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Enhancing Individual Positive Reaction to Organizational Change Through Transformational Leadership and Change Agent's Credibility

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Abstract

Research aims: This study aims to analyze the effect of transformational leadership and the credibility of change agents on the positive reactions of individuals. Reactions are not dichotomized into forms of support and resistance but are analyzed using a three-dimensional attitude approach: cognitive, emotional, and intentional.

Design/Methodology/Approach: The population of this research was civil servants at BPS-Statistics in Central Java Province, consisting of 35 regencies/municipalities. Simple random sampling was used to sample the population; there were 304 respondents. The data were then collected by self-enumeration with an online questionnaire and analyzed with Structural Equation Modeling—Partial Least Squares (SEM-PLS).

Research findings: Based on statistical results, the six hypotheses proposed demonstrated a significant positive effect on all relationships between variables. Transformational leadership and change agents' credibility positively correlated with the individual positive reactions, i.e., cognitive, emotional, and intentional reactions.

Theoretical Contribution/Originality: In the theory of force fields, Kurt Lewin states that the success of organizational change can be achieved by increasing the forces that drive change. This strength can be sourced from the positive reactions of individuals in the organization, where these reactions are along the cognitive, emotional, and intentional dimensions. Understanding individual reactions through the tripartite concept provides clearer information about individual reactions to change.

Practitioners/Policy Implications: By applying a transformational leadership style, positive reactions to organizational change can be comprehensively enhanced in three dimensions, i.e., cognitive, emotional, and intentional. In addition, the change agent appointed to facilitate change must also have credibility.

Research Limitations/Implications: This study only analyzed the relationship between the antecedent variables and the positive reactions of individuals without considering the negative reactions. Hence, the influence of reaction ambivalence on an individual's reaction to change can also be explored in future studies.

Keywords: Organizational Change; Reaction to Change; Resistance to Change; Transformational Leadership; Change Agent

Introduction

Organizations can adapt to external changes, threats, or opportunities to gain competitive advantages by implementing organizational change (van Dam, 2018). These changes are sometimes made as a form of reactivity to the problems currently being faced by the organization or as a proactive effort to anticipate various challenges in the future. In line with this, Stouten et al. (2018) state that organizational change is an intentional effort to shift an organization from its existing state to a desired state. The organization makes various forms of change to increase effectiveness and efficiency in achieving goals.

In practice, it turned out that only a few of the planned changes could produce the desired outcomes. Beer and Nohria (2000) estimated that about two-thirds of organizational change projects failed. Miller (2001) also stated that 70% of planned organizational changes did not produce results. In this regard, Waddell dan Sohal (1998) asserted that resistance is one of the main obstacles to achieving organizational change. Although many employees are, in principle, aware of the importance of organizational change, in practice, employees often react negatively to change and become the cause of organizational change failure (Moutousi & May, 2018).

Organizational change can take many forms, such as changes to performance appraisals, cutting bureaucracy, and adapting technology. Even though organizational change is a complex process, individual reactions to change are often seen only as a function of the dichotomy between resistance and not resistance (Piderit, 2000; Szabla, 2007). This dichotomy ignores various possible reactions from individuals in response to change. Not only that, but resistance itself has also been associated with various definitions inconsistently. The classic study of change by Coch and French (1948) defined resistance as an unwanted form of worker behavior in reaction to changes in work and work practices imposed by management. While Brower and Abolafia (1995) describe resistance as a type of action or inaction by workers, Sagie et al. (1985) cited submissive behavior as evidence of reduced resistance. These studies emphasize the behavioral aspect as a form of resistance.

On the other hand, although Coch and French (1948) concentrated on behavior as a form of resistance, they also suggested that resistance has to do with an emotional component. Their early theory of resistance described resistance as a force that can frustrate employees and lead to undesired behavior. Armenakis et al. (1993) not only define resistance as related to behavior but also state that another state precedes resistance, namely unpreparedness, a form of cognitive response.

To overcome the inconsistencies in the definition of resistance, a complete understanding of how individuals react to organizational change must be sought. Each definition of resistance has its own unique aspects. An alternative conceptualization that covers various aspects of the reaction will provide more comprehensive information. This conceptualization aligns with attitude theory in psychology, which states that structured attitudes consist of three dimensions: cognitive, emotional, and behavioral (Kahn & Katz, 1953; Rosenberg et al., 1960) and is known as the tripartite attitude theory.

Moreover, social exchange theory states that in an organizational environment, reciprocity can occur. Individuals can exhibit a positive attitude if they have received positive treatment before (Blau, 1964). Although numerous aspects affect how each individual reacts to change, it has been shown that leaders play a crucial role in fostering positive employee reactions (Higgs & Rowland, 2011). A leader's character and leadership style will influence the attitude and way the leader leads his organization.

Burns (1978) put forward the concept of leadership style by dividing it into transactional and transformational leadership styles. The transactional leader is task-oriented, while the transformational leader is person-oriented. Transformational leadership has been determined to be the most effective and convincing leadership style during organizational change, particularly in terms of developing employee behavioral support for change (Bass, 1985).

Many studies have linked various antecedents to individual reactions to change, including transformational leadership variables (Hechanova et al., 2011; Peng et al., 2020). However, these studies see individual reactions as a dichotomy between support and resistance. Penava & Sehic (2014) used a multidimensional attitude theory approach to study the relationship between transformational leadership and employee reactions. For that reason, this research focuses on employee negative reactions. This study analyzes the relationship between transformational leadership and individual reactions from a different perspective, from a positive side, to provide clearer information on the influence of transformational leadership on all dimensions of positive individual reactions.

Besides being influenced by leadership factors, the success of organizational change efforts also depends on how well the changes can be communicated to employees. To communicate the importance of change, organizations can appoint change agents who will support and promote change initiatives to recipients of change (Ford et al., 2008). Barclay (2009) states that individual effectiveness in supporting and creating change can be realized as a change agent and is a component that is as important as leadership.

Previous research on change agents and employees focused on the content that change agents carry, such as motivation (Conrado et al., 2017) and the relationship between change agents and employees (Van Dam, 2008). Hence, this study analyzes the influence of change agents not in terms of the content they carry but in terms of personal attributes, namely credibility. Hovland et al. in Kosasih (2017) asserted that sources with high credibility will result in more changes in attitude than sources with low credibility.

In this study, the organization surveyed was BPS-Statistics. Currently, BPS is in the process of implementing changes as part of the demands for bureaucratic reform. In supporting the change process, BPS-Statistics appoints change agents from internal employees. Agents are equipped with knowledge and competencies that support their duties. The agents are committed to bringing about and overseeing the bureaucratic reform program. The process of bureaucratic reform is expected to produce the character of a world-class bureaucracy characterized by several things, including increasingly high-quality public services and more effective and efficient governance. BPS-Statistics carried out

organizational restructuring to change task and authority relationships and redesigned the organizational structure and culture to increase organizational effectiveness (Jones et al., 2005). BPS-Statistics also conducts business process reengineering and makes improvements and innovations in public services to achieve organizational effectiveness. Nonetheless, BPS's performance achievements as a measure of organizational effectiveness have yet to be maximized. Throughout the implementation of the bureaucratic reform, the average performance achievements of BPS-Statistics continued to fluctuate and decreased in 2021. It indicates that the change process at BPS-Statistics has yet to be maximized.

For this reason, this study attempts to analyze the influence of transformational leadership and the credibility of change agents on individual, multidimensional reactions. Thus, clearer information can be obtained about which dimensions can be influenced by these two factors to increase the chances of success in the organizational change process. Further research on how individual reaction dimensions affect individual reactions, in general, needs to be carried out to understand the relationship between the two.

Literature Review and Hypotheses Development

According to Kurt Lewin's force-field theory of change, two conflicting sets of forces within an organization will determine how the change will take place (Lewin, 1947). The organization is in a state of inertia and does not change when the two types of forces are in balance. To create change, organizations must find ways to increase the forces that drive organizational change, reduce the forces that encourage resistance to change, or simultaneously carry out a combination of both.

Kurt Lewin also stated that in implementing change, leaders must first identify the various obstacles the organization will face when making changes. These barriers include barriers at the organizational, group, and individual levels (Cummings, 2004). These various types of barriers will become a source of resistance to organizational change. Choosing who will be in charge of executing the change and managing the change process is the second phase in the change implementation process. This role can be carried out by individuals who have power and influence within the organization, which may not come from the managerial organization; it could even be from an external organization. This individual will carry out duties as an organizational change agent.

The stages of change in Kurt Lewin's theory include unfreezing, moving, and refreezing. Each of these stages, of course, will cause various individual reactions in the organization. There have been many studies that have analyzed the relationship of various antecedents to individual reactions to change. However, most research focuses on the reaction dichotomy between supporting or resistance to change. On the other hand, the tripartite theory of attitude proposes that individual reactions occur along cognitive, emotional, and intentional dimensions. According to Piderit (2000), this three-dimensional conceptualization can describe individual reactions to change more clearly. In line with this, Tsousis and Vakola (2018) also stated that understanding change requires a

multidimensional approach because individual responses to organizational change are complicated. This conceptualization is vital because ambivalence is possible among the three dimensions of individual reactions. When people react positively to some things yet negatively to others, it is known as having ambivalent reactions.

The multidimensional operationalization of individual reactions toward change is guided by the tripartite theory of attitudes. The emotional component has to do with how people feel about organizational transformation (Nicolaidis & Katsaros, 2011). Emotions can be good (like happiness and joy) or negative (like anxiety and despair), and they can be expressed verbally or nonverbally (Szabla, 2007; van Dam, 2018). The intentional dimension is related to the intents and conduct expressed toward change, whereas the cognitive dimension represents the manifestation of thoughts and beliefs in organizational change settings (Piderit, 2000).

Transformational Leadership and Individual Positive Reactions

Social exchange theory states that in the world of work, there is a reciprocal relationship where a person who has positive behavior will respond with positive behavior (Blau, 1964). Based on this theory, social exchange can occur between leaders, colleagues, and organizations. Individuals who receive positive treatment feel obligated to provide similar reciprocal behavior. A person's attitude is a form of appreciation influenced by how they were treated before (Blau, 1964). In a work environment, the process of social exchange can occur when leaders treat followers positively or negatively, and then followers can choose to repay this treatment with good or bad behavior (Cropanzano & Mitchell, 2005). In the context of organizational change, the existence of a leader will influence the relationships between individuals in the organization. It has been demonstrated that leaders play a crucial role in creating employee positive responses to change (Higgs & Rowland, 2011).

Specifically, the idea of transformational leadership has been put forth by Burns (1978) and Bass (1985) as the most successful style of leadership, particularly in environments of transition and uncertainty (Bass & Riggio, 2006; Herold et al., 2008). Transformational leadership is often considered to have a very strong influence on employee performance (Garad et al., 2022; Haryanto et al., 2022; Park et al., 2021; Udin, 2023). Previous studies have demonstrated the effectiveness of transformational leaders in fostering positive reactions to change, including dedication and openness to change (Bass, 1985; Caldwell et al., 2004; Herold et al., 2008). Astuty and Udin (2020) stated that transformational leadership could influence employee performance and affective commitment. Vera and Crossan (2004) revealed that transformational leaders could create future visions and inspire followers to work toward them. They are considerate of each individual employee's requirements during change, involving them in the implementation process, and clearly exhibiting and conveying changes so that followers have a cognitive knowledge of the change, which can help to build employee support for change (Herold et al., 2008; Weber & Manning, 2001). In addition, transformational leaders use a strategy of giving meaning that supports the vision, creating meaning for change, emphasizing positive outcomes, legitimizing desired views, and creating positive thinking about change

(Bartunek et al., 1999; Gioia & Chittipeddi, 1991; Pettigrew, 1987). Employees who work for transformational leaders tend to be more successful and help the organization achieve its objectives because they can foster pleasant emotions and strong relationships with them (Barrick et al., 2015).

In their research, Penava and Sehic (2014) uncovered a relationship between each character of transformational leadership and employee reactions to organizational change. Their study employed three contexts of organizational change and concluded that transformational leadership harms individuals' negative attitudes toward organizational change in all three dimensions. Therefore, this research was conducted to confirm the relationship from the perspective of positive individual reactions. The researchers argue that when an individual's negative reaction is lowered, it will simultaneously increase his positive reaction. Based on the various pieces of literature, the research hypotheses could be formulated as follows:

H_{1a} : Transformational leadership has a positive effect on the individual's positive cognitive reaction.

H_{1b} : Transformational leadership has a positive effect on the individual's positive emotional reaction.

H_{1c} : Transformational leadership has a positive effect on the individual's positive intentional reaction.

The Credibility of Change Agents and Individual Positive Reactions

In encouraging change efforts, employee resistance is a critical obstacle faced by change agents (Oreg, 2003). If change agents are unable to pique employees' interest in the change and encourage them to collaborate on the organizational changes intended, change projects frequently fail (Jørgensen et al., 2007). Change agents must have the ability and power to influence others. Perceptions of organizational members about who the change agents are personally will influence the persuasive nature of any message of change, commitment, and institutionalization of organizational change. Cobb et al. (1995) summarized the results of several studies. They demonstrated the importance of the perception among employees that a change agent must be trustworthy and seen as someone who can act fairly and conform to organizational change. Gist (1987) stated that messages that create change readiness will be more influential if the change agent delivering the message has a good reputation.

Various previous studies on credibility are rooted in the source credibility theory from Hovland et al. (1968). Hovland puts forward the idea that sources with great credibility will generate greater positive attitudes than sources with low credibility. Instinctively, someone will be more interested in following invitations from individuals who are considered more understanding and trustworthy. These two components, i.e., expertise and trust, are components of credibility (Hughes, 2018). The importance of credibility in changing individual attitudes has been studied in various scientific fields. In the field of

communication, Niftah and Rahmat (2017), in their research on adolescent attitudes toward HIV/AIDS, concluded that counselor credibility affected individual attitudes in all dimensions: cognitive, emotional, and behavioral. Kosasih et al. (2017) have also empirically proven that the credibility of health workers positively affects patient attitudes.

In the context of organizational change, research on credibility has shown that individuals are more likely to be persuaded by agents they perceive as credible (Petty & Cacioppo, 1996). According to Slater and Kouner (1992), changes in individual and organizational cognitive reactions are empirically related to the credibility of change agents. Esfahani et al. (2014) also stated that the manager's credibility significantly affects affective commitment. Affective commitment is an employee's emotional attachment, identification, and involvement with an organization and its goals (Meyer & Allen, 1991). In line with this, the research results by Ouedraogo et al. (2021) showed that leadership credibility positively affected the affective and normative commitment to change.

These studies have exposed the importance of credibility as a personal attribute that must be possessed by someone with a role as a communicator, motivational speaker, and persuasive message. Based on various pieces of literature and empirical evidence, the following hypotheses could be derived:

H_{2a} : The credibility of change agents has a positive effect on the individual's positive cognitive reaction.

H_{2b} : The credibility of a change agent has a positive effect on the individual's positive emotional reaction.

H_{2c} : The credibility of the change agent has a positive effect on the individual's positive intentional reaction.

Based on the theories and arguments above, the research model could be illustrated as follows:

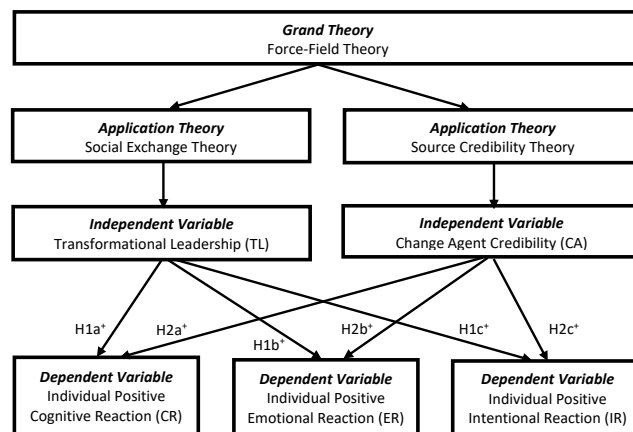


Figure 1 Research Model

This research used force field theory as the grand theoretical basis for understanding how the change process can achieve success by increasing the forces that support change. Furthermore, this research analysis focused on factors considered to increase an individual's positive attitude toward supporting organizational change through two main roles: transformational leader and change agent. In understanding the interactions that occurred between leaders and employees, research also employed the basic theory of social exchange. Meanwhile, the influence of change agents on employees was based on source theory.

Research Methods

This empirical research was conducted with quantitative methods. The civil servants of BPS-Statistics at Central Java Province, which included 35 regency/municipality work units, served as the study's population. Using the Slovin method, from a total population of 1,239, a minimum sample of 304 was required. Sampling was done by simple random sampling. The samples were selected randomly from a list of employee names in each work unit. Based on the number of employees in each regency/municipality work unit, the fraction of the sample was determined.

Data were collected by self-enumerating in the online questionnaire distributed to selected respondents. The questionnaire consisted of four parts: the general description of the respondents, statements to evaluate respondents' perceptions of individual reactions to change, transformational leadership, and the credibility of change agents. Perception statements were prepared on a Likert scale of 1 to 5.

Indicators adapted from Piderit (2000), consisting of eleven questions for the cognitive dimension, ten for the emotional dimension, and ten for the intentional dimension, were used to measure individual multidimensional reactions to change. Cognitive reactions, which can be elicited through verbal questioning, include beliefs about the behavior's target. According to Eagly and Chaiken (1993), beliefs can be expressed in both positive and negative ways and at various intensities. Verbal statements made by people about how they feel about a behavior or object can be used to infer emotional reactions. This dimension is described by Eagly and Chaiken (1993) as the feelings, moods, emotions, and sympathetic nervous system activity that people have concerning the behavior's object and then associate with it. Strong positive emotions (such as joy or happiness) and strong negative emotions (such as wrath or fear) can both be experienced by an individual in response to an organizational shift along these dimensions. According to Eagly and Chaiken (1993), an intentional reaction demonstrates an attitude that represents a person's assessment of an attitude object based on past conduct and intentions to act in the future.

The transformational leadership scale of the MLQ Form 5X multifactor leadership questionnaire (Bass & Avolio, 1995), which consisted of thirteen questions, was employed to measure transformational leadership factors. According to Bass (1990), transformational leadership is a style of leadership in which the leader may broaden and

prioritize the interests of the workforce, increase awareness, embrace goals and collective missions, and persuade the workforce to put the good of the group ahead of personal interests. The second antecedent is the credibility of the change agent. Change agents are people with the skills and competencies needed to support change efforts. The primary objective of a change agent is to assist the organization in its attempts to implement, initiate, or facilitate change (Grewing, 2016). Credibility is also a quality that allows someone to be trusted and involves the trust and reliability of information and communication received from someone (Farling et al., 1999). In this study, credibility was measured by adopting the approach Piderit (2000) used, comprising competency and trust dimensions consisting of five questions.

Data analysis in this study used the Structural Equation Model-Partial Least Square (SEM-PLS). Measurement model evaluation was carried out to test the instruments used in the study, including reliability and validity tests. The reliability test was performed by looking at the reliability of indicators through the outer loading value and internal consistency reliability by examining Cronbach’s alpha (lower bound) and composite reliability values (upper bound). The validity criteria included convergent validity, evaluated based on the Average Variance Extracted (AVE), and discriminant validity, assessed based on the cross-loading value. Next, the structural model evaluation stages were conducted, including checking collinearity, testing the hypothesis, and testing the model’s fit by examining the value of the coefficient of determination (R^2) and predictive relevance value (Q^2).

Results and Discussion

Of a total of 304 respondents, 57.89% were male, and the rest were female. The education level of respondents was dominated by a bachelor’s degree (45.07%), followed by a master’s degree at 19.74%, an associate degree at 19.41%, and the rest had less than a senior high school education. In addition, most respondents had worked in their current work unit for over five years (79.93%).

Table 1 Characteristics of Respondents

Characteristics	Category	Frequency	Percentage
Gender	Man	176	57.89
	Woman	128	42.11
Age	20–30 years old	18	5.92
	31–40 years old	124	40.79
	41–50 years old	114	37.50
	>50 years old	48	15.79
	≤ High School	48	15.79
Education	Associate degree	59	19.41
	Bachelor’s degree	137	45.07
	Master’s degree	60	19.74
	< 1 year	10	3.29
Length of work	1 to 5 years	51	16.78
	> 5 years	243	79.93

Source: Primary data processed (2023)

Measurement Model Evaluation

Evaluation of the measurement model was carried out to ensure that the instruments used in the study could measure the variables that should be and could measure them accurately; in other words, they are valid and reliable. The first criterion to be evaluated was the reliability indicator based on the outer loading value. The outer loading value for social science research is 0.4–0.7 (Hair, 2019). Based on the evaluation of the outer loading value, five-question items (CR1, CR8, IR6, IR9, and IR10) were excluded from the analysis. The next evaluation was internal consistency reliability using Cronbach's alpha (representing the lower bound) and composite reliability (representing the upper bound), providing reliability estimates based on the observed intercorrelation of indicator variables. All variables in this study had Cronbach's alpha values and composite reliability above 0.7, as seen in Table 2, so it can be concluded that the instruments used were reliable.

Table 2 Result of Measurement Model Evaluation

Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Cognitive Reaction	0.884	0.907	0.524
Emotional Reaction	0.910	0.925	0.553
Intentional Reaction	0.847	0.886	0.532
Transformational Leadership	0.977	0.980	0.788
Change Agent Credibility	0.775	0.847	0.529

Source: SEM-PLS Output

Furthermore, the validity criteria, where the first criterion to be evaluated was convergent validity, determined the extent to which a measure was positively correlated with alternative measures of the same construct. Convergent validity was assessed based on Average Variance Extracted (AVE); Hair (2019) requires an AVE above 0.5 to conclude that the measure used meets the requirements of convergent validity. In this case, eliminating question items in evaluating reliability indicators based on outer loading simultaneously increases the AVE value to indicate better convergent validity. The next criterion was discriminant validity, to determine the extent to which a construct is truly different from other constructs with empirical standards. Discriminant validity was evaluated based on the cross-loading value. The outer loading value of a construct must be higher than all cross-loading values with other constructs. Based on the AVE value and cross-loading in Table 2, it can be concluded that the instruments used were valid.

Table 3 Outer Loading

Item	Change Agent Credibility	Cognitive Reaction	Emotional Reaction	Intentional Reaction	Transformational Leadership
CA1	0.832	0.501	0.460	0.483	0.525
CA2	0.660	0.369	0.400	0.363	0.305
CA3	0.819	0.474	0.442	0.444	0.516
CA4	0.637	0.266	0.317	0.321	0.235
CA5	0.666	0.302	0.310	0.299	0.417
CR2	0.388	0.709	0.529	0.591	0.365
CR3	0.418	0.796	0.666	0.736	0.463
CR4	0.333	0.776	0.654	0.682	0.377
CR5	0.399	0.801	0.716	0.729	0.420
CR6	0.332	0.695	0.584	0.630	0.376
CR7	0.463	0.786	0.648	0.664	0.457
CR9	0.420	0.684	0.635	0.545	0.334
CR10	0.346	0.575	0.574	0.405	0.291
CR11	0.410	0.659	0.645	0.533	0.350
ER1	0.488	0.746	0.795	0.726	0.463
ER2	0.409	0.750	0.817	0.711	0.427
ER3	0.414	0.766	0.804	0.730	0.416
ER4	0.437	0.727	0.767	0.691	0.441
ER5	0.422	0.688	0.774	0.673	0.436
ER6	0.280	0.395	0.583	0.368	0.216
ER7	0.421	0.616	0.735	0.554	0.348
ER8	0.328	0.503	0.685	0.458	0.295
ER9	0.315	0.565	0.701	0.496	0.299
ER10	0.430	0.587	0.747	0.500	0.350
IR1	0.416	0.646	0.617	0.792	0.442
IR2	0.370	0.658	0.612	0.748	0.398
IR3	0.464	0.712	0.670	0.817	0.410
IR4	0.386	0.700	0.658	0.824	0.409
IR5	0.354	0.687	0.632	0.772	0.389
IR7	0.344	0.442	0.445	0.527	0.251
IR8	0.391	0.460	0.469	0.565	0.256
TL1	0.480	0.508	0.477	0.479	0.898
TL2	0.494	0.487	0.479	0.489	0.881
TL3	0.473	0.425	0.450	0.419	0.840
TL4	0.514	0.476	0.448	0.457	0.910
TL5	0.520	0.484	0.475	0.451	0.919
TL6	0.498	0.468	0.449	0.445	0.911
TL7	0.503	0.483	0.451	0.454	0.896
TL8	0.543	0.504	0.464	0.464	0.906
TL9	0.491	0.452	0.422	0.400	0.906
TL10	0.480	0.461	0.425	0.430	0.855
TL11	0.503	0.468	0.447	0.480	0.881
TL12	0.433	0.376	0.359	0.367	0.838
TL13	0.566	0.523	0.497	0.507	0.890

Source: SEM-PLS Output

Structural Evaluation Model

Evaluation of the structural model began with checking the collinearity value (VIF). Each predictor construction tolerance value (VIF) must be higher than 0.20 and lower than 5. Based on Table 4, the VIF value for each exogenous variable was less than 5, so it can be concluded that there was no collinearity problem, and the subsequent analysis stage could be carried out.

Table 4 Inner VIF

Variable	Cognitive	Emotional	Intentional
Transformational Leadership	1.479	1.479	1.479
Change Agent Credibility	1.479	1.479	1.479

Source: SEM-PLS Output

Moreover, model fit criteria were evaluated by examining the value of the coefficient of determination, showing the predictive power of the model built. R^2 values range from 0 to 1; larger values indicate higher prediction accuracy. In general, the values of R^2 are 0.67, 0.33, and 0.19 for the endogenous latent variable, each of which describes a substantial, moderate, and weak level of prediction accuracy (Chin, 1998).

In the next step, the Q^2 value was used to validate the model by measuring the power of predictive relevance. A Q^2 value greater than 0 indicates that the model has predictive relevance for certain endogenous constructs (Hair et al., 2017). Based on Table 5, the resulting R^2 value was in the moderate category. While the Q^2 value met the required criteria, it can be concluded that the model used in the study met the model fit criteria.

Table 5 Value R^2 and Q^2

	R Square	R Square Adjusted	Q^2
Cognitive Reactions	0.368	0.364	0.187
Emotional Reactions	0.350	0.345	0.186
Intentional Reaction	0.348	0.343	0.180
Change Agent Credibility	0.324	0.321	0.165

Source: SEM-PLS Outputs

Based on the path coefficient values in Table 6, the path coefficient value for H_{1a} was 0.333, H_{1b} was 0.300, H_{1c} was 0.303, H_{2a} was 0.355, H_{2b} was 0.370, and H_{2c} was 0.365, with a p-value of 0.0000 for each hypothesis, so at a 95% level of confidence, it can be said that every exogenous variable in the study had a favorable impact on every endogenous variable.

Table 6 Result of the Hypothesis Testing

Hypothesis	Original Sample (O)	P-Values	Results
H _{1a} : Transformational Leadership -> Cognitive Reaction	0.333	0.000	Supported
H _{1b} : Transformational Leadership -> Emotional Reaction	0.300	0.000	Supported
H _{1c} : Transformational Leadership -> Intentional Reaction	0.303	0.000	Supported
H _{2a} : Change Agent Credibility -> Cognitive Reaction	0.355	0.000	Supported
H _{2b} : Change Agent Credibility -> Emotional Reaction	0.370	0.000	Supported
H _{2c} : Change Agent Credibility -> Intentional Reaction	0.365	0.000	Supported

Source: SEM-PLS Outputs

Transformational Leadership and Individual Positive Reactions

The first hypothesis, which had a p-value of 0.000 and was statistically significant at 5% alpha, looks at the influence of transformational leadership on individual positive cognitive, emotional, and intentional reactions to change. Since the range of the path coefficient values for each dimension was not significantly different, it can be concluded that the beneficial impact of transformational leadership on each of the reaction dimensions was practically identical in size. Based on the hypothesis test results, a transformational leader could positively influence positive individual reactions to organizational change in the BPS-Statistics of Central Java Province.

These results are consistent with previous studies that have analyzed the influence of transformational leadership on general employee positive reactions (Bass et al., 2003; Nemanich & Keller, 2007; Carter et al., 2012). Previous research that partially analyzed the effect of transformational leadership on individual attitude dimensions also showed similar results (Bayraktar & Jimenez, 2020) on emotional and intentional dimensions (Bartunek et al., 1999) and on the cognitive dimension. Penava & Sehic (2014), in their research, found that transformational leadership had a negative effect on negative reactions or individual resistance to changes in all three dimensions of attitude. The results of this study reinforce these findings that, in the process of organizational change, transformational leaders do not have a negative influence but have a positive influence that leads to support for change.

Transformational-style leaders are not task-oriented but personal-oriented. Leaders with this style can convey and articulate the organization's vision well and give their subordinates an understanding of what the organization wants to achieve. They also build good relationships with their subordinates, work by example, motivate, provide intellectual stimulation to stimulate creativity and innovation, and give personal attention to their subordinates. By having this kind of lead character, individuals in the organization can better understand the importance of organizational changes being carried out, how their interests are considered, and positive expectations about the impact of organizational changes being made. This understanding will encourage individuals to have positive beliefs, feelings, emotions, intentions, and behaviors that support change.

Change Agent Credibility and Individual Positive Reactions

The second hypothesis examined the effect of change agent credibility on individual positive reactions: cognitive, emotional, and intentional. The path coefficient value for the relationship between the credibility of the change agent and each dimension of individual reaction was positive with a p-value of 0.000, so it can be concluded that the relationship between the variables in the hypothesis was statistically significant. In other words, by appointing a credible change agent, positive individual reactions to change can be increased along the cognitive, emotional, and intentional dimensions.

This result is in harmony with source credibility theory (Hovland et al., 1957), which posits that sources with high credibility will result in greater changes in attitude than sources with low credibility. Li (2014) affirmed that credibility could positively influence employees' cognitive evaluations, such as perceived benefits and perceived convenience. Organizational changes can evoke emotional reactions in employees, and trust and credibility can affect these emotional responses (Szabla, 2007). Lack of leader credibility can lead to low employee morale and a lack of true followers (Williams et al., 2022). These results also confirm the findings of a positive influence between credibility and individual attitudes that have been previously studied in other scientific fields (Kosasih, 2017; Niftah & Rahmat, 2017).

Additionally, the success of organizational change efforts is determined by how changes can be communicated to individuals within the organization. The change agent's role is to support and promote change initiatives within the organization to the change recipients, namely members of the organization (Ford et al., 2008). Change projects usually fail if change agents cannot motivate employees to be interested in following the change and work cooperatively on the changes planned by the organization (Jørgensen et al., 2007). Individuals will be more motivated by someone who is seen as having credibility. The two components of credibility, namely competence and trust, possessed by a change agent can increase the acceptance of messages and motivation for change brought by the agent so that individuals in the organization respond positively to organizational change.

The two exogenous variables in the study had a significant positive effect on the endogenous variable. Transformational leadership and change agent credibility positively affect individual cognitive reactions to change. Both of these variables contributed to increasing individual positive beliefs about change. This positive belief is like the belief that change will benefit and bring success to the organization. Transformational leadership and change agent credibility also positively influence positive emotional reactions. The role of leaders and change agents can positively influence the feelings, moods, and emotions of individuals within the organization, which can be expressed in the form of excitement and enthusiasm for responding to change. Lastly, transformational leadership and change agent credibility also significantly influence individual intentional reactions to change. Positive intentional reactions are shown through intentions and behaviors that support organizational change.

Under social exchange theory, a positive reciprocal relationship occurs between transformational leaders and individuals in the organization. The positive treatment of transformational leaders produces a reciprocal flow from employees in the form of support for change. On the other hand, this research uncovered that positive employee reactions could also be increased through the presence of credible change agents. It aligns with source credibility theory, where sources with higher credibility will generate greater positive reactions.

Based on the results, organizations must develop and strengthen transformational leadership characteristics for leaders to support the change process. Leaders must have a personal orientation, realizing that each individual in the organization has different capacities and characteristics. Leaders must also be able to instill a sense of pride and trust in followers, inspire and motivate followers, encourage creativity and innovation in followers, treat each follower as an individual, and constantly coach and guide followers. In selecting change agents, organizations must consider personal attributes, one of which is credibility. Change agents must understand organizational change, be credible sources of information, have experience related to organizational change, be objective and neutral in bridging organizational and individual interests, and be fair in directing change.

Conclusion

According to the hypothesis testing findings, transformational leadership significantly and positively affected the three dimensions of positive individual reactions to organizational change. Various transformational leadership characteristics could influence individuals in the organization to show attitudes that support change. Organizations must instill and strengthen the character of transformational leadership for leaders to support the change process. The credibility of internal change agents also had a positive and significant effect on the three dimensions of positive individual reactions toward organizational change. To produce a positive reaction, the change agent chosen must have credibility.

This study's analysis of the influence of transformational leadership and the credibility of change agents on multidimensional individual reactions to change is restricted only to positive reactions from individuals. To learn how these two antecedents and other antecedents affect people's positive and negative reactions to change, more research can be conducted. Additional investigation can be done to see how the three dimensions of reaction and reaction ambivalence interact to influence people's overall reactions to change.

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