



Why championing change?

A research on the antecedents of transformational leadership behavior in the context of organizational change.

Sara Ketzer

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Author

Sara Ketzer

s0170941 | s.ketzer@student.utwente.nl

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Graduation Committee

Dr. A. D. Beldad

Dr. H.A. van Vuuren

Abstract

Prior research has shown that transformational leadership behavior (TLB) effects organizational change and progress. This study aimed at providing insight into the factors that mobilize leaders to become the driving force of their organization's change efforts, thus to engage in TLB. It was assumed that leaders' commitment to change (which was treated as an expression of behavioral intent) and their change-related efficacy beliefs (on both an individual and a collective level) would influence their TLB. Furthermore, it was assumed that leaders' commitment to change mediates the relationship between the leaders' perceptions of an organizational change and their change-related efficacy beliefs and their TLB.

No mediation effects were found for commitment to change. Instead, the results of an online survey among 115 executives with personnel responsibility revealed that leadership self-efficacy beliefs and leaders' commitment to change explained 50% of the variance in TLB. The leaders' willingness to exert effort on behalf of the change showed to increase the more they felt able to provide support to their employees and as they thought that the change was needed and meaningful for business (appropriateness of change), that it was beneficial to the workforce (favorableness of change) and as they felt involved in decision-making processes. Implications for practice and further research are discussed.

Abstract

Uit eerder onderzoek blijkt dat een transformationele leiderschapstijl een positief effect op het succes van veranderingen binnen organisaties kan hebben. Het doel van dit onderzoek was om inzicht te krijgen in de factoren die leiders mobiliseren om een transformationeel leiderschapsgedrag te vertonen. Het werd verondersteld dat transformationeel leiderschap afhangt van hoe sterk een leider bereid is om zich voor de organisatieverandering in te spannen (commitment to change). Daarnaast werd ook vermoed dat deze leiderschapstijl afhangt van hoe sterk de leider erop vertrouwt dat hij én de organisatie als geheel in staat is om organisatieveranderingen tot een succes te maken (change related efficacy beliefs). Verder werd verondersteld dat de relatie tussen verschillende percepties van een organisatieverandering en transformationeel leiderschap ofwel efficacy beliefs en transformationeel leiderschap gemedieerd wordt door commitment to change.

Op basis van het onderzoek kon het verwachte mediatie effect niet bevestigd worden. De resultaten van een online enquête onder 115 leiders toonden dat 50% van de variantie in transformationeel leiderschap verklaard werd door twee vormen van leadership self-efficacy beliefs en commitment to change. Leiders bleken sterker bereid te zijn om zich voor een organisatieverandering in te spannen als ze vertrouwen hadden in hun vaardigheid om hun medewerkers tot steun te kunnen zijn. Verder bleek hun commitment to change toe te nemen als de leiders van mening waren dat de organisatieverandering noodzakelijk en belangrijk was voor de organisatie (appropriateness of change), dat de werknemers door de organisatieverandering geen nadeel zouden ondervinden (favorableness of change) en als de leiders zich betrokken voelden bij beslissingprocessen. Implicaties voor de praktijk en verder onderzoek worden aan het einde van dit rapport besproken.

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1 Introduction

In view of the volatile and complex dynamism of today's businesses, an organization's changeability is considered key to ensure its efficiency, profitability and competitiveness. There is a gamut of altering economic, political and social forces – including the deregulation of markets, ecological responsibility, shifting demographics, cultural diversity, digital networking or the war for talents – that affect the requirements of an organization's internal and external environment. And as “changes in environment require corresponding changes in the methods by which the organization plans, organizes, and directs its energies toward mission accomplishment” (Valle, 1999, p.246), organizations rarely operate in a steady state. Instead, strategic change initiatives seem to become the rule rather than the exception. Those initiatives often go in conjunction with procedural or cultural transformation, while emphasizing promising effects on business performance.

But successful and sustained organizational change is no easy venture that can be mastered by matured management alone. While managerial competencies are essential to align tasks and measures with the organization's goals, the importance of leadership has equally been emphasized by scholars and change experts (e.g. Gill, 2003; Kotter, 1996). Especially the transformational leadership style is considered suitable to effect organizational change (cp. Sarros, Cooper & Santora, 2008; Smith, Montagno & Kuzmenko, 2004; Waldmann & Bass, 1991). Research findings do not only indicate positive relationships between transformational leadership behavior (TLB) and desirable individual outcomes (e.g. employee satisfaction, organizational citizenship or employee performance; cp. Bommer, Rubin & Baldwin, 2004), but also highlight the importance of TLB in strategy implementation. Waldmann and Bass (1991) found empirical support for their assumption that TLB plays an important role in innovation processes and Rubin, Dierdoff, Bommer and Baldwin (2009) emphasize that “engaging in transformational leadership is essential for producing successful organizational change” (p.683).

In addition, Berson and Avolio (2004) demonstrated that the subordinates of transformational leaders had a stronger agreement over the organization's objectives than the subordinates of leaders who were rated less transformational. As this effect showed to be positively related with the leaders communication style (e.g. being dialog-oriented, listening carefully, seeking contribution), they

suggested “that although strategies may be determined at the top of an organization, their “translation” and dissemination depends in large part on subsequent levels of management and their leadership style” (Berson & Avolio, 2004, p. 641).

But why should leaders champion their organization’s change efforts by performing TLB? Just as organizations face a continuous pressure to meet alternating requirements and since organizational change does not only affect business processes, but also the workforce, executives will probably critically question the necessity, sensibleness and feasibility of strategies that require organizational change. Consequently, no managing board can presuppose their executives’ willingness to support any considered change, though they may be formally designated to do so. In line with this, researchers warn about assuming that “leaders are “on-board” with change initiatives and if not, that they will behave “professionally” and lead employees through the change effort” (Rubin et al., 2009, p. 686).

So what can be done to contribute to the practice of TLB, to make leaders the driving force of organizational change? Change theorists have stressed the importance of establishing commitment when aiming to receive support for a certain course of action (Bennis, 2000; Kotter, 1996). This suggests that TLB is a function of leaders’ commitment to both their organizations actions and goals. Likewise, prominent behavior theories, like Ajzen’s (1991) theory of planned behavior and Bandura’s (1995) social cognitive theory, emphasize the pivotal role of behavioral intentions and efficacy beliefs in predicting behavior. Given that intentions can be considered as a representation of commitment (cp. Fedor, Caldwell & Herold, 2006) and efficacy beliefs are not only expected to affect behavior directly, but also through the mediating variable of behavioral intentions, it is reasonable to assume that organizations should foster both leaders’ change-related efficacy beliefs and their commitment to change in order to set the stage for TLB.

With reference to the latter, the leaders’ perceptions of an organizational change initiative could play a decisive role in how they cope with the change. Ajzen and Fishbein (1977) suggest that people’s evaluations of an entity in question influence their response to it. As such, leaders’ perceptions of different aspects of an organizational change initiative are likely to determine whether or not leaders

commit to this initiative. The scientific literature on organizational change points to a set of variables, which may function together in shaping the leaders' willingness to provide or deprive support for their organization's change efforts. By means of the following research question this study aims to investigate the relationship of these and the aforementioned variables and their impact on TLB:

RQ: How do leaders' commitment to change, efficacy beliefs and perceptions of an organizational change initiative influence transformational leadership behavior?

Outlook

The following chapter 2 provides the theoretical background for this research. As the transformational leadership approach has only been described briefly so far, this chapter opens with a closer look at both its underlying considerations and extant literature on its antecedents. Hereupon, the potential antecedent variables of TLB (leaders' commitment to change, efficacy beliefs and perceptions of an organizational change initiative) are presented and their relevance for explaining TLB in the context of organizational change is outlined. The chapter closes with the presentation of the research model. Chapter 3 describes the research sample, which was made up of 115 executives with personnel responsibility. Furthermore, the research instrument used to collect quantitative research data is outlined.

Chapter 4 presents the results of the statistical analyses. Descriptive statistics, cronbach's alpha estimates and the outcomes of correlation and regression analyses are reported. The research hypotheses posed in chapter 2 are answered.

Chapter 5 elaborates on the research findings and provides an answer to the research question. In this context, the theoretical and practical implications of the insights gained are discussed. Finally, several limitations of this study are specified and implications for further research in the field of (transformational) leadership and organizational change are highlighted .

2 Theoretical framework

The purpose of this study is to illuminate how leaders' commitment to change, efficacy beliefs and perceptions of an organizational change initiative influence TLB. The first section of this chapter provides a closer description of transformational leadership behavior and current knowledge regarding its antecedents (§2.1). The second section elaborates on the concept of leaders' commitment to change, which will be treated as an expression of behavioral intent (§2.2). Thereupon, the relationship between efficacy beliefs in explaining behavior will be outlined, thereby taking account of efficacy beliefs on both an individual and a collective level of analysis (§2.3). Different kinds of perceptions of an organizational change initiative and their potential relationship with TLB will be discussed (§2.4) before the research model is presented at the end of this chapter (§2.5).

2.1 Transformational leadership behavior and its antecedents

The transformational leadership approach can be considered as most consistent with the prevailing perception of what distinguishes leadership from management. Transformational leaders can be described as collectively oriented people with an innovative edge and strong commitment to both organizational goals and values (cp. Albion & Cagliardi, 2007). The way these attributes find reflection in leadership behavior does not only explain how TLB adds to an organization's overall effectiveness, continuing progress and changeability. It also elucidates why TLB increases in importance when organizations strive to accomplish organizational change successfully.

According to a literature review conducted by Podsakoff, MacKenzie, Moorman and Fetter (1990) transformational leaders can be described by at least six behaviors. The following Table 1 provides an overview of these behaviors and describes them briefly.

Table 1

Transformational Leadership Behaviors (cp. Podsakoff et al., 1990, p.112)

Transformational leadership behavior	Description
Identifying and articulating a vision	Leader behavior aimed at identifying new opportunities for the leader's unit/division/company, and developing, articulating, and inspiring others with his or her vision of the future.
Providing an appropriate role-model	Leader behavior that sets an example for employees to follow that is consistent with the values the leader espouses.
Fostering the acceptance of group goals	Leader behavior aimed at promoting cooperation among employees and getting them to work together toward a common goal.
Setting high performance expectations	Leader behavior that demonstrates the leader's expectations for excellence, quality, and/or high performance on the part of followers.
Providing individual support	Leader behavior that indicates that he/she respects followers and is concerned about their personal feelings and needs.
Being intellectually stimulating	Leader behavior that challenges followers to re-examine some of their assumptions about their work and rethink how it can be performed.

These behaviors described by Podsakoff et al. (1990) show that the transformational leadership style is characterized by an activating, change- and progress-oriented behavior that serves to surpass the status quo by encouraging people to collectively rise to the challenges of organizational transformation.

Bass and Avolio (2004), who linked transformational leadership with followers' awareness of organizational objectives, state that the transformational leader "works to understand how followers derive meaning from the strategic messages communicated down into the organization and then adjusts those messages to the level of the follower's understanding" (p.642). Such a behavior indicates that transformational leaders possess the ability to communicate a compelling direction of action and

to motivate and inspire followers to work for the same purpose, i.e. to commit to a shared vision .

Since transformational leaders are said to have a strong commitment to the organization's objectives, this vision can be the vision the organization as a whole is trying to achieve. It can also be a vision a department or unit is dedicated to, as it strives to make contributions to the achievement of the organization's overall vision. In each case, it is a vision that guide activities and decisions, a vision that may require changes in to become realizable. In this case, the assumptions of Bass and Avolio (2004) illustrate that transformational leaders engage to help employees to find their feet in an altered organization and to adapt to new ways of working.

Furthermore, as transformational leaders seek to encourage their followers to be critical, to query customary procedures or to develop new, creative strategies that foster organizational practices, their leadership style can help to take away the fear of organizational change and to facilitate a substantive dialogue on change. As such, TLB can make valuable contributions to an organization's development.

Though the characteristics of TLB are subdivided and labeled differently in the scientific literature, they mostly coincide in content and find reflection in Podsakoff et al.'s (1990) description of TLB. Researchers also share the perspective that this kind of leadership increases "followers' awareness of the mission or vision towards they are working, thereby creating a situation where followers engage and involve themselves over and above what can be expected of them" (Nielsen & Cleal, 2011, p.344; cp. Podsakoff et al., 1990). In view of the strengths associated with transformational leadership and its valuable outcomes, it seems worthwhile to shift attention to extant literature on the antecedents of TLB, its insights and resulting approaches for this research.

Antecedents of transformational leadership behavior

To date, a great deal of empirical evidence supports a relationship between TLB and individual characteristics, like significant life experiences (e.g. Avolio, 1994, Sahgal & Pathak, 2007) or personality attributes, such as pragmatism and low levels of aggression (e.g. Ross & Offermann, 1997). Scholars also found a relationship between TLB and positive affectivity (Rubin, Munz & Bommer, 2005) or emotional intelligence (e.g. Barbuto & Burbach, 2006; Barling, Slater & Kelloway, 2000).

But as those antecedents are hard to shape by organizational means, there is an upcoming interest in the predictive value of contextual variables. Nielsen and Cleal (2011) examined the link between managers' self-reported TLB and their working conditions and found that "both cognitively challenging situations, as well as the perception of an overall challenging environment, predicted transformational leadership behaviors" (p.350). These findings raise the question if leaders do not engage in TLB (anymore) as they do not feel challenged. Would they be less concerned about their followers' needs? Or would they be less interested in working together to reach a common goal? This seems quite questionable.

It should be noted, that organizational change can create a quite challenging environment and that this could increase the likelihood of performing TLB. Change measures are likely to cause uncertainty in employees' understanding of job requirements, business procedures or rules. They may also lead to ambiguous ideas of what the changing organization will be like. And though executives may face the same uncertainties, they are called upon to provide orientation, to support employees to adapt to a new direction or to enlist them in collaboration. Nevertheless, since leaders' attitudes towards change also seem to play an important role in predicting their change-related leader behavior, it is questionable whether the challenging character of organizational change or an executive's personality is sufficient to incite leaders to champion their organization's change efforts (i.e. performing TLB).

Rubin et al. (2009) found that leaders who rated themselves as highly cynical about change were "less likely to engage in TLB and thus, fail[ed] to realize the enhancement of employee attitudes or their own performance typically associated with TLB" (p.686). This negative link has also been demonstrated by Bommer et al. (2004).

That there is empirical support for the negative relationship between cynicism about change and TLB can probably be explained because specific attitudes are believed to predict specific behaviors (cp. Ajzen & Fishbein, 1977; Bommer et al., 2004). In other words: a negative attitude towards change is unlikely to lead to TLB, since this would be a positive behavioral response to change.

Cynicism is an attitude characterized by negative beliefs and negative behavioral tendencies, such as making disparaging remarks about the organization (cp. Davis & Gardner, 2004). For this reason, a low level of cynicism about change is not to be equated with a positive reaction to change, but with a comparatively small level of contempt or frustration. This leads to the assumption that even low levels of cynicism about change will impair the likelihood of performing TLB. Reducing leaders' cynicism about change to set the stage for TLB might, therefore, prove futile, as leaders still lack the willingness (i.e. the intention) to support their organization's change efforts. More importantly, evidence about the antecedents of TLB provides little information about *why* leaders should engage in this leader behavior involving organizational change.

As shortly discussed in the previous section, behavioral intentions are said to play an important role in determining behavior. More importantly, both behavior theories (e.g. theory of reasoned action/planned behavior) and research findings provide little support for a direct relationship between attitudes and behavior (cp. Ajzen, 1991; Ajzen & Fishbein, 1977; Trafimow, 2004). Instead, there is a broad consensus among researchers and scientists that attitudes are more likely to predict people's behavioral intentions, while "intentions are proximate causes of behaviors" (Trafimow, 2004, p.237; see also Ajzen, 1991; Ajzen & Fishbein, 1977). Bommer et al. (2004) argued that cynicism about change would be "an attitudinal construct that likely captures a leader's behavioral intention" (p.197). But since attitudes are considered to be antecedents of behavioral intentions, attitudinal constructs cannot be equated with constructs reflective of people's behavioral intentions.

Rubin et al. (2009) stated that cynicism about change would lead to negative behavioral intentions, which in turn would lead to negative leader outcomes. But they did not include a concept measuring a leader's behavioral intention in their study. Therefore, the relationship between leaders' behavioral intentions and the performance of TLB remains unclear. Since the concept of leader

commitment to change is considered to capture a leader's behavioral intention, this study addresses this knowledge gap.

In addition, this research addresses the role of leaders' efficacy beliefs in predicting TLB. Behavior theories stress the importance of efficacy judgments in predicting both behavioral intentions and behavior (cp. Ajzen, 1991; see also Bandura, 1995). But little is known about the way leaders' efficacy beliefs shape their TLB or their behavioral intentions (i.e. commitment to change), respectively. Bommer et al. (2004) argued that peer behavior would provide insight into a leader's perceived self-efficacy and demonstrated that a leader's TLB was positively associated with the TLB of peer managers. But they did not measure a leader's belief in his/her abilities. This study investigates efficacy beliefs on both an individual and a collective level of analysis. As such, this study is the first to investigate the relationship between efficacy beliefs, leaders' commitment to change and TLB.

2.2 Leaders' commitment to change as an antecedent of transformational leadership behavior

As briefly discussed in the previous section, people's behaviors are considered to be a function of their intention to perform the behavior in question. Given that TLB can be equated with a leader's engagement for successful organizational change (cp. Rubin et al., 2009), TLB would presuppose a leader's intention to exert effort on behalf of the respective change. A concept that is likely to capture this intention is commitment to change, as it represents one's "behavioral intention to work toward success of the change" (Fedor, Caldwell & Herold, 2006, p.3). As such, leader commitment to change is not just a favorable attitude towards change (or low levels of negative change-related attitudes, such as cynicism about change). Instead, it is an expression of a leader's proactiveness in supporting and realizing a certain change initiative.

Considerable evidence suggests that work-relevant behavior can be attributed to people's commitment to different targets (e.g. the organization itself, a specific work group or strategy) and change theorists have stressed the importance of establishing commitment when aiming to receive support for a certain course of action (Bennis, 2000; Kotter, 1996). However, it should be noted that commitment to change has been defined differently in the scientific literature.

For example, Herscovitch and Meyer (2002) investigated the impact of two types of commitment on behavioral support for a change and found that "commitment to a change is a better predictor of behavioral support for a change than is organizational commitment" (p. 474). Their approach was based on the assumption that commitment to change is a three-dimensional psychological state that "binds an individual to a course of action deemed necessary for the successful implementation of a change initiative" (p. 475). They found that affective commitment to change leads to greater cooperative behavior and greater promotion of change to others than normative or continuance commitment to change.

However, certain change initiatives may be necessary, but unpleasant and closely linked with negative ramifications. Leaders who support the successful implementation of those initiatives by fostering collaboration among team members or by trying to turn others' attention to positive future prospects, for instance, will probably not be driven by a high degree of affective commitment to

change. Depending on the change context their cooperative behavior may be high, but due to a sense of obligation (normative commitment to change) or a lack of alternatives (continuance commitment to change). In line with this, Fedor et al. (2006) argued that people may tend to support a certain change, though “they may privately feel less excited about the fact that the organizations is seeking compliance with still another change demand” (p.22). In the same way, leaders may tend to support a certain change, though they may have personal regrets about resulting cuts.

It should be noted, that the definition of commitment to change proposed by Fedor et al. (2006) is similar to the one proposed by Herscovitch and Meyer (2002) in that it represents a supportive stance towards change. But treating commitment to change as an expression of behavioral intent places emphasis on one’s readiness for action rather than focusing on one’s underlying psychological motives for providing or depriving support.

Ajzen (1991) explains that intentions “are indications of how hard people are willing to try, of how much of an effort they are planning to exert, in order to perform the behavior” (p.181). According to Bandura (2001), intentions are not just an indication of future behavior, but “a representation of a future course of action to be performed. [They are] not simply an expectation or prediction of future actions but a proactive commitment to bringing them about” (p.6). This indicates that the likelihood of performing TLB should increase as a leader’s intention to support the success of the organization’s change efforts increases. Against this background the following hypothesis is posed:

H1: Higher levels of leaders’ commitment to change will increase the likelihood of transformational leadership behavior.

2.3 Efficacy beliefs as antecedents of transformational leadership behavior

Though leaders' commitment to change is considered necessary to perform TLB, it is reasonable to assume that efficacy beliefs also play a major role in predicting TLB. Efficacy beliefs have been studied on both an individual and a collective level of analysis, for example in research focusing on the relationships between self-efficacy beliefs and collective efficacy beliefs. Both concepts are derived from social cognitive theory. The former refers to future-oriented judgments about "one's capabilities to organize and execute the courses of action required to produce given attainments" (Bandura, 1997, p.3). The latter captures an individual's assessment of the joint performance capabilities of social entities, such as the individual's organization (cp. Goddard, Hoy & Woolfork Hoy, 2004). As such, it represents the group-counterpart to the individual level of analysis, which is considered helpful to explain how groups function in collaboration (cp. Lent, Schmidt & Schmidt, 2006).

Taking both kinds of efficacy beliefs into account when aiming to predict TLB seems worthwhile. Research suggests that behavior is positively linked with both self-efficacy beliefs and collective efficacy beliefs (cp. Chen & Bliese, 2002) and researchers emphasize that self- and group referent efficacy perceptions coexist (cp. Goddard et al., 2004). Given that change-related efficacy beliefs can be considered a prerequisite for embracing change and for disbanding the status quo (cp. Spreitzer, De Janasz & Quinn, 1999), it is likely to assume that the likelihood of performing TLB should increase, as leaders not only intent to promote their organization's course of action (i.e. commit to change), but also feel confident that they, and their organization as a collective, possess the capabilities to perform the actions required to cope with organizational change successfully.

Therefore, this study investigates the link between TLB and leadership self-efficacy (§2.3.1) as well as TLB and perceived organizational change efficacy (§2.3.2). As such, with reference to efficacy beliefs, the central research question addresses two levels of analysis. Since behavior theories also stress the importance of efficacy judgments in predicting behavioral intentions (cp. Ajzen, 1991; Bandura, 1995) this subchapter closes with a discussion of the mediating role of commitment to change in the relationship between both kinds of efficacy beliefs and TLB (§2.3.3).

2.3.1 Leadership self-efficacy beliefs

Empirical evidence supports the positive relationship between self-efficacy perceptions and performance (cp. Bandura, 1995). But less is known about the way leaders' beliefs regarding their leadership self-efficacy (LSE) affect their leadership behavior. Though not focused on TLB, research conducted by McCormick, Tanguma and López-Forment (2002) demonstrates that "those participants high in leadership self-efficacy reported attempting to take on a leadership role at a significantly greater frequency than those categorized as low on leadership self-efficacy" (p.43).

With reference to leader behavior relevant to organizational change, research findings indicate that managers are more apt to lead their organizations change efforts as they are confident in their ability to "exert leadership by setting a direction for the work group, building relationships with followers in order to gain commitment to change goals, and working with them to overcome obstacles to change" (Paglis & Green, 2002, p.217). In addition, Spreitzer et al. (1999) found that leaders who felt psychologically empowered (which includes a sense of role autonomy, influence and self-efficacy, for instance) were seen by their subordinates as more change-oriented than leaders who reported lower levels of psychological empowerment.

Bandura (1995) provides a conclusive explanation for this, as he states that "those who have a high sense of efficacy visualize success scenarios that provide positive guides and supports for performance. Those who doubt their efficacy visualize failure scenarios and dwell on the many things that can go wrong" (p.6). It goes without saying that a leader who communicates failure scenarios of change will neither succeed to create a vision for change nor to surpass the status quo successfully. Therefore, a pronounced LSE is considered highly relevant to the practice of TLB in the context of organizational change.

But the LSE construct lacks a clear definition. While some researchers conceptualize LSE as a manager's perceived capability to lead a group (cp. McCormick et al., 2002) or for driving change (cp. Paglis & Green, 2000), Anderson, Krajewski, Goffin and Jackson (2008) assumed that LSE could be better understood as a "general category that is made up of several discrete belief structures reflecting confidence in the ability to enact distinct leadership activities" (p.605). Their leadership self-efficacy

taxonomy distinguishes 18 LSE dimensions (e.g. Change LSE, Motivate LSE, Convince LSE), which can be linked to nine different leadership competencies (labeled effectiveness dimensions by Anderson et al., 2008). Seven out of these 18 dimensions accounted for the variance in the variables measuring leadership competencies that find reflection in the concept of transformational leadership (i.e. relational, creative, strategic and influential leadership; see Anderson et al., 2008, p. 601-602 for a detailed description of these leadership behaviors). Therefore, these seven LSE dimensions are considered to allow conclusions about the LSE beliefs that might set the stage for TLB.

Drawing upon the analysis results presented by Anderson et al. (2008) one can infer that leaders are more likely to search for new ways of doing business or to strive to realize an attractive vision of the future, as they have a clear sense of where the organization needs to be and as they believe in their ability to bring change into existence (Change LSE), to set clear performance standards (Challenge LSE) and to realize business objectives (Drive LSE).

Furthermore, the work of Anderson et al. (2008) indicates that managers will be more anxious to devote personal attention to their followers' needs and competencies, thus showing individualized consideration, as they feel confident in their ability to address their followers' needs for support and encouragement in the light of obstacles (Motivate LSE). The same behavior has been linked to high levels of perceived self-efficacy regarding a leader's ability to foster positive working relationships (Relate LSE).

In addition, Anderson et al. (2006) demonstrated that managers showed to be more likely to be persuasive, to act as role models and to demonstrate confidence in business issues, as they believed to possess the capability to convey an understanding of business values and objectives (Convince LSE) and as they felt able to act in accordance with business principles and values (Project Credibility LSE).

Given that organizational change may alter business fundamentally, those LSE beliefs may be shaken or even derogated - leaders who feel confident to perform the described behaviors under normal conditions may face problems to do so when their familiar business environment shifts. This, in turn, would impair the likelihood of performing TLB. Therefore, the seven LSE dimensions described above are considered to build a set of belief structures applicable to a range of leadership

activities relevant to cope with both organizational change and day-to-day business effectively. Against this background, the second hypothesis is posed:

H2a: Higher levels of leadership self-efficacy will increase the likelihood of transformational leadership behavior.

2.3.2 Perceived organizational change efficacy

Whether executives are likely to perform TLB in the context of organizational change is not just a question of their confidence in their ability to enact relevant leadership activities. Certain change initiatives may sound promising, but will rarely find approval as the organization's capabilities to realize them are contestable. Van Vuuren (2006) confirms that "a certain degree of confidence in the collective capabilities of the organization members together is essential beyond the level of agreement on the goals and values that the organization aims to achieve" (p.125).

Evidence supports a positive link between those so-called collective efficacy beliefs and collective functioning. Recapping on research findings that demonstrated a number of valuable outcomes Bandura (2001) states "that the stronger the perceived collective efficacy, the higher the groups' aspirations and motivational investment in their undertakings, the stronger their staying power in the face of impediments and setbacks, the higher their morale and resilience to stressors, and the greater their performance accomplishments" (p. 14).

These effects suggest that a leader, who believes in the organization's efficacy to cope with change effectively, will be more convinced of the collective ability to solve challenging tasks and to remove obstacles associated with the respective change initiative. This, in turn, will impact positively on the leader's leadership behavior, given that it strengthens the leader's persuasiveness when making followers enthusiastic about what they want to achieve in collaborative effort or in fostering the acceptance of the organization's course of action. Therefore, it seems reasonable to expect that a leader's sense of collective change efficacy affects the likelihood of performing TLB.

For the purpose of this study, the term 'perceived organizational change efficacy' is proposed. Conceptualized as 'a leader's perception of the organization's capability to cope with change

successfully', it specifies the level of collectivity and implies a focus on individual estimation. Furthermore, the concepts focus on change efficacy reflects "the context-bound nature of capabilities" (Van Vuuren, 2006. p.12). In this vein, the concept is defined corresponding to the assumption that the level of collectivity, the level of specificity and the ways of assessment should be specified when doing research on collective efficacy topics (for a more detailed elaboration please see Van Vuuren, 2006, pp. 125-127). The following hypothesis is posed:

H2b: *Higher levels of perceived organizational change efficacy will increase the likelihood of transformational leadership behavior.*

2.3.3 Efficacy beliefs, commitment to change and transformational leadership behavior

The theory of planned behavior states that one's control beliefs (which can be equated with efficacy beliefs) affect behavior both directly and through the mediating variable of behavioral intentions (cp. Ajzen, 1991; cp. Johnson & Boynton, 2010). As this study draws upon Fedor et al.'s (2006) conceptualization of commitment to change as one's intention to exert effort on behalf of a change, it follows that efficacy do not only predict TLB, but that there is a also a relationship between efficacy beliefs and TLB that might be mediated by a leader's commitment to change.

The scientific literature let suggest that a leader's change-related efficacy beliefs affect the potential mediator commitment to change. Holt, Armenakis, Field and Harris (2007) found that employees' readiness for organizational change was influenced by their belief that they were able to carry out the tasks associated with the implementation of a certain change initiative. The authors' understanding of readiness to change is similar to the conceptualization of commitment to change applied in this study. And since it is unlikely to assume that self-efficacy beliefs play a less important role for those working at higher levels in the organizational hierarchy, the positive relationship between self-efficacy beliefs and commitment to change could also hold true for leaders.

The same applies for the relationship of perceived organizational efficacy and commitment to change. Albion and Gagliardi (2007) assumed "that high collective efficacy would foster a *can do* spirit when

people face challenges such as organisational change, and as such, show higher levels of commitment to change”. Against this background, the following hypotheses are posed:

H3a: Leaders’ commitment to change mediates the positive relationship between leadership self-efficacy beliefs and TLB.

H3b: Leaders’ commitment to change mediates the positive relationship between perceived organizational change efficacy and TLB.

2.4 Leaders' perceptions of organizational change

Ajzen and Fishbein (1977) suggest that people's evaluations of an entity in question influence their response to it. In line with this, research findings indicate that perceptions of a certain organizational change initiative (i.e. the entity in question) influence an individual's reaction to the change. More precisely, evidence suggests that leaders will be more likely to make efforts on behalf of the success of organizational change as they think that the change is needed and meaningful for business (appropriateness of change), as they understand its practical implications (change-related uncertainty), but also its fit with the organization's overall strategic direction (fit with vision). Furthermore, leaders' commitment to change is likely to be influenced by their belief that the change proposed is beneficial to their subordinates (favorableness of change) and that the leaders have a say in the development of the change process (involvement in decision-making).

Together, these aspects create a complex set of variables. This research aims to provide insight into how their interplay affects a leader's commitment to change, and his/her TLB, respectively. The assumption that perceptions of a change initiative influence leaders' commitment to change, while their commitment to change is expected to affect TLB, implies that leaders' perceptions of change and their TLB are related indirectly. Ajzen and Fishbein (1977) suggest that a leader's perception of a change initiative do not need to influence his/her TLB, but his/her response to it (i.e. commitment to change), which in turn determines the leader's leadership behavior. But since commitment to change is conceptualized as an expression of behavioral intent and behavioral intentions are considered to mediate the relationship between people's evaluations of an entity in question and their behavior (cp. Ajzen, 1991), commitment to change could also function as a mediator variable. This would presuppose that there is a direct relationship between leader's perceptions of change and TLB. The following sections expand upon the proposed relationship between perceptions of an organizational change initiative and leaders' commitment to change and TLB, respectively.

2.4.1 Perceived appropriateness of change

Change experts argue that the development of any change initiative depends on whether those affected understand why business as usual does not work out anymore. Kotter (1996) states that “establishing a sense of urgency is crucial to gaining needed cooperation. With complacency high transformations usually go nowhere because few people are even interested in working on the change problem. With urgency low it’s difficult to put together a group with enough power and credibility to guide the effort” (p.36). Though this seems logical, one should take into consideration that many organizations face a continuous pressure to meet alternating requirements. As the frequency of large and small scale change processes may increase the lack of insight into the necessity of another change initiative, organizations may be forced to engage in genuine persuasion to gain support.

Noble and Mokwa (1999) demonstrated that managers’ strategy commitment increases as the strategy serves the organization’s advantage or as it has significant impact on the company’s future (cp. Wilson & Wong, 2003). Given that strategy commitment is a concept considered similar to commitment to change (cp. Parish, Cadwallader & Busch, 2008), a relationship between the perceived importance of an organization’s change initiative and a leader’s commitment to change is likely. Furthermore, Holt et al. (2007) found that employees’ perception regarding the urgency of change and their expectation whether the organization will benefit from the change found reflection in one unitary construct, labeled appropriateness of change. They found that the perceived appropriateness of change influenced the employees’ readiness for organizational change (a concept similar to the conceptualization of commitment to change applied in this study, cp. Holt et al., 2007).

As organizations strive to build up their workforce’s readiness for organizational change, their leaders have to be able to communicate the reasons and estimated outcomes of the change at hand. But if the leaders question the appropriateness of the change, that is its necessity and its relevance for business, they will probably be less likely to commit to change. This, in turn, might decrease their change-oriented leader behavior. Against this background the following hypothesis is posed:

H4: Leaders’ commitment to change mediates the positive relationship between the perceived appropriateness of change and transformational leadership behavior.

2.4.2 Change-related uncertainty

To set the stage for TLB it is not only important to convey an understanding of the appropriateness of change, but also of its implications for business. Organizational change often goes in conjunction with feelings of uncertainty, as people face new structures, processes, business principles, responsibilities or role descriptions. And given that uncertainty has been defined as “an individual’s inability to predict something accurately” (Milliken, 1987, p.136), it often creates a lack of both orientation and security for those affected, which contributes to increased levels of stress or turnover intentions and decreased levels of job satisfaction or commitment (cp. Bordia, Hobman, Jones, Gallois & Callan, 2004). In short, uncertainty is said to make up one of the main causes of negative attitudes toward change (cp. Fedor et al., 2006).

According to Bordia et al. (2004) individuals can experience three interrelated kinds of uncertainty when facing organizational change: strategic, structural and job-related uncertainty. Strategic uncertainty refers to an individual’s feelings of insecurity regarding the requirements of the organization’s business environment, its strategic direction and viability, for instance (cp. Bordia et al., 2004). High levels of structural uncertainty reflect an individual’s inability to see through the organization’s reporting structures, the function of different units or the contribution of the own unit to the organization’s overall success. Finally, people who face job-related uncertainty lack the ability to make certain statements regarding their professional future or career development in the changing organization.

With reference to a leader’s commitment to change and his/her TLB high degrees of uncertainty can have severe consequences. Nadler (1993) states that an overload of uncertainty can cause people to “engage in extreme defensive behavior, and [to] become irrationally resistant to any new change proposed” (p.96). This does not only imply that a leader’s commitment to change decreases as his/her strategic, structural or job-related uncertainty increases. It also leads to the assumption that change-related uncertainty and TLB are related negatively, since TLB is exact opposite of a defensive behavioral reaction towards change. Furthermore, it is difficult to conceive of a leader being transformational whose experience of change is marked by uncertainty .

Therefore, in order to make efforts on behalf of the change, leaders are needed to find their feet in both the changing environment and new tasks and responsibilities. As they are to succeed in bringing the importance and implications of organizational change to their subordinates and as they are required to represent a source of information and response to their subordinates' concerns, both their commitment to change and their TLB are likely to increase as they feel equipped with profound knowledge regarding the implications of organizational change. As they can orientate themselves to the change process and as they understand the broader context of the organization's efforts, they will be more likely to commit to the change at hand. In turn, they will probably be more likely to engage in change-oriented leader behavior that helps their subordinates to navigate their way through the altering unit, department or company. Against this background the following hypothesis is posed:

H5: Leaders' commitment to change mediates the negative relationship between strategic uncertainty (H5a), structural uncertainty (H5b) and job-related uncertainty (H5c) and transformational leadership behavior.

2.4.3 Perceived fit with vision

Change experts like Kotter (1996) stress the importance of creating a clear picture of what the company is aiming to achieve and how its change efforts are aligned with long-term objectives when aiming to build up support for change. Evidence suggests that the perceived fit with vision, which refers to "the degree to which a strategy being implemented is seen as congruent with the overall direction of the organization" (Noble & Mokwa, 1991, p.62), influences both leaders' strategy commitment (Noble & Mokwa, 1999; Wilson & Wong, 2003) and employees commitment to change (Parish et al., 2008). These findings imply that a leader's willingness to exert effort on behalf of a change should increase as change is believed to be aligned with the objectives the organization aims to achieve in the long term.

This in turn should influence the leader's TLB. As described in §2.1 transformational leaders work to help their followers to derive meaning from their organization's course of action (cp. Bass & Avolio, 2004) and to explain how this course serves to achieve the organization's overall objectives,

its vision. As such, a vision guides through change and a change initiative that serves the purpose of reducing the distance to the organization's desired future state will probably rather meet with the approval of leaders than a change initiative that stands detached from the organization's overall aspirations. Because a fit of change and vision provides arguments for the necessity of change, thereby helping to build consensus about the organizational change and to paint a living picture of what the organization is actually going to be. It also helps "to direct, align, and inspire actions on the part of large numbers of people" (Kotter, 1996, p.7). Therefore, the following hypothesis is posed:

H6: Leaders' commitment to change mediates the positive relationship between perceived fit with vision and transformational leadership behavior.

2.4.4 Perceived favorableness of change

Practitioners and theorists agree that a change initiative gathers momentum as those affected have a strong belief in its benefit. But certain measures may emphasize promising effects on business performance, while forcing sacrifices in favor of the achievement of well-sounding objectives. Fedor et al. (2006) note that though "the organization-level impact of a specific change is clearly important (e.g., expense cutting targets being met or new work processes being implemented), such impact may be quite independent of the impact the change may have had on work units or the individuals within them (e.g., units may be understaffed or overwhelmed and individuals may feel overworked)" (p.6).

In accordance with this, they found that employees were less likely to commit to organizational change as they felt that the change was detrimental to the workforce. This negative relationship between the perceived favorableness of change and employee commitment to change showed to be independent "of the extent of change at the work unit or job levels" (Fedor et al., 2006, p. 20).

Given that leaders do not only bear responsibility for their organization's economic success, but also for the efficiency and well-being of their subordinates, their commitment to change is likely to decrease as they believe that the change will place their subordinates at an unacceptable disadvantage. The importance of favorable outcome expectations when facing organizational change has also been stressed by Kotter (1996), who stated that people will not strive to surpass the status quo "unless they

think the potential benefits of change are attractive” (p.9). Against this background it is most likely to assume that leaders will be less likely to engage in TL, because they might refuse to exert effort on behalf of a change they consider to be unfavorable for those affected. On the other hand, the expectation of favorable outcomes will probably encourage a leader to exert effort on behalf of a change and, in turn, to engage in leadership behavior that fosters change. The following research hypothesis is posed:

H7: Leaders’ commitment to change mediates the positive relationship between the perceived favorableness of change and transformational leadership behavior.

2.4.5 Perceived involvement in decision-making

The today’s frequency of large and small scale change processes may dampen leaders’ appreciation of and receptiveness to their organizations’ attempts for change or renewal. And though leaders’ may be willing to exert effort on behalf of a certain organizational change, because they understand its necessity, its implications for business or its contribution to the organization’s objectives, for instance, the organization’s chances to gain their leaders’ cooperativeness will increase, as the leaders are allowed to provide input and to have an impact on the development of the change process.

It is not just that initiatives are likely to become more relevant to those who participate in relevant decision-making processes. As the organization’s top management actively seeks to involve its leaders in the development of the change process, it sends clear signals. First, it demonstrates that the change has to be realized in collaborative effort, that executives are expected to play a vital role in the process, that their contributions are valued (cp. Miller, 2006). Second, it shows its interest in creating a transparent, comprehensible and coherent process, which makes the change, its implications and challenges explainable to others. Third, it builds a platform where uncertainties can be addressed and where executives can exchange experiences (e.g. how to cope with perceived reluctances on the part of the employees). Fourth, it makes clear that the change is such an important project, that the investment of a considerable amount of time is considered worthwhile – a message executives can pass on to their subordinates.

Furthermore, research conducted by Wilson and Wong (2003) showed that participation in strategy formulation and decision-making processes increased leaders' strategy commitment. These results indicate that leaders, who feel involved in change-related organizational decision-making, are more likely to exert effort on behalf of the respective change initiative.

But research findings also show a link between involvement and behavior. Collier, Fishwick and Floyd (2004) investigated the relationship of leaders' perceived involvement in strategy processes and their assessment of the strategy process. They found that "the more managers are involved, the more they come to see [organizational processes] in favorable terms, and the more they act in ways that make the process better (...) since involvement increases the perception that strategy is based on a strong shared vision, managers who are more involved may be less likely to engage in the blocking manoeuvres, information filtering and tit-for-tat bargaining that are typical of a politicised process" (p.76). Since change-related leadership behavior is considered to be a function of a leaders' commitment to change, these research findings let assume that leaders' perceived involvement in decision-making processes affects their TLB through the mediating variable of commitment to change. The following hypothesis is posed:

H8: Leaders' commitment to change mediates the positive relationship between perceived involvement in decision-making and transformational leadership behavior.

2.5 Research model

The following research model depicts the relationships among the variables as hypothesized and outlined in the previous sections.

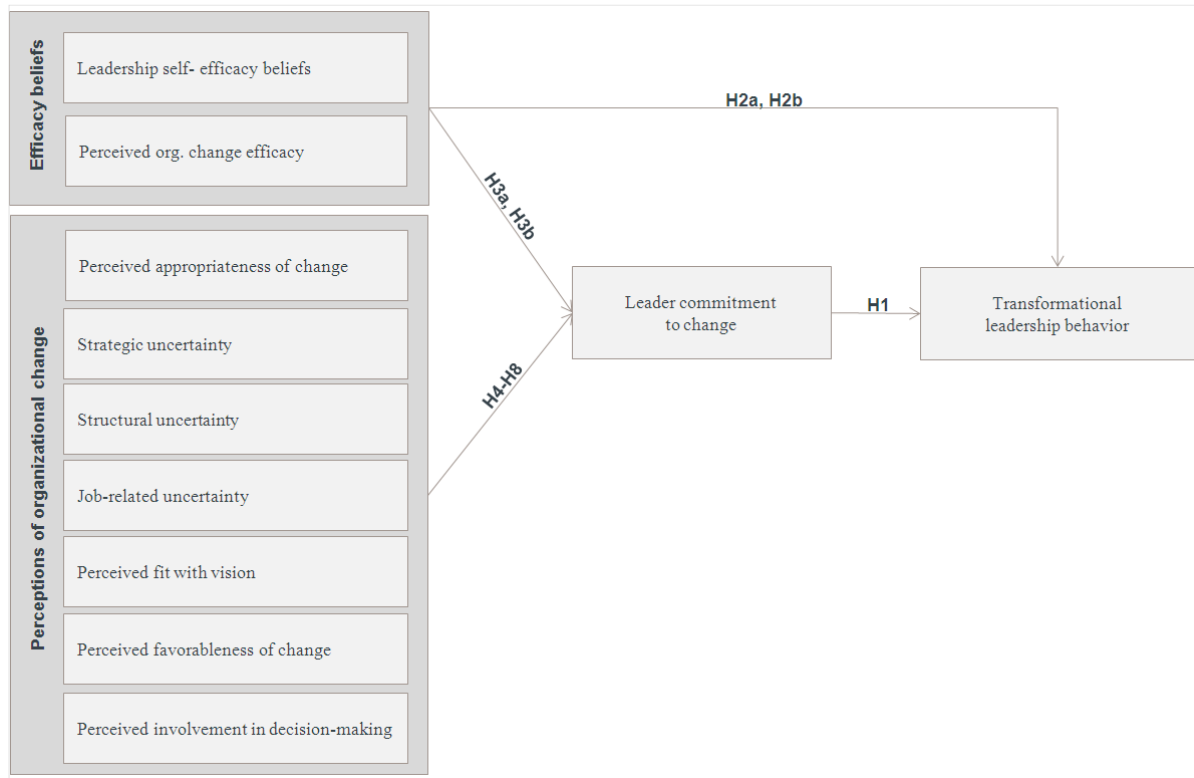


Figure 1: Research model

3 Method

As this research aims to provide insight into the relationship between the previously discussed constructs a quantitative online-survey was designed and conducted. The first section of this chapter sets out how the sample was gathered and how it was composed (§3.1). The second section focuses on the research instrument and describes the scales used to measure the different research concepts (§3.2).

3.1 Participants and Procedure

Data were collected by means of an online-survey over a period of four weeks. An e-mail explaining the purpose of the study was sent to 62 managers, who were invited to participate in the survey and to share their experiences with respect to a recent or ongoing change within their organization. Their anonymity and the confidential treatment of all information provided were assured.

To broaden the circle of potential participants, the recipients of the invitation e-mail and further multipliers (e.g. members of management associations, change managers) were asked to forward the invitation to their professional network and to encourage managers with personnel responsibility to participate. In total 137 managers took part in the survey (due to this sampling technique no reliable statements can be made concerning the response rate). Twenty-two responses were excluded from the statistical analysis due to missing data.

The final sample comprised 47 females (41%) and 68 males (59%), who were predominantly between 35 and 44 years old (43%). Just under one quarter of the participants (24%) bore responsibility for more than 15 employees, while 59% of the participants assumed executive tasks with responsibility for up to eight employees. Though the participants worked in various sectors in Germany, the industrial sector (25%), the media/IT industry (24%) and the service sector (17%) were most strongly represented in the sample. Table 2 provides a full description of the sample composition.

Table 2
Sample composition (N=115)

	Percent	Frequency
Sector		
Industry	25.2	29
Trade / Distribution	8.7	10
Services	17.4	20
Banking / Insurances	12.2	14
Health / Society	1.7	2
Media / IT	23.5	27
Public Administration	7.8	9
Others	3.5	4
Personnel responsibility		
1 to 3 employees	29.6	34
4 to 8 employees	29.6	34
9 to 15 employees	17.4	20
More than 15 employees	23.5	27
Gender		
Male	59.1	68
Female	40.9	47
Age		
Younger than 25 years	0.9	1
25 to 34 years	21.7	25
35 to 44 years	42.6	49
45 to 54 years	33.0	38
Older than 55 years	1.7	2

Given that the data could not be collected from a single organization facing organizational change, participants were asked to give a brief description of the organizational change they experienced recently or at the time of data-collection (“Please describe a recent or ongoing organizational change that has had an impact on the way that you perform your job”). This procedure was applied previously by Herscovitch and Meyer (2002) and Parish et al. (2008). The latter argued with reference to

Rousseau and Tijoriwala (1999) that organizational changes cannot be restricted to single events or homogenous messages, but include a lot of complexity.

107 participants shared a short description of the kind of organizational change they felt affected by.

Next to process optimization measures/process redesign and restructurings, change processes linked with mergers and integration processes (such as restructurings, changes in the chains of command, downsizing / up-staffing, cultural processes) were frequently mentioned. However, the changes described were very different in nature and, as mentioned by Parish et al. (2008), mostly not restricted to a single kind of change. Therefore, the participants' descriptions of change can hardly be divided into separated categories, as the following selection of exemplary responses shows:

- „Department restructuring, change of reporting lines, change of superiors, leaving of several employees, first recruitment activities of new employees.”
- “Acquisition of the company, alignment of structures and processes of the former start-up company. “
- „Optimization of the flow of goods in our warehouse combined with personnel changes. “
- „Redefinition of the division employee communications, separation from an existing division and description of tasks, processes, responsibilities. Spatial and disciplinary changes, increase of tasks. “
- „Formulation of a corporate vision, mission and values.”
- “Rebranding, reorganization of the management board.”

Most of the respondents (38%) indicated that the change they described was being implemented at the time of the data collection. Approximately 14% were currently in the phase of analysis and planning, while 17% achieved the final stage of their change processes. Additionally, 31% indicated that the change described was fully completed. Each participant was urged to answer the following questions with the change situation described in mind.

3.2 Measures

The participants completed a survey with six questions concerning the participants' background, and 56 items measuring the eight concepts of the research model. All survey items were completed using five-point Likert Scale, ranging from 1= totally disagree to 5= totally agree.

English items which were not available in German were translated by the researcher. A back-translation of the items by an English/German native speaker ensured that the translation conformed to the original meaning. The German version of the survey can be found in Appendix A.

Transformational leadership behavior

To measure transformational leadership behavior, the participants completed a ten-item self-rating scale ($\alpha = .79$). Six items were taken from the Global Transformational Leadership scale (GTL) which assesses "the extent to which a manager is visionary, innovative, supportive, participative and worthy of respect" (Carless, Wearing & Mann, 2000, p. 401). Carless et al. (2000), who designed the GTL on the basis of a literature review, showed that the scale is a reliable measure of a single construct of transformational leadership ($\alpha=.93$) with strong discriminant validity. They also demonstrated that the GTL has a strong convergent validity in that its items showed to be strongly related with the conceptually similar constructs measured by the sub-scales of the Leadership Practice Inventory (LPI) and the Multifactor Leadership Questionnaire (MLQ) - two widely used and well-established, but considerably more extensive measures of transformational leadership behavior (cp. Carless et al., 2000). Though the GTL provides a useful assessment of transformational leadership behaviors, the scale was expanded by four items. Guided by the belief that these additional items would serve to provide a more accurate description of the respective leadership practices, two items each were taken from Kouzes and Posner's (2007) LPI-sub-scales labeled 'modeling the way' and "inspiring a shared vision".

The instructions asked the participants to be honest and as accurately as possible, when indicating how often they typically engage in the behaviors described. Sample items read: "I foster trust, involvement and cooperation among team members" and "I support and encourage my employees' development".

Commitment to change

Commitment to change was measured using a four-item scale, which showed to have a high internal consistency ($\alpha=.88$). The items were taken from the study conducted by Fedor et al. (2006), who reported a Cronbach's alpha of .74 for the scale intended "to capture the individuals' intention to act on behalf of the change" (p.12). Since their research focused on employees, some items were reformulated to capture a leader's commitment to change. Examples of these items are: "I am doing whatever I can to help this change be successful" and "I intend to fully support my organization during this change".

Leadership self-efficacy beliefs

The work of Anderson et al. (2008) showed that a set of seven LSE dimensions (Change LSE, Challenge LSE; Drive LSE, Motivate LSE; Convince LSE; Relate LSE, Project Credibility LSE) can be linked to leadership activities that find reflection in the concept of transformational leadership. Anderson et al. (2008) measured these dimensions using the Leadership Self-Efficacy Inventory (LSE Inventory), which was kindly made available by David Anderson (see Appendix B).

The LSE Inventory is a self-report consisting of 88 single items. As such, the instrument is not very economical in length. In addition, the LSE Inventory does not define scales that serve to measure the different LSE dimensions distinguished by Anderson et al. (2008). However, twelve items of the LSE Inventory were similar or even identical to the descriptions of the different leadership dimensions provided by Anderson et al. (2008). These items were reformulated into statements concerning the leaders' belief in their ability to perform different leadership behaviors.

The participants were asked to give an assessment of their ability to perform these behaviors effectively when taking the conditions of the formerly described organizational change situation into consideration. Sample items read: "Considering the change situation described, I feel I can bring business objectives into being" and "Considering the change situation described, I feel I can establish specific, challenging and attainable performance targets". A five-point Likert scale with anchors ranging from 1= totally disagree to 5= totally agree was used.

As Anderson et al. (2008) suggest that LSE could be better understood as a “general category that is made up of several discrete belief structures” (p.605) an exploratory factor analysis was confirmed to test the factor structure of the twelve items used in the survey. The analysis showed that a two component-solution explained 66.53% of the total variance of seven variables included in these components (KMO=.76). Five items were eliminated during the analysis, as they did not contribute to a simple factor structure and failed to meet the minimum criteria of having a primary factor loading of .4 or above and communalities of .3 or above.

The first component combined four items, which served to measure a leader’s belief in his/her ability to bring change into existence (change LSE), to realize business objectives (drive LSE) and to set clear performance standards (challenge LSE). These items share conceptual meaning in that they reflect a leader’s belief in his/her ability to convey and realize a desired future vision of the company. Therefore, this component is considered as one dimension of LSE, labeled Vision LSE ($\alpha=.77$).

The second component combined three items, which served to measure a leader’s ability in his/her ability to foster positive working relationships (relate LSE) and to address followers’ needs for backing in the light of obstacles (motivate LSE). As these items share conceptual meaning in that they reflect a leader’s belief in his/her ability to provide support to his/her employees, this component is considered as a second dimension of LSE, labeled Support LSE ($\alpha=.78$).

Perceived organizational change efficacy

The items used to measure the concept perceived organizational change efficacy are based on the collective teacher self-efficacy scale, developed by Schwarzer, Schmitz and Daytner (1999). In two samples they found Cronbach’s alpha coefficients above $\alpha=.90$. The scale provides a useful basis for the formulation of items, which capture a leader’s beliefs regarding his/her organization’s capability to cope with change successfully. This could be demonstrated by a very good Cronbach’s alpha of .88 for the four-item-scale developed for the purpose of this study. Sample items read: “I believe in my organization’s ability to establish change and innovative approaches even when faced with setbacks” and “I am certain that my organization can achieve its goals, because employees stick together and do not get demoralized by day-to-day hassles”.

Perceived appropriateness of change

Holt et al. (2007) developed and evaluated a research instrument to assess an individual's readiness for organizational change. Their instrument includes a ten-item scale, consisting of three previously distinguished factors ($\alpha=.94$). Five items, measuring the perceived need and benefit of an organizational change, were taken from this scale as they reflect the concept of interest. After deleting one item, the scale had a good internal consistency of $\alpha=.81$ and included items such as "I think that the organization will benefit from this change" and "There are legitimate reasons for us to make this change".

Change-related uncertainty

Following Bordia et al.'s (2004) differentiation of strategic, structural and job-related uncertainty, three items each were used to measure each type of uncertainty. These scales were developed by Bordia et al. (2004), who reported moderate or high internal consistency (strategic uncertainty: $\alpha=.81$, structural uncertainty: $\alpha=.79$ and job-related uncertainty: $\alpha=.68$). A confirmatory factor analysis confirmed that eight items of the scale measured these three kinds of uncertainty (KMO=.80). The three component solution showed to explain 73.44% of the total variance. The three-item scales measuring strategic and job-related uncertainty had a good internal consistency of $\alpha=.77$ each. The two-item scale measuring structural uncertainty proved very reliable ($\alpha=.80$). It should be noted that the third item of this scale was removed during the confirmatory factor analysis, as the minimum criteria of having a primary factor loading of .4 was not met.

Respondents were asked to indicate their uncertainty about, for instance, "the direction in which the organization is heading" (measuring strategic uncertainty), "the role/function of different work units within the organization" (measuring structural uncertainty) or "the extent to which [their] job role/tasks will change" (measuring job-related uncertainty) on a five-point Likert scale with anchors 1= very uncertain to 5= very certain. The scale was recoded for data analysis (e.g. 5= very uncertain, 1= very certain).

Perceived fit with vision

Perceived fit with vision was measured using a four-item scale. Three items were adapted from the scale developed by Noble and Mokwa (1999). Since their scale had a low internal consistency of $\alpha=.54$ the following item was added to expand the scale: “In view of the organization's strategic direction and objectives, this change makes sense to me”. After removing one item of the Noble and Mokwa scale, the resulting Cronbach's alpha of .76 turned out to be good. Next to the added item the items of the final scale read: “The change is part of an overall strategic plan within my company“ and “I understand how the change fits with the strategic vision of my organization”.

Perceived favorableness of change

Perceived favorableness of change was measured using a four-item scale. The formulation of three items was guided by three items used by Fedor et al. (2006) to assess how members of change-affected work units “felt about the consequences of the change for the unit's members” (p.11). Fedor et al. (2006) reported a Cronbach's alpha of .74 for their scale. By adding one self-formulated item (“As a result of this change people in my unit will find it easier to carry out their tasks efficiently”) it was possible to reach an excellent internal consistency of the scale of ($\alpha=.91$).

Other sample items read: “The change makes a contribution to people's quality of life at work” or “As a result of this change, most of my employees and colleagues will be better off”.

Perceived involvement in decision-making

A four-item scale measuring the concept of perceived involvement in decision-making was developed for the purpose of this study of ($\alpha=.83$). Sample items read: „My colleagues and I are allowed to provide input on strategic and process-related decisions” and “When strategy develops in this organization I am actively involved”.

4 Results

The following chapter elaborates on the results of the statistical analyses. The descriptive statistics are reported (§4.1), followed by the results of the correlation analyses (§4.2). Regression analyses were conducted to test the research hypotheses. The results of the equations are presented in the last section of this chapter (§4.3).

4.1 Descriptive statistics

The means, standard deviations and reliability coefficients of the study variables are reported in Table 3. The mean values indicate that the participants' tended to give positive considerations to the organizational changes they referred to. Especially the factors commitment to change ($M= 4.48$, $SD=.60$), perceived appropriateness of change ($M= 4.43$, $SD=.57$) and fit with vision ($M= 4.29$, $SD=.68$) showed very high average values. Feelings of uncertainty tended to be low (strategic uncertainty: $M= 2.03$, $SD=.66$, structural uncertainty: $M= 2.32$, $SD=.81$, job-related uncertainty: $M= 2.10$, $SD=.73$).

The participants showed to feel very confident about their ability to exert visionary and supportive leadership behaviors (Vision LSE: $M= 4.08$, $SD=.54$; Support LSE: $M= 4.12$, $SD=.56$) and self-rated their TLB very positively ($M= 4.13$, $SD=.43$). Male participants self-rated themselves significantly more positive than female participants (TLB_{male} : $M= 4.21$, $SD=.42$, TLB_{female} : $M= 4.01$, $SD=.43$, $t(113)= 2.40$, $p < .05$). Using one-way ANOVA, no statistically significant differences could be determined with reference to leaders in different age groups ($F(4,110) = 1.07$, $p = .38$), to leaders working in different sectors ($F(7,107) = 1.23$, $p = .23$), to leaders with different personnel responsibility ($F(3,111) = 1.743$, $p = .16$) or to leaders facing different phases of organizational change ($F(3,111) = .80$, $p = .50$).

4.2 Correlations

The Kolmogorov-Smirnov test revealed that the data were not normally distributed ($p < .05$). Therefore, the Spearman's rank correlation coefficient, a non-parametric measure of statistical dependence, was applied. The correlation coefficients are reported in Table 3, as well.

All correlations were in the predicted direction. TLB showed significant relationships ($p < .01$) with all other variables, except structural uncertainty. Since the relationship between structural uncertainty and TLB was not significant, there is no relationship to mediate by commitment to change. Therefore, H5b was rejected.

The strongest association can be reported for both components of leadership self-efficacy (Vision LSE: $r = .66$, $p < .01$, Support LSE: $r = .46$, $p < .01$) and commitment to change ($r = .44$, $p < .01$).

Though these results do not allow any conclusions regarding the causal relationship between the variables, they confirm that leadership self-efficacy beliefs, a leader's willingness to exert effort on behalf of a change (commitment to change) and leader behavior involving organizational change (TLB) move in the same direction and should, therefore, be considered jointly.

Furthermore, all variables measuring perceptions of an organizational change initiative were significantly, and mainly very strongly, correlated with commitment to change ($p < .05$). The strongest relationship with commitment to change can be reported for perceived favorableness of change ($r = .63$, $p < .01$), perceived appropriateness of change ($r = .61$, $p < .01$) and perceived involvement in decision-making ($r = .58$, $p < .01$).

As expected, commitment to change was negatively related with strategic uncertainty ($r = -.47$, $p < .01$), structural uncertainty ($r = -.19$, $p < .05$) and job-related uncertainty ($r = -.55$, $p < .05$), which indicates that high levels of uncertainty are associated with a decrease in one's willingness to exert effort on behalf of a change. It should also be noted that the three kinds of change-related uncertainty were interrelated (which corresponds with the theoretical assumptions, cp. Bordia et al., 2004) and that strategic and job-related uncertainty showed the strongest positive relationship with each other ($r = .62$, $p < .01$). Though it is a logical finding that feelings of uncertainty regarding the organization's strategic direction are accompanied by feelings of uncertainty regarding one's professional future, this

relationship accentuates that organizational change cannot be considered in isolation of concerns about the personal impact of the change. This is also highlighted by the strong negative relationships of strategic and job related uncertainty with both components of leadership self-efficacy beliefs ($r > -.48$, $p < .01$) and the other variables measuring perceptions of organizational change (perceived appropriateness of change, perceived favorableness of change and perceived involvement in decision-making, correlation coefficients ranging from $-.44$ to $-.53$, $p < .01$ for strategic uncertainty and from $-.50$ to $-.61$, $p < .01$ for job-related uncertainty).

It should be noted, that the variables measuring perceptions of an organizational change initiative correlated as well ($p < .01$). In view of this multicollinearity no valid conclusions regarding the linear relationship between individual predictor variables and the respective outcomes variables (i.e. commitment to change and TLB) can be established from the data.

Table 3

Means, standard deviations (SD), inter-correlations and reliability coefficients of the study variables (N=115)

	Mean	SD	1.	2.	3a.	3b.	4.	5.	6a.	6b.	6c.	7.	8.	9.
1. Transformational leadership behavior	4.13	.43	(.79)^a											
2. Commitment to change	4.48	.60	.44**	(.88)										
3. Leadership self-efficacy														
a. Vision LSE	4.08	.54	.66**	.34**	(.77)									
b. Support LSE	4.12	.56	.46**	.36**	.38*	(.78)								
4. Perceived org. change-efficacy	3.63	.86	.38**	.42**	.36**	.35**	(.88)							
5. Perceived appropriateness of change	4.43	.57	.30**	.61**	.24*	.30**	.40**	(.81)						
6. Change related uncertainty														
a. Strategic uncertainty	2.03	.66	-.33**	-.47**	-.48**	-.18	-.53**	-.36**	(.77)					
b. Structural uncertainty	2.32	.81	-.02	-.19*	-.15	.05	-.23*	.03	.42**	(.80)				
c. Job related uncertainty	2.10	.73	-.40**	-.55*	-.53**	-.22*	-.50**	-.39**	.62**	.33**	(.77)			
7. Fit with vision	4.29	.68	.29**	.48**	.12	.11	.36**	.69**	-.33**	.08	-.30**	(.76)		
8. Perceived favorableness of change	3.64	.92	.44**	.63*	.43**	.36**	.48**	.65**	-.44**	-.10	-.61**	.45**	(.91)	
9. Perceived involvement in decision-making	3.75	.85	.38**	.58**	.46**	.17	.53**	.46**	-.51**	-.37**	-.56**	.30**	.48**	(.83)

Note. Variables were measured on five-point Likert scales where 1 represents low scores and 5 high scores.

**Correlations are significant at $p < .01$, two tailed. *Correlations are significant at $p < .05$, two tailed.

^aReliability coefficients alpha are shown in parentheses along the diagonal.

4.3 Regression analyses

Simple linear regression analysis was conducted to test whether the single variables served to predict TLB or commitment to change, respectively. All simple linear regressions proved statistically significant in the predicted direction ($p < .05$). But as mentioned before, multicollinearity inhibits precise estimation of the relationship between single independent variables and the outcome variables.

Therefore, stepwise multiple regression analysis was used in the following equations. This technique is used when the independent variables are correlated (cp. Wisemann, 2012). Furthermore, stepwise regression analysis is particularly recommended to test a hypothesized model with several independent variables, as it serves to identify the set of variables that is best suited to explain the variance in the respective dependent variable (cp. Weiers, 2008). Variables were included in the equation as they met the criterion of probability of F-to-enter of .05 or less, and excluded as they met the criterion of probability of F-to-remove of .10.

The research hypotheses were investigated by means of the three step regression approach recommended by Baron and Kenny (1986). This approach uses three regression equations to test for mediation (H3-H8), thereby allowing for an examination of the hypothesized direct effects of commitment to change and efficacy beliefs on TLB (H1, H2a and H2b). Following Baron and Kenny (1986) a mediator effect of commitment to change would be established if the following conditions are met:

1. The independent variables (i.e. efficacy beliefs and perceptions of organizational change) affect commitment to change in the first equation
2. The independent variables affect TLB in the second equation
3. Commitment to change affects TLB in the third equation
4. Provided that the aforementioned three conditions are met, the effects of the independent variables on TLB decrease or become non-significant when TLB is regressed on both the independent variables and commitment to change in the third equation. If the effects become non-significant, it would be implied that commitment to change fully mediates the relationship between these variables and TLB. If the effects decrease, partial mediation would be implied.

Baron and Kenny (1986) recommend the Sobel test to evaluate whether the reduction of an effect is significant.

Step 1: Regressing the mediator on the independent variables

The first equation serves to test whether an independent variable is a significant predictor of the potential mediator, i.e. commitment to change. Therefore, commitment to change was regressed on the variables measuring the leaders' efficacy beliefs and the leaders' perceptions of organizational change. By means of this analysis a significant model emerged ($R^2 = .61$, $F = 45.25$, $p < .01$). This model showed that a leader's commitment to change is predicted by the perceived appropriateness of change ($\beta = .41$, $t(110) = 4.87$, $p < .01$), the perceived favorableness of change ($\beta = .24$, $t(110) = 2.71$, $p = .01$), the perceived involvement in decision-making processes ($\beta = .20$, $t(110) = 2.97$, $p < .01$) and the leader's belief in his/her ability to provide support (i.e. LSE Support, $\beta = .14$, $t(110) = 2.20$, $p < .05$). The results of the equation are summarized in Table 4, model 1.

Step 2: Regressing the dependent variable on the independent variables

In the second equation TLB was regressed on the variables measuring leaders' efficacy beliefs and leaders' perceptions of organizational change. The results indicated that both kinds of leadership self-efficacy beliefs and the perceived fit with visions accounted for 48% of the variance in TLB ($R^2 = .48$, $F = 36.71$, $p = .00$). Leadership self-efficacy beliefs showed to influence TLB most strongly (Vision LSE: $\beta = .53$, $t(111) = 7.24$, $p = .00$, Support LSE: $\beta = .26$, $t(111) = 3.60$, $p = .00$), thereby confirming research hypothesis 2a. The influence of fit with vision on TLB was small ($\beta = .14$, $t(111) = 2.06$, $p = .04$). The results of the equation are summarized in Table 4, model 2.

H2b proposed that perceived organizational change efficacy would increase TLB. Since no relationship between perceived organizational change efficacy and TLB was found, H2b is rejected. As this finding implies that there is no relationship to mediate, H3b is rejected, too.

Furthermore, the results of the second equation revealed that leadership self-efficacy beliefs and fit with vision influence TLB. Therefore, these relationships are the only to be mediated by commitment to change. But with reference to leadership self-efficacy beliefs the first equation

revealed that only LSE Support influenced commitment to change. Since LSE Vision did not, H2a is partly rejected. In addition, the first equation revealed that fit with vision did not add to the explained variance in leaders' commitment to change, while those variables measuring leaders' perceptions of organizational change that affected commitment to change (perceived appropriateness of change, perceived favorableness of change and perceived involvement in decision-making processes) did not add to the explained variance in TLB. Given that no variable measuring leaders' perceptions of organizational change affected both the outcome variable TLB and the mediator commitment to change, the conditions for mediation remain unmet. H4 to H8 are rejected.

Step 3: Regressing the dependent variable on both the independent variable and the mediator

Using stepwise regression analysis, TLB was regressed on the variables measuring the leaders' efficacy beliefs, the leaders' perceptions of organizational change and commitment to change in the third equation. The results revealed that commitment to change and leadership self-efficacy beliefs made up a significant model, which accounted for 50% of the variance in TLB ($R^2 = .50$, $F = 37.74$, $p < .01$). Leadership self-efficacy beliefs showed to influence TLB most strongly (Vision LSE: $\beta = .50$, $t(111) = 6.74$, $p < .01$, Support LSE: $\beta = .21$, $t(111) = 2.79$, $p = .01$), followed by commitment to change ($\beta = .18$, $t(111) = 2.42$, $p = .02$). The positive and linear relationship between commitment to change and TLB confirms H1.

The strength of the association between Support LSE and TLB was reduced and remained significant when commitment to change was included in the equation. This implies that commitment to change partly mediates the relationship between Support LSE and TLB. However, the amount of mediation showed to be very small ($ab = .03$) and the Sobel test revealed that the reduction of the effect of Support LSE on TLB after including commitment to change was not significant ($z = 1.65$, $p > .05$). Therefore, H3a is rejected, which means that commitment to change does not mediate the relationship between both kinds of leadership self-efficacy beliefs and TLB. The results of the third equation are summarized in Table 4, model 3.

Taken together, the regression analyses showed that leadership self-efficacy beliefs and leaders' commitment to change influence TLB. The leaders' willingness to exert effort on behalf of the change showed to increase the more they felt able to provide support to their employees and as they thought that the change was needed and meaningful for business (appropriateness of change), that it was beneficial to the workforce (favorableness of change) and as they felt involved in decision-making processes.

Table 4*Results of the Stepwise Regression Analyses for Variables Predicting Commitment to Change and Transformational Leadership Behavior (N=115)*

Independent variables	Model 1			Model 2			Model 3		
	<i>Commitment to change</i>			<i>TLB</i>			<i>TLB</i>		
	<i>B</i>	<i>SE</i>	β	<i>B</i>	<i>SE</i>	β	<i>B</i>	<i>SE</i>	β
Leadership self-efficacy									
a. Vision LSE				.44	.06	.53**	.42	.06	.50**
b. Support LSE	.15	.07	.15*	.20	.04	.26**	.16	.05	.21**
Perceived appropriateness of change	.44	.09	.41**						
Perceived favorableness of change	.16	.06	.24**						
Perceived involvement in decision-making	.14	.05	.20**						
Fit with vision				.09	.04	.14*			
Commitment to change							.13	.05	.18*
Adjusted R ²		.61			.48			.50	
Sobel test								1.65	

** p < .01, *p ≤ .05

5 Discussion

Prior research has demonstrated that TLB effects organizational change and progress, as well as valuable individual outcomes. Guided by the following research question, this research shifted attention to the antecedents of TLB: *How do leaders' commitment to change, efficacy beliefs and perceptions of an organizational change initiative influence transformational leadership behavior?*

The linkages found among these variables provide insight into the antecedents of TLB (§5.1), but also allow conclusions regarding some antecedents of leaders' commitment to change (§5.2). Some research hypotheses could not be established from the data. Potential explanations for this and the significance of these results will be discussed (§5.3). Furthermore, some practical and theoretical implications of the findings will be outlined (§5.4), before some avenues for further research (§5.5) and limitations of this study (§5.6) are described. This chapter closes with a short conclusion section (§5.7).

5.1 Explaining transformational leadership behavior

The research results revealed that half of the variance in TLB could be explained by leaders' commitment to change, leaders' belief in their ability to convey and realize a desired future vision of their company, as well as leaders' belief in their ability to provide support to their employees. Simply spoken: leaders champion their organization' change efforts by performing a leader behavior involving organizational change, because they want to and because they feel able to.

These findings are consistent with prominent behavior theories that emphasize the pivotal role of behavioral intentions and efficacy beliefs in predicting behavior (e.g. Ajzen, 1991; Bandura, 1995).

The linear relationship between commitment to change and TLB highlights that organizations cannot presuppose their executives' behavioral support in embracing change and disbanding the status quo.

Instead, the results suggest that TLB is based on a leader's decision to support or to refuse a certain change initiative, whereby this decision is found to be influenced by the individual's assessment of that change initiative (see also §5.2). Therefore, organizations are forced to win over their executives for their respective change efforts, as they are seeking to foster TLB and to profit from the valuable

outcomes of this leadership style (e.g. gaining employees' agreement over the organization's objectives).

Next to leaders' commitment to change, the findings of this study revealed that establishing the individual leader's confidence in his/her ability to convey a vision and to provide support in the context of organizational change is even more important for fostering TLB. These two kinds of leadership self-efficacy beliefs influenced TLB most strongly, though the former showed to carry considerably greater weight. The greater the leader's belief in his/her ability to bring an aspired change into existence, to realize business objectives and to set clear performance standards, the greater the likelihood of performing TLB. The results are consistent with the findings presented by Anderson et al.'s (2008). The authors found that the belief structures, which were incorporated in the concepts LSE Vision and LSE Support in this research, predicted leadership activities comparable with transformational leadership behaviors. Furthermore, the positive link between Support LSE and TLB reinforces Bandura (1995) who assumed that people with higher senses of efficacy would be more like to "provide positive guides and supports for performance" (p. 6)

Considered conversely, the results indicate that leaders will probably not belong to those who champion their organization's change efforts, as they question their own ability to realize change, and as they feel uncertain about their skills needed to constructively deal with others on an interpersonal level (thus lacking both Vision LSE and Support LSE). These results supplement prior research on self-efficacy beliefs and (change-oriented) leader behavior (e.g. Paglis & Green, 2002; McCormick et al., 2002), as they demonstrate that TLB not only presupposes a felt understanding of the organization's aspirations, but also a felt ability to cope with the social dimension of organizational change and organizational functioning.

5.2 Establishing leaders' commitment to change

The present study highlights that the leaders' confidence in their ability to support their subordinates not only influenced their leadership behavior, but also shaped their willingness to exert effort on behalf of a change. Feeling able to foster positive working relationships and to address followers' needs for backing in the light of obstacles enhanced their commitment to change. This result suggests that leaders are less likely to champion their organization's change efforts, as they do not feel

sufficiently prepared to execute a leader behavior that characterizes TLB on the one hand (cp. table 1), and that could also be expected to increase in importance when organizations change (for example because employees may have an increased need for support when they face uncertainties regarding business procedures, tasks, group constellations or professional perspectives).

However, three variables measuring the leaders' perception of an organizational change initiative showed to have greater influence on the leaders' commitment to change. The results revealed that leaders were more apt to exert effort on behalf of a change as they thought that the change was needed and meaningful for business (appropriateness of change). This showed to be the most important factor, followed by the leaders' belief that the change was beneficial to the workforce (favorableness of change) and their feeling of being involved in decision-making processes.

The finding that leaders' commitment to change is subject to their appreciation of the necessity and relevance of the change (perceived appropriateness of change) confirms Kotter (1996) who called for establishing a sense of urgency when striving to achieve cooperation. It also highlights that not only employees must become convinced of organizational change initiatives, but executives as well. This should not be interpreted in such a way that organizational change is generally met with resistance from all parties. Instead, this finding points out that organizational change initiatives should follow an entrepreneurial logic, which takes account of economic, political, legal or social requirements without pursuing each trend.

Furthermore, leaders' commitment to change is not only built on the perceived appropriateness of a change initiative, but also showed to be shaped by considerations related to those affected. Feeling that the change was beneficial to their subordinates (perceived favorableness of change) showed to have valuable effects on the leaders' willingness to exert effort on behalf of a change. It only makes sense that leaders are more likely to champion a change as they feel that the change is favorable to both the organization and its employees. With all understanding for why business as usual does not work out anymore, no leader will feel happy about a change that is detrimental to the people he/she leads. But – considering the association of the perceived appropriateness and commitment to change – this result should be interpreted with caution. It probably does not indicate that leaders will refuse to exert effort on behalf of a change as the change has negative implications. It rather implies that leaders

will be less likely to exert effort on behalf of a change that requires sacrifices on the part of the employees, which do not seem to pay off. Therefore, the results stress the need for establishing a joint understanding for the strategic reasons of organizational change and its long-term implications, not only for the organization's development, but also for the employees' professional future within the company. Gaining leaders' commitment to change will be a certainly difficult task as the organization fails to address issues of personnel policy and as it fails to provide insight into what managerial decisions mean to those affected.

In addition, this study shows that the more leaders felt involved in decision-making processes, the greater was their commitment to change. This finding is in line with earlier research results on the relationship between leaders' participation in decision-making processes and their strategy commitment and their assessment of the strategy process (cp. Collier et al., 2004; Wilson & Wong, 2003). It shows that the involvement of leaders in decision-making is an important issue in change management since feelings of involvement turned out to play an essential role in gaining the leaders' support. One might argue that it is too time-consuming to involve too many people in decision-making processes or that it leads to endless discussions when the ideas or concerns of too many people are taken into consideration. But allowing for exchange and feedback is a possibility to monitor the way leaders and their followers react to change plans or efforts. They also offer the possibility to monitor the development of change efforts in different units or teams within the organization. Furthermore, enabling a living exchange is considered key for developing social systems, and to increase an organization's chances to survive in rapidly and constantly shifting business environments (cp. Miller, 2006). At the same time, organizations should be aware of the fact that entering into the dialogue with their leaders is not only a possibility to establish a joint understanding of both the organization's objectives and to enable them to act on behalf of the organization's chosen course of action. It is also a way to set the stage for collaboration and to engender a common sense of strength in a fast-paced and ever evolving world.

5.3 Discussion of rejected research hypotheses

Not all hypothesized relationships between the research variables could be established from the data. It was assumed that a leader's confidence in the organization's capability to cope with change successfully might foster both his/her willingness to exert effort on behalf of the change and to perform the respective leadership behavior, i.e. TLB. Against expectation, perceived organizational change efficacy did not influence TLB (as hypothesized in H2b). The significant correlation between these variables showed that they move in the same direction. But multiple regression analysis indicated that organizational change efficacy did not add to the explained variance in TLB. This does not mean that collective level of efficacy beliefs can be neglected when trying to explain leaders' behavioral response change. It rather indicates that the correlation of this variable with other predictive variables is too high to provide additional information about the variance in TLB.

A possible explanation for the high correlations between perceived organizational change efficacy and the independent variables included in this study (i.e. leadership self-efficacy beliefs and the variables measuring leaders' perceptions of an organizational change initiative) is that the participants believed that their organizations would be able to cope with change successfully (and, therefore, rated their organizations change efficacy positively) just because their perceptions of the change initiative were positive. For example, a leader might be more likely to believe in his/her organization's capability to cope with change successfully as he/she feels that the change is planned and designed in collaboration (i.e. feeling involved in decision-making) or as he/she thinks that the change will not be detrimental to the workforce (i.e. perceived favorableness of change).

Next to the rejection of the aforementioned hypothesis, all mediation hypotheses were rejected.

The assumption that efficacy beliefs affect TLB through the mediating variable of commitment to change, which was derived from Aizen's (1991) theory of planned behavior, could not be supported (H3a and H3b). Perceptions of organizational change efficacy did not influence TLB, indicating that there was no relationship to mediate. Possible explanations for the missing linear relationship between the concepts have been discussed above.

With reference to leadership self-efficacy beliefs, Vision LSE did not influence commitment to change. This finding does not suggest that leaders' willingness to exert effort on behalf of a change is

not affected by their belief in their ability to bring an aspired change into existence, to realize business objectives and to set clear performance. It rather implies that Vision LSE just do not add to the explained variance in leaders' commitment to change, when Support LSE and leader's perceptions of an organizational change initiative are taken into account.

More importantly, it highlights that a leader's belief in his/her ability to convey and realize a desired future vision is a key prerequisite for performing TLB (cp. §5.1), but not for his/her willingness to provide support for his/her organization's change efforts. Feeling able to realize change does, therefore, not determine whether leaders' get on board with their organization's change efforts – or stated conversely: leaders may question their ability to realize their organizations change efforts, but this does not necessarily mean that they lack the willingness to exert effort on behalf of the respective change. Instead, their readiness for action is shaped by their confidence in their ability to support their subordinates and their assessment of different aspects of the respective change initiative (cp. §5.2).

Furthermore, it was assumed that commitment to change would mediate the relationship between the variables measuring leaders' perceptions of an organizational change and TLB (H4-H8). However, multiple regression analysis revealed that none of these variables added to the explained variance in TLB, so there was no relationship to mediate. Ajzen and Fishbein (1977) already stated that an individual's assessment of an entity in question (e.g. the organizational change initiative) would shape his/her response to it, "but that it need not predict any given action" (p.888), such as TLB.

The findings of this study support their assumption. They show that TLB is not a function of a leader's perception of a change initiative, but of his/her commitment to it and his/her leadership self-efficacy beliefs. To foster a leader's commitment to change organizations should take account of the leader's perception of the respective change initiative. But they should not expect to increase the likelihood of their leaders' TLB by doing so. Instead, they should act in the consciousness that addressing the sources of leaders' commitment to change can help them to create favorable conditions for TLB. However, gaining leader's commitment to change is a challenge to every organization that aims to change. Addressing the sources of leaders' commitment to change is therefore a key precondition for

the success of any change initiative, especially against the background that TLB is just one of several possibilities to express this commitment,

This study contributes to the body of knowledge regarding some antecedents of leaders' commitment to change. However, with reference to the variables measuring leaders' perceptions of change included in this study, perceived fit with vision and feelings of change-related uncertainty did not add to the explained variance in the leaders' commitment to change. With reference to perceived fit with vision the importance of an alignment of the organization's actions and its overall direction showed to be less relevant than other aspects of the respective change initiative. Next to feelings of involvement in decision-making, the plausibility and benefit expectations of organizational change efforts showed to outweigh. Apparently, leaders do not necessarily require that organizational change contributes to the organization's overall objectives in order to commit to it, provided that changes in the organization's actions create some comprehensible added value. This, in turn, implies a certain degree of openness towards change and an acceptance of its centrality in today's volatile businesses.

However, a change initiative that neither contributes to the achievement of the organization's overall objectives nor seems to be necessary or beneficial will probably be opposed. Providing clarity about the necessity and relevance of change initiatives is, therefore, a first critical step to set the stage for TLB.

With reference to the non-significant linear relationship between feelings of change-related uncertainty it is interesting to note that leaders seem to be more likely to commit to a certain change as they can anticipate the effects of this change for the employees (which is indicated by the linear relationship between perceived favorableness of change and commitment to change), while feelings of strategic, structural or job-related uncertainty do not shape their willingness to exert effort on behalf of the change. Prior research demonstrated that feelings of uncertainty can cause various negative outcomes on the part of employees (cp. Bordia et al., 2004) and it was expected that leaders' feelings of uncertainty would decrease their commitment to change. Though the results showed that high levels of uncertainty are associated with lower levels of leaders' commitment to change, a linear relationship could not be established from the data. One could argue that a leader's willingness to exert effort on

behalf of a change remains unaffected by his/her feelings of change-related uncertainty, because he/she acknowledges different kinds of uncertainty as an integral part of both organizational change and the leadership task itself. In today's business environments the tasks required of an organization are difficult to predict and stability has become a temporary occurrence. Therefore, today's leaders are forced to deal with uncertainties and to accept ambiguities as something inherent in the managerial task. Valle (1999) argued that "given the nature of the new environmental realities, the leader must rely less on concrete task and performance direction, and more on framing and guiding the work tasks so that they align with the organization's mission and focus" (p.251). This, again, highlights the importance of establishing leaders' insight into the reasons, benefits and implications of their organization's change efforts.

5.4 Implications

The importance of leadership in managing organizational change has been acknowledged by both researchers and practitioners. The findings of this study contribute to the body of knowledge in the fields of (transformational) leadership and organizational change in different ways.

First, the results demonstrate that a leader's individual assessment of a change initiative has a great influence on whether or not he/she is apt to exert effort on behalf of the change. The way leaders assess a certain change initiative with respect to its appropriateness for business, its implications for the workforce and with respect to the organization's management of decision-making processes showed to influence their willingness to get engaged on behalf of the respective change initiative. Therefore, the results leave little doubt that leaders analyze and monitor the different facets of organizational change very closely. This, in turn, highlights the importance of creating organizational change in a way that is perceived worth championing. Change communications are one way to define the bigger picture of a change initiative and to impact on the way change is understood and experienced. Though it should be noted that many additional aspects may impact on leaders' evaluation of a change initiative, and though further research is needed to gain a better understanding

of these factors, the present study specifies some levers that should be taken into account when designing and implementing organizational change initiatives.

Second, this research provides insight into the way TLB is associated with leaders' commitment to change and their leadership self-efficacy beliefs. The contribution of behavioral intentions and efficacy beliefs as antecedents of behavior has already been demonstrated in a range of prior research, thereby supporting the main assumptions of Ajzen's (1991) theory of planned behavior. But as the results of this study show that Ajzen's (1991) assumptions also hold true for TLB, they broaden the present state of knowledge regarding its malleable antecedents.

With reference to leadership self-efficacy beliefs, the results do not only emphasize their relevance for leadership behavior. They also point out that TLB relates differently to distinct facets of leadership self-efficacy beliefs, which suggests that leadership self-efficacy beliefs can hardly be captured in one single construct. In line with this, Anderson et al. (2008) stated that "LSE dimensions could be considered related, but not related in a way that would justify aggregation to form an overall score" (p. 605). As such, both researchers and practitioners should take into consideration that the importance and predictive value of different kinds of leadership self-efficacy beliefs can differ with respect to different outcome variables, but also with respect to different contexts.

With reference to leader behavior involving organizational change, this study showed that leaders should have a pronounced confidence in their ability to support people in order to engage in TLB, but that they have an even greater need for confidence in their ability to realize the organization's desired future vision. Those facets of leadership self-efficacy can hardly be addressed by the same measures. Therefore, organizations are not only required to target their training and development efforts and to support their leaders in developing different leadership capabilities. They also should analyze critically which kinds of self-efficacy beliefs should be nurtured in order to achieve certain objectives. For example, this study revealed that Vision LSE makes up an important precondition for performing TLB, but not for establishing a leader's commitment to change. Organizations that aim at establishing their leaders' commitment to change should probably give more attention to foster their leaders' Support LSE.

Establishing and fostering leaders' belief in their ability to provide support when their organization is changing presupposes, for instance, that the leaders can anticipate and address their followers' questions and concerns, that they feel equipped with understandable arguments for key decisions and their implications. Leaders who have a sound idea of what the change means to the organization, the department, the team, and the individual employee, will probably feel more able to help their followers to find their feet in an altering organization and to facilitate collaboration towards common goals. This requires organizations to plan strategies and to make decisions with communication in mind - to consider how they want to explain and justify their efforts both internally and externally, to consider what information their leaders need in order to explain the implications of change, to cope with their followers' concerns, and to point out realistic prospects. Furthermore, training the leaders' problem-solving skills and conflict management capabilities might also increase the confidence in their ability to provide support to their employees when facing times of instability.

For sure, a sound knowledge of the reasons for change, its implications and objectives will also help to foster leaders' confidence in their ability to convey a desired future vision. But increasing their belief in their ability to realize this vision requires more than knowing where to go and why. It also requires knowledge about how to proceed. Thus, to have an understanding for the steps that need to be taken to achieve milestones, for how to cope with potential obstacles, for how interim results should look like, and how they relate to other projects carried out by the organizations.

Overall, the linkages found in this study support the widely accepted wisdom that self-efficacy beliefs and behavioral intentions predict behavior. However, with reference to TLB, only additional research can help to better understand their interplay with other (potential) antecedents of TLB, such as personality attributes, peer behavior, working conditions or organizational culture. In view of the amount of factors that shape organizational life and people's functioning in it, there is probably no simple, uniform answer to the question of why someone is a transformational leader (or why someone is not). However, research on the antecedents of TLB is still limited. To increase the possibilities of creating measures and contexts that nurture TLB, it would be interesting to explore how and under which conditions the interplay of different factors stimulates or inhibits TLB.

5.5 Avenues for further research

The impact of other proven antecedents of TLB (e.g. individual characteristics, TLB of peer managers, working conditions) was not investigated in this research. Though commitment to change and leadership self-efficacy explained a great deal of variance in TLB it would be interesting to expand the current findings by taking account of these variables in one study.

Furthermore, there are certainly other factors that could explain TLB, which have not been investigated yet. For example, in this study commitment to change was treated as an expression of behavioral intent. Other researchers conceptualize commitment to change as a psychological state or mind-set, consisting of three dimensions (affective, normative and continuance commitment). Since the different dimensions of commitment show to lead to different outcomes, their impact on TLB seems worth investigating. Furthermore, evidence suggests that work-relevant behavior can be attributed to people's commitment to different targets (e.g. their organization, their occupation, their work group). Investigating the impact of other types of commitment may enhance the understanding of the antecedents of TLB.

Further research could also provide insight into how TLB changes in the context of change or how TLB evolves against the background of different organizational cultures, group constellation or business models. This requires a longitudinal research design, which investigates the development of TLB in the course of time (e.g. before and after an organizational change). Such a research project would help to understand if, how and why leadership behavior alters in the light of an organization's activities, thereby improving the possibility to make causal inferences. However, researchers have to be aware of obstacles that might complicate the realization of the study (e.g. time- and cost intensive, subject attrition, changes in behavior may be caused by other reasons than the observed variables, etc).

Moreover, other dimensions of leadership self-efficacy beliefs could be added to the group of potential antecedents of antecedents. As discussed, the LSE construct lacks a clear definition, which leads to very different conceptualizations with different numbers of dimensions (cp. Mc Cormick et al., 2002; Paglis & Green, 2002; Anderson et al., 2008). While the scale applied in this research was useful to measure two dimensions of LSE, other dimensions could serve to explain TLB, as well.

Against expectation, the perceived organizational change efficacy did not predict TLB. Within this research a context-bound conceptualization of this concept was applied. However, one could also argue that more general organizational efficacy perceptions influence TLB. Van Vuuren (2006) developed a reliable organizational efficacy scale (OES) and demonstrated that organizational efficacy predicted affective organizational commitment. His approach could inform further research on the relationship between collective efficacy beliefs and TLB and leaders' commitment to change, respectively.

Finally, this research sheds light on some antecedents of leaders' commitment to change, showing that leaders' perceptions of an organizational change influence their willingness to exert effort on behalf of the respective change. In this context, other antecedents may also play an important role in predicting leaders' commitment to change. Justice perceptions, supervisor support, change communications or a leader's individual role identity are just a few potential antecedents to think of.

5.6 Limitations

Some limitations to this study deserve discussion. First, TLB was measured by means of self-assessment. This is a weakness of this study, if it is true that "people's self-views hold only a tenuous to modest relationship with their actual behavior and performance" (Dunning, Heath & Suls, 2004, p.69). Researchers are concerned that self-reports might inflate the observed link between behavioral intentions and behavior as research participants might tend to answer research questions in a way that intentions are consistent with behavior (cp. Bagozzi, Baumgartner & Yi, 1989). The low correlation between the commitment to change and TLB might indicate that this is not the case in this research. Nevertheless, in other studies leaders' TLB was assessed by their immediate employees and/or their supervisors (e.g. Bommer, 2004; Rubin et al., 2009). This approach is probably better suited to give a more objective and differentiated picture of the leaders' leadership behavior.

Furthermore, a cross-sectional research design was used, which limits causal inferences. With reference to the correlation among the variables measuring leaders' perceptions of change, multicollinearity could constitute another limitation of this study. Not least because of the correlations among these variables, stepwise regression analyses were conducted to identify the subset of variables

that is best suited to explain the variance in the outcome variables (cp. §4.3). Baron and Kenny (1986) stated that mediation analysis would not require stepwise regression, but they did not specify if this applies for models with several independent variables, as well. Other statistical techniques (e.g. structural equation modeling) could be applied provide a deeper understanding of how well the causal assumptions of the research model fit the research data.

In addition, the results allow little conclusions regarding specific types of change. This is due to the fact that it was not possible to conduct the study among executives working in one organization and/or facing the same type of organizational change. Researchers argue that the generalizability of the research results increases, as different change types are taken into consideration (cp. Holt et al., 2007) and the participants' descriptions of the changes they experienced were mostly varied in nature and not restricted to a single kind of change. However, researchers who are interested in (longitudinal) research on leadership in the context of change may face obstacles in gaining access to potential participant organization, their executives and employees.

5.7 Conclusions

This research contributes to the present state of knowledge regarding the malleable antecedents of both TLB and leaders' commitment to change. The findings suggest that TLB is associated with a leaders' confidence in their ability to convey a vision and, to a lesser extent, to provide support to employees. Furthermore, leaders' commitment to change showed to play an important role in facilitating this activating and proven effective leadership behavior involving organizational change. This commitment showed to be a function of the leaders' perceived ability to provide support to employees, their perceived involvement in decision-making processes as well as their perception that the respective change initiative was needed and beneficial to both the organization and its employees.

Taking these findings into account in the development of organizational change processes (e.g. by means of communication measures or leadership training programs) allows organizations to influence their leaders' leadership behavior and, as a result, to impact on the progress of their change efforts.

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Appendix

Appendix A: Survey (German version)

Appendix B: Request and permission for use of the LSE Inventory

STUDIE: FÜHRUNG IN DER VERÄNDERUNG

Sehr geehrte Teilnehmerin, sehr geehrter Teilnehmer,

vielen Dank, dass Sie an der Studie zum Thema 'Führung in der Veränderung' teilnehmen möchten. Die Studie ist Teil meiner Abschlussarbeit für den Masterstudiengang ‚Corporate Communication‘ an der niederländischen Universität Twente.

Die Studie beschäftigt sich mit der Frage, wie die Veränderungsbereitschaft und das Führungsverhalten von der Wahrnehmung betrieblicher Veränderungsprozesse beeinflusst werden.

Der folgende Fragebogen richtet sich daher an Führungskräfte und Angestellte mit fachlicher Personalverantwortung (z.B. Teamleiter), deren Unternehmen derzeit Veränderungsmaßnahmen plant, durchführt oder in den vergangenen Monaten umgesetzt hat.

Die Studienergebnisse sollen aufzeigen, wie Unternehmen die Weichen für die erfolgreiche Umsetzung von Veränderungsmaßnahmen stellen können. Sie dienen der Ableitung von Handlungsempfehlungen für die Gestaltung von Veränderungsprozessen sowie dazugehöriger Schulungs- und Kommunikationsmaßnahmen.

Die Qualität der Studie und der Ergebnisse hängt entscheidend davon ab, dass Sie die folgenden Fragen möglichst kritisch und offen beantworten. Ihre Antworten werden vertraulich behandelt und anonym ausgewertet. Somit können keine Rückschlüsse auf Ihre Person gezogen werden.

Ihre Teilnahme an dieser Befragung nimmt ca. 10-15 Minuten in Anspruch.

Sie können den Fragebogen auch online ausfüllen: www.studentenforschung.de/fuehrung_veraenderung

Ich bedanke mich herzlich für Ihre Mitarbeit und stehe Ihnen bei Fragen jederzeit gerne zur Verfügung!

Sara Ketzer

s.ketzer@student.utwente.nl

STUDIE: FÜHRUNG IN DER VERÄNDERUNG

ANGABEN ZUR PERSON

In welcher Branche sind Sie tätig?

Industrie

Handel/Vertrieb

Dienstleistungen

Banken/Versicherungen

Gesundheit / Soziales

Medien/IT

Verwaltung/Öffentl. Dienst

Anderes, und zwar _____

Für wie viele Mitarbeiter tragen Sie fachliche Personalverantwortung?

1 bis 3 Mitarbeiter

4 bis 8 Mitarbeiter

9 bis 15 Mitarbeiter

mehr als 15 Mitarbeiter

Geschlecht

männlich

weiblich

Alter

unter 25 Jahre

25 bis 34 Jahre

35 bis 44 Jahre

45 bis 54 Jahre

über 55 Jahre

STUDIE: FÜHRUNG IN DER VERÄNDERUNG

TEIL 1 VON 3

Unternehmen befinden sich kontinuierlich in Bewegung. Denken Sie zum Beispiel an die Einführung neuer Technologien und Produkte, an strategische Neuausrichtungen, Einsparungsprogramme oder an Maßnahmen zur Weiterentwicklung der Unternehmenskultur.

Manche Veränderungsprojekte betreffen das ganze Unternehmen, manche nur einzelne Unternehmensbereiche oder Abteilungen. Bitte denken Sie beim Beantworten der folgenden Fragen an möglichst **ein** konkretes Projekt, das Ihren Tätigkeitsbereich betrifft.

Bitte beschreiben Sie –stichwortartig oder in wenigen Worten- ein laufendes oder kürzlich abgeschlossenes Veränderungsprojekt, das Einfluss auf Ihre Tätigkeiten im Unternehmen hat/hatte.

In welcher Phase befindet sich das beschriebene Veränderungsprojekt?

- Analyse-/ Planungsphase
- Umsetzungsphase
- Abschlussphase
- Das Veränderungsprojekt ist vollständig abgeschlossen

Wie beurteilen Sie die Veränderungsfähigkeit Ihres Unternehmens?

	Stimme überhaupt nicht zu	Stimme eher nicht zu	Weder noch	Stimme eher zu	Stimme absolut zu
Ich glaube an das starke Veränderungs-/Innovationspotenzial meines Unternehmens, mit dem sich auch unter nachteiligen Umständen Neuerungen durchsetzen lassen.					
Ich bin sicher, dass mein Unternehmen die Ziele erreichen kann, die es sich selbst setzt, weil wir Mitarbeiter an einem Strang ziehen und uns nicht von Alltagsschwierigkeiten aus dem Konzept bringen lassen.					
Mein Unternehmen kann kreative Maßnahmen entwickeln um das Arbeitsumfeld zu verändern, auch wenn die äußeren Bedingungen dafür nicht günstig sind.					
Das Unternehmen kann auch aus Fehlern und Rückschlägen viel lernen, solange wir auf unsere gemeinsame Handlungskompetenz vertrauen.					

STUDIE: FÜHRUNG IN DER VERÄNDERUNG

TEIL 2 VON 3

Sie haben soeben ein betriebliches Veränderungsprojekt beschrieben, das Einfluss auf Ihre Tätigkeit im Unternehmen hat/hatte. Im Folgenden werden Sie um eine Einschätzung dieses Veränderungsprojekts gebeten.

	Stimme überhaupt nicht zu	Stimme eher nicht zu	Weder noch	Stimme eher zu	Stimme absolut zu
Das Veränderungsprojekt ist Teil der übergeordneten Unternehmensstrategie.					
Das Veränderungsprojekt trägt dazu bei, dass meine Mitarbeiter ihre Arbeit ansprechender finden.					
Ich denke, dass das Veränderungsprojekt dem Unternehmen nützt.					
Das Veränderungsprojekt ist gut mit anderen Maßnahmen und Vorgängen in meinem Unternehmen zu vereinbaren.	<i>Item was excluded from analysis.</i>				
Für das Unternehmen gibt es berechtigte Gründe, die die Umsetzung des Projekts rechtfertigen.					
Ich habe die Absicht, mein Unternehmen bei der Umsetzung des Veränderungsprojekts voll und ganz zu unterstützen.					
Wir Führungskräfte entscheiden gemeinsam wie einzelne Abteilungen und Teams die Umsetzung des Veränderungsprojekts unterstützen können.					
Durch das Veränderungsprojekt wird es meinen Mitarbeitern leichter fallen, ihre Aufgaben erfolgreich zu bewältigen.					
Ich verstehe, wie die Veränderung mit der Unternehmensstrategie zusammenhängt.					
Die Veränderung verbessert die Leistungsfähigkeit des Unternehmens.					
Für die Mitarbeiter trägt das Veränderungsprojekt zu einer Verbesserung der Arbeitsqualität im Unternehmen bei.					
Die meisten meiner Mitarbeiter und Kollegen werden von der Umsetzung des Veränderungsprojekts profitieren.					
In Anbetracht unserer strategischen Ausrichtung und unserer Unternehmensziele macht das Veränderungsprojekt Sinn.					
Es gibt zahlreiche rationale Gründe für die Umsetzung dieses Veränderungsprojekts.					
Die Zeit die wir in das Veränderungsprojekt investieren, sollte anderweitig aufgewandt werden.	<i>Item was excluded from analysis.</i>				
Ich tue was ich kann um zum Erfolg des Veränderungsprojekts beizutragen.					

Wie beurteilen Sie Ihre persönliche Einbindung in das Veränderungsprojekt?	Stimme überhaupt nicht zu	Stimme eher nicht zu	Weder noch	Stimme eher zu	Stimme absolut zu
Ich kann mich aktiv in die strategische Planung des Unternehmens einbringen.					
Meine Kollegen und ich werden bei strategischen und prozessrelevanten Entscheidungen zu Rate gezogen.					
Ich versuche andere davon zu überzeugen dieses Veränderungsprojekt zu unterstützen.					
Meine Ideen und Meinungen werden bei der Umsetzung des Veränderungsprojekts beachtet und geschätzt.					
Ich unterstütze das Veränderungsprojekt voll und ganz.					

In Anbetracht des Veränderungsprojekts, wie unsicher bzw. sicher fühlen Sie sich in Bezug auf...	Unsicher	Eher unsicher	Weder noch	Eher sicher	Sicher
den strategischen Kurs den ihr Unternehmen ansteuert					
das geschäftliche Umfeld in dem ihr Unternehmen bestehen muss					
die allgemeinen Ziele/Mission die ihr Unternehmen verfolgt					
die existierenden Berichtsstrukturen in ihrem Unternehmen (z.B. wer erhält welche Informationen von wem, wie verlaufen interne Entscheidungswege)					
die Rollen und Aufgaben verschiedener Abteilungen im Unternehmen					
den Beitrag ihrer Abteilung zur Erreichung der unternehmerischen Ziele	<i>Item was excluded from analysis.</i>				
die Zukunft ihrer Position im Unternehmen					
die zu leistenden Dinge, um im Unternehmen voran zu kommen					
das Ausmaß in dem sich ihre Funktion und ihre Aufgaben ändern werden					

STUDIE: FÜHRUNG IN DER VERÄNDERUNG

TEIL 3 VON 3

Im folgenden Abschnitt finden Sie Aussagen, die unterschiedliche Formen von Führungsverhalten beschreiben. Bitte lesen Sie die Aussagen sorgfältig durch und geben Sie entsprechend der Skala an, wie häufig Sie das genannte Verhalten zeigen.

Seien Sie dabei so ehrlich und genau wie möglich – **bitte geben Sie nicht an**, wie oft Sie das Verhalten zeigen möchten oder was Sie selbst für die beste Häufigkeit halten würden.

Denken Sie beim Antworten daran, wie Sie sich an den meisten Tagen, bei den meisten Projekten und bei den meisten Menschen **typischerweise** verhalten.

Wenn Sie meinen, dass die eine oder andere Aussage nicht für Sie anwendbar ist, wählen Sie bitte die Bewertung „so gut wie nie“.

	So gut wie nie	Selten	Manchmal	Recht häufig	Fast immer
Ich lebe beispielhaft vor, was ich von anderen erwarte.					
Ich vermittele ein klares und positives Zukunftsbild.					
Ich investiere Zeit und Energie, um sicherzustellen, dass Menschen, mit denen ich arbeite, sich auch an den Standards und Leitlinien orientieren, die wir vereinbart haben.					
Ich ermutige meine Mitarbeiter Probleme auf neue Art anzugehen und Dinge zu hinterfragen.					
Ich ermutige andere, eine Vorstellung von einer attraktiven Zukunft zu entwickeln und auch entsprechend zu handeln.					
Ich Sorge für Vertrauen und Zusammenarbeit zwischen meinen Teammitgliedern.					
Ich vermittele anderen ein Gefühl für „das große Ganze“, das wir gemeinsam anstreben.					
Ich stärke meinen Mitarbeitern den Rücken und zeige ihnen meine Anerkennung.					
Ich bin klar und eindeutig in meiner Wertauffassung und lasse meinen Worten Taten folgen.					
Ich unterstütze meine Mitarbeiter und fördere ihre Weiterentwicklung.					

Betriebliche Veränderungen stellen Sie als Führungskraft vor anspruchsvolle, oft neue Herausforderungen. Abhängig von der Unternehmenssituation werden Sie manche Aufgaben problemlos meistern können, während Ihnen andere Aufgaben einiges abverlangen.

<p>Wenn Sie an das zuvor von Ihnen beschriebene Veränderungsprojekt denken, wie gut fühlen/fühlten Sie sich für die folgenden Aufgaben gerüstet?</p> <p><i>Bitte geben Sie nicht an, wie Sie Ihre Fähigkeiten grundsätzlich einschätzen!</i></p>	Stimme überhaupt nicht zu	Stimme eher nicht zu	Weder noch	Stimme eher zu	Stimme absolut zu
Ich glaube, dass ich eine klare Vorstellung davon habe, wo das Unternehmen stehen sollte und dass ich eine entsprechende Zukunftsvorstellung vermitteln kann	<i>Item was excluded from analysis.</i>				
Ich glaube, dass ich neue Geschäftsmöglichkeiten erkennen und Maßnahmen ergreifen kann um diese umzusetzen.					
Ich glaube, dass ich ergebnisorientiert arbeiten und Geschäftsziele umsetzen kann.					
Ich glaube, dass ich unter konkurrierenden Anforderungen und Prioritäten zu guten Ergebnissen und Lösungswegen gelangen kann.					
Ich glaube, dass ich klare, anspruchsvolle und erreichbare Leistungsziele festlegen kann.					
Ich glaube, dass ich andere durch Worte und Taten davon überzeugen kann, dass sie zum Unternehmenserfolg beitragen können.	<i>Item was excluded from analysis.</i>				
Ich glaube, dass ich Mitarbeitern beistehen kann, wenn sie Unterstützung benötigen und dass ich ihnen bei der Lösung von Problemen und der Beseitigung von Hindernissen helfen kann.					
Ich glaube, dass ich ein Gefühl von Zusammengehörigkeit und Teamwork aufbauen und die Leistungsfähigkeit des Teams als Ganzes erhöhen kann.					
Ich glaube, dass ich Meinungsverschiedenheiten zwischen Mitarbeitern oder Abteilungen beilegen kann.					
Ich glaube, dass ich eine Vorbildfunktion für andere Mitarbeiter übernehmen und beispielhaft aufzeigen kann, wie andere organisatorische Zielsetzungen erreichen können.	<i>Item was excluded from analysis.</i>				
Ich glaube, dass ich entsprechend der Unternehmensethik und den Unternehmenswerten handeln kann.	<i>Item was excluded from analysis.</i>				
Ich glaube, dass ich kann konsequent auftreten und auf eine Art und Weise handeln kann, auf die sich andere verlassen können.	<i>Item was excluded from analysis.</i>				

Herzlichen Dank für Ihre Unterstützung!

Haben Sie Fragen zu diesem Studienprojekt?
Dann wenden Sie sich bitte an Sara Ketzer (s.ketzer@student.utwente.nl)

Ketzer, Sara

Von: david.anderson@taggra.com
Gesendet: Mittwoch, 11. Januar 2012 07:42
An: s.ketzer@student.utwente.nl
Cc: henryk.krajewski@taglar.com
Betreff: RE: Request: Leadership self-efficacy inventory for research purpose
Anlagen: Leadership Self Efficacy Inventory.pdf

Sara:

Thanks for your interest in the LSE research. I'm pleased to read you are seeking to advance the science further.

I permit use of the LSE instrument for academic research under the conditions that appropriate credit is given and that data and findings arising from use of the instrument are shared with us. Attached is my instrument for your use, should you agree to these terms (as I'm sure you will, hence the attachment!).

Would you please note Henryk's new email address?

Thank you and good luck!

David

David W. Anderson, MBA, PhD, ICD.D

President
The Anderson Governance Group

Toronto Board of Trade Tower
1 First Canadian Place, Suite 350
Toronto, ON M5X 1C1
Canada

+1 (416) 815-1212
david.anderson@taggra.com

www.taggra.com

From: s.ketzer@student.utwente.nl [<mailto:s.ketzer@student.utwente.nl>]
Sent: January-07-12 10:40 AM
To: david.anderson@taggra.com; henryk.krajewski@right.com
Subject: Request: Leadership self-efficacy inventory for research purpose

Dear Mr. Anderson, Dear Mr. Krajewski,

my name is Sara Ketzer. I am a German master student at the Dutch University of Twente and I am currently writing my master's thesis on 'transformational leadership in times of organizational change'. In this context I would like to investigate the relationship of leadership self-efficacy and self-reported transformational leadership behavior by means of a survey.

In this context your article on your leadership self-efficacy taxonomy and its relation to effective leadership (published in 2008 in The Leadership Quarterly, 19) were very useful to me. I believe that some of your LSE dimensions are ideally suited to predict transformational leadership behavior and leader commitment to change.

Therefore, I would like to ask you kindly if you could make your leadership self-efficacy inventory available to me. If possible, I would like to include the scales (or some items, respectively) measuring the following LSE beliefs:

- Change LSE
- Drive LSE
- Involve LSE
- Challenge LSE
- Guide LSE
- Motivate LSE
- Convince LSE

I would be very grateful for your support and I am looking forward to hearing from you soon.

With best regards from Germany,

Sara Ketzer

Student Communication Studies
Mastertrack Corporate and Organizational Communication

University of Twente
Enschede, The Netherlands