

The Effect of Transformational Leadership on Follower's Commitment to Organizational Change; Jordanian Commercial Bank Northern Region: (Case Study)

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Abstract: Transformational leadership is the style of leadership that leads to positive change in modern organizations, the aim of this study is to explore the effect of transformational leadership on follower's commitment to organizational change, Around (134) questionnaires were randomly distributed in Jordanian Commercial Banks in three management levels, the returned suitable questionnaires were (109) with (81%) response rate. The main result found that transformational leadership have significant positive influence on Job Satisfaction, Employees' performance, and Job design.

Keyword: Transformational leadership, Organizational Change, Job Satisfaction, Employees' performance, Job design.

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I. INTRODUCTION

Modern organizations are increasingly dependent upon employees' supportive change in organization for successful planned change, in order to survive in an increasing competitive global market. Organizations are constantly changing in order to survive, and problems associated with organizational change for constitute a threat to an organization's effectiveness, and employees' well-being, (Herold and Fedor, 2008). Change is a phenomenon that individuals and organizations face on a daily basis (Battilana, Gilmartin, Sengul, Pache, & Alexander, 2010).

Transformational leadership has been conceptually and empirically linked to followers' affective commitment to organizations as well as to change, relatively little empirical research has focused on the process through which transformational leaders influence their followers' levels of affective commitment (Avolio et al., 2004). There are four behaviors associated with transformational leaders: (1) idealized influence; (2) inspirational motivation; (3) intellectual stimulation; and (4) individual consideration. With these behaviors, transformational leaders make followers more aware of the importance and values of task outcomes, (Bass and Avolio, 1994).

II. LITERATURE REVIEW AND THEORETICAL FRAMEWORK:

Organizations have to respond quickly to change environmental forces in order to be survive and thrive in rapidly change current market, (John P. Meyer, et al., 2007). Planned change initiative can solve problems faced by organizations, which arise from the consequence of dissatisfaction with the status quo pointed out that planned change essentially leads to minor surface change, such as leaving organizational assumptions, values and beliefs which are unidentified, (Burnes, 2004). Employee commitment to change is defined as "a force (mind-set) that binds an individual to a course of action deemed necessary for the successful implementation of a change initiative" (Herscovitch & Meyer, 2002). Commitment could be classified into three factors as

1. A strong belief and acceptance of the organization's goals and values.
2. A willingness to exert considerable effort on behalf of the organization
3. A definite desire to keep organizational membership.

Organizational commitment is a way to identify and involving oneself in an organization and wish to be a permanent member of an organization, there are three components in organizational commitment which consists of: (1) affective, that whose employees' willingness to involve their selves and to identify their selves with the organization because there is a common ground in organization values, (2) continuance, commitment that arises from the anxiety on losing benefit of an organization, (3) normative, commitment that emerges from the employees that feel the needs to stay in the organization. (S. P. Robbins, 2002)

Transformational leadership is the style of leadership that leads to positive change by always being energetic, enthusiastic and encouraging followers to look for new ways to achieve their objectives, Bernard M.

Bass (1985). Transformational leadership is defined as leaders that transform the value, needs, aspirations, followers' priorities and also motivate their followers to exceed expectations, Bass and Avolio (1994). Also transformational leadership is an ability that possessed by leaders to influence their subordinates to raise awareness on the importance of work results, prioritizing group significance, and to raise the needs of their subordinates to a higher degree to achieve better quality of life, Simola et al. (2012) define transformational leadership as a type of leadership in which interactions among interested parties are organized "around a collective purpose" in such a way that "transform, motivate, and enhance the actions and ethical aspirations of followers.

Transformational leadership has more general influences on followers' attitudes and behaviors, and does not necessarily target responses to a particular change. Specifically, transformational leaders are able to transform followers' beliefs and values, create a vision of the future and inspire subordinates to work toward achieving it (Vera & Crossan, 2004).

Employees' job satisfaction impacts the performance of the organization. In this context, transformational leaders play a fundamental role. Job satisfaction arises as leaders enable their employees to fulfill some basic needs; for example the need to contribute to greater causes and the need for meaning in their activities. In doing so, leaders positively affect their staff's performance by way of increased creativity and engagement (Stevens, 2010).

Transformational leadership helps leadership trust and change commitment (Herold, Fedor, Caldwell, & Liu, 2008). Leadership trust is commonly viewed as a social bond where personnel have faith in their leader's fairness, integrity, and loyalty in the workplace. With this type of leadership, commitment to change generally occurs because of the employees' vital bond where they can work together to accomplish specific change initiatives (Herscovitch & Meyer, 2002). Similarly, job satisfaction is also associated with leadership trust (Braun et al., 2013) and change commitment (Golden, Veiga, & Dino, 2008). Job satisfaction leads to better job performance, improved service quality, and increased productivity. (Hughes & Avey, 2009).

I expect that job design is likely to play an important role in moderating the performance effects of transformational leadership, I focus on the social characteristics of jobs—the interpersonal interactions and relationships in which work is embedded. Recently, scholars studying relational job design have proposed that leaders can enhance perceptions of prosocially impact not only by engaging in transformational behaviors, but also by modifying the connections between employees and performance.

Rohana Binti Ahmad et al (2017) studied who to preparing the next good leader and is as important as supporting the current leader for the public sector, as well as important factor to move and drive organization forward. Thus, to groom the potential future leader, the organizations need not only the succession planning program, but also to have an emphasis on the commitment of the leader. This paper examines the relationship between leadership characteristic styles towards succession planning program in Malaysia's Public Sector. Transformational leadership characteristic was used, namely idealized influence, inspirational motivation, and individualized influence and intellectual stimulation. Combination of Multifactor Leadership Questionnaire, Effective Succession Planning and Management Questionnaire were used to distribute to 576 public servants from Malaysia's public sector. Multiple regressions were used in analyzing the effect. The result of multiple regression demonstrated that partly significantly related to succession planning and individualize influence is the main predictor on succession planning program. Therefore, it is very essential for the leaders to keep on viewing and modifying their leadership style and behavior in a way to be effective leaders.

Salim Al Zefeiti & Noor Mohamad (2017) investigated the influence of organizational commitment on work performance in the context of Omani governmental organizations. Organizational commitment through its affective commitment, normative commitment, continuance commitment, motivates employees to work for the good of the organization. There are various studies that discuss organizational commitment, and work performance, yet it is hardly to see the research done on interrelationship between organizational commitment subscales and employees' work performance specifically in Omani context. Thus, the paper is an attempt to fill this gap in the literature. Organizational commitment questionnaire was used to measure organizational commitment. Contextual and task performance were used to measure work performance. Quantitative survey method was applied and a sample of 335 middle-level managers of Omani public civil service organizations was selected to answer the instrument. Analysis of moment structures was utilized to analyze the collected data and test the research questions, and hypotheses. The techniques of data analysis comprised a confirmatory factor analysis, and a structural equation modeling analysis. The empirical results indicate that all organizational commitment subscales (affective, normative, and continuance) have a significant impact on work performance dimensions, contextual and task performance.

Shvindina Hanna (2017) reviewed the dominating literature and recent findings on leadership phenomenon and its role in organizational change. The studies in sphere of strategic management, organizational theories and social development theories were analyzed to reveal the main features of the leadership. A four-element model for leadership change is proposed, mostly based on the mediating role of

transformational leader. The change forces are presented as a combination of transformational leader, the change agents, the change operators and the environment (including endogenous and exogenous factors). As an alternative for competition between transformational leaders and transactional leaders, this paper introduces the network leadership, more beneficial in terms of rapid organizational transformation.

Martin Stump et al (2016) found that Data-driven decision making has become increasingly important in education in Germany and in many other countries around the world. Teachers are expected to interpret and employ data to improve their instructional decisions and schooling in general. It has been argued that transformational leadership in schools leads to teachers making an additional effort and commitment to change. In this study we examine teachers' data use and the effects of school principals' transformational leadership behavior on their teachers' data use. We based our findings on data from the project Evidence-based actions within the multilevel system of schools – requirements, processes, and effects (EviS) involving 1,387 teachers from 124 schools in Germany. Results of structural equation modeling indicate that transformational leadership has a highly significant positive effect on teachers' various uses of data. Implications for research and practice are discussed.

Yi-Feng Yang (2016) studied the influence of transformational leadership on job satisfaction through assessing six alternative models related to the mediators of leadership trust and change commitment utilizing a data sample (N=4341; Mean age=32.5 year, SD=5.2) for service promotion personnel in Taiwan. The bootstrap sampling technique was used to select the better fitting model. The tool of hierarchical nested model analysis was applied, along with the approaches of bootstrapping mediation, Prodcin2, and structural equation modeling comparison. The results overall demonstrate that leadership is important and that leadership role identification (trust) and workgroup cohesiveness (commitment) form an ordered serial relationship.

S. Penava and D. Šehić (2014) studied the role of the leadership of change agents in the implementation of organizational change. The focus of research is on the micro-aspect of change, specifically on the impact of changes in employees and their attitudes and behaviors that have a direct and significant impact on change success. The results of empirical research conducted in one Bosnian company show that the transformational behavior of the change agent is not equally relevant and effective in the case of the three organizational changes implemented in the company. The explanation for this can be found in the characteristics of the changes themselves, both those related to their cause and those related to the depth of the intervention and the expected consequences of change in the organizational culture.

H. M. Gelaidan and H. Ahmad (2013) studied the moderating effect of organizational culture between the leadership style and normative commitment to change. The study relied on the data collected from 371 employees of Yemeni public sector. The finding of this study shows that organizational culture plays an important role of moderating the relationship between leadership style either transformational or transactional and normative commitment to change. Furthermore, the results light out that the transformational leadership is positively related with normative commitment to change. In the same line, transactional leadership is found to be not only positively related with normative commitment to change but also as stronger effect on it.

Yi-Feng Yang (2012) studied show that evaluates the effect of transformational leadership on job satisfaction and change commitment along with their interconnected effects (mediation) on cooperative conflict resolution (management) in customer service activities in Taiwan. The multi-source samples consist of data from personnel serving at customer centers (workgroups), such as phone service personnel, customer representatives, financial specialists, and front-line salespeople. An empirical study was carried out using a multiple mediation procedure incorporating bootstrapping techniques and Prodcin2 with structural equation modeling (SEM) analysis. The results indicate that the main effect of the leadership style on cooperative conflict resolution is mediated by change commitment and job satisfaction.

H. M. Thamrin (2012) studied the influence of transformational leadership and organizational commitment on job satisfaction and employee performance. The respondents of this study are the employees of shipping companies in Jakarta, Indonesia that has been working for at least 5 years which amounted to 105 people. The data analysis technique used in this study is Structural Equation Model (SEM). The results show that: 1) transformational leadership has a positive significant influence on organizational commitment, 2) transformational leadership has a positive significant influence on employees' performance, 3) transformational leadership has no positive significant influence on job satisfaction, 4) organizational commitment has a positive significant influence on job satisfaction and employees' performance, and 5) job satisfaction has a positive significant influence on employees' performance.

Jalal R. M. Hanaysh, (2012) studied Transformational Leadership and Job Satisfaction. This study aims to explore the effect of transformational leadership characteristics on followers' job satisfaction. Survey method was utilized to collect the data from the respondents. The study reveals that individualized consideration and intellectual stimulation affect followers' job satisfaction. However, intellectual stimulation is positively related with job satisfaction and individualized consideration is negatively related with job satisfaction. Leader's charisma or inspiration was found to be having no effect on the job satisfaction. The three aspects of

transformational leadership were tested against job satisfaction through structural equation modeling using Amos.

F. Bushra et al (2011) studied the relationship between transformational leadership and job satisfaction and organizational commitment of employees working in banking sector of Lahore (Pakistan). A (5) point Likert scale questionnaire, consisting of 35 items, divided into four parts was designed. Three banks were selected on simple random sampling basis. A total 200 questionnaires were circulated, out of which 133 questionnaires returned back were showing 66.5% response rate. The findings of the study concluded that transformational leadership positively effects job satisfaction and organizational commitment of employees.

H. Ahmad and H. M. Gelaidan (2011) studied the effect of leadership style on the affective commitment to change, moderated by the organizational culture. The research adopts both qualitative and quantitative approaches through a survey with 371 employees of public organizations in Yemen, as well as interviews with the managers. The findings showed that the transformational leadership was positively related to the employee's affective commitment to change; similar to the transactional leadership that was positively related to the affective commitment to change. The results showed that organizational culture had positively moderated the relationship between the leadership styles and employee affective commitment to change. Finally, the findings revealed that the transactional leadership was a strong predictor to affective commitment to change compared with the transformational leadership.

III. OBJECTIVES OF THE STUDY

This study directly measures the effect of transformational leadership on follower's commitment to organizational change. more specifically this research has three objectives:

1. To explore the effect of transformational leadership on job satisfaction.
2. To explore the effect of transformational leadership on job design.
3. To explore the effect of transformational leadership on employee performance.

IV. DATA AND METHODOLOGY

To examine the effect of transformational leadership on follower's commitment to organizational change, I selected Jordanian Commercial Banks (Northern Region) to be our case study this research.

4.1. Data

A questionnaire and sample survey and cases study are the primary tools of data collection, the instrument used in this research was a questionnaire in the Arabic language that was divided into two sections. Section first measured the respondent's demographic background. Section second through three measured the respondent's views toward the effect of transformational leadership on follower's commitment to organizational change, job satisfaction (7 items), job design (7 items), employee performance (7 items), and transformational leadership (7 items). Each item was measured in terms of five points Likert scale from 1 (strongly disagree) to 5 (strongly agree).

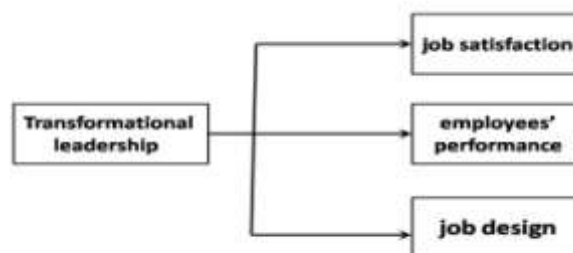
4.2. Methodology

The sample was drawn from three management levels: Top management, Middle and First line management. Around (134) questionnaires were randomly distributed in these levels. The returned suitable questionnaires were (109) with (81%) response rate.

4.3. Research framework:

Figure (1) depicts the theoretical framework of research representing hypotheses of the research showing the relationship between independent variables and dependent variables.

Figure (1) Research framework



4.3. Hypotheses

Based on the objectives of the study the main hypothesis (Transformational leadership has a positive significant influence on follower's commitment to organizational change) and divided to three sub-hypotheses as follows:

1. Hypothesis 1: Transformational leadership has a positive significant on job satisfaction.
2. Hypothesis 2: Transformational leadership has a positive significant influence on employees' performance.
3. Hypothesis 3: Transformational leadership has a positive significant influence on job design.

V. CASE AND DATA ANALYSIS

Tables one to four present the descriptive statistics for the four study variables (**Transformational leadership, job satisfaction, employees' performance, and job design**). statement (1-7) represent Transformational leadership as independent variable, statement (8-14) represent the job satisfaction as dependent variable, statement (15-21) represent the employees' performance as dependent variable, and statement (22-28) represent the job design as dependent variable.

5.1. Transformational leadership Variable;

The following tables show the results of the empirical test. Table 1 through Table 4 is outputs of SPSS Statistics software. As shown in table (1) the highest mean was item # 7 " Your bank let others work in the manner that they want" (4.01) with (0.87) Standard deviation (Std), while item # 3 " ensure others get recognition and/or rewards when they achieve difficult or complex goals" scored the lowest mean (2.53) with (0.84) Std.

Table 1: Transformational leadership Descriptive statistics (N=109)

No	Statement	Mean	Std
1	Your bank help there employee with their self-development	3.45	0.85
2	Your bank helps others to understand their visions through the use of tools, such as images, stories, and models.	3.67	0.64
3	Ensure others get recognition and/or rewards when they achieve difficult or complex goals.	2.53	0.84
4	Your bank provide challenges for team members to help them grow	3.25	1.21
5	Bank consistently provide coaching and feedback so that team members know how they are doing	3.67	1.01
6	Your bank provide an empathic shoulder when others need help	3.49	0.78
7	Your bank let others work in the manner that they want	4.01	0.87

Hypothesis one; Transformational leadership has a positive significant on job satisfaction.

To realize the validity of hypothesis one descriptive statistical was used to calculate means and standard deviation for seven sentences of thee effect off Transformational leadership on job satisfaction dimension.

Table 2: Job Satisfaction Descriptive statistics (N=109)

No	Statement	Mean	Std
8	You face as member of the bank challenging in your job	2.67	1.02
9	You believe you have opportunities with your company.	2.84	0.69
10	Your members of your team share responsibility for tasks		1.11
11	How effective is the training you receive from your supervisor	2.68	1.24
12	How consistently does your supervisor reward employees for good work	4.11	0.97
13	How honest with each other are the members of your team	3.54	0.47
14	You have adequate opportunity for periodic changes in duties	3.26	0.64

As shown in table (2) the highest mean was item # 5 " How consistently does your supervisor reward employees for good work " (4.11) with (0.97) Standard deviation (Std), while item # 1 " You face as member of the bank challenging in your job " scored the lowest mean (2.67) with (1.02) Std.

Hypothesis two; Transformational leadership has a positive significant influence on employees' performance.

To realize the validity of hypothesis one descriptive statistical was used to calculate means and standard deviation for seven sentences of thee effect off Transformational leadership on employees' performance dimension.

Table 3: Employees' performance Descriptive statistics (N=109)

No	Statement	Mean	Std
15	Your organization operate a formal performance management system	4.10	0.78
16	Performance appraisals get done because the system requires it in your organization	3.58	0.86
17	Evaluation criteria select from the employee's job description	3.55	0.67
18	Demonstrates effective leader ship skills as appropriate	4.15	1.03

19	You Gives clear guidance in support of daily tasks	3.78	1.25
20	You Gives clear guidance in support of unit objectives	3.94	0.66
21	You Gives recognition for good performance	3.12	0.82

As shown in table (3) the highest mean was item # 4 " Demonstrates effective leader ship skills as appropriate " (4.15) with (1.03) Standard deviation (Std), while item # 7 " You Gives recognition for good performance " scored the lowest mean (3.12) with (0.82) Std.

Hypothesis three; Transformational leadership has a positive significant influence on job design.

To realize the validity of hypothesis one descriptive statistical was used to calculate means and standard deviation for seven sentences of thee effect off Transformational leadership on job design dimension.

Table 4: Job design Descriptive statistics (N=109)

No	Statement	Mean	Std
22	The job allows me to make my own decisions about how to schedule my work.	3.54	0.91
23	The job allows me to plan how I do my work.	3.07	0.68
24	The job gives me a chance to use my personal initiative or judgment in carrying out the work.	3.67	0.89
25	The job provides me with significant autonomy in making decisions.	4.17	1.35
26	The job is arranged so that I can do an entire piece of work from beginning to end.	3.12	0.56
27	The job itself provides feedback on my performance.	4.16	0.68
28	The job often involves dealing with problems that I have not met before.	4.09	1.02

As shown in table (4) the highest mean was item # 4 " The job provides me with significant autonomy in making decisions " (4.17) with (1.35) Standard deviation (Std), while item # 2 " The job allows me to plan how I do my work." scored the lowest mean (3.07) with (0.86) Std.

5.2; Correlations among Variables

Table (6) presents the zero-order correlations and for all of the study variables. The results light out that the transformational leadership is positively related with commitment to change, and this result agree with H. M. Gelaidan and H. Ahmad (2013) studied. Transformational leadership, Job Satisfaction, Employees' performance and Job design were significantly and positively correlated ($r > 0.362$, $p < .01$) with Job Satisfaction, and this result agree with Yi-Feng Yang (2012) studied, and F. Bushra et al (2011) studied. Similarly, the Employees' performance variable was also correlated with ($r = 0.772$, $p < .01$), and this result agree with H. M. Thamrin (2012) studied which indicated that the transformational leadership has a positive significant influence on employees' performance. Job design is also highly related to transformational leadership ($r=0.829$, $p < .01$).

Table (6) Descriptive Statistics and Correlations

		Transformational leadership	Job Satisfaction	Employees' performance	Job design
Transformational leadership	Correlation	1.00			
	Sig				
Job Satisfaction	Correlation	0.362**	1.00		
	Sig	0.00			
Employees' performance	Correlation	0.772**	0.475**	1.00	
	Sig	0.01	0.00		
Job design	Correlation	0.829**	0.658**	0.375**	1.00
	Sig	0.00	0.00	0.00	

Notes:

- Scale: 5-point Likert-type scale.
- * $p < .10$; ** $p < .01$; *** $p < .001$.

With regard to the specific hypotheses, we found:

- Hypothesis 1, Transformational leadership have significant positive influence on Job Satisfaction was supported.
- Hypotheses 2, Transformational leadership have significant positive influence on Employees' performance was supported.
- Hypothesis 3, Transformational leadership have significant positive influence on Job design was supported.

VI. CONCLUSION AND RECOMMENDATIONS

According to data analysis I found that there were many results, the most important were;

1. Transformational leadership let others work in the manner that they want, in other hand it should ensure others get recognition and/or rewards when they achieve difficult or complex goals.
2. Consistently supervisors reward their employees for good work they feel more satisfaction.

3. Demonstrates effective leadership skills as appropriate encourage employee for good performance.
4. The job provides employee with significant autonomy in making their decisions.
5. Transformational leadership have significant positive influence on Job Satisfaction, Employees' performance, and Job design.

VII. THE FOLLOWING RECOMMENDATIONS ARE SUGGESTED:

1. Take care more effective training for employee from their supervisor.
2. Supervisors should give recognition for good performance.
3. Supervisors should give their employee to plan how they do their work.

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