

# Transformational leadership role in creating an effective work-related context including; Leader-member exchange, Followers' participation in decision-making process, and followers' resistance to change for successful performance

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## Keywords

Leader-member exchange (LMX), Participation (PART), Resistance, Transformational Leadership (TL)

## Abstract

**Purpose** This research aims to evaluate the significant role of transformational leadership of lower and middle level of management on Leader- member exchange, Followers' Participation in decision-making process, and followers' resistance to change in a private bank in Egypt

**Design** this paper utilized a quantitative research method with number of statements embedded in a questionnaire about each variable. Data collection included 412 respondents of one of reputable private banks in Egypt. SPSS has been used for data analysis to run correlation and regression analysis to get results of hypotheses testing.

**Findings** Results showed that transformational leadership has a significant positive effect on either Leader-member exchange quality or followers' participation in decision-making process. Whilst, Transformational leadership has been found without significant effect on followers' resistance to change.

**Practical implication** this paper could inform HRD (Human resource development) practices the way to increase leader awareness of how transformational leadership behavior is able to create a desired work-related context which could assist in achieving successful organizational objectives and goals

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## Introduction

Banks play a financial intermediary role between normal person or companies when they are interacting and trade off each other (Mishkin, 2007). Saunders and Andrea (1993) argue that having a solid financial sector especially banks will result in a better environment of business. So that, banking system plays a crucial step in the national economic development especially in a developing economy such as Egypt (El-Shazly, 2001; Bolbol et al., 2005). Moreover, having a competitive and efficient banking sector is a leading indicator for the performance of other sectors and produces smooth and fast-growing economy (Saunders et al., 2007; Ikram, 2007). The financial banking sector includes private and public organizations that are totally regulated by the government (Mishkin 2007). The results of El-Shazly's (2009) study revealed that investment and foreign banks are more efficient than public banks in term of cost and profit because of political constraints and the quality of human capital (Mohieldin and Nasr, 2007). Banks continuous performance development to cope with the recent fast-change ought to be among the destinations for banking sector in Egypt (Hegazy, 2014). These changes are encountered by

regulations for banking development which is passing through Central bank of Egypt (CBE) as CBE is the bank of banks. Change pressures organizations with a series of challenges that burden leaders' shoulders with extra effort to maintain a smooth and resilient workflow. Followers' resistance to change may obstacles the overall attempt of bank to cope with the dynamic environment and the ever-changing regulations of CBE. Many studies uncover that employees are not stand against change itself. Rather, they fear of the negative comings and consequences of the change (Aldossari, 2016). The role of leader here appears for maintaining a high quality of relationship with followers, providing them the opportunity to participate in the change, and reducing the level of their resistance to that change to end up with positive organizational outcomes (Wallace & Gaylor, 2012). In general, the process of continuous change for keeping a sound economic system in Egypt along with the interest in the literature concerning the implications of transformational leadership came up with a question, whether the transformational type of leadership style in private banks in Egypt may create a healthy environment, comprised of high quality leader-member exchange relations, high level of followers' participation, and low resistance to development process, for supporting that change.

### Problem Statement

Several studies addressed the role of transformational leadership as an enabler to successful Performance, but few studies examined the role of transformational leadership in achieving healthy climate to get better output of followers. However, there is no study examined the role of transformational leadership on creating effective leader-member exchange quality (LMX), effective participation of followers (PART), and smooth followers' resistance to change together in one in private banks in Egypt in order to determine the significance of the relationship between those variables.

### Literature Review

#### Transformational Leadership (TL)

Leadership is a build of huge broadness and intricacy. Burns observed Leadership as *"one of the most observed and least understood phenomena on earth"*. Munson (1981) defined leadership as *"The creative and directive force of morale"*. Harry Truman (1958; Memoirs, p. 139) defines a leader as a man who has the ability to get other people to do what they don't want to do, and like it. John Kotter (2008; Force for Change: p.3) sees leadership as a change process. The Classical management theory is considered the base for leadership theory (Longest et al., 2004). Leadership theory has been evolved passing by Trait Leadership Theory (1940s-1950s), Chaos theory (1942), Behavioral Leadership Theory (1950s-1960s), Contingency Leadership Theory (1960s-1970s), Charismatic leadership (1976), Servant Leadership (1977), and finally Full-Range Leadership Theory (1980s).

Transformational leadership (TL) is a construct among two constructs of Full-Range Leadership Theory namely; Transactional leadership and laissez-faire. Bass and Riggio (2006) refer to TL as a central Pillar of the theory of full-range leadership because, transformational leadership behaviors produces high leadership efficacy. Burns (1978) put a definition in political context for TL as *"A relationship of mutual stimulation and elevation that converts followers into leaders and may convert leaders into moral agents"*. Burns (1978) argued that Transformational leaders deepen communication level and commitment, performance, and morality for either leaders or followers. Burns separates transformational behavior from transactional and argued that leaders should exhibit only one behavior. On contrary, Bass (1985) suggests that effective leader behaves both transformationally and transactionally per the situation (Snodgrass and Shachar, 2008). Bass and Avolio (1994) wrote about Transformational leadership that: *"The goal of transformational leadership is to transform people and organizations in a literal sense - to change them in heart and mind; enlarge vision; insight and understanding, clarify purposes; make behavior congruent with beliefs, principles or values; and bring about changes that are permanent, self-perpetuating and momentum - building"* (p. 3).

The earlier leadership model suggested by Bass (1985) includes transformational style as a multidimensional variable with three constructs namely; (idealized influence, intellectual stimulation, and individualized consideration). Avolio and Bass (1999) & Bass and Avolio (2004) revise the leadership model again and add one more construct to transformational leadership called inspirational motivation. **Inspirational Motivation** is a behavior stimulates followers' spirits through creating atmosphere of challenging to their work and envisioning an attractive future states (Bass et al., 2003) Which in its turn

transform the interest of employees toward group interests rather than self-interests (Northouse, 2007). **Intellectual stimulation** pushes followers to challenge their own thinking as well as their beliefs to be creative in solving problems (Bass, 1985) and to take some responsibility as active participants in decision-making process (Hoyt et al., 2006; Limsila and Ogunlana, 2008). **Individualized consideration** is building a cohesive relationship between leader and each follower (Bass, 1985; Smith, 2016; O'Donnell et al., 2012). Individualized consideration is concerned with individual needs, perspective, and personal development (Hoyt et al., 2006; Limsila and Ogunlana, 2008).

**Idealized influence** is shaped by charisma which is characterized by high standards of moral and ethics that creates high persuasion, communication through clear vision about the sense of organizational purpose. So that, Followers wish to mimic their leaders (Bass et al., 2003; Bass, 1985; Gill, 2006; Northouse, 2007). TL's charisma can inspire followers toward an exceptional performance (Wang et al., 2011). TL affects many desirable outcomes such team cohesion and team effort (Wang et al., 2011), personality's issues and LMX (O'Donnell et al., 2012; Smith, 2016), level of followers' organizational commitment (Tse et al., 2013, Lee, 2005), Followers' engagement, reduces intention to leave & leverage organizational citizenship (Burch and Guaran, 2014), leader effectiveness (Snodgrass and Shachar, 2008), Followers performance (Camps and Rodriguez, 2011), service quality and team performance (Lee et al., 2011), SMEs performance (Ling et al., 2008), follower empowerment and decision-making latitude (Ozaralli, 2003), innovation (Boerner et al., 2007), mitigates resistance to organizational change (Oreg and Bearson, 2011), and enhances job satisfaction of followers (Ivey and Kline, 2010). Only one study of (Deluga, 1992) showed that the component of TL is independently correlated with LMX. More relationships about the effect of TL on dependant variables comprising our model (LMX, PART, and resistance) will be held with each variable's literature review section.

### **Leader-member exchange Quality (LMX)**

Graen & Uhl-Bien (1995) refers to LMX as an inter-relationship approach that demonstrates how supervisor and subordinate together fulfill organizational goals. An exclusive relationship is growing up between the leader and each member together toward achieving organizational goals rather than having one relationship style for everyone by the leader where the leader may have different degrees of inter-personal relationships with each one of his subordinates (Mahsud et al., 2010; Smith, 2016). High exchange relationship suggests a high level of trust, communication, and respect that results in a desired personal outcome for followers (e.g. interesting tasks, more rewards, additional responsibilities), and followers in their turn exchange their commitment to the work and be loyal to their leader. Whereas, low-quality exchange relationships allow followers to fulfill only formal requirements of the job description without exhausting themselves in extra effort because they know this extra effort won't be charged with extra rewards (Mahsud et al., 2010). LMX theory is an approach of mutual-relationships that demonstrates how vertical dyads involves leader (supervisor) and member (follower) jointly get organizational tasks accomplished (Yukl et al., 2009; O'Donnell et al., 2012). LMX fundamentals back to Dienesch and Liden, (1986). Mahsud et al. (2010) draw the attention to both of Social exchange theory (Homans, 1961) and Role theory (Graen and Scandura, 1987) which provide the base for LMX evolution over time. Social exchange theory calls for that individuals look for maximizing benefits and minimizing costs in an exchange process. Whereas, Role theory approaches LMX inter-relationship as model of how a leader and a subordinate develop together a relationship to get unstructured tasks done. In role theory, Tasks are going to be done via passing three phases (Role taking - Role making - Role routinization). LMX has been used in many previous studies; Some researchers have used LMX as independent variable to predict criterions such as turnover intention and organizational citizenship behavior (Burch & Guaran, 2014; Lee, 2005; Sherman et al., 2012), Employees reaction toward change (Van Dam et al., 2008), Management trust, communication, participation and rewards (Dienesch and Liden, 1986; Van Dam et al., 2008). Some others used LMX as a criterion for predictors such as leadership behaviors (O'Donnell et al., 2012; Smith, 2016; Yukl et al., 2009).

However, Burch & Guaran (2014) stated that the relationship between TL and LMX is mutually exclusive and LMX shouldn't mediate or moderate any relationship includes TL as independent variable, O'Donnell et al. (2012) in their study of different set of industries, they found that TL has a direct positive

effect on LMX. Their findings come up with the study of Yukl et al. (2009) and Smith (2016). Dhar (2016) found that Ethical leadership behaviors as a part of TL are positively affecting LMX that in its turn affecting innovation. Yang et al. (2016) found that ethical leadership behaviors affect organizational citizenship behaviors with a fully mediation by LMX. Where, Leaders who act ethically, empathy, and trustful is more effective in applying delegating, consulting and developing leadership behaviors that are based on TL model (Ismael et al., 2011). Consequently, those leaders are able to build high LMX quality and OCB. In other study held in Singapore related to R&D corporations, Lee (2005) found that TL is a great predictor of all dimensions of LMX rather than transactional leadership. This means TL has a boarder effect on the LMX quality than any other types of leadership. It is not surprisingly that high-LMX quality prefers transformational leadership style since TL has a great inside-construct relies on relationships (Notgrass, 2014).

### **Followers Participation in Decision-Making Process (PART)**

Decision-making is the process through which managers and leaders produce solutions to emerging problems. Furthermore, it is an inductive and participatory work (Stefaniak & Tracey, 2014). Nutt (2008) classified decision-making process into two types, (1) Discovery decision-making process and (2) Idea-imposition decision-making process. Participation (PART) has been considered a vital shape of management style (Kevin et al., 2012) and it has a crucial role in organizational outcomes such as productivity (Wilkinson et al., 2013). PART could be defined as the employee's voices depth, to what extent it makes a difference in the decision-making process (Kaufman, 2014). PART includes innovative ideas and suggestions about the possible ways for improving standardized workflows (LePine and Van Dyne, 1998). PART leads to an effective decision-making and creates a context of work characterized by information-sharing between management and employees (Cheng, 2014). Doucet et al. (2015) state that high level of autonomy and involvement in decision-making enhances the effectiveness of TL and help to foster organizational commitment. Some scholars tied participation to involvement (Pateman, 1970) and relate satisfaction and notions of industrial citizenship to participation (Blumberg, 1968). Furthermore, others tied PART in the form of employee involvement and engagement to human resource management that focuses on relationships between followers and first-line managers (Wilkinson and Fay, 2011). Participatory human relations theory and democratic theories constitute the cornerstones for PART (Noah, 2008).

Choy et al. (2016) allude to that Leaders utilizes PART to control followers' feelings, and positively stimulating their followers' morale to perform better in their job. Zhou et al. (2012) state that when individuals were intellectually stimulated and provided by the opportunity to participate, the strongest positive prediction of promotion focus on creativity appeared. Whereas, they found that with low level of intellectual stimulation and high levels of participation, promotion focus has been related with a fragile negative relationship with employees' creativity. This means that participation is useless without TL behavior especially intellectual stimulation behavior. Pettis (2017) surveyed the relationship between TL and psychological empowerment in New York. He found that TL has the major positive influence on the variance of psychological empowerment. Liang et al. (2017) in Taiwanese hospitality industry found that TL has significant relationships with relational identification, work engagement and employee voice behavior. Furthermore, they found that relational identification and work engagement sequentially have a mediation effect between transformational leadership and employee voice behavior which means that supervisors play a crucial role in participating followers' voice behavior through relational identification and work engagement of employees. Van Dam et al. (2008) prove the significant positive correlation between LMX and PART in their study and denote that high LMX quality ends up with the initiation from followers' part to voluntary spend themselves in work processes to reach their management organizational desired goals and objectives.

### **Followers' Resistance to Change**

The origin of the resistance is to maintain the status quo and keep state of equilibrium (Fernandez, 2014; Henry, 1997). Oreg et al. (2013) have defined organizational change as any alteration in an organization that potentially enhances stakeholders' physical or psychological experience affecting either the organizational or individual performance. In the process of change, followers will keep their

own opinions regarding the change and face varieties of emotional responses toward Change. Accordingly, they will translate their emotions through attitudes toward the organizational change. Oreg et al. (2008) suggest that individuals' reactions to change may differ across cultures. Embracing Change or resisting change is aroused and stimulated by the personal effect and surrounding environment (Oreg, 2006). Resistance to change concept has been arisen to the light after Lewin's (1951) theory of the change process. Scholars such as Harrington et al. (2000) described resistance as a natural outcome of the change process. Organizational change may be seen by followers as a threat and pressure that is causing stress and a potential productivity loss (Holbeche, 2006) which in its turn triggers resistance to change. Some researchers may perceive change as liberating, and opportunity for development by taking new responsibilities (Kull, 2003). Even if, resistance recorded some positive consequences, it can be costly because resistance in general, bans organizations from appropriate responding to dynamic environment (Beer and Nohria, 2000; Kull, 2003).

The initial multidimensional structure for resistance to change (Ambivalent Attitudes) was held by Piderit (2000) who suppose that follower's potential positive intentions may motivate negative responses to change. He categorized resistance to change into three-dimension; (1) Cognitive (or thoughts), (2) Emotional (or affective), and (3) Intentional (or Behavioral), the model provides a comprehensive understanding of the reasons behind employees' resistance to change specifically, when the change process goes against follower's values. Oreg (2006) extend the work of Pedrit by searching factors affecting resistance - namely; employees' personalities, and the organizational context and the effect of resistance on employees' satisfaction, Turnover intention, and organizational commitment. He found that resistance attitude is significantly affected by personality and context. In turn, resistance is significantly affecting employees' job-satisfaction, organizational commitment, and intention to quit the organization. Oreg and Bearson (2011) investigated the effect of leaders' personal attributes and TL behaviors in reducing followers' intentions to resist in public organizations. The results revealed that followers' intentions to resist were negatively predicted by leaders' openness to change and TL behaviors, and positively predicted by leaders' dispositional resistance to change that constitutes personality traits. Moreover, TL behaviors moderated the relationship between followers' dispositional resistance and their intentions to resist the change. Oreg and Bearson's study (2011) provides evidence that TL behaviors (especially inspirational motivation) attenuated the link between attributes of followers and resistance intentions and through the direct relationship; TL reduces follower's resistance to change.

## **Research Methodology**

### **Research Design**

This research followed the applied studies to improve our thinking of the phenomenon in order to add to the explanation of that phenomenon (Bickman and Rog, 2009). Moreover, our study will peruse the positivism approach (Maykut and Morehouse, 1994) that is based on measurable quantifiable variables. Deductive and correlational method is considered suitable for this study (Marczyk et al., 2005), because it investigates the relationship between TL and LMX, PART, and Followers' resistance to change in the critical time we are living in Egypt. The unit of analysis in this study is individuals (khurana, 2014), which is considered as a proper unit of analysis for data gathering characterized by Employees in one of the largest Private banks in Egypt .

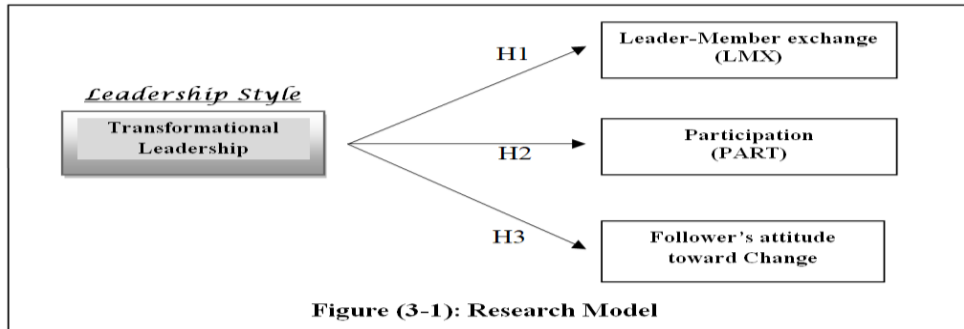
### **Population and Sampling**

The current study surveyed employees of a private bank in Egypt classified as one of the largest private foreign banks with an employee number about 6 000 Employees composed the overall of population. Sample of this research has been taken from the mentioned population. A cross-sectional survey is designed through online survey data using Survey monkey (<https://www.surveymonkey.com/>) as a platform for distributing our survey throughout social media (Facebook - Whatsapp - LinkedIn) and E-mail as well. Valid Questionnaires was 412 amongst 496 as total of collected participation in our survey. Valid percentage was 83%, after rejecting incomplete questionnaires.

### **Research Framework and Hypotheses**

Our research model comprises of independent variable: Transformational Leadership (TL); and the dependant variables: Leader - Member Exchange (LMX), Follower's participation in decision-making

process (PART), and Followers’ resistance to change. Research model is illustrated hereunder in figure 3-1.



**Research Hypotheses**

**H 1:** There is a significant relationship between transformational Leadership (TL) and Leader - Member exchange quality (LMX).

**H 2:** There is a significant relationship between transformational Leadership (TL) and Followers’ participation in decision-making process (PART).

**H 3:** There is a significant relationship between transformational Leadership (TL) and Followers’ resistance to change.

**Results and Findings**

**Descriptive Analysis**

Questionnaires were on-lined distributed among participants. 412 valid responses were collected. The descriptive statistics of demographic shows important characteristics of the data by making short summaries about the sample and measures of the data. It mainly consists of three types; measures of central tendency, measures of variability and, frequencies. The sample under study contained 69.9% Males and 30.1% Females. Table 4-1 shows Frequency tables for the research variables, where most of the responses vary between disagree and agree, while some of the data lie in the strongly disagree and few of them lie in the strongly agree zone. In addition, the mean falls around average. This means that the respondents are not that happy with the degrees they have in their organizations for the research variables; TL, LMX, PART, and Resistance to change. This refers to that there is a problem with the degree of satisfaction of employees regarding the mentioned variables, which lead the researcher to investigate the problem through the current research.

Variable	N	Mean	S.D.	Frequency				
				1	2	3	4	5
TL	412	2.99	1.012	38	80	159	117	18
LMX	412	3.22	0.957	18	74	140	156	24
PART	412	3.54	0.917	15	50	69	251	27
RESIST	412	2.59	0.641	0	202	175	35	0

Table 4- 1: Descriptive Analysis for the Research Variables

**Data Testing**

Table 4-2 shows that all average variance extracted (AVE) values are greater than 0.50, and all factor loadings (FL) are greater than 0.4, showing an adequate level of validity. Also, all cronbach's alpha values are greater than 0.70, showing an adequate level of reliability.

Variables	KMO	AVE	Cronbach's Alpha	Item Loading range
TL (20Q)	0.956	66.840%	0.972	0.433 - 0.807
LMX (7Q)	0.865	65.142%	0.879	0.521 - 0.795
PART (4Q)	0.791	74.626%	0.885	0.631 - 0.852
Resistance (15Q)	0.931	61.305%	0.782	0.425 - 0.811

Formal test of normality has been implemented for selecting type of tests that fit for the data under study. Table 4-3 shows the formal test of normality assumption for the research variables (Kolmogorov- Smirnov test), the test revealed that variables are not normally distributed as the corresponding P-values are less than 0.05, which means that the null hypothesis is rejected in favor of the alternative hypothesis of having non-normally distributed data. Therefore, the informal test of computing the skewness and kurtosis vales for the research variables has been used as the number of observations for the data under study exceeds 150 observations. Table 4-4 shows the informal test of normality, where it could be shown that the skewness and kurtosis values are beyond the accepted level of  $\pm 1$ , which means that the data under study are not normally distributed.

	Kolmogorov-Smirnov			Shapiro-Wilk			N	Skewness		Kurtosis	
	Stat.	Df	Sig.	Statistic	df	Sig.		Statistic	S. Error	Statistic	Std. Error
TL	.216	412	.000	.900	412	.000	412	-.268-	.120	-.458-	.240
LMX	.227	412	.000	.889	412	.000	412	-.370-	.120	-.362-	.240
PART	.364	412	.000	.778	412	.000	412	-1.067-	.120	.645	.240
Resistance	.313	412	.000	.748	412	.000	412	.613	.120	-.600-	.240

Table 4-3 Formal Testing of Normality

Table 4-4 Informal Testing of Normality

**Hypotheses Testing**

**Testing the first Hypothesis: Relationship between Transformational Leadership (TL) and Leader-Member Exchange Relationship (LMX)**

Table 4-5 shows Spearman correlation matrix for the relationship between TL and LMX, where there is a significant strong positive relationship between TL and LMX, as the corresponding P-value is less than 0.05 and correlation coefficient is greater than zero ( $r = 0.836$ ). Table 4-6 shows the regression model for the effect of TL on LMX. There is a significant positive impact of TL on LMX as the corresponding P-value is less than 0.05 and the regression coefficient is .790. In addition, R2 is 0.698, which means that TL explains 69.8% of the variation in LMX. Therefore, the H1 is supported, as there is a significant positive relationship between TL and LMX.

		TL	LMX	Model	Un-standardized Coefficients		Standardized Coefficients	t	P-value	R2
					B	Std. Error	Beta			
TL	Corr. Coefficient	1.000		(Constant)	.863	.081		10.649	.000	.698
	Sig. (2-tailed)	.								
	N	412			TL	.790	.026			
LMX	Corr. Coefficient	.836**	1.000	<b>a. Dependent Variable: Leader-Member Exchange</b>						
	Sig. (2-tailed)	.000	.							
	N	412	412							

Table 4-5: Correlation Matrix between TL and LMX

Table 4-6: Regression Model of TL on LMX

**Testing the second Hypothesis: Relationship between Transformational Leadership (TL) and Participation (PART)**

Table 4-7 shows Spearman correlation matrix for the relationship between TL and PART, where there is a significant positive relationship between TL and PART, as the corresponding P-value is less than 0.05 (P-value = 0.000) and correlation coefficient is greater than zero ( $r = 0.596$ ). Table 4-8 shows the regression model for the effect of TL on PART. There is a significant positive impact of TL on PART, as the corresponding P-value is less than 0.05 (P-value = 0.000) and the regression coefficient is greater than zero (Coefficient = 0.541). In addition, R2 is 0.356, which means that TL explains 35.6% of the variation in PART. Therefore, the H2 is supported, as there is a significant relationship between TL and PART.

		TL	PART	Model	Un-standardized Coefficients		Standardized Coefficients	t	P-value	R2
					B	Std. Error	Beta			
TL	Corr. Coefficient	1.000		(Constant)	1.928	.114		16.978	.000	.356
	Sig. (2-tailed)	.								
	N	412			TL	.541	.036	.596	15.043	
PART	Corr. Coefficient	.596**	1.000	a. Dependent Variable: Participation (PART)						
	Sig. (2-tailed)	.000	.							
	N	412	412							
Table 4-7: Correlation Matrix between TL and PART				Table 4-8: Regression Model of TL on PART						

**Testing the third Hypothesis: Relationship between Transformational Leadership (TL) and Followers’ resistance to change**

Table 4-9 shows the relationship between TL and Resistance to Change using the correlation matrix. It could be observed that there is an insignificant relationship between TL and Resistance, as the corresponding p-value is greater than 0.05 (P-value = 0.298). Table 4-10 shows the effect of TL on Resistance using the regression analysis. It could be observed that there is an insignificant effect of TL on Resistance, as the corresponding p-value is greater than 0.05 (P-value = 0.533). Therefore, the H3 isn’t supported and there is no significant relationship between TL and Resistance.

		TL	Resist	Model	Un-standardized Coefficients		Standardized Coefficients	t	P-value	R2
					B	Std. Error	Beta			
TL	Corr. Coefficient	1.000		(Constant)	2.653	.099		26.829	.000	.001
	Sig. (2-tailed)	.								
	N	412			TL	-.020-	.031	-.031-	-.623-	
Resist	Corr. Coefficient	-.051-	1.000	a. Dependent Variable: Resistance to change						
	Sig. (2-tailed)	.298	.							
	N	412	412							
Table 4-9: Correlation Matrix between TL and Resistance				Table 4-10: Regression Model of TL on Resistance						

**Discussion and conclusion**

The statistical analysis of the recent study reveals that transformational leadership is positively explaining the most of the change in Leader-member exchange quality (LMX) which means accepting hypothesis 1 calling for that there is a significant relationship between transformational Leadership (TL) and Leader-Member exchange quality (LMX) (Smith, 2016; O’Donnel et al., 2012). This is contrary to what has been said by (Burch and Guaran, 2014) about that TL and LMX are mutually exclusive. The acceptance of H1 refers to that leader who is able to apply transformational behaviors with his followers, can create a climate of high effective interpersonal relationship with his follower and accordingly he will be able to set higher goals and be provided with more feedback compared with Low-quality LMX (Bezuijen, 2005). Hypothesis 2 has been accepted also, and the analysis showed a positive correlation between Transformational Leadership (TL) and Followers’ participation (PART). These results aligned with the finding of Liang et al. (2017) in Taiwanese hospitality. Leveraging Participation of followers especially in change process is very crucial for attain goals and objectives on the organization. The third hypothesis that calls for a significant relationship between transformational Leadership (TL) and Followers’ resistance to change has been rejected in our analysis. This refers to that resistance to change by employees doesn’t be affected by transformational behaviors. This is contradicting with the study of Oreg and Bearson (2011) which proved the significant effect of TL on resistance to change directly and indirectly. The reason behind that contradiction may be the different cultures in which the two studies were conducted. The findings of our research indicate that strengthen work context should be started with tainting and developing the transformational skills for first-line and middle level management



leaders to produce more resilient and effective environment with their followers. This environment should be characterized by high interpersonal relationship with followers, unleashing the opportunities for followers to participate in the dynamic environment to end up with desirable outcomes proved in earlier study such Job satisfaction, organizational commitment, low intention of valued employees to leave, and high organizational performance then reaching ultimate organizational goals and objectives will be attained further.

### Research Limitations and direction for future research

This study produced several limitations. First, using a cross-sectional design to observe at specific point of time does not interpret the time sequence of the relationships among variables. Contrary to longitudinal researches which suggest additional insights into probable causations. Second limitation, the sample size surveyed on-line is limiting to some extent our confidence of its representativeness to the population because of Limited sampling and respondent availability for those whom who are less likely to have internet access. It is also harder to draw probability samples based on e-mail addresses or website visitations. Third, the selection of sample may cut the generalization ability of the results to the overall industry because implementing the study in only one organization calls for inability to generalize these findings to other organizations or other sectors. However, the fact that the base of our hypotheses are extracted from previous theoretical formulations of variety of organizational contexts, gives some support for our findings; it will be beneficial for further researches to take into consideration a larger and diversified sample on the model of TL on LMX, PART, and resistance to change . Fourth, the large number of questions may be led to un-considerable answer from participants' part that resulted in heterogeneity. Future research should take in its account selecting more homogeneous subjects and involving mediating and moderating variables to the model such as demographics. Furthermore, future researches can utilize several other variables that may have significant effects on the relationship of the proposed model. Finally, applying this model to industries and cultures other than what has been use in, will strengthen the power of the model and may detect direct or indirect relationship between TL and Followers' resistance to change.

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