

FOLLOWERSHIP MODERATION BETWEEN THE RELATIONSHIP OF TRANSACTIONAL LEADERSHIP STYLE AND EMPLOYEES REACTIONS TOWARDS ORGANIZATIONAL CHANGE

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Abstract: The purpose of the present study is to analyze the relationship between transactional leadership style and factors of employees' reactions towards organizational change in the telecommunication companies of Pakistan. Furthermore, to understand the importance of followership this study has also incorporated followership as a moderating variable. Quantitative methodology is applied to investigate the underline relationships. The Pearson correlation results have identified that transactional leadership is positively related to all three factors (frequency of change, trust in management, and employees' participation) of employees' reactions towards change. The moderation results further clarify that followership significantly moderates the relationship between transactional leadership style, frequency of change and employees participation. However, there is no moderation effect found between transactional leadership style and trust in management.

Key words: transactional leadership style, followership, employees' reactions, organizational change, Pakistan

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Introduction

According to Burns (1978, p. 2) "*Leadership is one of the most observed and least understood phenomena on earth*". The history of leadership in management is very rich and long, and considered as one of the most researched phenomena but in organizational point of view, leadership is least understood social process (Avolio and Bass, 2002). The full range leadership theory (FRLT) contains nine factors that comprises three major categories of leaders' behaviour (styles), ranging from transformational to transactional to completely inactive (laissez-faire) behaviour (Barbuto, 2005; Bass and Avolio, 1995). Among many leadership styles, transformational leadership is mostly studied in organizational change context (Ahmad and Cheng, 2018; Holten and Brenner, 2015; Yasir et al., 2016) due to its

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