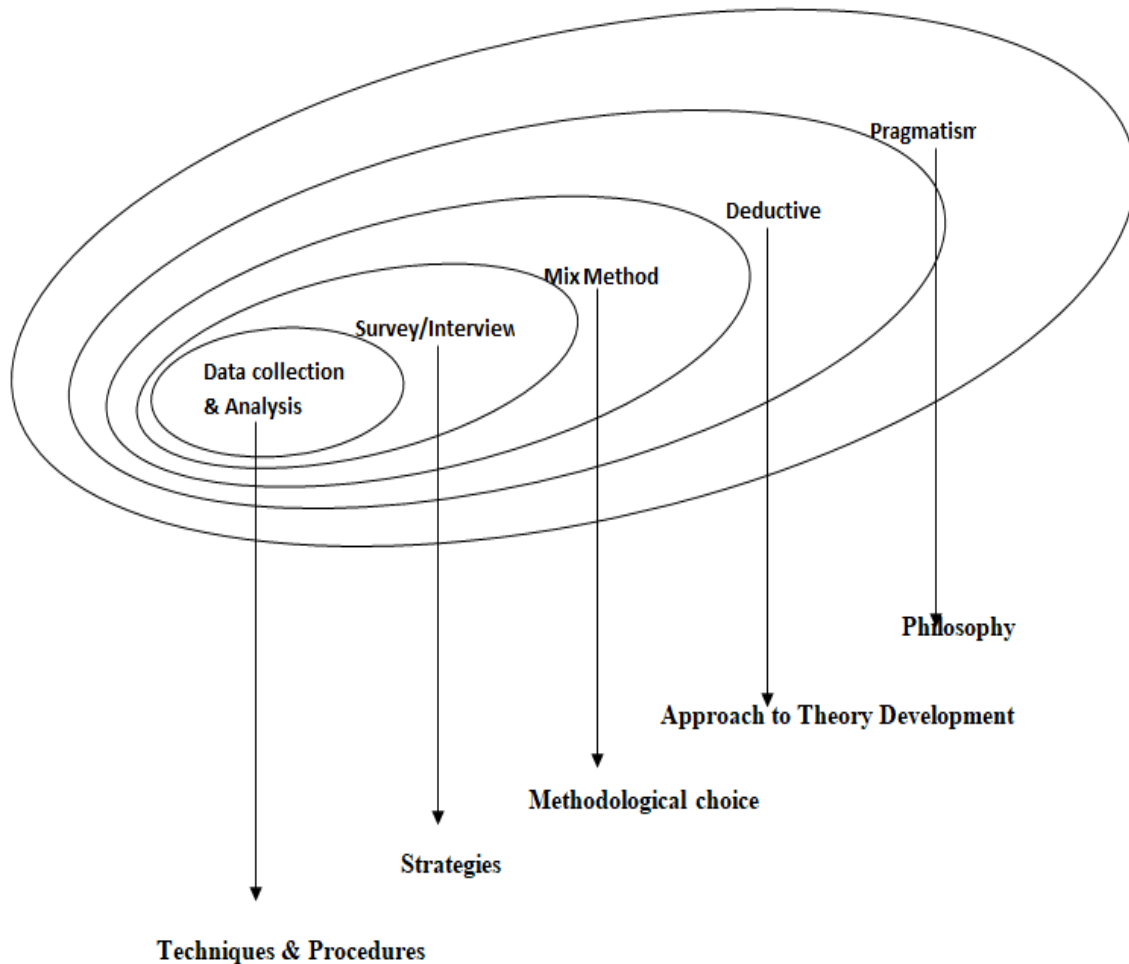


Figure 3.1: The research Onion (Saunders et al., 2015)

3.3.1 Explanatory Sequential Design

This study was based on sequential design approach, which has been utilised in most writings about mixed methods design; different authors use different names like the sequential model, iteration design (Greene, 2007) and sequential triangulation (Morse, 1991). However, these names apply to any two-phase sequential approaches. In sequential approach, the data collection strategies involve the iterative process where data collection in one phase contributes to the next phase of data collection (Creswell & Clark, 2011; Driscoll et al., 2007).

In explanatory sequential design, researchers collect and analyse quantitative data with the follow up of specific result conducted in the second phase. In the second phase, qualitative data are collected and analysed for explaining the first phase results in depth (Figure 3.2). The ultimate purpose of explanatory mixed methods design is to explain the quantitative results in the first phase through the qualitative strand (Creswell & Clark, 2011). For instance, this design is appropriate when researchers need qualitative data to explain significant (or non-significant) outliers, surprising results, or positive performing exemplars of a quantitative result (Bradely et al., 2009; Morse, 1991). When the researchers want to analyse the relationships and trends with quantitative data and to identify the reasons and mechanism behind the resultant relationship or trends, the explanatory sequential design is more useful (Creswell & Clark, 2011).

This is the most straightforward mixed methods research design. Figure 3.2 below depicts the procedural steps of the two-phase explanatory sequential design used in this study. In the first step, quantitative data were collected and analysed through the quantitative procedure, while in the second step, specific results of quantitative phase for additional explanation are identified, making the interface for mixing and develop qualitative strands using these results. This study specifically refines or develops qualitative research questions, sampling procedures and protocol for data collection. The third step consists of the implementation of the qualitative phase in which this study collects and analyses qualitative data based on the result of the first phase (quantitative). During the final step, this study summarises and interprets qualitative and quantitative data on leadership styles, factors of employees' reactions towards organisational change and followership (Creswell & Clark, 2011).

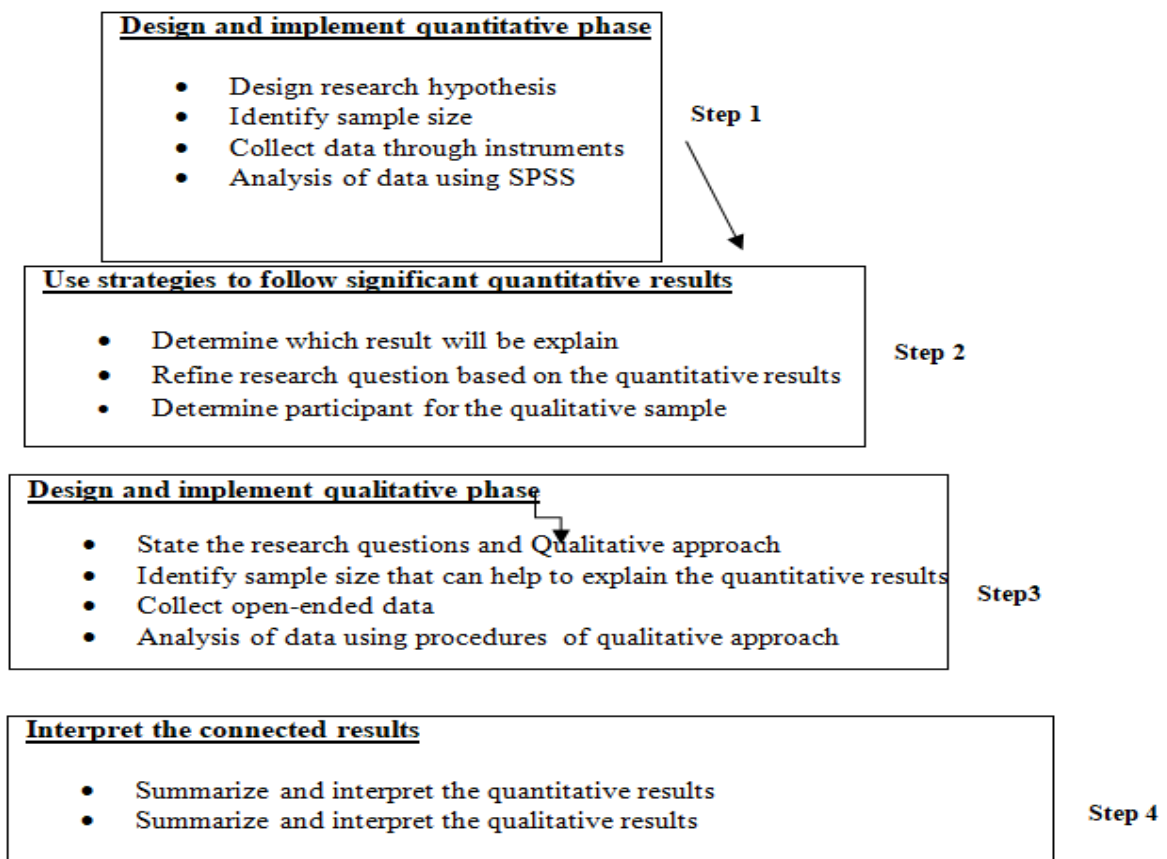


Figure3.2: Explanatory Sequential design (Creswell & Clark, 2011)

3.3.1.1 Identifying Sample Size

“Sampling is the process of selecting a few (a sample) from a bigger group (the sampling population) to become the basis for estimating or predicting the prevalence of an unknown piece of information, situation or outcome regarding the bigger group” (Kumar, 2011 p. 138). Which is an important part of a research process as it helps in informing the quality of references originated from the underlying findings (Onwuegbuzie & Collins, 2007). The sampling scheme in mixed methods study must be selected for the quantitative and qualitative components of the study. For quantitative study probability sampling is considered as ideal because the sample is the representative of the population from which it is drawn. However, in reality most of the social science and business research relies upon non

probability sampling (Hulland, 2018; Rowley, 2014). Most often, it is very difficult to compile the complete sampling frame. Second, researchers do not have clear information about the population to which they are seeking to generalize. Finally, even if researchers manage good sampling frame the problem of non-response bias may hinders its applicability (Rowley, 2014). In the present study, researcher could not manage the sample frame, because organizations were unable to share their employees lists with the researcher due to confidentiality.

Therefore,convenience sampling was used for the sampling purpose to collect the data. The data were collected from the head offices and call centres of the two organisations (Telenor and Mobilink) located in Islamabad, Peshawar and D.I Khan. In multivariate analysis, Balnaves and Caputi (2001, p. 94) highlighted that “sample size should be several times (10 times) as larger as the number of variables”. Additionally, Bartlett et al(2001, p.48) recommended that “the ratio of observations to independent variables should not fall below five. Therefore, the data was collected from 506 respondents of two organisations in the telecom industry of Pakistan. Which were more than 10 times of total variables (6) and more than five times the number of independent variables (2).

Qualitative data analysis is based on quantitative data analysis results which in only applied to support quantitative findings. Therefore, for the qualitative data analysis, purposive sampling is used to collect data from the five informants in the telecom sector of Pakistan.

In mixed methods studies, the relationship between quantitative and qualitative samples needs to be identified. These relationships can be identical, nested, parallel or multilevel. Identical relationship refers to the relation in which exactly the same sample members participate in quantitative and qualitative studies. Nested relationship identifies that the

sample selected for one phase of the study represents a portion of those participants selected for the other components of the investigation. Parallel relationship indicates that the samples for both components (qualitative and quantitative) are different, but drawn from the same population. Finally, in multilevel relationships, two or more sets of samples extracted from different populations (levels of study) are used (Onwuegbuzie & Collins, 2007). The sampling relationship for this current study was 'nested' since the subset of the sample for qualitative data collection (second phase) was based on the sample of quantitative data collection (first phase).

According to Burmeister (2012) and Sandelowski (1995), there is no commonly accepted sample size for qualitative study as the sample selection depends on the study purpose, research questions and richness of the data; for this reason, saturation of data was suggested, which might indicate the optimal sample size (Guthrie et al., 2004; Sandelowski, 1995). By definition, saturation of data means the replication of categories or information that in turn verifies and ensures comprehension and completeness. Therefore, the purpose of the qualitative data in this study is to support the main quantitative results and provide more in-depth insights.

3.3.1.2 Quantitative Data collection

In explanatory sequential design, data collection procedures involve collecting quantitative data at the first phase, analyse the data and based on these results, follow-up qualitative data collection. In this design, both data collections are related to each other. Typically, quantitative phase in this design emphasises a larger amount of quantitative data collection with a little emphasis on the qualitative data follow-up. In the quantitative phase of the current study, data were collected by a set of questionnaires consisting of different sections.

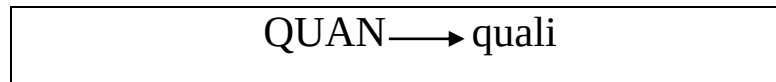


Figure 3.3: Explanatory sequential design

Note: ‘QUAN’ refers to quantitative phase and ‘qual’ refers to qualitative phase, → represent sequential design

In Section A, Bass and Avolio registered MLQ version 5X was adopted to collect data about transformational and transactional leadership styles. Transformational consists of five constructs (idealized influence behaviour, idealized influence attributes, inspirational motivation, intellectual stimulation and individualized consideration). Each construct measured by five items with five point Likert scale ranging from 1 “Not at all” to 5 “Frequently, if not always”. Similarly, transactional leadership style consists of three constructs (contingent reward, management by exception active and management by exception passive), each construct measured by five items with five point Likert scale ranging from 1 “Not at all” to 5 “Frequently, if not always”.

Meanwhile, in Section B, the content factor of change was, measured by Rafferty and Griffin (2006) change frequency questionnaire. Frequency of change was measured by six items using five point Likert scale ranging from 1 “strongly disagree to 5 “strongly agree”.

Trust in management, the context factor of change was measured through the instrument by Gillespie (2003) behavioural trust inventory. 10 items were used to measured trust in management, respondents’ responses were recorded using five point Likert scale ranging from 1 “Not at all willing” to 5 “completely willing”.

Participation in organisational change, the process factor was measured adopting organisational change Questionnaire-Climate of change, Processes and Readiness (OCQ-C, P, R) developed by Bouckennooghe, Devos and Broeck (2009). 12 items were used to

measured employees' participation, the responses were ranging from 1 "strongly disagree to 5 "strongly agree".

Finally, in Section C, Kelley (1992) instrument of followership dimensions was adopted to collect data about followership. Followership consists of two constructs (active engagement and independent critical thinking) each construct measured with 10 items ranging from 1 "Rarely" to 5 "Almost Always".

In the real data collection, 600 questionnaires have been distributed among employees of the telecom sector of Pakistan that consists of employees from different levels. The target locations were the head offices and different customer care centres of telecom companies. Among 600 questionnaires, 506 questionnaires were returned which was 84.33% of the total distributed questionnaires.

3.3.1.3 Quantitative Data Analysis

To analyse the quantitative data smartPLS 3.0 was used. It is structural equation modelling (SEM) technique which is used to test additive and theoretically supported causal models. According to Hair et al. (2014), PLS-SEM is applied to maximize the explained variance of the dependent variable (endogenous construct) by independent variable (exogenous construct). Like any other SEM The data analysis was completed with two phase, first, measurement model and second, structural model. In assessment of the measurement model three criteria are needed to be tested. These are the internal consistency reliability, convergent validity, and discriminant validity. Reflective measurement model is used as transformational and transactional leadership styles are second-order reflective-formative constructs (Arshad, Goh, & Rasli, 2014; Podsakoff, MacKenzie, Podsakoff, & Lee, 2003). PLS provides solution to analyse complex model at a time and provide complete solution.

To measure the internal consistency reliability, this study applied construct reliability (CR) which takes into account the different outer loadings of the indicator. The CR ranges from 0 to 1. Higher values indicate higher reliability. Specifically values from 0.60 to 0.70 are good for exploratory studies, while values between .70 and 0.90 can be regarded as satisfactory (Nunally & Bernstein, 1994).

Convergent validity explains the extent to which items measuring a construct converging in comparison to items measuring another variable or construct. In other words, it indicates the items variance explain by the construct (Hair et al., 2017; Urbach & Ahlemann). In PLS it is measure through AVE (average variance extracted) value. Therefore, the items that are indicators (measures) of a specific construct should share a high proportion of variance. To establish convergent validity, researchers consider the outer loadings of the indicators, as well as the (AVE). On the other hand, Discriminant validity highlighted the extent that a construct/variable under study are differ from another construct. Conversely, it explains that there should not be any cross loading between any two or more construct.

Second, to test the structural model of the direct relationship and moderation effects three main criterion are used, significance or relevance of the model (t-value), Coefficient of determination (R^2) and effect size (f^2).

First, significance or relevance of the model (t-value) gives approximate values of significance to test the structural path (Wong, 2013). PLS is non-parametric analysis which is distribution free (does not make the assumption of normality) therefore, bootstrapping procedure is applied to get significant t-value, furthermore bootstrapping makes the data approximately normal (Wong, 2013). The values for 1% significance level ($\alpha = 0.01$), 5%

($\alpha=0.05$), and 10% ($\alpha=0.10$) are 2.33, 1.645, and 1.28 in one tailed test. This study applied $t\text{-value} > 1.645$ for significance level ($\alpha=0.05$).

Second, coefficient of determination (R^2) tests the predictive accuracy of the model and explained the combine effect in the dependent (endogenous) constructs explained by all independent (exogenous) constructs. It explained the total variance explained in the endogenous construct by all of the endogenous constructs (Ramayah, Cheah, Chuah, Ting, & Memon, 2018). In this research Cohen (1988) values are used for acceptable R^2 . According to Cohen (1988), 0.02, 0.13, and 0.26 describes weak, moderate and substantial level of predictive accuracy.

Third, effect size (f^2) are used to identify individual exogenous construct effect on an endogenous construct. It explains how strongly one predictor explains variance in some outcome construct in terms of R^2 (Cohen, 1988, Ramayah et al., 2018). According to Cohen (1988) f^2 values of 0.02, 0.15, and 0.35 are considered as low, medium, and large effect sizes.

3.3.1.4 Qualitative Data Collection and Analysis

In the qualitative phase of this study, semi-structured interviews were conducted to gather data from five informants employing face to face interviews with the interview protocol designed in such a way that improves the information gathered from those five informants. Face to face interviews can help in picking up non-verbal cues and clarifies doubts and further assist in making a close association with the informants and therefore enhancing the validity of the information gathered (Crouch & McKenzie, 2006; Sekaran, 2003). The interview data were analysed using content analysis procedures.

3.3.1.4.1 Content Analysis

Content analysis is a qualitative method for analysing and interpreting data with its meaning (Schreier, 2012). It provides an opportunity for researchers to test different issues that can improve the understanding of a phenomenon (Elo & Kyngäs, 2008). In this study, content analysis was applied to the data obtained from the informants to answer specific study questions. To describe underlying research phenomenon, the precondition of a successful content analysis may be needed to reduce the data into concepts by creating categories, conceptual map or conceptual system (Elo & Kyngäs, 2008; Hsieh & Shannon, 2005).

There are two forms of qualitative content analysis; inductive content analysis and deductive content analysis (Elo & Kyngäs, 2008; Mayring, 2014). The inductive content analysis is applicable when there are insufficient or limited previous theories or research findings on the phenomenon of interest (Hsieh & Shannon, 2005; Mayring, 2014). This does not mean that the researcher's mind is entirely blank at the beginning of the research; instead, the analyst has some questions, study objectives and/or some assumptions in mind directed to the analysis (Harding, 2013; Schreier, 2012). On the other hand, deductive content analysis approach is applied when some views, theories, previous research findings, or conceptual frameworks regarding the underline phenomenon exist (Elo & Kyngäs, 2008; Hsieh & Shannon, 2005; Mayring, 2014). This study applied deductive qualitative content analysis as there were previous studies and related theories that exist related to leadership styles, organisational change and followership.

In both forms of qualitative content analysis, there is no specific way to analyse data; the key characteristic of all content analysis is that words of the underline text are classified into smaller categories (Weber 1990, Burnard, 1996). The starting phase of content analysis is the

selection of a suitable unit of analysis, which is important to ensure the credibility of analysis (Elo et al., 2014). The unit of analysis or meaning unit can be a word, letter, sentence, portion of pages, or drawings (Cho & Lee, 2014; Robson, 1993). The units of analysis for the current study were words and sentences extracted from the informants' data recorded with an audio recorder during face to face interview sessions.

After selecting a unit of analysis, a categorisation matrix was developed on the basis of the selected unit of analysis (Cho & Lee, 2014; Elo & Kyngas, 2008). The purpose of the categorisation matrix is to reduce a large number of data into manageable and content-related categories guided by existing theories and researches (Elo & Kyngas, 2008). The categorisation matrix for the present study was based on the previous literature related to leadership style, organisational change and followership (See Appendix J). After the development of categorisation matrix, data coding was employed. The process of data coding involves repeatedly reading the qualitative data and coding the data according to the pre-identified categories (Elo & Kyngas, 2008; Mayring, 2014). In this current study, the data were read and listened repeatedly to code them into the pre-identified categories. These include the data describing that employees discuss their problems with their leaders, which was categorised into trust in the management category. At the final stage, the data were ready for interpretation by considering the general and unique themes in the categorisation matrix, while the findings can be described in the light of previous theories, studies and models (Cho & Lee, 2014; Elo & Kyngas, 2008; Mayring, 2014).

3.5 Ethical Consideration

Ethics is the branch of philosophy which described the dynamics of making decision regarding what is right and wrong. Similarly, research ethics explain to do what is legally

and morally right in research. It is normally the code of conduct that differentiate between acceptable and unacceptable, and right and wrong behaviour (Fouka, & Mantzorou, 2011). In this research author tried his best to conduct the research through ethical way. Therefore, before the data collection consent letter was issued from the faculty contained the researcher information, research title and purpose of the research. Before the questionnaires distribution author received permission from the target organizations by the consent letter issue by the faculty. A brief consent statement was written at the start of each questionnaire so that all respondents are aware about the research before filling the questionnaire. To maintain confidentiality of the respondents all the questionnaires were filled without any identification of the employees.

Moreover, to get valid and reliable data researcher gave sufficient time to respondents to fill the questionnaire with ease and with comfort. Every respondent had given freedom of choice to withdrawn from the data collection process any time due to any personal or organizational reasons.

3.6 Semi-structured Interview Protocol

Semi-structured interview provides insider perspective with more depth and detail, while it also allows hypotheses testing and the quantitative analysis of interview responses (Leech, 2002). Building rapport is very much important, and during the introduction the researcher provide the statements which include consent, confidentiality, option to withdraw. and scope and use of the results (Rabionet, 2011). Researcher tried to build rapport at the start of the interview in order to ease the informants and make them feel confident to provide candid answers to the questions. This study is based on explanatory sequential design and the qualitative data collection is based on quantitative data analysis findings. Therefore, the

interview protocols are designed on the bases of quantitative results. The interview protocols are designed in such a way that the answers support the quantitative phase and provide more in-depth insights to the underline phenomenon.

3.7 Chapter Summary

This chapter was dedicated to the methodology followed in the current study for data collection and analysis. This chapter has explained the philosophical standpoint of the study followed by a mixed methods approach. In mixed methods approach, the explanatory sequential design was applied for data collection and analysis. The main part of the study was quantitatively followed by qualitative part, which was used to support the results of the quantitative phase.

CHAPTER 4

QUANTITATIVE ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

This chapter discusses the quantitative analysis finding and discussion. It starts with a discussion of the results from the pilot test and a reliability analysis of the questionnaire used in the study. Following the reliability analysis, sample size and respondents' demographic details for quantitative study phase are discussed. Normality tests and descriptive statistics results have been provided to outline the distribution and frequencies of respondents' responses regarding leadership style questionnaire (MLQ), factors of organizational change questionnaire and followership questionnaire.

In the pilot study, 100 questionnaires were distributed and 99 questionnaires were returned which means the response rate was 99% (Table 4.1). In the pilot study 68% were male and respectively 31% female respondents participated, hence the male respondents represent more than half of the respondents. In terms of age, 47% of respondents represent the age group of 26-30 which is the highest percentage among other age groups. The highest academic qualification is master level because it shows 51% of the academic qualification among all other groups. Further, the level of experience range from the highest 1-5 years which is 55% to the lowest which is less than 1 year therefore represents 9% of the experience level.

Table 4.1: Respondents' Demographic Details for Pilot Study

Characteristics	Profile	Percentage
Gender	Male	68.0
	Female	31.0
	Missing	1.0
Age	20-25	19.0
	26-30	47.0
	31-35	20.0
	36-40	11.0
	More then 40	2.0
	Missing	1.0
Academic Qualification	Bachelor	41.0
	Master	51.0
	M. Phil	7.0
	PhD	0.0
	Missing	1.0
Length of service	Less than 1 year	9.0
	1-5 years	55.0
	6-10 years	22.0
	More than 10 years	13.0
	Missing	1.0

4.2. Measurement Model

Measurement model explains the validity and reliability of the items or indicators. There are two criteria used to assess the validity and reliability, internal consistency and indicator reliability, and convergent and discriminant validity. revolves around the measure of FRLM. Teper and Percy (1994), Tracey and Hinkin (1998), and Tejeda et al. (2001) reported high correlation among the five factors of transformational leadership, and three factors of transactional leadership, which shows that they are not separated from each other (Northouse, 2013). Therefore, in this study transformational and transactional leadership used as a single construct during structural model testing.

4.2.1 Internal Consistency and indicator reliability

Internal consistency explains the degree to which each item of the underline construct is interrelated to each other. In other words, it shows the inter-correlation of the indicators. Composite reliability (CR) are used to measure internal consistency (Gefen, Straub, & Boudreau, 2000). The acceptable values of CR are values greater than 0.60 are acceptable, values between 0.70 to 0.90 are satisfactory (Ramayah, Cheah, Chuah, Ting, & Memon, 2018). Table 4.2 indicates that the Value of CR of each construct is greater than 0.70 which means that all items under single construct have higher inter-item correlation.

Moreover, according to Urbach and Ahlemann (2010), indicator reliability highlighted the extent to which a set of indicators is consistent to what it intends to measure. The acceptable values to achieve indicator reliability are 0.5, 0.6 and 0.7 (Ramayah et al., 2018). Table 4.2 further shows the result of indicator reliability and most of the factor loadings are greater than 0.7. which means that indicator reliability has been achieved.

Table 4.2: Measurement model items loading, Composite Reliability and AVE

Construct	Items	Loadings	CR	AVE
Active Engagement	AE1	0.671	0.874	0.501
	AE2	0.718		
	AE4	0.547		
	AE5	0.753		
	AE6	0.621		
	AE7	0.837		
	AE8	0.769		
Independent Critical Thinking	ICT10	0.739	0.783	0.516
	ICT3	0.753		
	ICT8	0.611		
	ICT9	0.648		
Idealized Influence Attributes	IIA1	0.816	0.838	0.568
	IIA2	0.594		

Table 4.2 continued

	IIA3	0.802		
	IIA4	0.767		
	IIB2	0.608		
Idealized Influence Behaviour	IIB3	0.855	0.815	0.595
	IIB4	0.806		
Inspirational Motivation	IM1	0.594		
	IM3	0.772	0.705	0.501
	IM4	0.819		
Intellectual Stimulation	IS1	0.808		
	IS3	0.744	0.757	0.512
	IS4	0.762		
Contingent Reward	CR1	0.607		
	CR2	0.714	0.785	0.554
	CR4	0.596		
	IC1	0.628		
Individualized consideration	IC3	0.787	0.791	0.563
	IC4	0.722		
	MBEA2	0.802		
Management by Exception Active	MBEA3	0.853	0.732	0.501
	MBEA4	0.506		
Management by Exception Passive	MBEP3	0.671	0.716	0.511
	MBEP4	0.758		
Frequency of Change	CF4	0.701		
	CF5	0.757	0.772	0.53
	CF6	0.726		
	TM10	0.706		
	TM7	0.803		
Trust in Management	TM8	0.832	0.868	0.623
	TM9	0.811		
	PART1	0.762		
	PART10	0.795		
	PART11	0.811		
	PART12	0.644		
	PART3	0.748		
Participation	PART4	0.543	0.902	0.539
	PART8	0.699		
	PART9	0.826		

AE 3,9, 10, ICT 1,2,4,5,6,7, IIB2, IIM2, IS2, CR3, IC2, MBEA1, MBEP1,2, CF,1,2,3, TM1,2,3,4,5,6, PART2,5,6,7 items are deleted due to low loading.

4.2.2 Convergent and Discriminant Validity

For the purpose of obtaining convergent validity each construct should explain at least 50% variance ($AVE \geq 0.50$) by the assigned items/indicators values (Hair et al., 2017). Table 4.2 above shows the value of AVE for each construct and all the values are higher than .50. it shows that convergent validity is achieved.

To check the discriminant validity Fornell and Larker's (1981) criterion is used. It states that the squared root of the AVE on the diagonal should be higher than the correlation on the off-diagonal. Table 4.3 indicates that on diagonal values are higher than the off-diagonal values. Which means that discriminant validity has been achieved.

Table 4.3:Discriminant Validity using Fornell and Lacker Criterion

Const	AE	CR	CF	IIA	IIB	ICT	IC	IM	IS	MBEP	MBEA	PART	TM
AE	0.71												
CR	0.568	0.74											
CF	0.366	0.148	0.728										
IIA	0.618	0.411	0.351	0.75									
IIB	0.599	0.471	0.311	0.426	0.77								
ICT	0.652	0.414	0.235	0.551	0.495	0.69							
IC	0.543	0.284	0.319	0.312	0.432	0.525	0.75						
IM	0.583	0.393	0.453	0.551	0.568	0.465	0.422	0.641					
IS	0.632	0.430	0.327	0.513	0.583	0.485	0.655	0.467	0.72				
MBEP	0.245	0.164	0.309	0.251	0.206	0.291	0.291	0.328	0.268	0.715			
MBEA	0.479	0.459	0.414	0.372	0.661	0.380	0.495	0.539	0.515	0.31	0.71		
PART	0.710	0.636	0.440	0.460	0.584	0.700	0.574	0.494	0.581	0.271	0.56	0.734	
TM	0.742	0.541	0.397	0.445	0.511	0.609	0.529	0.527	0.545	0.301	0.572	0.715	0.79

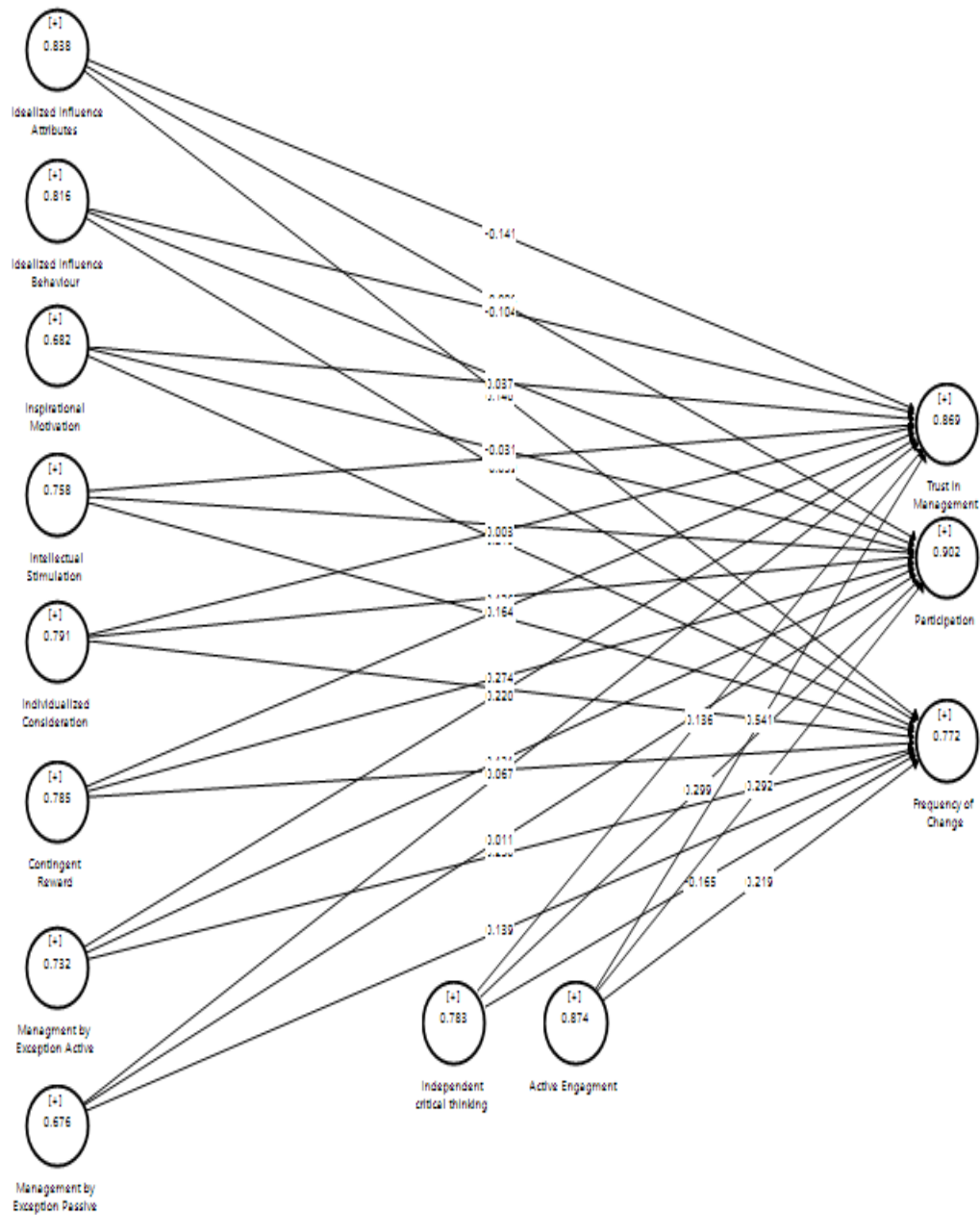


Figure 4.1: Measurement model, Leadership styles, followership and factors of organizational change

4.3 Respondent Demographic Details for Quantitative Study

These 506 questionnaires were filled by 72.7% male respondents and 27.3% female respondents thus this shows that male respondents represent more than half of the respondents. The maximum age group of the respondents lies between 26-30 years of age

which is 41.9 %. The second age group that represent most respondents was 31-35 years of age which is 28.7%. The highest level of academic qualification was master level which depicted 59.3% of the academic qualification and the second was bachelor level which showed 22.5% of the total qualification. In terms of experience, 45.1% of respondents had worked for 1 to 5 years, and 31.2% respondents had worked for 6 to 10 years. Table 4.4 shows the demographic details of the respondents.

Table4.4: Respondents’ Demographic Details for Quantitative Study

Characteristics	ProfileNO.	Percentage
Gender	Male	368 72.7
	Female	138 27.3
Age	20-25	59 11.7
	26-30	212 41.9
	31-35	145 28.7
	36-40	57 11.3
	More than 40	336.5
Academic Qualification	Bachelor	114 22.5
	Master	300 59.3
	M. phil	85 16.8
	PhD	61.2
	Missing	10.2
Length of service	Less than 1 year	57 11.3
	1-5 years	228 45.1
	6-10 years	158 31.2
	More than 10 years	63 12.5

4.4Structural Model, Direct Hypotheses Testing

In this study six direct hypotheses were developed between the two independent (transformational and transactional leadership styles) and three dependent

constructs (frequency of change, trust in management and employees' participation). To test the significance level of each hypothesis, t-statistics are produced using bootstrapping function in SmartPLS 3.0. Table 4.5 shows that transformational and transactional leadership style have significant positive affect on factors of employees' reactions (frequency of change, trust in management and employees' participation) as t-value ≥ 1.645 at 0.05 level of significance. Moreover, the β values of transformational leadership ($\beta=0.303$, $\beta=0.387$, $\beta=0.418$) indicates that with every one-unit increase in transformational leadership causes 0.303, 0.387, 0.418 percent increase in the frequency of change, employees' participation and trust in management respectively. Similarly, the β values of transactional leadership style ($\beta=0.175$, $\beta=0.209$, $\beta=0.184$) highlights that with every one-unit increase in transactional leadership causes 0.175, 0.209, 0.148 percent increase in the frequency of change, employees' participation and trust in management respectively. The R^2 values of 0.197, 0.307, 0.316 shows that both transformational and transactional leadership styles accounted for 0.197% variance in frequency of change, 0.307% variance in participation and 0.316 percent variance in trust in management respectively.

To assess the effect size of individual construct, Cohen's f^2 is applied. The f^2 analyzes the effect of an independent (exogenous) construct on dependent (endogenous) construct. Particularly, it measures how strongly one independent variable contributes to certain dependent variable in terms of R^2 (Ramayah et al., 2018). According to Cohen (1988), values of 0.35, 0.15, and 0.02 indicates large, medium and small effects. Table 4.5 below, shows that Transformational leadership has small effect on frequency of change (0.058), medium effects on participation (0.11) and trust in management (0.13). On the other hand, in terms of transactional leadership all three effects is low; frequency of change (0.020),

participation (0.032), and trust in management (0.025). Therefore, it is concluded, that transformational leadership style has more positive effect on factors of employees' reactions in organizational change context as compared to transactional leadership style.

Table4.5:Testing of Direct Effect Hypotheses

Relationship	Std.Beta	Std.Error	t-value	Decision	R ²	f ²
H1a Transf Leadership-> FC	0.303	0.059	5.056	Supported	0.197	0.058
H1b Transf leadership -> PART	0.387	0.053	7.299	Supported	0.307	0.110
H1c Transf leadership -> TM	0.418	0.060	6.988	Supported	0.316	0.130
H2a Transa Leadership-> FC	0.175	0.058	3.308	Supported		0.020
H2b Transa leadership -> PART	0.209	0.051	4.111	Supported		0.032
H2c Transa leadership -> TM	0.184	0.057	2.907	Supported		0.025

FC= change frequency, PART= Participation, TM= Trust in management



Figure4.2: Direct effect structural model

4.4.1 Discussion Transformational Leadership Style and Frequency of Change

Table 4.5 above shows that transformational leadership has significantly affect frequency of change as t-value ≥ 1.645 at 0.05 level of significance. Moreover, the β value of transformational leadership ($\beta=0.303$ indicates that with every one-unit increase in transformational leadership causes 0.303, percent increase in the frequency of change. It has been concluded that transformational leadership suits for organizational change. Managers with transformational leadership behaviours promote changes within the organization. This result supported the past finding of Bass and Riggio (2006) and Eisenbach et al. (1999) who claimed that transformational leadership style is an appropriate style of leadership when dealing with organizational change.

At group level, transformational leaders convey to employees a strong vision, encourage critical thinking about changes, boost their adaptation confidence, and highlight the importance of performance that goes beyond self-interest (Bass, 1999; Carter., et al 2013). Due to such leadership behaviour, employees respond favourably to changes. According to Detert and Buris (2007) and Herold et al. (2008), transformational leadership was positively related to change commitment and job performance at the unit level and organizational level. Rafferty and Restubog (2010) concluded that frequent changes at lower hierarchal levels involve informal communication and participation.

Carter et al. (2013) argued that the relationship between transformational leadership and employee performance was mainly due to relationship quality developed between the manager and employee during organizational change. Moreover, the link between relationship quality and performance was stronger when change frequency was high

(Carter et al., 2013). Apart from employee's likeness or dislikeness, they may still perceive repeated changes as effective (Smissen et al., 2013). A study conducted by Akhtar et al. (2016) about exit, voice, loyalty, and neglect reactions to the frequency of change, and impact of the change in the Pakistani context concluded that the frequency of change negatively related to exit, voice and neglect while positively related to loyalty when past changes were unsuccessful. But when past changes were successful, frequency of change was reflected to relate to lower loyalty and higher exit, voice, and neglect. Successful past changes may trigger employees' perception that the chance of the organization to or will re-engage in the change programmes is higher than circumstances where past changes have failed. Thus employees perceived that successful past change implementation results in the chance of future organizational changes that lead to job insecurity, exit, voice, neglect and lower loyalty (Akhtar et al., 2016).

High frequency of change result negative in employees' reactions like negative emotions (Smollan et al., 2010), job dissatisfaction and turnover intention (Rafferty & Griffin 2006). This is the transformational leadership that makes followers be visionary, participative and trustworthy to cope with frequent changes. Organization undergoing frequent changes is considered as more successful when led by a transformational leader. The findings of Boga and Ensari (2009) explained that organizational success would be better under high organizational change managed by a transformational leader than low organizational change. In terms of followers, transformational leadership had a long-term and positive effect on followers' appraisal of change. Therefore, in the telecom sector of Pakistan it is concluded that during planning and implementation, the more visionary leaders (managers) are, the more the followers appraise the change positively at the final stage (Holten & Brenner 2015).

4.4.2 Discussion Transformational Leadership Style and Trust in Management

Table 4.5 above highlighted that transformational leadership style has significant positive affect on trust in management as $t\text{-value} \geq 1.645$ at 0.05 level of significance. $\beta = 0.387$ shows that with every one-unit increase in transformational leadership causes 0.387 percent increase in the trust in management.

According to Yang (2016), employees' trust in the management have positive influence on working relationship which can lead to enhancement of the leader-member trust relationship as well as leading to the greater involvement in workgroup tasks and stronger change commitment. These results are in line with social exchange theory as trust in management is considered as a central element of leader-follower relationship (Bass, & Avolio, 1990; Bligh, 2017). According to social exchange theory, trust plays a crucial role in building a social exchange in that the initiation of social exchange relationship needs the originator (manager) to trust that the recipient responds (reciprocate) in kind (Aryee et al., 2002; Blau 1964; Haas & Deseran 1981;). These results were also consistent with the study of Herold et al. (2008), that the transformational leadership has been proven to strengthen leadership trust and change commitment during organizational change. Smollan (2013) concluded that for an organization, trust in management has important consequences before, during and after the organizational change. Distrust perceptions results in higher stress, turnover intention and lower commitment to change. Furthermore, ability, benevolence and integrity are highly relevant construct involved in an organizational change.

A study conducted by Yasir et al. (2016) in Pakistani context about transformational leadership style, employee trust and organizational change capacity, concluded that

transformational leadership style was positively related to employee trust on the leader (manager). Due to the motivational and inspiring attitude, transformational leadership develops a trustworthy relationship with their followers. Employees' trust in management also positively related to organizational change capacity. Therefore, in order to engage employees during a change process in Pakistani context, leader needs to acknowledge their contribution, give inspiration which positively influences organizational change as transformational leadership built trustworthy relation with employees (Yasir et al., 2016).

Sloyan and Ludema (2010) argued that trust can be built throughout a change initiative incrementally. The goal of the change leader is to ensure positive movement: the acceptance of change will increase as the level of trust increases. Furthermore, Boehm et al. (2015) argued that transformational leadership climate increases employees' collective trust in leadership (management) and high level of trust may increase cooperation and organizational performance. Neves and Caetano's (2009) study about commitment to change, trust in management and work outcomes, concluded that affective commitment to change is positively related to trust in supervisor. The more the employees commit towards organizational change, the more they trust in authorities. Moreover, they also explained that trust in management mediated three work outcomes: decrease turnover intention, increase perceived performance, and promote positive citizenship behaviour.

This study confirms Bass' (1985) original claim of transformational leadership which explained that value congruence and trust are important characteristics in transformational leaders when evaluating followers' (employees) development and performance. Transformational leaders serve as role models of self-sacrifice and determination to motivate followers during vision implementation process and make the decision on the basis of intuitions (Busari & Spicer, 2015; Kouzes & Posner, 1995). As a result, employees

demonstrate a higher degree of trust and commitment to achieving the vision (Conger & Kanungo, 1987; Gardner & Avolio, 1998). Therefore, in order to maintain positive employees' reactions in the telecom sector, managers need to understand employees needs and provide supportive and integrative working environment during changing situations which result in higher level of trust in management.

4.4.3 Discussion Transformational Leadership Style and Employee Participation

Table 4.5 above depicts that transformational leadership style has significant positive affect on employees' participation as t-value ≥ 1.645 at 0.05 level of significance. Furthermore, the β value of transformational leadership $\beta=0.418$ indicates that with every one-unit increase in transformational leadership causes 0.418 increase in employees' participation.

It has been confirmed that transformational leadership has a positive effect on employee participation (Bass, 1985; House, Spangler & Woycke, 1991). Transformational leadership articulate a compelling vision, communicating high expectations and motivate followers through intellectual stimulation to meet these expectations. Managers with transformational leadership style practice collaborative style and give followers opportunities to participate in decision making (Lau, 2014). According to the theory of planned behaviour, when employee perceive that they have support from the important person (leader) and they have personal control on their behaviour, then they are to produce behaviour willingly (Ajzen, 1991). Therefore, this result is in line with the theory of planned behaviour as transformational leader supports employees' participation and provides support through individualized consideration.

According to Sverke et al. (2008), employee participation led to a positive work attitude, planned downsizing, and important for the success of any kind of organizational change.

Employee' participation is critical for the successful implementation of organizational change. Participative strategies like team meetings are required to reduce job-related uncertainties. Moreover, employees' participation in decision-making results in reduced uncertainty regarding factors affecting them, and they feel more comfortable with change outcomes (Bordia et al., 2004). Transformational leaders coordinate with employees, provide opportunities to participate in decision-making, and share their knowledge with employees, and as a result, transformational leaders affect organizational change processes (Boga & Ensari, 2009). A study conducted by Bouwmans et al. (2017) about transformational leadership, participation and team learning has concluded that participation in decision making mediated the relationship between transformational leadership style and team learning, such as in providing participation in decision making, transformational leaders also enhanced team learning capabilities. Managers with transformational leadership style show personal interest in employees' development through individualized consideration and by providing clear future goals through inspirational motivation. Transformational leaders also enhance individuals, teams and organizational performances and increase innovation, creativity and employee participation during organizational improvements. Transformational leaders reduce employee burnout by providing motivation and empowerment during organizational change (Warrick, 2011). It has been concluded that transformational leadership style provides opportunities for participation during organizational change in the telecom sector of Pakistan. It empowers followers to take actions and provide feedback regarding the underline change. Participation in change implementation reduces negative employees' reactions (resistance, stress, job dissatisfaction) and promotes positive employees' reactions (readiness, openness and commitment) to help successful implementation of organizational change.

4.4.4 Discussion Transactional Leadership Style and Frequency of Change

Table 4.5 below shows that transactional leadership style has significant positive affect on frequency of change as t-value ≥ 1.645 at 0.05 level of significance. Moreover, the β value of transactional leadership $\beta=0.175$, indicates that with every one-unit increase in transactional leadership causes 0.175 percent increase in the frequency of change.

The result of this study find to be consistent with some previous research that confirms that transactional leadership style promotes organizational changes and is positively related to organizational change (Lowe et al., 1996; Long & Mao, 2008; Yasir et al., 2016). According to Harms and Credé (2010), and Judge and Piccolo (2004), it is the duty of the transactional leader to be supportive, interactive and dynamic in order to acknowledge employees' efforts and achievements by reward, and reward can be intrinsic or extrinsic in nature. Past research showed that transactional leaders that apply contingent reward (managing incentives) can support and manage organizational change process (Bass & Avolio, 1990). Diab (2014) concluded that transactional leadership style was positively related to all area of organizational change (technological change, change in organizational structure and human resource and job description) in Jordanian pharmaceutical companies.

Transactional leaders clarified goals and objectives and set predefined targets for their followers by using contingent reward, this builds commitment from followers in order to achieve those targets. It also highlights that individuals who participates in organizational change and innovation are valued by the organization, and will, therefore, be properly rewarded. Apart from contingent reward, transactional leaders also followed management by exception to closely monitor employee performance during organizational change.

Transactional leaders took corrective actions when they found deviations from the targets, such as in providing constructive feedback (Avolio et al., 1999; Pearce et al., 2003).

Prasad and Junni (2016) conducted a study about CEO leadership styles and organizational innovation concluded that along with transformational leadership, transactional leadership style also was positively related to organizational innovation. Moreover, they further claimed that if the external environment is more dynamic, then transformational leadership is best suited for innovation than transactional leadership style. Yasir et al. (2016) confirmed that transactional leadership was positively related to organizational change capacity which is *“a dynamic, multidimensional capability that enables an organization to upgrade or revise existing organizational competencies, while cultivating new competencies that enable the organization to survive and prosper”* (Judge, 2011, p. 14).

It has been confirmed that transactional leadership is also related to organizational change in the telecom sector of Pakistan. The contingent reward and management by exception make transactional leaders active and participative to implement organizational changes. The relationship between followers and transactional leaders are instrumental in nature (based on reward) unlike transformational leadership relationship which is based on vision, charisma, and motivation. Therefore, transactional leadership style is less positively ($f^2=0.02$) related to organizational change than transformational leadership style ($f^2=0.05$).

4.4.5 Discussion Transactional Leadership Style and Trust in Management

Table 4.5 indicates that transactional leadership style has significant positive affect on frequency of change as t-value ≥ 1.645 at 0.05 level of significance. Moreover, the β value of transactional leadership $\beta=0.209$, indicates that with every one-unit increase in transactional leadership causes 0.209 percent increase in the frequency of change.

Transactional leadership style increases the development of trust in the leader. Management by exception leads to calculus-based trust through controlling and monitoring subordinate performance. On the other hand, the contingent reward increased the knowledge-based trust when leaders promised the exchange of material or non-material recognition against better performance and target achievement (Hartog et al., 2002). According to Bligh (2017), in terms of the organizational transformation, trust in management (leadership) increased employee readiness. Moreover, organization that was undergoing a merger, downsizing or relocating, a higher level of trust enhanced employees' commitment towards organization. The development of trust acts like an important buffer when change is necessary or when new processes need to be implemented.

According to Muhamad and Yahya (2016), transactional leadership style is positively related to followers' trust. Followers' trust in transactional leadership can be enhanced by effectively utilizing contingent reward and management by exception (active) characteristics. A study conducted by Sarwar and Mumtaz (2017) analyzed trust in leadership as a mediator between the relationship of leadership style and organizational identification, concluded that transactional leadership style is positively related to trust in leadership during the process of organizational identification. Employees' organizational identification was high during high trust in managers' perceived transactional leadership behaviour.

The behavioral integrity of leaders is the critical aspect of followers' trust in management (leadership). According to Simons' and Simons et al. (2002, 2015), behavioral integrity refers to the ability of the leaders to practice what they preach (Walk the talk). According to Sloyan and Ludema (2015), trust in leadership comprised of three categories: leadership

support, leadership credibility, and leadership dedication of resources. In this case, transactional leadership supports their followers by continuously monitoring the employees' performance during organizational change through management by exception (active). Moreover, through contingent reward, transactional leaders dedicate the resources in terms of rewards and reinforcement to the employees, during and after their participation in the change processes. Reinforcement and exchange theories also highlighted that reward and performance recognition is crucial in order to heighten followers' motivation and in building trust (Pearce & Sims, 2002).

4.4.6 Discussion Transactional Leadership Style and Employee Participation

Table 4.5 highlights that transactional leadership style has significant positive affect on frequency of change as $t\text{-value} \geq 1.645$ at 0.05 level of significance. Moreover, the β value of transactional leadership $\beta=0.184$, indicates that with every one-unit increase in transactional leadership causes 0.184 percent increase in the frequency of change.

Transactional leaders follow consultative style for decision making. For the exchange process, transactional leaders first recognize followers' desires and needs and then identify how those desires and needs can be satisfied through exchange process that is based on employees' performance. By articulating the needs and desires of employees and the results of their behaviours, transactional leaders can build confidence in employees to perform the necessary efforts to achieve the desired results. The employee participation is based on rewards, agreements, and negotiation with the leader. The employees' participation is high if leaders clearly understand employees' needs and clearly explain the exchange process (Judge & Piccolo, 2004; Lau, 2014).

In terms of organizational change, employee participation was positively related to employee reaction towards organizational change for example, participation in change processes reduced uncertainty (Bordia et al., 2004), enhanced employees' openness towards organizational change (Augustsson et al., 2017; Hideg et al., 2011), and strengthened change commitment (Lines & Selart 2013). Therefore, the results of this study highlighted that transactional leaders promote employees' participation in an organizational change in order to successfully implement and institutionalize change in organization.

A study conducted by Deichmann and Stam (2014) about leadership styles and organization-focused idea generation programme in four German branches of a logistics company argued that transactional leaders foster commitment by directly communicating the value of participation in the programme. Moreover, transactional leaders highlighted the tangible incentives for successful initiation and development of ideas. Judge and Piccolo (2004) concluded in their meta-analysis that contingent reward was positively related to employee motivation which ultimately resulted in employee participation. Additionally, Jansen, Vera, and Crossan (2009) argued that at an organizational level, transactional leadership was suitable to motivate followers in order to contribute and participate in process management systems such as organizational change. Therefore, transactional leadership style in some context (organizational change), motivate followers more as it gives them a clear path and proper rewards for achieved targets.

4.5 Testing of Moderation Hypotheses, Transformational Leadership Style, Followership and Factor of Employees' Reactions

In this section, the researcher analysed the moderation effect of followership between the relationship of leadership styles and organizational change factors. Moderation analysis

was conducted by SmartPLS 3.0. For the purpose of clear understanding, all developed hypotheses were interpreted separately. A simple slope analysis was also conducted to get a more in-depth interpretation of the results. Table 4.6 below shows the moderation results of transformational leadership style, Followership and factors of employees' reactions (Frequency of change, Trust in management and employees participation). Figure 4.2 highlighted significant moderation effects, t-values >1.96 at $\alpha = 0.05$ level of significance. Table 4.6 highlights that due to moderation effect .015% change accounted in the frequency of change. Similarly, .036% change occurred in the trust in management due to the interaction of transformational leadership and followership. Moreover, .013% change recorded in employees' participation due to the moderation effect of transformational leadership and followership. All of the moderation effects are significant as the t-values > 1.645 at $\alpha = 0.05$ level of significance.

Table 4.6: Moderation results transformational leadership, followership and factors of employees' reactions

	Relationship	Std. Beta	Std. Error	t-value	R²	R² Change
H3a	Follower and Transf L1>FC	-0.051	0.048	1.637	0.224	0.015
H3b	Follower and Transf L2 ->TM	-0.040	0.039	1.919	0.396	0.036
H3c	Follower and Transf L3 -> PART	-0.094	0.092	3.856	0.384	0.013

FC= Frequency of Change, TM= Trust in Management, PART= Employees Participation, Transf L= Transformational Leadership

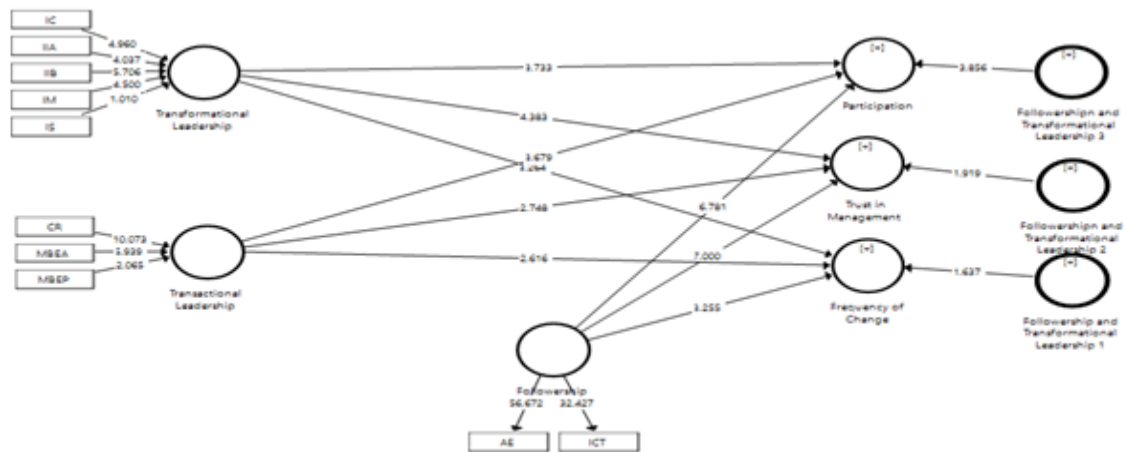


Figure 4.3: Moderation Effect transformational leadership, followership and factors of employees' reactions

Figure 4.4 further shows the results of the simple slope analysis about followership moderation that indicated the significant negative effect of the moderator on the direct relationship of transformational leadership style and frequency of change. In order to understand the influence of moderator by illustrating the variation of slopes, values having 1 (S.D.) above and below the mean were used. It showed that transformational leadership contributed more to the frequency of change when followership moderation effect was low, as the steepness (slop) of the line was going higher. At the medium level of the followership, the conditional effect of transformational leadership on the frequency of change was medium. At the higher followership moderation, the conditional effect of transformational leadership on the frequency of change was lower.

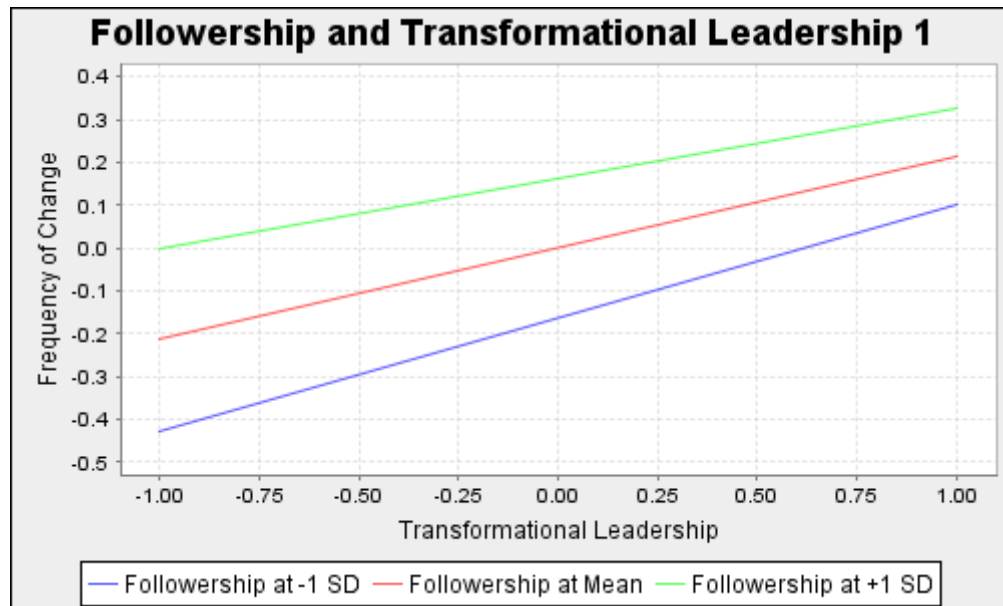


Figure 4.4: Interaction Graph of Moderation Effect, Transformational leadership and Frequency of change.

Figure 4.5 shows the results of the simple slope analysis about followership moderation that indicated the significant negative effect of the moderator on the direct relationship of transformational leadership style and trust in management. In order to understand the influence of moderator by illustrating the variation of slopes, values having 1 (S.D.) above and below the mean were used. It shows that transformational leadership contributed more to the trust in management when followership moderation effect was low, as the steepness (slope) of the line was going higher. At the medium level of the followership, the conditional effect of transformational leadership on trust in management was medium. At the higher followership moderation, the conditional effect of transformational leadership on trust in management was lower.

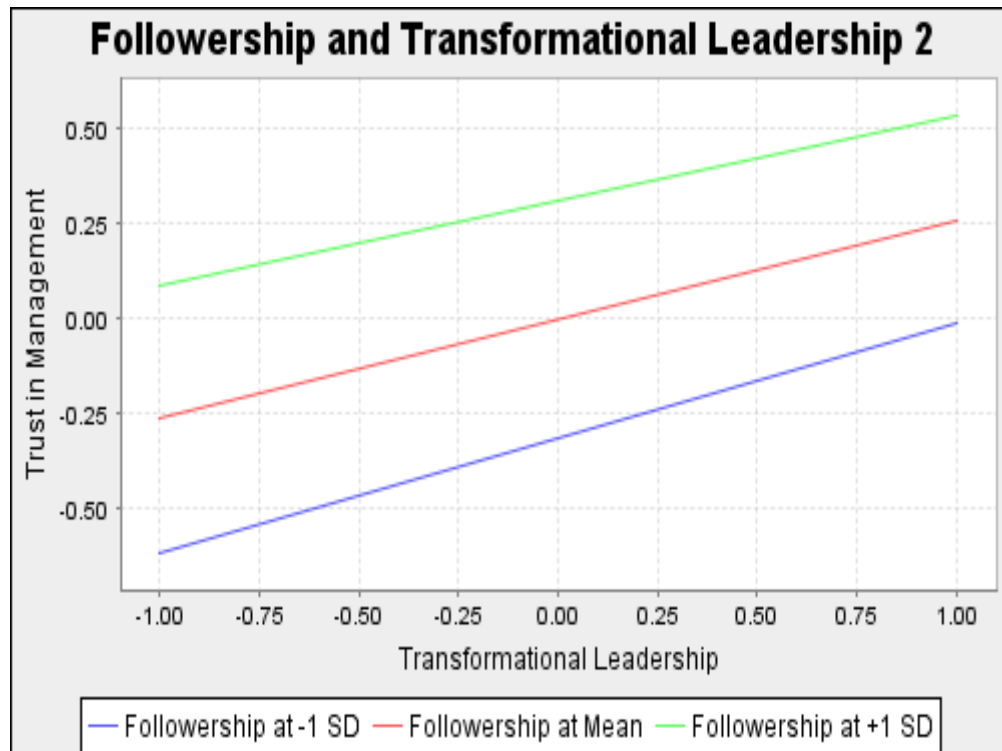


Figure 4.5: Interaction Graph of Moderation Effect, Transformational Leadership, Trust in Management

Figure 4.6 shows the results of the simple slope analysis about followership moderation that indicated the significant negative effect of the moderator on the direct relationship of transformational leadership style and employees' participation. In order to understand the influence of moderator by illustrating the variation of slopes, values having 1(S.D.) above and below the mean were used. It showed that transformational leadership contributed more to the employees' participation when followership moderation effect was low, as the steepness (slope) of the line was going higher. At the medium level of the followership, the conditional effect of transformational leadership on employees' participation was medium. At the higher followership moderation, the conditional effect of transformational leadership on employees' participation was lower.

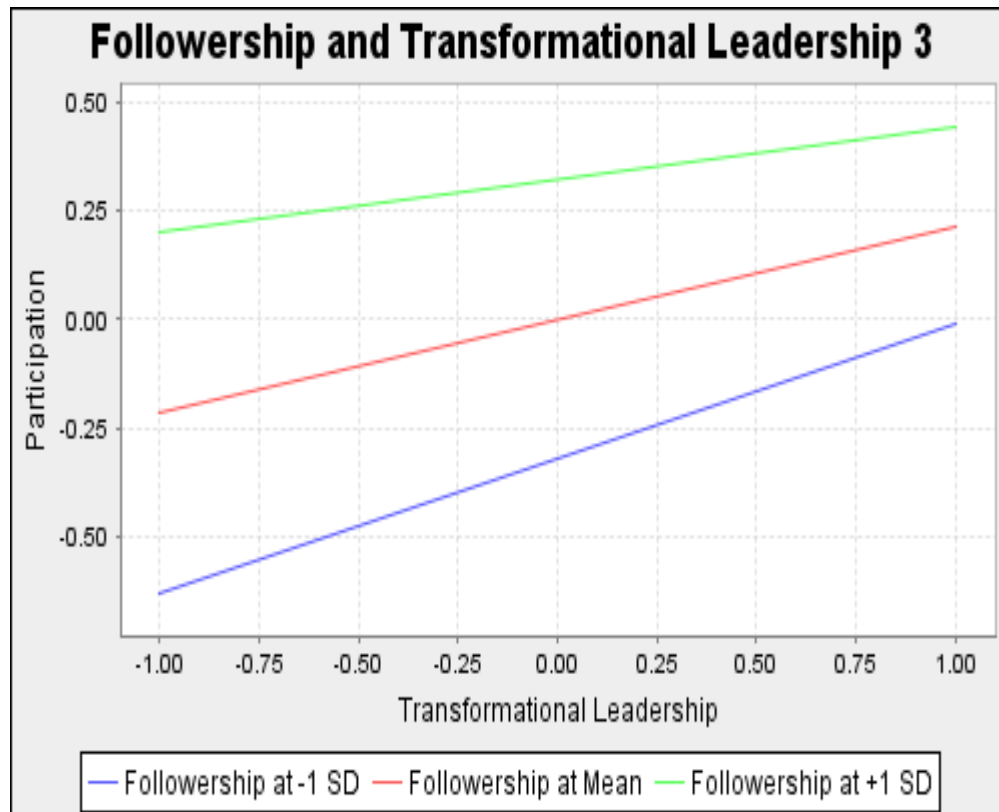


Figure 4.6: Interaction Graph of Moderation Effect, Transformational leadership and Employees participation

4.5.1 Discussion Followership Moderation, Transformational Leadership Style and Frequency of Change

According to Dvir and Shamir (2003), followers who possessed more positive characteristics such as independent critical thinking, responsible, have initiative, and work autonomously would be expected to have a higher growth need. Moreover, followers having the characteristics as defined by Kelley (1992, 2008), are also proactive and perform beyond expectations. Zhu (2009) concluded that followership moderated the relationship between transformational leadership style and work engagement. It has been confirmed that not only transformational leaders but followership are also equally important for organizational change processes. The moderation results further explained that when followers are becoming the more independent critical thinkers and when they are

actively engaged (exemplary follower), they support organizational change processes. On the other hand, if followers are not actively engaged and are depended critical thinker (sheep followers or yes people) then they do not support or give limited support for organizational change processes.

4.5.2 Discussion Followership Moderation, Transformational Leadership Style and Trust in Management

According to Frisina (2005), and Latour and Rast (2004), good followers are active, not passive recipients of other directions; they know how to approach and ultimately fulfil the organizational goals and personal tasks. Exemplary or courageous followers trust and work effectively with others, support organizational change and share the leader's vision. On the other hand, Shahzadi et al. (2017) identified that the trust of leaders (management) was positively affected by proactive followership behaviour. It suggests that proactive behaviour of followers engraved positive impressions in the minds of the leaders (managers). Therefore, it has been confirmed that followers' trust in management increased when followers were proactive, courageous and exemplary. They need very limited support from their leaders during organizational change processes.

4.5.3 Discussion Followership Moderation, Transformational Leadership Style and Employee Participation

Independent critical thinking followers considered the impact of their actions on their organizations. Conversely dependent, uncritical thinking followers waited for the leader's instructions and went by the leader's direction (Brumm & Drury, 2013; Riggio et al., 2008). On the other hand, active followers participated in decision making and performed beyond expectations without leaders' directions and feedback; moreover, active followers actively participated in the organizational processes (Blanchard et al., 2009). Therefore,

independent critical thinkers and actively engaged followers participated in organizational change process without waiting for the leader's directions and instructions. This has led to positive employee reactions toward organizational change (Oreg et al., 2011).

4.6 Testing of Moderation Hypotheses, Transactional Leadership style, Followership and Factor of Employees' Reactions

Table 4.7 shows that followership moderation occurred between transactional leadership style and trust in management and employees' participation as the t -value > 1.645 at $\alpha = 0.05$ level of significance. On the other hand, there is no moderation effect found between transactional leadership and frequency of change. The value of R^2 Change indicated that .025% change in variance accounted in trust in management while 0.002% change in variance resulted in employees' participations. The negative beta coefficient (β) showed that moderating effect weakens the direct relationship between transactional leadership, trust in management and employees' participation. In other words, when followership increases direct relationship decreases and when followership decreases direct relationship increases.

Table 4.7: Moderation results transactional leadership, followership and factors of employees' reactions

	Relationship	Std. Beta	Std. Error	t-value	R^2	R^2 Change
H4a	Follower and Trans L1 -> FC	-0.029	0.037	0.791	0.218	0.001
H4b	Follower and Trans L2 -> TM	-0.041	0.023	1.773	0.384	0.025
H4c	Follower and Trans L3 -> PART	-0.132	0.027	4.872	0.385	0.002

FC= Frequency of Change, TM= Trust in Management, PART= Employees Participation, Trans L= Transactional Leadership

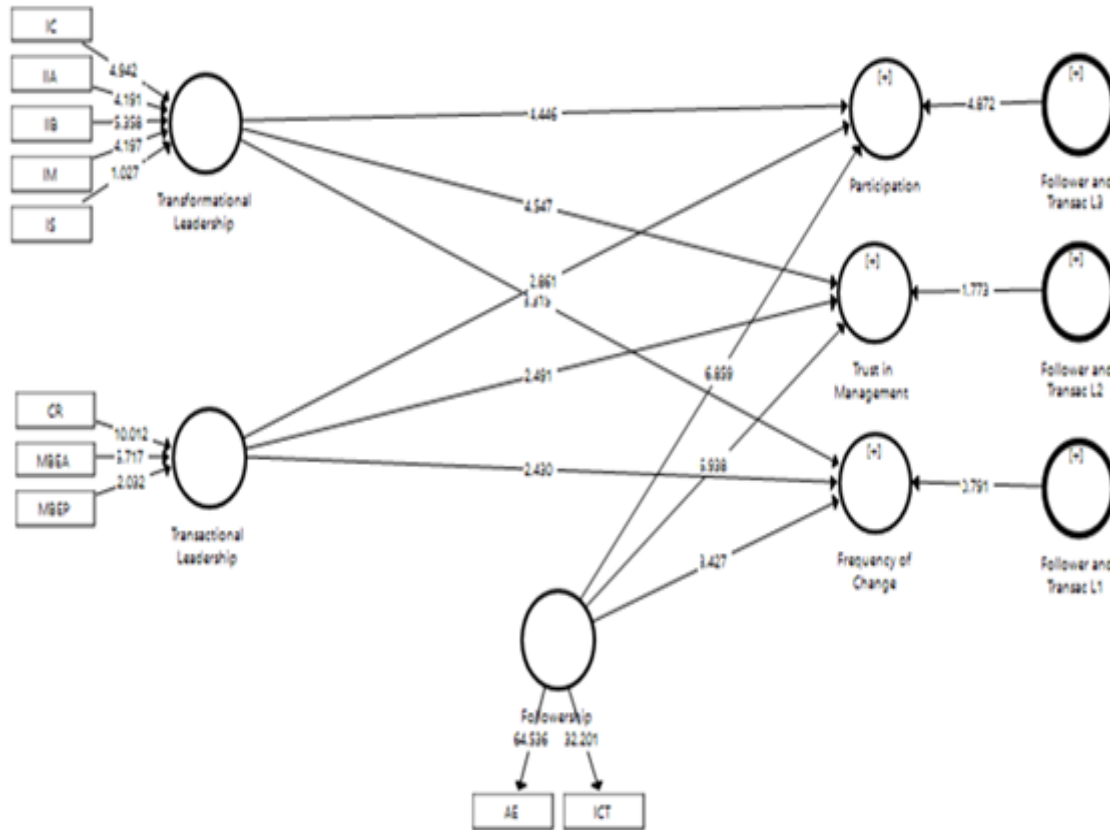


Figure4.7: Moderation Effect transactional leadership, followership and factors of employees' reactions

Figure 4.8 further shows the results of the simple slope analysis about followership moderation that indicated the significant negative effect of the moderator on the direct relationship of transactional leadership and trust in management. It shows that transactional leadership contributed more to trust in management when followership moderation effect was low, as the steepness (slope) of the line was going higher. At the medium level of the followership, the conditional effect of transactional leadership on trust in management was medium. At the higher followership moderation, the conditional effect of transactional leadership on trust in management was lower.

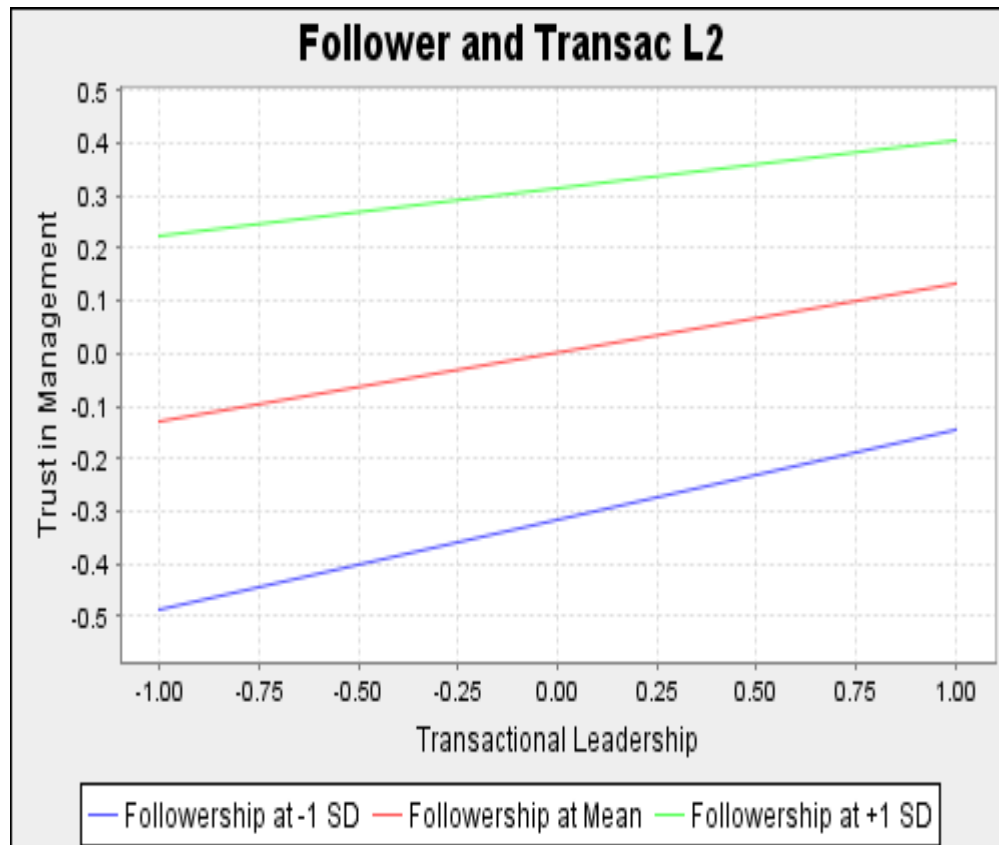


Figure 4.8: Graph of the interaction effect, followership, transactional leadership style, and trust in management

Figure 4.9 shows the results of the simple slope analysis about followership moderation that indicated the significant negative effect of the moderator on the direct relationship of transactional leadership and employee participation. It shows that transactional leadership contributed more to the employee participation during organizational change when followership moderation effect was low, as the steepness (slope) of the line was going higher. At the medium level of the followership, the conditional effect of transactional leadership on employee participation during organizational change was medium. At the higher followership moderation, the conditional effect of transactional leadership on employee participation during organizational change was lower.

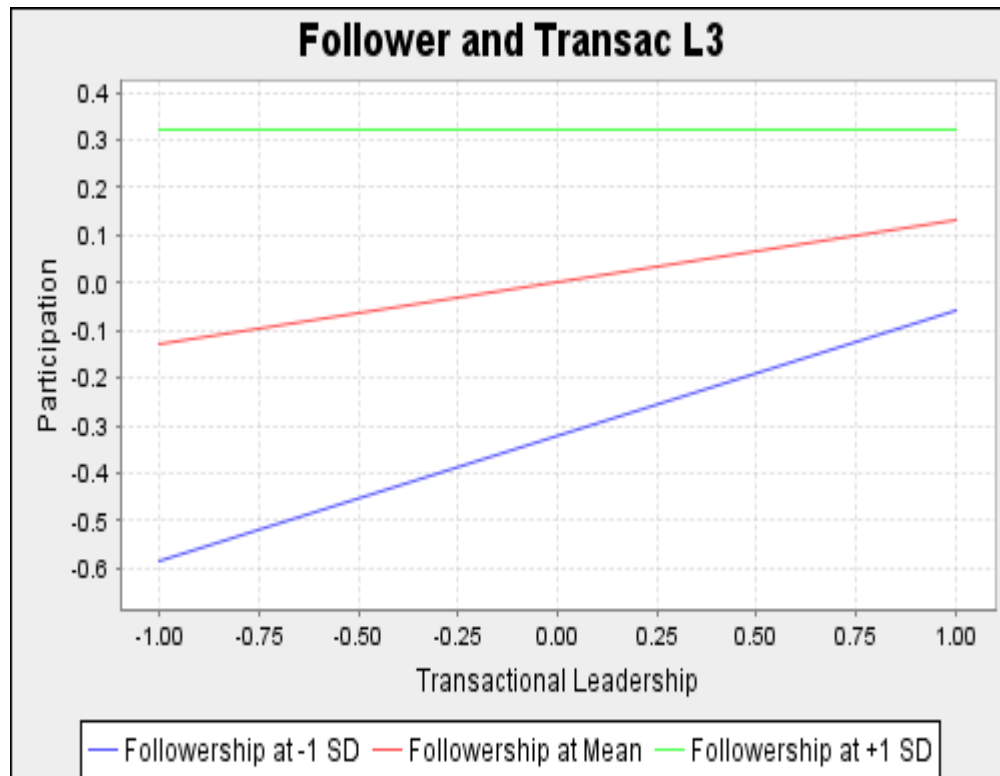


Figure 4.9: Graph of the interaction effect, followership, transactional leadership style, and employees' participation

4.6.1 Discussion Followership Moderation, Transactional Leadership Style and Frequency of Change

The basis of the relationship between transactional leadership and followers is rewards and monitoring (Avery, 2004; Bass et al., 2003). Transactional leaders do not expect higher engagement from their follower during organizational processes such as organizational changes as it is more uncertain and risky process. Blanchard et al. (2009) argued that exemplary or courageous followers did not need leaders' directions on every step and they also participated in organizational processes to fulfil organizational goals. But in organizations not all followers are exemplary and transactional leaders do not provide motivation and individualized considerations therefore, followers in most frequent changes are reluctant to rely on transactional leaders. Zhang et al. (2014) concluded that employees with higher needs for achievement engaged more in organizational processes under all

leadership (classical, transactional, visionary and organic) paradigms. Therefore, employees with independent critical thinking and active engagement are performing well in organizational change processes without support of transactional leaders.

It is found that in Pakistan telecom sector when followers are more proactive they do not concern with rewards and incentives during frequent organizational changes. Transactional leaders would be only effective when followers are more dependent on leader's reward and directions and they act as they told. Therefore, during frequent organizational changes transactional leader role is not very much effective when dealing with exemplary or proactive followers. Thus, hypothesis H4a is not supported.

4.6.2 Discussion Followership Moderation, Transactional Leadership Style and Trust in Management

It found that followership significantly moderated the direct relationship between transactional leadership style and trust in management. According to Hartog (2002), employees' trust in transactional leaders was less strong than transformational leadership. This result is in line with social exchange theory that trust plays an important role between leader followers exchange relationship. According to social exchange theory exchange is relationship is reciprocal which means that contingent interpersonal or dyadic exchanges, by which one party action leads to a response by another party, if an individual provides a benefit, the other party on receiving side should respond in kind (Stafford & Laura, 2014). Similarly, in transactional leadership the relationship is instrumental in nature which is based on contingent rewards and followers' trust in management would be higher if they gain something in return during the uncertain situations like organizational change.

Therefore, it is concluded that in the telecom sector of Pakistan the role of the transactional leader is to build trust and maintain favourable relationship on the basis of clear rewards and monitoring during organizational change.

4.6.3 Discussion Followership Moderation, Transactional Leadership Style and Employee Participation

Transactional leadership behaviour is instrumental and based on contingent reward and management by exception active and passive. Transactional leaders do not share power with their followers and do not encourage followers' engagement (Bass, 1985; Bass et al., 2003). On the other hand, followers with higher need for achievements, independent critical thinking ability and active engagement behaviour are proactive and do not wait for leader's directions and instructions (Kelley, 2008; Zhang et al., 2014). Therefore, exemplary and courageous followers participate in organizational change programmes without or with limited support from transactional leaders.

In the telecom sector of Pakistan, it is not only transformational leadership that is effective during organizational change but transactional leadership also plays its role. While the role of transactional leadership is limited as compared to transformational leadership in managing frequent changes but its role cannot be ignored.

4.7 Summary of Quantitative Research Findings

Table 4.8 contains the summarized results of the research hypothesis using SmartPLS 3. The results revealed that both transformational and transactional leadership styles have a significant positive relationship with content (change frequency), context (trust in management), and process (employee participation) factors of organizational change. Moreover, followership has negative and significant moderating effect between

transformational leadership style and organizational change factors (content, context and process). It also confirmed that followership has a significant negative moderating effect between transactional leadership style and context (trust in management) and process (employee participation) factors of change. No moderation effect found between transactional leadership style and content (frequency of change) factor of change.

Table 4.8: Summary of Hypotheses Testing and Findings

Hypotheses	Results
H1a: Transformational leadership style significantly relates to change frequency (content factor)	Supported
H1b: Transformational leadership style significantly relates to trust in management (context factor)	Supported
H1c: Transformational leadership style significantly relates to employee participation (process factor).	Supported
H2a: Transactional leadership style significantly relates to change frequency (content factor)	Supported
H2b: Transactional leadership style significantly relates to trust in management (context factor)	Supported

Table 4.8 continued

H2c: Transactional leadership style significantly relates to employee participation (process factor)	Supported
H3a: Followership moderates the relationship between transformational leadership style and change frequency (content factor)	Supported
H3b: Followership moderates the relationship between transformational leadership style and trust in management (context	Supported

factor)	
H3c: Followership moderates the relationship between transformational leadership style and employee participation (process factor)	Supported
H4a: Followership moderates the relationship between transactional leadership style and change frequency (content factor)	Not Supported
H4b: Followership moderates the relationship between transactional leadership style and trust in management (context factor)	Supported
H4c: Followership moderates the relationship between transactional leadership style and employee participation (process factor)	Supported

4.8 Chapter Summary

This chapter has explained the results of the quantitative analysis of leadership styles, followership and factors of organizational change in the telecommunication sector of Pakistan. At the beginning, results of the pilot study presented to check the psychometric properties of the underline instrument used to collect data. To test the direct relationship between transformational and transactional leadership style and factors (content, context and process) of organizational change, Results of the revealed that both transformational and transactional leadership styles are positively related to content (change frequency), context (trust in management) and process (employee participation) factors of organizational change and all hypotheses of the direct relationship were supported. PLS v 3.0 was used to test the moderating effect of followership between the relationship of transformational and transactional leadership styles and organizational change factors (content, context and process). It was found that followership negatively moderates the relationship between transformational leadership style and content (change frequency), context (trust in management) and process (employee participation) factors of

organizational change. There was no moderating effect found between transactional leadership style and context (trust in management) factor of change. Five out six moderation hypotheses were supported.

CHAPTER 5

QUALITATIVE DATA ANALYSIS, RESULTS AND DISCUSSION

5.1 Introduction

This chapter explains the results of the qualitative study conducted to deeply understand the relationship between transformational leadership and transactional leadership styles and factors of organizational change. The qualitative part of this study is based on the quantitative results obtained from the first phase of the study. This research followed explanatory sequential mixed method design in which the qualitative part of the study is based on quantitative results in order to get more in-depth insights into the underline phenomenon. The results of the quantitative phase explained that transformational and transactional leadership styles have a positive and significant relationship with change frequency (content), trust in management (context) and employee participation (process) factors of organizational change.

Furthermore, followership has significant negative moderating effect between transformational leadership and change frequency (content), trust in management (context) and employee participation (process) factors of organizational change. Followership also significantly moderates the relationship between transactional leadership style and change frequency (content) and employee participation (process) factors of organizational change but there was no moderating effect found between transactional leadership style and trust in management (context) factor of organizational change. Therefore, a qualitative study was conducted to further explore those results in detail. First, the demographic details of the respondents are discussed followed by five semi-structured interview analysis and results.

5.2: Informants demographic information

Table 5.1 contains demographic details of the informants who participated in the semi-structured interviews. Interviews were conducted with five informants from the head offices and of two telecom companies (Telenor & Mobilink) in Pakistan. Having different academic background and different job categories, all the informants participated willingly and gave their full support and consent. The willingness and consent from these informants were necessary because it helped the researcher in getting honest and valuable information (Shenton, 2004).

Table 5.1: Demographic details of the Informants

Characteristics	Profile	NO
Gender	Male	5
	Female	-
Age	20-25	1
	26-30	2
	31-35	1
	36-40	1
	More than 40	-
Academic Qualification	Bachelor	1
	Master	3
	M. Phil	1
	PhD	-
	Missing	-
Length of service	Less than 1 year	-
	1-5 years	3
	6-10 years	2
	More than 10 years	-

5.3 Validity, Trustworthiness and Rigour of Data

To assess the validity and reliability of quantitative research, various statistical measures are used because quantitative data deals with numbers and explanation of the phenomenon.

The perspectives of the qualitative research are credibility and trustworthiness (Cope, 2014). To establish the credibility and trustworthiness of the qualitative data this study followed the guidelines of Lincoln and Guba (1985). Lincoln and Guba (1985) developed four criteria: credibility, dependability, conformability, and transferability to ensure the trustworthiness of the qualitative data collection, analysis and findings.

Credibility describes the believability and value of the findings; it can be achieved by 1) being able to demonstrate credibility and 2) conducting the research in the believable manner of findings (Leininger 1994; Lincoln & Guba 1985; Polit & Beck 2006). More simply, it refers to the informants' views or truth of the data and the interpretation and the drafting of them by the researcher (Polit & Beck, 2012). Explanatory mix methods design was applied in which quantitative data analysis and finding followed by the qualitative data analysis and findings. Informants for the qualitative phase were selected from the sample of quantitative phase. The purpose of the explanatory sequential design was as 'confirmation' which means the data obtained from multiple sources were compared to determine the extent to which findings has been confirmed (Houghton, et al., 2013; Lincoln & Guba 1985). In this study, the main methodology was quantitative. Qualitative methodology was applied to get a more in-depth insight into quantitative findings. According to Morse (1991), the added method (in this case qualitative method) contributes to the strength of the study, while the primary or main method (in this case quantitative method) must be rigorous enough to support the study by itself.

The second criterion to ensure the trustworthiness is transferability. It refers to the generalizability of the findings (external validity) that can be applied to other settings or context (Houghton et al., 2013; Polit & Beck, 2012). To achieve transferability, qualitative study findings must have meaning to the people who did not participate in the study but

readers can still relate the findings to their own experiences and contexts (Cope, 2014). To achieve the transferability of the qualitative findings, the researcher provides a detailed explanation in Chapter 3, which outlined all the steps such as the philosophical standpoint, research design, sampling procedures, data collection and analysis techniques. The informants for the qualitative data analysis have been selected from the sample size of quantitative data analysis because nested sampling was implemented.

Dependability is the third criterion to ensure the trustworthiness of the qualitative data analysis and results. Dependability refers to the reliability of the qualitative data; more precisely it explains the consistency of the data if the work were repeated in the same context, with the same participants and with the same method (Polit & Beck, 2012; Shenton, 2004; Tobin & Begley, 2004). This was addressed through the decision or audit trail approach in which the researcher provided a description of the step by step process of the qualitative study to another researcher in University Malaysia Sarawak. The researcher was a full-time Associate Professor in the field of Leadership and organizational development having vast academic and administrative experience.

The final criterion of trustworthiness is conformability. Conformability refers to the researcher's comparable concern to the objectivity. The necessary steps were taken to ensure that the findings were the results of the ideas and experiences of the informants, rather than preferences and characteristics of the investigator. The role of the explanatory sequential design is important to ensure conformability, for the purpose of reducing researcher bias (Shenton, 2004). According to Miles and Huberman (1994), the basic criterion for conformability is the degree to which the investigator admits his/her susceptibility. As mentioned earlier, explanatory sequential design was used to ensure the validity or trustworthiness of the results. The findings were also discussed with the above-

mentioned Associate professor in order to ensure that the interpretation was not affected by the investigator bias.

5.4 Findings and Discussion

The final objective of this study is to confirm (support) quantitative results with qualitative findings. The following research questions were developed to address this objective.

RQ1: How does transformational and transactional leadership styles relate to content, context and process of factors of employees' reactions towards organizational change?

RQ2: How does followership relate to transformational and transactional leadership styles and content, context and process factors of employees' reactions towards organizational change?

The aim of these research questions is to support the results of the quantitative phase of the study. The results of quantitative phase revealed that transformational and transactional leadership styles are positively and significantly related to the frequency of change (content factor), trust in management (context factor) and employee participation (process factor) of organizational change. It has also been confirmed that followership has negative significant moderation effect between the relationship of transformational and transactional leadership styles and factors of organizational change however, there was no followership moderation between the relationship of transactional leadership style and frequency of change (content factor of change) Table 4.8. Therefore, to get a more in-depth insight of the quantitative results, the underline research question was developed.

5.4.1 Transformational Leadership Style

In terms of an idealized influence (behaviour and attitude), which means that the leader acts as a role model for their followers and the leader also considers other needs that are more superior than his/her own needs. Informants explained that their leaders were role model for them in having vision. Informant 2 stated that their leader led them in secure way and also led them as a team, while Informant 3 acknowledged that the organizational values were important than personal values, while Informant 1 stated that their leader was a problem solver and provided a solution to followers' problems and helped employees to cope with changes.

Informants further highlighted the idealize influence (behaviour and attitude) as follows:

"...On the other hand, followers are impressed by their leaders, as much the leader is charismatic, followers will follow him. In the end, as far as I know from my experience, leaders should respect their followers and listen to them" (Informant 1).

"...Charismatic leader in my opinion is a person who has a good relationship with the subordinate and also with the top management, trust building relationship..." (Informant 3).

One of the respondents identified that he/she can clearly discuss his/her problems with his/her boss during or after organizational change:

"...If something is added in my job description due to change that gives burden to me then I'll discuss that with my boss [mention boss name] ..." (Informant 2).

Another informant explained that to give employee motivation and commitment, the leader should act like a role model:

"...When a leader has a charismatic personality, followers will follow him as role model, when they follow their leaders as a role model then they will be more motivated and committed and will agree with their leader..." (Informant 5).

One of the informants explained that he trusted his boss because:

“...I believe that if my boss [name] cannot solve my problem, then he will forward it to the higher authority...” (Informant 2).

In terms of Inspirational motivation, which explained the followers' encouragement by their leaders to achieve the targets, working with followers and share the vision.

Informants explained their opinion about inspirational motivation as follows:

“...We will also try to work with them in a friendly environment... as I said earlier when we [leaders] motivate them [followers] then they definitely work well. Their satisfaction level increased. And some bosses are very strict but I don't do like that because employees will have fear and they do not work well as they do in a friendly environment without hesitation...And as I said before I fight for them at every forum.” (Informant 1).

Another informant said that his boss had asked him about valuable inputs/ideas about organizational change:

“...They, especially [boss name] told me that this type of change was happening, if I have better idea I should share it with him...So I also felt confident on my behalf when I do my job...” (Informant 2).

Other informants further described that as a leader or as a follower, if he/she provided open environment to discuss issues and ideas about change and there was effect, it would affect the change positively:

“...I personally try that in case of organizational change, I openly discuss with my subordinates. Even those things that do not be shared I try to share that with them, instead of imposing change on subordinates...By open discussion, it happens that if there is any change happening in organization that affect employee, I clarify for him/her the reason for change and get feedback from that subordinate and try to incorporate in the change...” (Informant 3)

“...Whenever your boss or you welcome your followers, with open door there will be no issue arising whatever the situation is... Such as if the CEO involve his lower directors I'm definitely sure that plan will be effective rather than just CEO ordered that I need 50 million profit at the

end of this year rather consulting with others I think it will create issues.” (Informant 4).

Informants also highlighted that when a leader or a boss gave time to help followers in their work problems, they would be happy and would do work without fear and hesitation:

“...they are happy under me because I do not pressurize them, secondly I set with them to talk about work and when they know how to do then I tell them that now go and do it, if they again face any problem again they come to me and I don’t pressurize them. If I pressurize them they will not come to me and they will feel uncomfortable...” (Informant 5).

With respect to Intellectual Stimulation leaders do not criticize follower publically and creativity is encouraged openly to motivate and encourage follower for participation, support and for the better performance. Informant 1 highlighted that followers solve his/her mistake without hesitation and the follower work for him/her beyond their job role:

“...As we know human beings are not perfect sometime I made mistakes then they [followers] come and discuss with me without any hesitation...” (Informant 1)

“... if I demand some extra role from my employees they do for me happily because there is relationship built with each other...” (Informant 1).

Another informant revealed that his/her leaders solve his/her mistakes instead of punishing him/her:

“...If I did any mistake then instead of punishing me, he [boss] showed me the way how to correct the mistake. So I feel confident on my behalf when I do my job...” (Informant 2)

Other informant encouraged participation in an organizational change as follow:

“...when you take input from them [followers], I personally experiences a few times that if I have three ways of doing things, and when I involve subordinates, talk with them in a good way then they feel like we have certain value or worth in the department so they give me four, five and or seven alternatives that leads us to the cost efficient or positive side...” (Informant 4).

“...Yes and it is also proved by the research that when your employee participates from all level it gives organization very positive results such as they think that we have value in the organization, organization think about us, and they feel responsibility...When an employee gives you

suggestions during participation that would be more practical so their participation produces good results...” (Informant 5).

Finally, individualized consideration explained the supportive and helpful behaviour of the leader, provided followers with learning environment and acted like a coach or a mentor. Different informants provided different opinions about individualized consideration such as informant 4 talked about training and career growth as follows:

“...For example, like a database administrator... so if someone change his role then they will try to put them on the role that are directly or indirectly related to database management system. So I observed if someone has an aggressive behavior or feel stress due to change in his/her role, first, we removed him from that post and trained him, inform him about the advantages of the role, like it will give you career growth, specially we focused on career or personal growth perspective to make it easy for the employee to accept the change. So when they see career growth then they intend to accept easily and try to learn more efficiently. But if there is no career growth then we face problems...” (Informant 4).

One informant talked about the problem solving consideration as follows:

“...yes of course there are many examples where problems arise those problems that I can solve for them I do that immediately, but if not then I take those problems to the top management and tell them that please solve the issue, I try my best to sort out the problems...” (Informant 3).

Another informant revealed about individualized consideration as follows:

“...Any type of change like if you shift one employee from one department to another so instead of giving him/her surprise it would be better to gain his/her confidence. Because that person has worked with you and also he understands you. By open discussion it happens that if there is any change happening in organization or with that particular employee, you clarify for him/her that what is the reason for the change and get feedback from that subordinate and incorporate that feedback into the change...” (Informant 3).

One informant commented as follows:

“...We work together it will be more beneficial instead of one person taking the decision...” (Informant 2)

Leader influence during change provided positive outcomes as stated by one informant below:

“...When change happen, there are certain things in organization where implementation is very difficult so when a leader influence is higher on followers then the change they want to implement will be easily implemented and also followed. If there is no such influence of leaders on followers, then the change implementation will be difficult...” (Informant 5).

“...My employees’ share their ideas with me, I personally in meetings ask them about their ideas...there are some misunderstanding but I do not take those misunderstandings to a very serious level...” (Informant, 1),

The above findings of transformational leadership were supported by full range leadership theory (Bass, 1985; Bass & Avolio, 1994, 1997). In terms of idealized Influence, informants described their experiences that leaders should be respectful and listen to their followers, and that charismatic leaders should build a good relationship with top management and also with their subordinates. Furthermore, to gain followers’ commitment and motivation, leaders should be a role-model and welcome their followers with open arms. According to Bass (1985), Antonakis et al. (2003), and Antonakis and House (2013), idealized influence (attribute and behaviour) describe the emotional component of leadership which fold followers’ self-interest into greater good. It highlighted the leader’s power and confidence in the eyes of the followers. Moreover, it showed the leader’s actions and behaviour that mirrored the values and belief and their purpose and mission. Nadler and Tushman (1989), argued that during organizational change, transformational leaders with their charismatic behaviour provide a psychological focal point as a role model who performed the desired actions.

Regarding inspirational motivation, informants argued that working in a friendly environment increased employees’ level of satisfaction. Sharing ideas with leaders also increased employee confidence. They also described that an open discussion was effective instead of a one-man decision. Informants felt motivated and confident because leaders

solved their problems by cooperating and getting feedback from them during the organizational change. Full range leadership theory (Bass, 1985; Bass & Avolio, 1994, 1997) refers to inspirational motivation is a leader's characteristic by which a leader motivates his/her followers to attain organizational goals by boosting his/her followers' confidence and then communicating the sense of purpose and vision. Inspirational motivation provides encouragement to followers to achieve their targets (Antonakis & House, 2013; Ryan & Tipu, 2013).

In relations to intellectual stimulation, informants expressed their thoughts according to their experiences. They argued that due to relationship, followers worked for their leaders beyond their jobs (extra-role performance), followers solved their leaders' mistakes by giving them alternative solution to any problem. Leaders help followers to correct their mistake instead of punishing them. By giving followers a chance to share their ideas, they felt valuable in the organization and worked more confidently. According to Bass (1985), and Bass and Avolio (1994, 1997), intellectual stimulation refers to the leader ability to stimulate followers' efforts and make followers more creative and innovative towards problems solving. Simply, it highlighted how followers approached the old situation in new ways (Antonakis & House, 2013; Avolio & Bass; 2002). Therefore, intellectual stimulation highlighted the leader's ability to make followers more intellectual and creative to cope with different types of situations such as organizational change processes.

In terms of individualized consideration, informants revealed from their experiences that the leader provided training to their subordinates if they faced any problem during organizational change. The leaders relate organizational change outcome with career growth in order to gain employees' support and to reduce negative reactions. Informants also described that before implementation, leaders would discuss the organizational change

with their followers to boost their level of confidence. Ultimately, from informants' views, open discussion with subordinates during organizational change resulted in positive and favourable outcomes. Individualized consideration explained the leader's behaviour that provided support to followers, gave followers coaching and maintaining contact with them (Antonakis & House, 2013).

Therefore, referring to RQ1, it can be concluded that the transformational leadership style exhibited by the leaders were positively related to followers' reaction towards organizational change. Furthermore, followers' perception about leaders also affected their reaction, for example, if a leader's behaviour was transformational, subordinates felt more confident and would provide valuable ideas to their leaders during an organizational change process. Problem-solving, open discussion, charisma, boost of confidence, training and support, good relationship and motivation are the main factors of transformational leadership identified by the informants in the telecom sector in Pakistan. Figure 5.1 below summarises the findings and responses of all the informants.

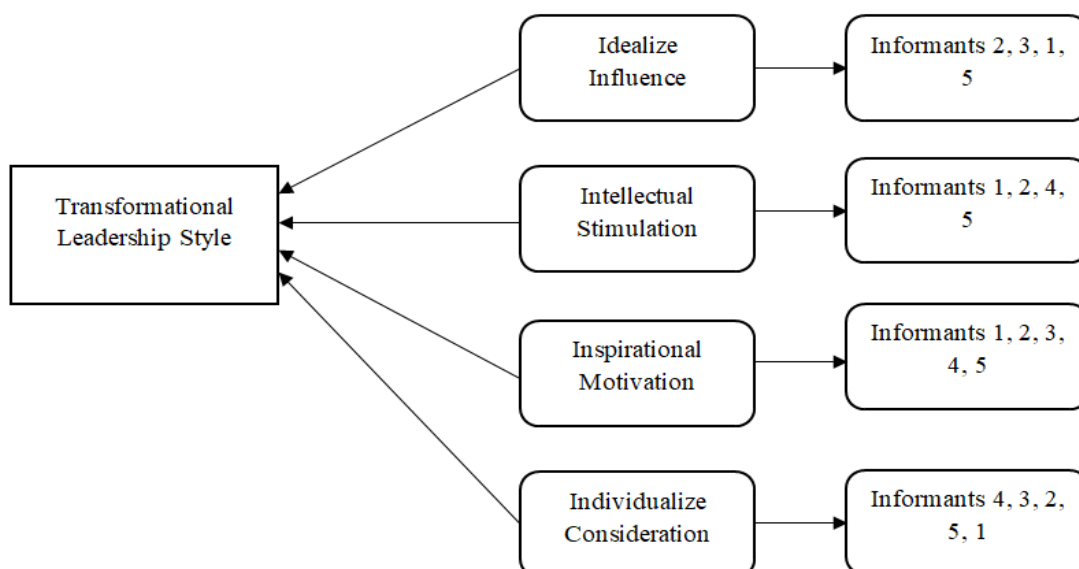


Figure 5.1: Transformational leadership style

5.4.2 Transactional leadership Style

According to the full range leadership theory, transactional leadership style has three antecedents: contingent reward, management by exception active and management by exception passive.

Informants expressed their opinions regarding contingent reward as follows:

“...We also motivate our employees by using incentives and rewards...Everyone does job for two reasons... first is money and 2nd is honour...” (Informant, 1).

“...Yes my boss also discusses incentives like if I increase my sale then I will get that much benefits...” (Informants, 2).

One informant related contingent reward with trust and the nature of job:

“...Look there is basic role in the company, employees work for the pay (salary), they work for the salary. Incentives and bounces come apart from that, if manager ask employee something extra then his/her scope. So it depends on the nature of work even if organizational change happening, if something in their scope they will do without incentives...If I want to get more work from their job scope, then I will take them in confidence and we already build understanding, they know that when they do extra work, so when I do their appraisal they will get good grades, in the form bonuses or increments...” (Informant, 3).

“...if your trust is not built with your subordinates’ then you will use incentives to get work done... If you work through incentives, then your subordinates will always think that we will get incentives but if you cannot give them incentives then what will you do? Relationship on the basis of incentives does not work in every situation, and your subordinates will not work well if you do not provide incentives...” (Informant, 3).

One informant particularly mentioned the contingent reward as follows:

“...if you want to bring major changes then incentive based leadership is the best...” (Informant, 4).

Another informant related contingent reward with hard working as follows:

“...I also prefer that transactional leadership should also be used. Because when employee does hard work there should be some incentives for them...” (Informant, 5).

Management by exception active is the second antecedent of transactional leadership style which explained that leaders closely monitored followers' work and took corrective action to solve any problem. Leaders actively watched and acted on mistakes accordingly.

Informants expressed their experiences regarding management by exception active as follows:

"...Yes if there are some mistake made by them [subordinates] then we give some strict advice to them but not that strict that can lead to negative attitude (discouragement)..." (Informant, 1)

"...Yes when change is coming, you can take him [subordinate] in confidence but not their opinions...So it would be better that your leaders do decision making and discuss pros and cons with subordinates..." (Informant, 3).

According to the full range leadership theory, transactional leadership is an important precondition for effective leadership. Contingent reward referred to the economic and emotional bargaining, clarifying task requirements, and associate intrinsic and extrinsic rewards with related outcomes (Antonakis & House, 2013). Informants notified that contingent reward was an important antecedent of transactional leadership style. Informants argued that contingent reward could be used to motivate employees for task accomplishment. They also expressed that contingent reward worked well when there was a lack of a trusted relationship between the leader and followers. According to Pearce and Sims (2002), reinforcement and equity theories also highlighted that reward and performance recognition was crucial in order to heighten followers' motivation and in building trust.

Management by exception active was considered as a negative transaction because a leader monitored divergence from the norms and took corrective action. A leader actively watched for mistakes (Antonakis & House, 2013; Avolio & Bass, 2002). Some informants

revealed that mistakes were solved by the leader instead of giving punishment. The decision about a change was made by leaders and only the advantages and disadvantages were discussed with the subordinates. Therefore, it has been concluded that contingent reward and management by exception active were essential for organizational change processes. Deichmann and Stam (2015) argued that transactional leaders strengthened commitment by directly communicating the value of participation in the change programme. Contingent reward and management by exception active were highlighted by the informants. Informants did not mention anything about management by exception passive component of transactional leadership style. Figure 5.2 below summarises the findings and responses of all the informants regarding transactional leadership style.

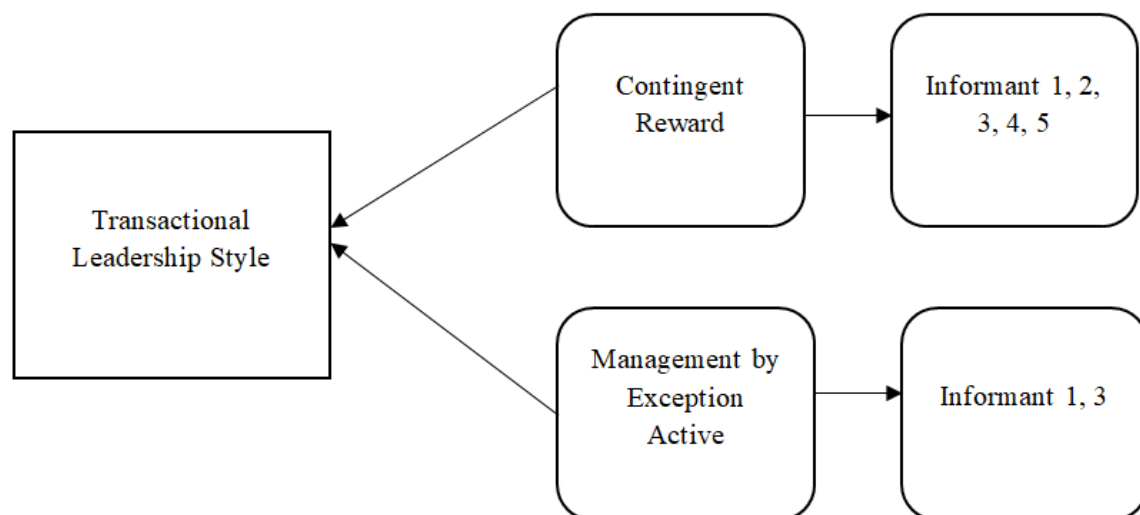


Figure 5.2: Transactional leadership style

5.4.3 Followership

Followership comprised of active engagement and independent critical thinking derived from Kelley's (1992) followership model. Informants described their opinions about followership as follows. Active engagement explained the involvement of subordinates

beyond their job role. Critical thinking was the ability of followers to analyze the situation and problems critically and provided better ideas or solution to their leaders.

Informant 1 described active engagement as dedicated and brilliant:

“...Actually about my employees, they are the best, they are dedicated... My employees share their ideas with me... yes you are right not all subordinates are same they also have leadership qualities...” (Informant, 1).

“...Good question, in my personal experience they follow me blindly, but some of them which I say as my brilliant subordinate, they are very good from whom I am happy and satisfied [I am satisfied with all of them] ...” (Informant, 1).

Another informant expressed active engagement as a role and in sharing ideas:

“...yes of course my role is important in change as I am also working here...but if there is problem on our end then we must discuss it with him [boss]...” (Informant, 2).

“...If change is happening in our area so in that case our ideas should be there because it may be possible if they do something that are not favourable or comfortable for us. So there will be no problem for us by implementing change if they discuss it with us...” (Informant, 2).

“...but [boss name] and our relation is close more than just a boss and a subordinate... We work together and it will be more beneficial instead of one person making the decision...” (Informant, 2).

One informant described active engagement as follows:

“...For successful organizational change, both your leadership skills and also your subordinate role are important... No it's not like that I have built very open environment and I don't want blind suggestions and my team don't follow me blindly... if there is any suggestion then discussion is for them...” (Informant, 3).

“...Your subordinates must be motivated if your subordinates are not motivated and you have not taken care of your subordinate then they will not support you during organizational change...They will resist the change and will question you like why changes are happening...” (Informant, 3).

“...Then you tell your subordinates through an effective way so they do not feel that there is big change coming that their future will be insecure...” and also every type of followers exists. ...” (Informant, 3).

Informant 4 revealed active engagement and critical thinking as follows:

“...I observe [researcher name] that sometime they follow blindly and sometimes they provide feedback, not “yes sir”, I also have “But sir” followers, I saw both types of people just as I said our system is autocratic type of system where there are mostly yes sir follower I found, but I think there is a difference in doing work and doing better work, like work they give you satisfaction if you do better work, doing better work is when you involve your followers. Your interpersonal skills matter a lot, that depends on your follower feedback that either they become yes sir, or they observe that in our boss there is flexibility for a change. So as I know interpersonal skills are very important to get feedback from the followers... We also observe that how much is the difference in efficiency or performance among those followers who follow blindly and among those who don't follow blindly” (Informant, 4).

One informant talked about types of followers as follows:

“...I observed two types of employees, one who follow the organization rules as it is like yes boss followers very few 1 or 2% of employees who have vision who knows that how we make better the way of working, they give suggestions quickly. If they trust you then they tell you how to do work through better way so I found very few of this type of employees. Most of them are yes people and they follow their boss as they are told...” (Informant, 5).

Informant 2 described his critical thinking as follows:

“...if that work is going against our organization then it's not good for me to do that task. Yes, I discuss with my boss but if he still insists then I tell him to write me an email and also share with other management. Hahahahah, yes sometimes I follow my boss blindly but it depends on the situation...” (Informant, 2).

Another informant expressed critical thinking as follows:

“...Sometimes if my decision is not good then I will look for a good suggestion, this blindly like things I don't promote and I don't like...” (Informant, 3).

Carsten et al. (2010) argued that some followers challenged their leaders' assumptions proactively by providing valuable insights without being asked to do so. Others may provide their ideas without challenging them, while some others may follow their leaders blindly without questioning their orders. Carsten and colleagues in their qualitative study about followers' role construction revealed that proactive followers tried to promote positive change and solved problems in alignment with the organizational mission (Carsten & Uhl-Bien, 2013). According to Kelley (1992), followers who are actively engaged and critically think about processes and outcomes are termed as exemplary followers. These followers are effective in giving ideas, taking initiatives and raising questions against leader's decisions. Informants argued that all types of followers exist in the organization and their behaviour depended upon the situation or the context. Therefore, it can be confirmed that followers were not merely passive or silent recipients but important contributors to the leadership process. Informants revealed that sharing ideas, performing extra role, offering effective solution to leader's mistakes and having interpersonal skills are the important characteristics of good, proactive and or exemplary followers. Figure 5.3 below summarises the findings and responses of all the informants regarding followership.

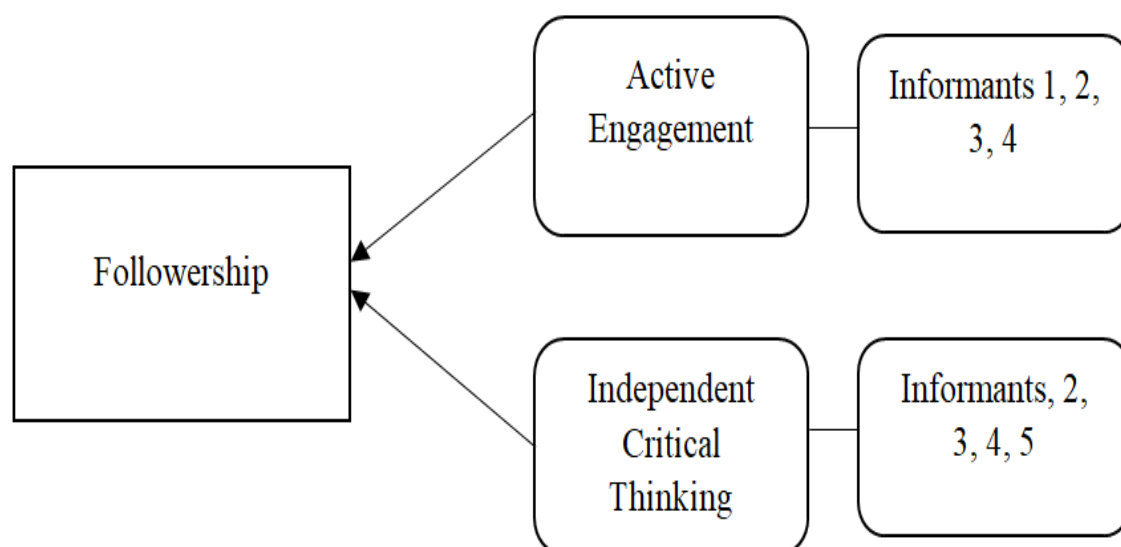


Figure 5.3: Followership

5.4.4 Frequency of Change

In this study, frequency of change was the content factor of organizational change which explained how frequent or infrequent changes happened in the organization. Informants described their experiences about frequency of change as follows:

“...other routine changes are happening frequently as you know we are dealing with telecommunication technologies and at the same time computer technologies. So these are happening frequently...” (Informant, 1)

“...change is happening in every organization, and change happen for betterment, in our organization changes happens quarterly (3 months’ duration) like to improve our accuracy (efficiency), for example putting new strategies...” (Informant, 2)

Another informant expressed about change frequency and how they dealt with frequent changes as follows:

...Unfortunately the project where I am working, changes are frequent, in upper management level there are frequent changes, on lower level subordinates are doing the same things what they are doing 3 years before. In top management like they merge some posts differentiate some posts and the decision based on how to improve the productivity... we try to deal with frequent changes effectively. Frequent changes are always on some basis and reasons, so we try to manage it effectively, because full team are engaged in the process but if full team are not engaged then most of the key leadership or management engaged and implementation plan also discussed that how to deal and implement the change that’s why we have not face any problem, like aggressive or negative response. For me it’s not good for organizations to change frequently because working should be in stable environment but as I said it depends upon the projects and requirements...it also depends on mode of communication if mode of communication is good then their productivity will be increase if mode of communication is not good then obviously productivity would be decline...” (Informant, 3).

Informant 4 expressed that he observed both types of changes:

“...I observe both type of change, some happened twice a year, some happened 5 times in a month. So I observe both type of changes because our organization is projects type of organization, you plan something else and at the end you face different problem, most of our changes are

routine changes yes strategic level changes happened once in a five or 4 years...” (Informant, 4).

Informant 5 argued about change frequency as follows:

“...As I am in private sector, so the routine changes happen frequently. And we do frequent changes for the betterment of the employees and to save time. Look [researcher name] bringing change is good because changes happen when there is difficulty for the employees to do their jobs...” (Informant, 5).

According to Rafferty and Griffin(2009) Change frequency referred to the perception of employees about how frequently change happened in the organization, it was an important attribute of change that was most important to individuals/employees. According Rafferty and Jimmieson (2017), perception of employees about how change occurred frequently was an essential aspect of internal organizational change content that was likely to influence employees’ well-being. Previous research argued that the degree of negative reactions or outcomes were particularly high when employees confronted frequent changes (Bernerth, Walker & Harris, 2011; Dahl, 2011). Most of the Informants described that routine changes happened frequently. They also expressed that effective communication, teamwork, and cooperation were essential to better cope with the negative effects of frequent changes. Therefore, for RQ1, it can be concluded that the employees of the telecom sector of Pakistan confront frequent routine changes. Moreover, manager and employees’ communication, teamwork and cooperation leads to a positive reaction like acceptance and support of frequent changes.

5.4.5 Trust in Management

Trust in management was the context factor of organizational change in this research. It showed the degree of trust that followers have upon their leaders. Informants described their opinions about trust in management as follows:

“...Yes of course they trust me as I fight for them at every stage I solved many problems for them and they feel comfortable... I respect my employee very much that’s why they give respect and trust me. And the main thing in our relationship is trust that’s why they feel comfortable... I think this happens every week, employee come to me to discuss their problems even other employees from other department also come and discuss their problems with me openly...” (Informant, 1).

“...I believe that if my boss [name] cannot solve my problem then he will forward it to higher authority... We don’t have any problem discussing our problems with our boss...” (Informant, 2)

Another informant talked about trust in management as follows:

“...yes and the reason is my mode of operation I try to give confidence to my team in every activity, so when change happens they know that this man will never do any negative things to them, this is because of the trust relationship they feel comfortable, yes when there are concerns and queries then I address those...” (Informant, 3).

Informant 4 shared his experience about trust in management as follows:

“...If they have any problem they come to me without hesitation and I try to sort it out otherwise I will raise or forward it to higher authorities, me as a follower also trust my leaders because my approach with my subordinate is a copy of my boss’ behaviour with me hahahahah... Yes communication and participation play a major role in trust building...” (Informant, 4).

“...I am working the same way for 4 to 5 years so my supporter, followers expect that our boss or leader will involve us in decision making...” (Informant, 4)

Another informant expressed his opinion about trust in management as follows:

“...If they trust you, then they will tell you how to do your work through better way so I found very few of this type of employees. Most of them are yes people and they follow their boss as they told...” (Informant, 5).

According to Lines et al. (2005), trust in management in the times of change becomes important as employees’ hope or in expecting positive outcomes. Participation in decision-making would enhance trust in management. Oreg (2006) found that trust in management reduced resistance to organizational change. Likewise, Gillespie and Mann (2004) highlighted that when leaders built pride, confidence and respect of their followers, they

will be trusted. In terms of RQ1, Informants highlighted that participation, communication, respect and strong relationship leads to trust in management. Therefore, it has been concluded that a leader's ability to communicate change processes to followers, give them the opportunity to participate in the change process and a respectful and strong relationship is essential and critical characteristics of trust in management.

5.4.6 Employee participation

Employee participation was the process factor of organizational change in the present study. Informants described their opinion about participation as follows:

"...yes you are right... but [researcher name] the company has own mandate, own SOPs so we have our own organizational culture, major decision is made by the top management without subordinate involvement because there are too many employees in our organization so we cannot involve them all in the decision making yes if there is any experienced employee who wants to share his/her ideas then we will listen to them... we also have meetings for every project to set the future plan... During major organizational change our CEO or director level staff involved in decision making and we follow their decision because we are happy with them..." (Informant, 1).

One Informant discussed his feelings about participation as follows:

"...In terms of organizational change decisions, we have not participated that much because it happened at higher level... If change is happening in our area so in that case our ideas should be there because it may be possible if they do something that is not favourable or comfortable for us. Then there will be no problem for us in implementing change if they discuss with us...frankly speaking I want to work for my boss as a team for the betterment of organization..." (Informant, 2).

Another informant emphasized on sharing and effective communication for participation as follows:

"...through open discussion it happens that if there is any change happening in organization or with that particular employee, you clarify to him/her that what is the reason for the change and get feedback from that subordinate and incorporate in that change..." Basically there should be a two-way communication if you want to bring organizational change or make any decision so I always try in such a way. I do not keep everything in my hand because if I do any decision that also impact my

team not only me. So that's why I inform them so that they know what will happen in order to do things in teamwork..." (Informant, 3).

"...it depends if it is a higher management like PD (project directors), operational directors, if a change is happening there then the position on which I am working, they not discuss with me, but if there is operation director, or my manager engage then they also engage me, because my main role is to do employee HR related work so anything contract related they consult with me. It means they listen what I say during organization change... if you engage everyone in the decision making or change then there will be different opinions, everyone has different experience then when they give opinion and you not consider then he/she will say that my opinion have not listen. Yes, when change is coming you can take him in confidence but not their opinions..." (Informant, 3).

"...But in decision making I don't think that subordinate should be engaged. Yes, their productivity would be effected but there is way to tell them if you tell them for example that you are moving from this department to another department because there is no need of you, so instead of firing you we are transferring you to another department... If his/her role is changing then there must be some reason so you try to tell the reason so the person can understand also and follow also..." (Informant, 3).

One informant revealed participation as follows.

"...but I am lucky that I found a good boss and is supportive and what I observe during my 4 or 5 years working with him that our department is effective and one of the main reason was the involvement of subordinates/followers in decision making... I know because of this our staff are loyal to their boss and more ownership of work like for example if there is any work left then we don't need to say our subordinates to set after office house and complete the task because they do it by their self. Even at 11 pm I received the email that sir we have done the work... like when they participate and also take their consensus and on the basis of their consensus you select which strategy we would apply..." (informant, 4).

"...I think 200% participation will increase the success of organizational change because the top management will only look to the paper figures such as how much revenue we gain and how much we lost, the lower level who actually work are subordinates when you take input from them..." (Infromant, 4).

"...when you take input from them, I personally experience it a few times that if I have three ways of doing things when I involve them, talk to them In a good way and they feel that we have certain value or worth in the department then they give me more four, five and seven alternatives that leads us to the cost efficient or positive side... so as I know the lower level of involvement the more accurate the feedback you will get whether

it is in organizational change or stable situation... It would be very good if involve followers and they follow you with whole heart, not blindly, which means you let them to speak as well and listen to you as well..." (Informant, 4).

Last informant described his opinion as follows:

"...Now change can be of 2 types top down and upward change, top down means change come from the top and implement on the employee level, upward change means that you take employee suggestions you give participation in decision making, their suggestions go up word where top management implement the change and through this way change implementation become easy..." (Informant, 5).

"...yes I will participate in organizational change according to my role, because I would be work well in my position rather than assign some new position during organizational change because it will take time to adjust myself in that new role... Yes, and it is also proved by the research that when your employee participates from all level it gives very positive results such as they think that we have value in the organization, organization think about us, and they feel responsible. One is theoretical perspective and one is practical perspective, theoretical perspective gives you an ideal situation but practically organization work done differently so they better know how to do that in a better way. When an employee gives you suggestions during participation that would be more practical so by their participation good results will come..." (Informant, 5).

"...I think that if organizational size is big and 100 or thousands of employee working then we should choose representative from the employees then they will inform you about other employees and their views then through this way you can easily implement change..." (Informant, 5).

Lines (2004) and Courpasson et al (2012) argued that participation in a change programme was considered to make the realities of the change clearer, while change managers gained more information regarding employees and changed related skills and abilities. Participation not only provided the sense of involvement to the employees that had provided helpful ideas, but changed drivers received important insights that could help with change related decision. According to Pateman (1970, as cited in Lau, 2014), employee participation has also been highlighted as a continuum ranging from minimal to complete employee involvement. Minimal participation was revealed as a limited role of

the employee in the workplace while complete participation described employees working as a partner in organizational processes (Pateman, 1970). Informants provided homogeneous descriptions of their experiences. According to the informants, employee participation ranges from minimal to high and it depends upon the type of change and leadership style. Few informants revealed that a major decision made by top management and no employee participation was needed. Others think that open and two-way communication was essential to convey the decision made at the top level in order to gain employees' confidence. The remaining informants thought that lower involvement was more essential because they were able to give a more practical and valuable information. One informant specifically mentioned the organizational size as if there were too many employees in the organization therefore, it would be very difficult to involve. Thus, in terms of RQ1 it can be concluded that employees' participation ranges from minimal to high participation. This is supported by Teicher's (1992) psychological and organizational theories of participation which explained that the role of employee participation depended upon the nature of participation and the expected benefits associated with the participation. Therefore, in the telecom sector of Pakistan employees' participation depends on the nature and context of the change and decision making. Figure 5.4 below summarises the findings and responses of all the informants regarding the factors of employees' reactions towards organizational change.

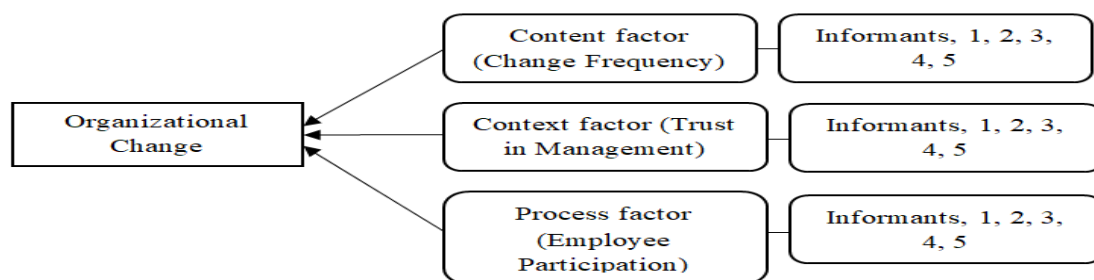


Figure 5.4: Organizational Change Factors

5.5 Importance of Leadership and Followership during Organizational Change

Referring to RQ2, Informants were also asked to describe the importance of leadership and followership in organizational change processes. They expressed their opinion as follows:

“...Leadership is leadership, its role is most important for every organization in performance, productivity and success. On the other hand, followers are impressed by their leaders, as much as the leader who is charismatic, followers will follow him. At the end as far as I learn from my experience leaders should respect their followers and listen to them...” (Informant, 1).

One informant talked about the role of leadership and followership as follows:

“...I think the role of both leaders and followers are important, you cannot clap with one hand. Both roles are important like if they understand us and we follow his orders and also put up our ideas. We work together it will be more beneficial instead of one person making the decision...” (Informant, 2).

Another informant talked about his experience as follows:

“...As far as I know from my experience for organizational change both leadership role and followership are important and equal, in case of any change in your organization no, leaders can bring change without consulting with his/her subordinates and nor subordinates bring change without leaders... For successful organizational change both your leadership skills and also your subordinate role...” (Informant, 3).

One Informant revealed his opinion in the following way:

“...According to my experience, followers’ role is very much gives effect, to bring, implement and design organizational change...” (Informant, 4).

“... Hahahah [Researcher name] you are asking a question as if which one is good, one hand or two hands is better? Definitely all of them are important for the success of organization for each other to support...” (Informant, 4).

One informant said that:

“...Leadership is very important and followership is also mandatory, both cannot operate without each other just as leadership cannot work without followers. A leader is a position but leadership is a process so in this process both leader and followers are included. Both of their presence is mandatory. Leader control the organization and operate in right direction and followers is mandatory because followers achieve organizational objectives within this process. Both are incomplete

without each other. If I say that only leadership is important or followership is important it would be not enough. Both are mandatory and here in under developed countries lot of research has been done on leadership but followership has been ignored, the importance of followership should be highlighted, more dimensions should be highlighted. Leaders bring aim, vision and mission and they complete these by their employees...” (Informant, 5).

Most of the informants revealed that for the success of organizational change, leadership and followership are both important and mandatory. Informants also confirmed that there is no leadership without followers or followership behaviour. Therefore, it can be concluded that for the success of organizational change and other organizational processes, there is a need to provide equal importance to followership role and development. Previously, most of the research were leaders oriented and followers were considered as a passive recipient of the leadership process (Carsten et al., 2017; Carsten et al., 2010; Uhl-Bien et al., 2014). But in today’s advanced and rapidly changing organizations that are moving beyond the leader’s unilateral influence, the need to think about leadership as a two-way influence process where followership acts as “an accompaniment to leadership”. Therefore, in order to maximize the outcomes of leadership process, organization needs to focus on followership development (Carsten, 2017; Hollander, 1993).

In the telecom sector of Pakistan, most of the informants described their experiences that leaders should be respectful and listen to their followers, and that charismatic leaders should build a good relationship with top management and also with their subordinates. Furthermore, to gain followers’ commitment and motivation, leaders should be a role-model and welcome their followers with open arms. Informants argued that working in a friendly environment increased employees’ level of satisfaction. Sharing ideas with leaders also increased employee confidence.

Informants further notified that contingent reward is an important antecedent of transactional leadership style. Informants argued that contingent reward could be used to motivate employees for task accomplishment. Some informants revealed that mistakes were solved by the leader instead of giving punishment. The decision about a change was made by leaders and only the advantages and disadvantages were discussed with the subordinates. Therefore, it can be concluded that transactional and transformational leadership are both essential in the telecom sector of Pakistan, However, transformational leadership described more by the informants in the telecom sector of Pakistan.

5.6Chapter Summary

This chapter highlighted the qualitative data analysis and findings. Interviews from five informants were analysed and a detailed discussion was provided about leadership styles, employees' factors of organizational change and followership. This chapter also contained the validity and trustworthiness of the qualitative data analysis, and provided a detailed discussion about it. At the end, a summary of both quantitative and qualitative data findings was provided to understand the phenomenon in more detail.

CHAPTER 6

CONCLUSION, IMPLICATIONS AND RECOMMENDATIONS

6.1 Introduction

This chapter presented the overview of the study providing the summary of each chapter. The conclusion of the research was explained to provide the important findings derived from both the quantitative and qualitative analyses. The theoretical, methodological and practical implication has been discussed to provide the detailed implications of the study, furthermore, limitations and future research directions were also stated as a guide for further research in the field of leadership, followership and organizational change.

6.2 Summary of the Study

The first chapter of this study contained the background of the underlined phenomenon explaining some previous studies that were related to organizational change, leadership styles, and followership. The problem statement described the research gaps as theoretical, empirical, methodological and practical gaps in the study. To address these gaps, research objectives, hypotheses and research questions were developed. At the end, conceptual framework, significance of the study and definition of the terms were provided.

Chapter 2 was devoted to a critical review of previous literature related to organizational change, leadership styles and followership. This chapter provided the detailed overview of the literature in the form of explaining different models and theories that were related to the underlined variables. The theoretical foundation of the study was also presented by explaining two theories which are theory of planned behaviour and social exchange theory that supported the studied variables. Oreg et al. (2011) model was used to explain the psychological perspective of organizational change. Full range leadership model (FRLM)

proposed by Bass and Avolio(1995) and followership dimensionsKelley (1992) were applied to understand leadership styles (transformational and transactional leadership styles) and followership.

The third chapter highlighted in detail the overall research design of the study,startingfrom the research philosophy which described the pragmatic philosophical standpoint of the study related to the mixed method study design applied to the current study. It further explained the explanatory sequential design of mixed methods and the related steps required for the instrument selection, sample selection, data collection and analysis methods.

Chapter 4 consists of quantitative data analysis and results. The quantitative data analysedsmartPLS 3.0. First,measurement model was tested to analyse the reliability and construct validity of the instrument. It was found that instrument reliability, convergent and discriminant validity were achieved using composite reliability values, average variance extracted values and Fornell and Lacker Criterion respectively. All those items were deleted which outer loading were less then (0.5). Moreover, to test the direct effect hypotheses a structural model was developed based on leadership styles and factors of employees' reactions towards organizational change. It was found that transformational and transactional leadership styles positively affect content, context and process factors of organizational change. Furthermore, to test the followership moderation, two separate structural model were developed. First, followership moderation was tested between the relationship of transformational leadership style and factors of employees' reactions towards organizational change. The results indicated that followership significantly moderated the direct relationship of transformational leadership style and content (frequency of change), context (trust in management) and process (employees'

participation) factors of employees' reactions. Second, followership moderation was tested between transactional leadership style and factors of employees' reactions. The results indicated that followership has significant moderation effect between the relationship of transactional leadership style and context (trust in management) and process (employees' participation) factors of employees' reactions while there is no moderation effect found between the relationship of transactional leadership style and content (frequency of change) factor of employees' reactions.

Chapter 5 is dedicated to qualitative data analysis and findings. This chapter highlighted the procedure of interviews conducted for data collection. Informants' responses were analyzed using content analysis. The purpose of this chapter was to provide support to quantitative results and to strengthen the quantitative findings.

Chapter 6 provides a summary of the study. This chapter also discussed in detail the conclusion of the study, the contributions of the study in terms of theoretical, methodological and practical contributions. Limitations and future research directions were included at the end of the chapter.

6.3 Conclusions

The objectives of the current study were to analyze the relationship among leadership styles (transformational leadership style and transactional leadership style) and factors of employees' reactions towards organizational change (content, context, and process). The study also included followership as a moderating variable to identify when followership moderates the direct relationship of leadership styles and factors of employees' reactions towards organizational change. The study used a mixed method study design to get in-depth results from the study

It has been confirmed that transformational leadership style was positively related to all three factors of organizational change. It showed that transformational leadership promotes changes in organizations and when an organization faces high frequency of changes, transformational leadership style is best suited. The findings support the original claim of Bass (1985) that transformational leadership is best suited when organizations face changes or transformation because this type of leadership has vision, motivates employees, having charisma and support followers individually.

Moreover, it was also concluded that trust in management increases during organizational change when employees work under transformational leadership style. Transformational leadership and trust in management were positively related to each other because when subordinates participate in the change process and have clear directions and personal motivation, trust level would be high. Transformational leaders lead their followers beyond job performance and provide them a participative and trustworthy working environment during organizational change. Though organizational change is a risky process, transformational leadership qualities related to employee and organizational performance, such as individualized consideration, intellectual stimulation, idealized influence and inspirational motivation make followers' trust in management (leaders) stronger. Last but not least, it was also concluded that during organizational change, transformational leadership positively related to employee participation during organizational change. It showed that employees participate in organizational change processes at different levels when working under transformational leadership style. Transformational leaders promote employee participation because these types of leaders motivate employees to get maximum output and provide them training and individual support whenever they need. When employees get support from their leaders and have vision about the future and

work according to the organizations strategic directions, their participation and trust in management level would be high and organizational change would be successful.

One of the more significant findings to emerge from this study is that transactional leadership style was positively related to the frequency of change. This finding contradicted with Bass's (1985) original claim that transactional leadership was only related to a stable organizational situation and does not promote changes. A possible reason for this finding may be that most of the previous studies related to leadership styles and organizational change were conducted in the western context (Herold et al., 2008; Lau, 2014). On the other hand, Pakistan is a developing country with different organizational cultures and structures. There may be more power distance between management and employees and therefore employee outcomes may be based on contingent rewards during organizational change processes (Islam, 2004). When the situation is risky and the future is unclear, then the employee relationship with leaders will be based on reward and transactional leaders will closely monitor the employee performance. It has also been found that transactional leadership style was positively related to trust in management during organizational change. As it was discussed, transactional leaders used contingent rewards and close performance evaluation during organizational change processes.

Therefore, to enhance trust in management transactional leaders built an instrumental relationship based on rewards and recognition and active management by exception. Furthermore, transactional leadership style was also found to be positively related to employee participation in organizational change processes. It confirmed that managers with transactional leadership behaviour support employee participation but do not empower their followers. The ultimate decision maker is the leader and employees participate in organizational change processes to some extent. In

comparison, transformational leadership behaviour was more strongly related to all three factors of employees' reactions towards organizational change than transactional leadership style.

Another major finding of this study is that followership proved to be a significant moderator in the relationship between leadership styles and factors of employees' reactions. It was concluded results that followership negatively affect the relationship between transformational leadership style and factors of employees' reactions (frequency of change, trust in management and participation). It means when the degree of followership was high, the direct relationship between transformational leadership style and factors of employees' reactions (frequency of change, trust in management and participation) was low. It showed that when followers are more active and empowered by transformational leaders and when they have the ability to critically analysed change conditions, then their trust in management, participation level, and change acceptance level would be high.

On the other hand, when the degree of followership was low, the direct relationship between transformational leadership behaviour and factors of employees' reaction was stronger. Thus, if transformational leaders support followers and give them maximum opportunities for engagement then they will support their leaders, otherwise there could be no or minimum support from the followers in organizational change processes.

In terms of transactional leadership style, it was found that only the relationships of transactional leadership with participation and frequency of change was significantly moderated by followership while there was no moderation effect of followership found between transactional leadership style and trust in management factor of employees'

reactions. This clearly indicated that with transactional leadership style, the level of trust was low and it was based on contingent rewards (i.e. instrumental trust) and transactional leaders do not allow followers to think critically and engage beyond job performance. Therefore, transactional leadership and trust in management had no moderating effect.

In summary, this study confirmed that in organizational change context not only leadership but followership is also equally important. Previous studies were mostly leader-centric and ignored the role of followership in the success of organizational contexts especially in organizational change. This study supported the claims of Kelley (1992), Chaleff (1995), Kellerman (2008) and Uhl-Bien (2014) that without followership leadership is incomplete that followers play an important role in the leadership process. The qualitative analysis findings also support the results of quantitative analysis. Most of the informants highlighted the importance of transformational and transactional leadership styles in shaping their reactions towards organizational change. The informants also identified the role of followership by sharing their experiences that how their managers deal with them during organizational change.

Table 6.1: Summary of the Quantitative results and Qualitative Findings

Quantitative Results	Qualitative Findings

H1a: Transformational leadership Style significantly related to frequency of change. The result showed that transformational leadership support organizational change and effectively manage frequent changes.	• They also especially [boss name] ask me that this type of change is happening, if I have any better idea I should share with him... So I also feel confident on my behalf when I do my job (Informant 2). • We deal with frequent changes effectively because of team work, and effective communication (Informant, 3) • As I am working in a Private sector so changes happen frequently for the betterment of employees and to save time (Informant, 5).
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Table 6.1 continued

H1b: Transformational leadership style significantly related to trust in management. The showed that transformational leadership strengthen followers (subordinates) trust in management during organizational change.	• Yes of course they trust me as I fight for them at every stage I solved many problems for them and they feel comfortable I respect my employee very much that's why they give respect and trust me (Informant, 1). • They trust me due to my mode of operation I try to give confidence to my team in every activity, so when change happens they know that this man will never do any negative things with us, this is because of the trusted relationship they feel comfortable (Informant, 3). • Yes, communication and participation play major roles in building trust (Informant, 4). • If they trust you then they will tell you how to do work using a better way but I found very few of this type of employees (Informant, 5).
H1c: Transformational leadership style significantly related to employee participation. The result showed that transformational leadership encourage employee participation in organizational change processes.	• We also have meetings for every project to set the future plan. During major organizational change, our CEO or director level staff are involved in the decision making and we follow their decision because we are happy with them (Informant, 1). • Through open discussion, it happens that if there is any change happening in the organization or with that particular employee, you clarify to him/her that what is the reason for the change and get feedback from that subordinate and incorporate in the change. I do not keep everything in my hand (Informant, 3). • I think 200% participation will increase the success of organizational change because the top management only look to the paper figures the lower level who actually work are subordinates when you take input from them (Informant, 4).

H2a: Transactional leadership style significantly related to frequency of change. The result showed that transactional leadership support organizational change and manage frequent changes through reward and management by exception.	• The project where I am working, changes are frequent, at upper management level there are frequent changes, at lower level subordinates are doing same things what they are doing 3 years before. If full team are not engaged then most of the key leadership or management are engaged in frequent changes (informant, 3). • I also prefer if transactional leadership should also be used. Because when employees do hard work there should be some incentives for them (Informant, 5). • If you want to bring major changes then incentive based leadership is the best (Informant, 4)
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Table 6.1 continued

H2b: Transactional leadership style significantly related to Trust in management. The result revealed that transactional leadership effect trust in management positively.	• If your trust is not built with your subordinates' then you will use incentives to get work done (Informant, 3). We also motivate our employees by using incentives and rewards, everyone does job for two reason first is money and 2nd is honor (Informant, 1).
H2c: Transactional leadership style significantly related to employee participation. The result revealed that transactional leadership relate positively with employee participation. Employee participated due to contingent reward and management by exception.	• If I want to get more work from their job scope, then I will talk to them in confidence and if we already built understanding, they know that when they do extra work, so when I do their appraisal they will get good grades, in the form of bonuses or increments (Informant, 3). • Yes my boss also discuss incentives like if I increase my sale then I will get that much benefits (Informant, 2) • Yes when change is coming you can take him [subordinate] in confidence but not their opinions... So it would be better that your leaders do decision making and discuss pros and cons with subordinates (Informant, 3).
H3&4a, b, c: Followership significantly moderates the relationship between leadership styles and Factor of organizational change. Results revealed that followership significantly moderated the relationship between transformational leadership style and factors (change frequency, trust in management and employee participation) of organizational change.	• Leadership is leadership, its role is most important for every organization in performance, productivity and success. On the other hand, followers are impressed by their leaders, as much as the leader is charismatic, followers will follow him (Informant, 1) • Your subordinate must be motivated if your subordinates are not motivated and you have not taken care of them then they will not support you during organizational change (Informant, 3). • According to my experience, followers' role is very much effected, to bring, implement and design organizational change (Informant, 4). • Both roles are important like if they understand us

Results also showed that followership significantly moderated the relationship between transactional leadership style and factors (change frequency and employee participation). There is no followership moderation effect found between the relationship of transactional leadership style and trust in management factor of organizational change.	and we follow his orders and also put up our ideas (Informant, 2). • At the end as far as I learn from my experience, leaders should respect their followers and listen to them (Informant, 1). • But [boss name] and our relation is close, it's more than just a boss and a subordinate... We work together it will be more beneficial instead of one person taking the decision (Informant, 2). • Hahahah [Researcher name] you are asking a question as if which one is good, one hand or two hands is better? Definitely all of them are important for the success of organization for each other to support (Informant, 4).
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6.4 Research Implications

This research contributed to the body of knowledge in three ways. Theoretical, methodological, and practical contributions.

6.4.1 Theoretical Implications

This study provides three distinct theoretical contributions. First, in organizational change theory most of the previous studies are based on macro perspectives of organizational change related to analysing change implementation processes and contents (Oreg et al., 2011). This study incorporates the micro perspective of organizational change in analysing the human factor which is the most important factor for the success of organizational change. This study responded to the call of Pettigrew, Woodman, and Cameron (2001); Walker et al. (2007); and Kuipers et al. (2014) to bring together and analyzed simultaneously all the three factors (content, context, and process) of employees' reactions towards organizational change.

The results supported by the theory of planned behaviour which states that individuals make decisions rationally and systematically through information available to them (Ajzen, 1991). When employees think they have supports from leaders to perform the

behaviour, and when they perceive that their behaviour is under their personal control are more likely make positive attitude which leads towards favourable intention and then results in positive behaviour.

This study confirms that transformational leaders play positive role in shaping positive employees' reaction on individual and group level, because according to full range leadership model idealized influence and inspirational motivation focused on group level relationships and outcomes while intellectual stimulation and individualized consideration related to individual level outcomes. On organizational level transformational leadership considered to be more effective during organizational change processes (Chen et al., 2019; Jung et al., 2008). Therefore, transformational leadership plays an effective role at individual, group and organizational level during organizational change context and it strengthen employees trust and increase participation during organizational change programs in the context of Pakistani telecom sector.

Second, previous studies showed that only transformational leadership was related to organizational change (Antonakis & House; Bass, 1985; Bass & Avolio, 1999) while transactional leadership was related to status quo. This research articulated that transactional leadership was also related to employees' reactions in organizational change context. This research extends that contingent reward and management by exception contributed to positive employees' reactions but it is not as strong as transformational leadership. Furthermore, in the telecom context, transactional leadership would be more effective on individual level. In the direct relationship of employees and immediate supervisor contingent reward plays an important role because employees understand the behaviour of their direct supervisor related to target achievement and reward. Conversely, on organizational and group level transactional leadership is not much effective to

strengthen the trust and facilitate employees' participation because this type of leadership is instrumental in nature and do not share power and responsibility with their followers. Therefore, results of this study indicated that during organizational change context the role of transformational leadership is more essential and important as compared to transactional leadership.

Third, this is one of the studies that included followership and leadership styles together to analyse the relationship with the factors of organizational change. It has been concluded that for the positive employee reactions leadership and followership are both equally important. According to social exchange theory, Social exchange based on cooperation on the basis of fairness, trust, and justice (Stafford & Laura, 2014). A distinct theoretical contribution of this study to the leader-follower relationship is that followers are not passive participants or they are not always on the receiving end of the relationship but they are also actively participating to build a strong relationship with their leaders. This departs from the previous view of social exchange relationship in which the focus was on the leadership role and development and the role of followers were ignored, which limits previous understanding as leader-centric (Grant et al., 2011). Therefore, we can conclude that in the social exchange theory the followers' role is active not passive. Moreover, followers' participation, trust and change acceptance were higher when they were allowed to engage beyond their job and allow them to critically analyse leaders' decisions.

6.4.2 Methodological Implications

This thesis applied mixed method study design to address the underlined phenomenon. Explanatory sequential mixed method research design was applied in order to get more in-depth research findings because most of the previous studies used quantitative or

qualitative approach and their findings were only based on that one approach. In this design, the main part was quantitative and qualitative part was used as a sub-part to support the findings of the quantitative part. The findings of the quantitative part revealed that both transformational and transactional leadership styles were positively related to factors of employees' reactions towards organizational change (frequency of change, trust in management and employees' participation). In addressing the call of Zhu et al. (2009) this study incorporated followership as a moderating variable to identify the role of followership between the relationship of leadership styles and factors of employees' reactions. The quantitative analysis identified that the direct relationship between leadership styles and factors of employees' reaction were significantly moderated by followership except for the relationship of transactional leadership style and frequency of change. The qualitative part provides more in-depth insights to examine quantitative part.

6.4.3 Practical Implications

Pakistan telecommunication industry is changing very fast and the reason for such drastic changes is the growing need of mobile communication and internet usage. HRD is the backbone of any organization because its core objective is to increase employees' efficiency and increase organizational effectiveness. The results of this study generally contribute to HRD practices and specifically to organizational development practices of the telecom companies of Pakistan.

Form the findings it can be suggested that managers with transformational leadership style will be more effective during organizational change processes in telecom organizations. Employee participation and their trust in managers in organizational change programs depended upon the manager's way of leading and their leader-member relationship. If

managers are more supportive, enthusiastic and visionary, employees would be more supportive and would build a high level of trust in managers. Moreover, the results also identified that for the telecom companies, not only transformational leadership but transactional leadership style would be also effective. Close monitoring as well as extrinsic and intrinsic rewards result in stronger employee participation in change programs. Transactional leaders also gain the trust of their employees through instrumental relationship based on rewards and recognition. But it was also found that managers with transformational leadership behaviour would be more effective in change programs than managers having transactional leadership style because of the level of trust and participation of employees under transactional leaders are based on exchange relationship not on the basis of social relations. Therefore, in order to successfully implement organizational change in telecom companies' the management must keep in minds their employees' level of trust and participation. If they ignore their employees, then it would be very difficult for the management to implement change because employees can resist changes at different levels. To make change successful and to keep employees involved, both transformational and transactional leadership style are essential. It was also confirmed from the results that if followers (employees) are more active, supportive and critical thinkers then they will support their leaders in the organizational change process. On the other hand, if followers are dependent and not engaged then they cannot support their leaders in times of change. During frequent organizational changes followers with higher independent critical thinking and higher active engagement are only support transformational leaders and not affect transactional leadership behaviour. In summary, it has been concluded that for the success of changes in telecom organizations of Pakistan, not only leaders but employee level of creativity and engagement are also important.

Managers are not the only agents that implement change successfully but followers also act as change agents during organizational change programs in telecom organizations of Pakistan. Transformational leadership is more effective to manage frequent changes but transactional leadership is evitable during change process in the telecom sector of Pakistan.

6.5 Research Limitations

From organizational change perspective, this study focused only on the frequency of change, trust in management and employee participation. The public sector of Pakistan is not well developed and it needs more structural changes for the smooth and easy processing of organizational processes.

This study did not focus on any specific change program like strategic change or incremental change. From leadership stance, this study analysed transformational and transactional leadership styles as independent variables. Furthermore, followership research is still in its infancy and this study utilized followership as a moderating variable. This research is based on convenience sampling; therefore, it has limited generalizability as compared to those studies which are based on probability sampling. This study focused only on the private sector of Pakistan while in terms of methodology this study followed explanatory mixed method study design.

6.6 Future Research Directions

There is still room for researchers to analyse other variables related to employees' reactions such as organizational culture, structure, employee communication, commitment, organizational justice, job and employees' characteristics, readiness, openness and resistance to organizational change. Future research may analyses employees' reactions selecting any specific type of change. while other studies can analyses other leadership

styles such as servant leadership, distributed leadership, authentic leadership and global leadership styles to analyse their effects and relationship with factors of employees' reactions. Future research studies may utilize followership in different contexts and samples focusing on other aspects of followership like implicit followership theory and constructionist perspectives of followership. Future research may select public sector and other types of organization like non-profit, banking, education and healthcare. In terms of methodology future research may follow other mixed methods research designs like exploratory sequential design, or concurrent research design to explain the underlined phenomenon in more detail and to get in-depth results.

6.7 Chapter Summary

This chapter explained the detailed summary of the current study. This chapter highlighted the summary of all chapters in the thesis. It also discussed the theoretical, methodological and practical contributionsof this research. At the end limitations and future research directions were included.

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APPENDICES

Appendix A: Questionnaire for Quantitative Data Collection

Questionnaire



**University Malaysia Sarawak
Faculty of Cognitive Sciences and Human Development**

The Moderating Role of Followership between the Relationship of Leadership Styles and Factors of Employees Reactions towards Organizational Change

Purpose: The purpose of this study is to identify the relationship between selected leadership styles and organizational change. In this study, two leadership styles is included, namely transformational leadership and transactional leadership. Followership dimensions are included as a moderating variable for this study.

Instruction: This questionnaire consists of four (4) sections. Section A, B, C and D. Read each question carefully and answer each question as accordingly. All information in the questionnaire will be strictly treated as CONFIDENTIAL and will only be used for academic purposes. If you have any question regarding this study, you can contact Sajjad Nawaz Khan at Sajjadnawazkhan@gmail.com. Your participation and honesty in answering the questionnaire is highly appreciated.

Regards

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Thank you for spending your time in responding to this questionnaire

Section A:

Demography information of respondents

This section is aimed to obtain information related to your background. Please indicate your answer with a tick (✓) in the appropriate box/ fill in the blank.

1. Gender

Male ☐

Female ☐

2. Age_____ years

4. Academic Qualification

Bachelor ☐

Master ☐

M. Phil ☐

PhD ☐

3. Length of service

Less than a year ☐

1-5 years ☐

6-10 years ☐

More than 10 years ☐

Job title: _____

Section B: Leadership styles

Please answer honestly and **CIRCLE** the option that you feel best represents the leader you are describing. There are no right or wrong answers. Use the following rating scale:

Not at all	Once in a while	Sometimes	Fairly Often	Frequently, if not always
1	2	3	4	5

The leader I am rating.....

1.	Provides me with assistance in exchange for my efforts.	1	2	3	4	5
2.	Re-examines critical assumptions to question whether they are appropriate.	1	2	3	4	5
3.	Fails to interfere until problems become serious.	1	2	3	4	5
4.	Focuses attention on irregularities, mistakes, exceptions, and deviations from standard.	1	2	3	4	5
5.	Talks about their most important values and beliefs.	1	2	3	4	5
6.	Seeks differing perspectives when solving problems.	1	2	3	4	5
7.	Talks optimistically about the future.	1	2	3	4	5
8.	Instils pride in me for being associated with him/her.	1	2	3	4	5
9.	Discusses in specific terms who is responsible for achieving performance targets.	1	2	3	4	5
10.	Waits for things to go wrong before taking action.	1	2	3	4	5
11.	Talks enthusiastically about what needs to be accomplished.	1	2	3	4	5
12.	Specifies the importance of having a strong sense of purpose.	1	2	3	4	5
13.	Spends time teaching and coaching.	1	2	3	4	5
14.	Makes clear what one can expect to receive when performance goals are achieved.	1	2	3	4	5
15.	Shows that he/she is a firm believer in "If it ain't broke, don't fix it".	1	2	3	4	5
16.	Goes beyond self-interest for the good of the group.	1	2	3	4	5
17.	Treats me as an individual rather than just as a member of a group.	1	2	3	4	5
18.	Demonstrates that problems must become chronic before taking action.	1	2	3	4	5
19.	Acts in ways that builds my respect .	1	2	3	4	5
20.	Concentrates his/her full attention on dealing with mistakes, complaints, and failures.	1	2	3	4	5
21.	Considers the moral and ethical consequences of decisions.	1	2	3	4	5
22.	Keeps track of all mistakes.	1	2	3	4	5
23.	Displays a sense of power and confidence.	1	2	3	4	5
24.	Articulates a compelling vision of the future.	1	2	3	4	5
25.	Directs my attention toward failures to meet standards.	1	2	3	4	5
26.	Considers me as having different needs, abilities, and aspirations from others.	1	2	3	4	5
27.	Gets me to look at problems from many different angles.	1	2	3	4	5
28.	Helps me to develop my strengths.	1	2	3	4	5
29.	Suggests new ways of looking at how to complete assignments.	1	2	3	4	5
30.	Emphasizes the importance of having the collective sense of mission.	1	2	3	4	5
31.	Expresses satisfaction when I meet expectations.	1	2	3	4	5
32.	Expresses confidence that goals will be achieved.	1	2	3	4	5
33.	Is effective in meeting my job-related needs	1	2	3	4	5
34.	Uses methods of leadership that are satisfying	1	2	3	4	5
35.	Gets me to do more than I expected to do	1	2	3	4	5
36.	Is effective in representing me to higher authority	1	2	3	4	5

37.	Works with me in a satisfactory way	1	2	3	4	5
38.	Heightens my desire to succeed	1	2	3	4	5
39.	Is effective in meeting organizational requirements	1	2	3	4	5
40.	Increases my willingness to try harder	1	2	3	4	5
41.	Leads a group that is effective	1	2	3	4	5

Section B: Factors of Employees Reactions towards Organizational change

1) The following statements are describing the type of change happening in your organization. Indicate what type of change you are mostly experiencing and how frequently change is happening in your organization, by **circling** a number from 1 to 5.

Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly agree 5
------------------------	---------------	--------------	------------	---------------------

1	Change frequently occurs in my unit	1	2	3	4	5
2	It is difficult to identify when changes start and end	1	2	3	4	5
3	It feels like change is always happening	1	2	3	4	5
4	Change has involved prior preparation and planning by my manager or unit.	1	2	3	4	5
5	Change has been the result of a deliberate decision to change by my manager/unit.	1	2	3	4	5
6	Change has occurred due to goals developed by my manager or unit.	1	2	3	4	5

2) The following statements are for describing your trust in your managers/leaders during organizational change process. Indicate how willing you are to engage in each of the following behaviours with your leader/manager, by **circling** a number from 1 to 5

Not at all willing 1	slightly willing 2	Neutral 3	Willing 4	Completely Willing 5
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How willing are you to do the following with your leader/manager.....

1	Rely on your manager's task related skills and abilities.	1	2	3	4	5
2	Depend on your manager to handle an important issue on your behalf.	1	2	3	4	5
3	Rely on your manager to represent your work accurately to others.	1	2	3	4	5
4	Depend on your manager to back you up in difficult situations.	1	2	3	4	5
5	Rely on your manager's work-related judgements.	1	2	3	4	5
6	Share your personal feelings with your manager.	1	2	3	4	5
7	Discuss work-related problems or difficulties with your manager that could potentially be used to disadvantage you.	1	2	3	4	5
8	Confide in your manager about personal issues that are affecting your work.	1	2	3	4	5
9	Discuss how you honestly feel about your work, even negative feelings and frustration.	1	2	3	4	5
10	Share your personal beliefs with your manager.	1	2	3	4	5

3) The following statements are for describing your participation during organizational change process. Indicate how you respond to each of the following statements, by circling a number from 1 to 5

Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly agree 5
------------------------	---------------	--------------	------------	---------------------

1	Changes are always discussed with all people concerned.	1	2	3	4	5
2	Those who implement change, have no say in developing the proposals.	1	2	3	4	5
3	Decisions concerning work are taken in consultation with the staff who are affected.	1	2	3	4	5
4	My department's management team takes account of the staff's remarks.	1	2	3	4	5
5	Departments are consulted about the change sufficiently.	1	2	3	4	5
6	Staff members were consulted about the reasons for change.	1	2	3	4	5
7	Front line staff and office workers can raise topics for discussion.	1	2	3	4	5
8	Our department provide sufficient time for consultation.	1	2	3	4	5
9	It is possible to talk about outmoded regulations.	1	2	3	4	5
10	It is possible to talk about ways of working.	1	2	3	4	5
11	The way change is implemented leaves little room for personal input.	1	2	3	4	5
12	Staff members are sufficiently involved in the implementation of the changes by our department's senior managers.	1	2	3	4	5

C: Followership

The following statements are for describing the followership dimensions exhibited by you. Kindly use the scale below to answer the following questions. **Circle** the number that most

Rarely 1	Sometimes 2	Occasionally 3	Frequently 4	Almost always 5
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clearly indicates your agreement with the following statements.

1	Does your work help you fulfil some of your goal that is important to you?	1	2	3	4	5
2	Are your personal work goals aligned with the organization's priority goals?	1	2	3	4	5
3	Are you highly committed with your work by giving them your best ideas and performance?	1	2	3	4	5
4	Does your enthusiasm spread to your co-workers?	1	2	3	4	5

5	Instead of waiting for accepting your leader's instruction, do you identify organizational activities that are important in order to achieve your organizational goals?	1	2	3	4	5
6	To be more valuable to your leader, do you actively develop a distinctive competence in critical activities?	1	2	3	4	5
7	When starting a new assignment, do you promptly build a record of successes that are important to the leader?	1	2	3	4	5
8	Can the leader give you a difficult assignment without the benefit of much supervision, knowing that you will meet your deadline with the highest quality work and that you will "fill in cracks" if needed?	1	2	3	4	5
9	Do you take the initiative to seek out and successfully complete assignments that go above and beyond your job?	1	2	3	4	5
10	Despite not being the leader of a group project, do you still contribute to the project exceeding your part?	1	2	3	4	5
11	Do you independently think and provide new ideas that are able to contribute significantly to you leader's goals?	1	2	3	4	5
12	Do you try to solve any work related problems on your own rather than seeking help from your leader?	1	2	3	4	5
13	Do you assist your co-workers, so they will appear as competent, even when you don't get any credit?	1	2	3	4	5
14	Do you assist your leader to see the potential and risks of ideas even if you need to be "devil's advocate" when needed? (<i>Devil's advocate=an individual who is assigned the role of challenging and questioning the assumptions and assertion made by the group to prevent premature decision (Dart & Marcic, 2010).</i>)	1	2	3	4	5
15	Do you understand the leader's needs, goals, and constraints, and work hard to meet them?	1	2	3	4	5
16	Do you honestly admit your strength and weaknesses?	1	2	3	4	5
17	Do you just do what you are told without questioning the leader's decision?	1	2	3	4	5
18	When the leader asks you to do something that contradicts to your professional or personal preferences, do you say 'no' rather than 'yes'?	1	2	3	4	5
19	Do you act on your own ethical standards rather than the leader's or the group's standards?	1	2	3	4	5
20	Do you assert your views on important issues, even though it might mean conflict with your organization members?	1	2	3	4	5

THANK YOU

Appendix B: Organizations Population Information

Organization Name	Number of Employees	Website
Telenor Pakistan	2038	https://www.telenor.com/about-us/global-presence/pakistan/
Mobilink Pakistan	2000	https://www.jazz.com.pk/media-center/press-releases/2000-employees-offered-permanent-contracts-jazz/

Appendix C: Interview Guide

Interview Guide Leadership Styles, Followership and Factors of Employees Reactions towards Organizational Change

Assalamualaikum..... How are you.....? Thank you for willing to be interviewed ... The purpose of this interview is to obtain information and understanding of ... the transformational and transactional leadership styles, followership and (frequency of change, trust in management and employees' participation) factors of employees' reactions towards organizational change.

Q1. How do you explain the role of leadership and followership in organizational change?

Q2. What leadership style you used during organizational change process?

Q3 Do you participate during organizational change, what is your role during organizational change process?

Q4. Do you think that involving followers'/staff members in decision making can enhance the success of organizational change or not?

Q5 what type of followers do you have, are they follows you blindly or they have the ability to raise questions against your decision, do they have the ability to give you valuable suggestion when needed?

Q6. How frequently change happens in your organization, or you have not experienced any frequent change?

Q7. How your organization deals with frequent and unfrequent changes?

Q8. Do you think that your staff members feel comfortable under your supervision during organizational change process and why?

Q9. Do your followers believe that their voices would be listened by you and by the top management of your organization?

Q10. What is most important for the successful implementation of organizational change, leadership, followership and/or both?

Appendix D: List of Publications

1. Busari, A. H., Khan, S. N., Abdullah, S. M., & Mughal, Y. H. (2019) Transformational Leadership style, Followership and Factors of Employees Reactions towards Organizational Change. *Journal of Asia Business Studies* (In Press)
2. Khan, S. N., Busari, A. H., Abdullah, S. M., & Mughal, Y. H. (2018). Followership moderation between the relationship of transactional leadership style and employees' reactions towards organizational change. *Polish Journal of Management Studies*, 17(1), 131-143.
3. Khan, S. N., Busari, A. H., Abdullah, S. M., (2019). The Essence of Followership Review of the Literature and Future Research Directions. In Mughal, Y. H & Kamal, S "Servant Leadership Style and strategic Decision Making", IGI global publishing.