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## The Effects of Transformational Leadership and Job Satisfaction on Commitment to Organisational Change: A Three-Component Model Extension Approach

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# The Effects of Transformational Leadership and Job Satisfaction on Commitment to Organisational Change: A Three-Component Model Extension Approach

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## Abstract

**Research Aims** - The present study aimed to examine the relationship between transformational leadership, job satisfaction and employee commitment to organisational change.

**Design/Methodology/Approach** - Extension of a three-component model was employed. The study sample consisted of 474 employees in organisations undergoing a significant organisational change in Vietnam. The data were analysed using a structural equation model (SEM).

**Research Findings** - The study results show that transformational leadership has a positive and significant influence on job satisfaction and organisational commitment to change (affective commitment, normative commitment, continuance commitment). Job satisfaction is found to be positively and significantly related to employee affective commitment and normative commitment to organisational change.

**Theoretical Contribution/Originality** - This study indicated the critical role of transformational leadership and job satisfaction on the commitment to organisational change in the context of an emerging economy.

**Managerial Implications in the Southeast Asian Context** - Organisations should maintain employees' positive attitudes and behaviour by applying the transformational leadership style and ensuring job satisfaction, which plays a central role in the organisation by orienting employee psychology, motivation and positive behaviour to change

**Research Limitations and Implications** - This study has certain limitations due to its sample and self-report questionnaire scale. The research model did not simultaneously test multiple antecedents (e.g., personality, context) and consequences of employee commitment to organisational change. There is a lack of empirical studies addressing the relationship between demographics and antecedents/consequences of commitment to change.

**Keywords** - Attitudes toward change, Commitment to change, Leadership styles, Organisational change, Vietnam

## INTRODUCTION

Organisational restructuring, particularly in terms of merger and acquisition (M&A) activities, is a type of a planned organisational change which has seen steady growth in emerging economies (Junzhi, Chakrabarti, de Moraes, Gomes, & Skvortsova, 2020). It is a vital strategy in the competition of firms in both developed and emerging markets, even though M&A performances were unexpected itself (Herold, Fe-

dor, Caldwell, & Liu, 2008; Hosseini, Thu, & Trang, 2017; Pike, 2017; Raukko, 2009; Schweizer, 2005). Organisations need to develop strategies to ensure the maintenance and enhancement of employee engagement in the context of ongoing changes in the organisation (Neves & Caetano, 2009). The primary antecedent of the low efficiency of M&A performance has been a mismanagement of human resources during the M&A process (Cartwright, Tytherleigh, & Robertson, 2007; Cooke, Wood, Wang, & Li, 2020; Correia, Cunha, & Scholten, 2013). As a result, M&As are significantly related to the adverse effect on positive employee attitude and behaviour, including job dissatisfaction, high turnover and turnover intention, lower organisational commitment, and lower innovative and proactive behaviour (Cartwright et al., 2007; Datta, Guthrie, Basuil, & Pandey, 2010; Yousef, 2017). Meanwhile, employees' positive attitudes and behaviour in an organisation play a vital role in firm performance (Diener, Thapa, & Tay, 2020; Lee & Kim, 2020).

Previous studies have indicated that positive employee attitudes such as job satisfaction and commitment to change play a vital role in employee acceptance of organisational change and its long-term success (Cordery, Sevastos, Mueller, & Parker, 1993; Herold, Fedor, & Caldwell, 2007; Meyer, Srinivas, Lal, & Topolnytsky, 2007; Parish, Cadwallader, & Busch, 2008; Shum, Bove, & Auh, 2008; Svensen, Neset, & Eriksen, 2007; Van Dierendonck & Jacobs, 2012; Yousef, 2000). Employee commitment to change was found to be one of the most crucial antecedents of failed change implementation (Conner & Patterson, 1982; Herscovitch & Meyer, 2002; Judge, Thoresen, Pucik, & Welbourne, 1999; Oreg, 2003). Recent evidence has revealed the significance of assessing employee psychological contracts during the organisational change process (Bellou, 2006; Shield, Thorpe, & Nelson, 2002).

Appropriate leadership styles and job satisfaction are contributing factors that have been found to be fundamental for organisational performance (Herold et al., 2007; Savery, 1994; Yousef, 2000). Antecedents, correlations and consequences of job satisfaction and organisational commitment have continued to be a major focus of organisational behaviour studies, where considerable attention has been given to theory development (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002; Meyer & Allen, 1991; Mowday, Steers & Porter, 1979; Tepayakul & Rinthaisong, 2018). Job satisfaction is significant for organisational change because it relates to employee well-being, and employee well-being during organisational change is fundamentally important (Cartwright & Cooper, 1993). Leadership is thus a vital factor in the orientation of followers' positive attitude and behaviour in the organisation (van Knippenberg, 2020; Peng & Kim, 2020; Rao-Nicholson, Khan, Akhtar, & Merchant, 2016; Lord, Epitropaki, Foti, & Hansbrough, 2020; Smithikrai & Suwanadet, 2018). The importance of leadership to the organisational change process is based on the requirement of creating a new system, new institutional factors and new approaches to the management system (Battilana, Gilmartin, Sengul, Pache, & Alexander, 2010; Eisenbach, Watson, & Pillai, 1999; Herold et al., 2007; Kotter, 1996). Transformational leadership is a significant contributor to organisational change due to leaders' ability to motivate and support employees' commitment to the change with effective human resource management implementation (Farahnak, Ehrhart, Torres, & Aarons, 2020; Nemanich & Keller, 2007; Savery, 1994).

The relationships between leadership styles, employee job satisfaction, and organisational commitment, and the consequences of these relationships for organisational change, have been examined by previous studies in the context of Eastern or Western countries' cultures, which might vary from that of the Southeast Asia and Vietnam. Although transformational leadership is recognised to be a vital factor of organisational change performance, few studies have investigated the relationship between transformational leadership and employee behaviour in dynamic environments facing significant organisational changes, particularly M&As. This study aims to investigate the nexus between transformational leadership, job satisfaction and employee commitment to organisational change in an emerging economy context.

## LITERATURE REVIEW

### *Organisational Change*

Organisational change can occur at various levels (Nadler & Tushman, 1990). Organisational change is defined as an attempt or series of attempts to modify an organisation's structure, goals, technology or work tasks (Carnall, 1986). A variety of changes in any organisation might be conducted, such as process reengineering, continuous improvements, restructuring, downsizing and rightsizing, and mergers and acquisitions (Kavanagh & Ashkanasy, 2006; Martins & Roodt, 2008). Organisational change thus refers to any structural, strategic, cultural, human or technological transformation capable of generating impact in an organisation (Wood, 2000).

### *Commitment to Organisational Change*

Commitment to an organisation has various types, including engagement, attachment, and involvement within a broad spectrum of foci (Martin & Roodt, 2008). Commitment to change could be defined as the mechanism that provides the crucial linkage between employees and organizational change goals, which based on positive employee attitudes toward change and a belief in the social desirability of modes of conduct (Conner & Patterson, 1982; Kabanoff, Waldersee, & Cohen, 1995; Lau & Woodman, 1995). Meyer and Herscovitch (2001) suggested that the essence of commitment should be the same, regardless of the target of that commitment. Commitment to change is an extension of the organisational commitment model of an employee at the workplace (Neves & Caetano, 2009). Herscovitch and Meyer (2002) identified commitment to change as an employee constraint related to an organisation's changing goals, including three forms:

1. Affective commitment to change focuses on a desire to support a change.
2. Normative commitment to change is an obligation to be supportive.
3. Continuance commitment to change is based on perceived association costs with resisting change.

### *Job Satisfaction*

Job satisfaction refers to employees' attitudes toward or feelings about their work, based on the comparison of job expectation and perception in the organisation

(Hackman & Oldham, 1974; Porter & Lawler, 1968). According to Bruck, Allen, and Spector (2002), the facets of job satisfaction are pay, promotion, fringe benefits, supervision, co-workers, operating conditions, nature of the work, communication and rewards (pay, promotion, and fringe benefits all types of rewards). Specific satisfaction is measured by sub-scales, including job security, pay and compensation, social protection, supervision and growth (Hackman & Oldham, 1974).

### ***Transformational Leadership***

Burns (1978) argued that transformational leadership related to leaders' ability to support and motivate their followers to go beyond their own interests to form a commitment to the organisational tasks and goals. Yukl (1989) defines transformational leadership as a process that to a significant extent effects changes in attitudes and behaviour among employees and strengthens their commitment to the mission and goals. Transformational leadership has been acknowledged as an underlying determinant of organisational change, which is measured by four dimensions, including idealised influence, inspirational motivation, intellectual stimulation and individualised consideration (Avolio & Bass, 2004; Bass & Avolio, 1993).

### ***Transformational Leadership and Satisfaction with Organisational Change***

The quality of the leader–employee relationship has a great impact on employee self-confidence and job satisfaction (McCormick, 2001). Yousef (2000) proposed that leaders need to adopt appropriate leadership behaviour because of its significant impact on employee job satisfaction. Among leadership styles in a period of change, transformational leadership might be the most likely to stimulate organisational commitment and job satisfaction (Long, Yusof, Kowang, & Heng, 2014; Nielsen, Yarker, Randall, & Munir, 2009). Transformational leadership was found to be significantly correlated to employee acceptance of change, adaptability and satisfaction (Nemanich & Keller, 2007; Wang, Demerouti, & Le Blanc, 2017).

Hypothesis 1: Transformational leadership directly and positively affects satisfaction with organisational change.

### ***Transformational Leadership and Commitment with Organisational Change***

Yousef (2000) argued that changes in leadership behaviour would lead to an increase in the levels of employee organisational commitment. Moreover, organisational change has been found to require a more authoritarian and athletic leadership style from in order to assist employees in the integration process with a new institution than of other leadership forms (Kotter, 1996; Schweizer & Patzelt, 2012). Transformational leadership has been found to be more strongly related to follower change commitment than change-specific leadership practices, especially in cases in which the change had a significant personal impact on employees (Herold et al., 2008). Transformational leadership and its dimensions were found have a significant impact on employee commitment to organisational change (Herold et al., 2008; Rafferty & Griffin, 2004; Top, Akdere, & Tarcan, 2015).

Hypothesis 2: Transformational leadership directly and positively affects affective commitment with organisational change.

Hypothesis 3: Transformational leadership directly and positively affects a normative commitment with organisational change.

Hypothesis 4: Transformational leadership directly and positively affects continuance commitment with organisational change.

### *Job Satisfaction and Organisational Commitment with Organisational Change*

Hackman and Oldham (1974); Herzberg, Mausner, and Snyderman (1959); and Maslow (1943) emphasised that job satisfaction dimensions (pay, career advancement, work characteristics, the work environment, and co-worker relationships) and overall job satisfaction significantly contributed to organisational commitment. Expanded studies have provided evidence of the impact of job satisfaction on organisational commitment, loyalty and low turnover intention (Kyei-Poku & Miller, 2013; Lambert, Hogan, & Barton, 2001; Meyer et al., 2002). The findings indicate that dimensions of job satisfaction and general job satisfaction have a significant effect on three dimensions of organisational commitment (affective commitment, normative and continuous) (Gunlu, Aksarayli, & Perçin, 2010; Martin & Roodt, 2008; Yousef, 2000).

Hypothesis 5: Job satisfaction directly and positively affects affective commitment with organisational change.

Hypothesis 6: Job satisfaction directly and positively affects normative commitment with organisational change.

Hypothesis 7: Job satisfaction directly and negatively affects continuance commitment with organisational change.

## **RESEARCH METHOD**

### *Measures*

An 18-item scale measuring organisational commitment to change was adopted from Herscovitch and Meyer's (2002) instrument, including affective commitment to change (6 items; e.g., "This change is a good strategy for this organisation"), normative commitment to change (6 items; e.g., "I feel a sense of duty to work toward this change"), and continuance commitment to change (6 items; e.g., "I have no choice but to go along with this change"). Each item was measured by a five-point Likert scale (5 = strongly agree; 1 = strongly disagree). Reliability tests and descriptive statistics of measurement scales are presented in Table 2.

The transformational leadership style was measured by four dimensions from the Multifactor Leadership Questionnaire Rater Form: idealised influence (8 items; e.g., "My leader instils pride in me for being associated with him/her"), inspirational motivation (4 items; e.g., "My leader talks optimistically about the future"), intellectual stimulation (5 items; e.g., "My leader gets me to look at problems from many different angles"), and individualised consideration (3 items; e.g., "My lead-



er considers me as having different needs, abilities, and aspirations from others”) (Bass & Avolio, 1997, 2004). Each item was measured by a five-point Likert scale (5 = strongly agree; 1 = strongly disagree. Descriptive statistics and reliability criteria of measurement scales are shown in Table 2.

Job satisfaction was assessed by satisfaction with 14 items (e.g., “The amount of personal growth and development I get in doing my job”) (Hackman & Oldham, 1974). A five-point Likert scale measured each item (5 = strongly satisfied; 1 = strongly dissatisfied). Reliability tests and descriptive statistics of measurement scales are presented in Table 2.

The questionnaire was first developed in the English language and then translated into Vietnamese by academic and industry experts in both languages. The Vietnamese-language questionnaires were then applied to collect the data. The translated Vietnamese version was later translated back into English for this study. This method enhances the semantic, content, and normative equivalence of translation of the questionnaire (Harkness & Schoua-Glusberg, 1998).

### *Sample and Data Collection*

Anderson and Gerbing (1988) recommended a sample size of at least 150 observations to obtain parameter estimates of practical use for confirmatory factor analysis and SEM. The sample size must be at least 100 for exploratory factor analysis (Hair, Black, Babin, & Anderson, 2010). According to Tabachnick and Fidell (2007), 300 cases or more provides a sample size large enough for factor analysis. Bentler and Chou (1987) proposed general criteria in which the ratio of a sample size to the number of free parameters may be 5:1 for a rational theory, primarily when the research model comprises many latent variables.

The study sample consisted of 474 employees who have been part of major transformational changes like restructuring, mergers, and acquisitions from different industries in Ho Chi Minh City in Vietnam. Questionnaires were administered to employees using a non-probability convenience sampling method.

## **RESULTS AND DISCUSSIONS**

### *Descriptive Statistics*

Demographic variables among employees consisted of gender, age, level of education, management level, job tenure, and type of enterprise. Some demographic characteristics of the research samples are shown in Table 1.

### *The Measurement Model*

Confirmatory factor analysis (CFA) was adopted to evaluate the measurement model using a maximum likelihood estimation method. A maximum likelihood estimation was used to determine the model’s goodness of fit. The estimation results confirmed that the model was sufficiently compatible with the data that refer to relative

indicators: Chi-square = 2879.63 (df = 1120),  $p = 0.000 (<.05)$  was still acceptable due to the large sample size; Chi-square/df = 2.578; GFI = 0.905, TLI = 0.920, CFI = 0.931 (Bentler & Chou, 1987; Chin & Todd, 1995; Segars & Grover, 1993), and RMSEA = 0.058 (MacCallum, Browne, & Sugawara, 1996; Segars & Grover, 1993; Taylor, Sharland, Cronin, & Bullard, 1993).

Table 2 shows that the lowest Cronbach's alpha value is 0.819, exceeding the recommended cut-off value of 0.80 (Hair et al., 2010; Nunnally & Burnstein, 1994). Composite factor reliability coefficients of the constructs ranged from 0.826 to 0.887, which met the standard of 0.80, as suggested by Fornell and Larcker (1981). The AVE for each construct was 0.589 or higher, exceeding the 0.5 benchmark,

**Table 1**  
Demographic data

Demographic characteristics	Frequency	Percentage
Gender		
Male	185	39.0
Female	289	61.0
Age		
Less than 25 years	135	28.5
25 - 34 years	167	35.2
35-44 years	109	23.0
> 45 years	63	13.3
Level of education		
Bachelor's degree or higher	255	53.8
Otherwise	219	46.2
Management level		
Employees	394	83.1
Middle managers or lower	80	16.9
Job tenure		
< 3 years	142	30.0
3-5 years	206	43.5
6-10 years	65	13.7
More than ten years	61	12.9
Type of enterprise		
Agriculture, forestry, and fisheries	189	39.9
Industry and construction	54	11.4
Trade and service	231	48.7

**Table 2**  
Results of factor analyses and reliability tests

Variables	Cronbach's Alpha	C.R.	AVE
Organisational Commitment			
Affective Commitment	0.871	0.832	0.589
Normative Commitment	0.820	0.869	0.645
Continuance Commitment	0.866	0.826	0.635
Job Satisfaction	0.819	0.887	0.621
Transformational Leadership	0.872	0.845	0.633

**Table 3**  
Fornell-Larcker criterion analysis for testing discriminant validity

	Mean	S.D.	Affective Commitment	Normative Commitment	Continuance Commitment	Job Satisfaction	Transformational Leadership
Affective Commitment	3.92	0.59	<b>0.767</b>				
Normative Commitment	3.89	0.59	0.496***	<b>0.803</b>			
Continuance Commitment	4.10	0.63	0.232***	0.175***	<b>0.797</b>		
Job Satisfaction	3.87	0.71	0.465***	0.471***	0.046***	<b>0.788</b>	
Transformational Leadership	3.84	0.46	0.478***	0.511***	0.153***	0.334***	<b>0.796</b>

Note: \*\*\* Correlation is significant at the 0.01 level (2-tailed); square roots of AVE estimates in bold on the diagonal.



which suggests that convergent validity is adequate (Fornell & Larcker, 1981).

The pairwise correlations between factors for CFA and SEM analyses obtained assessed discriminant validity were compared with the variance extracted estimates for the constructs making up each possible pair (Fornell & Larcker, 1981). Discriminant validity is confirmed if the diagonal elements are significantly higher than the off-diagonal values in the corresponding rows and columns (Hair et al., 2010). The diagonal elements represent the square root of the AVE score for each construct, as shown in Table 3.

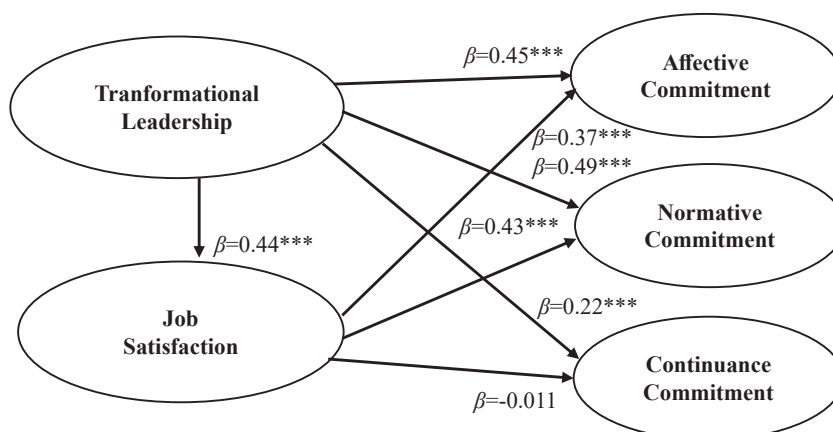
### Hypothesis Testing

Structural equation modelling with a maximum likelihood estimation approach was employed to test the proposed hypotheses. Estimation results showed that theoretical models are consistent with market data: Chi-square = 3009.44 (df = 1120); Chi-square/df = 2.687; GFI = 0.901, CFI = 0.925, TLI = 0.915 (Chin & Todd, 1995; Segars & Grover, 1993), and RMSEA = 0.060 (Taylor et al., 1993). The results can be used to test the relationship, raising the model's expectations and assumptions.

The critical ratio (C.R.) and the p-value were used to test the significance of the hypotheses. The C.R. should be greater than 1.960, based on the significance level of 0.05 or higher (Hair et al., 2010).

Results of testing the hypothesis (see Table 4) indicated that transformational leadership was significantly related to job satisfaction ( $\beta = 0.67, p < 0.000$ ), as well as affective commitment to change ( $\beta = 0.50, p < 0.000$ ), normative commitment to change ( $\beta = 0.52, p < .000$ ), and continuance commitment to change ( $\beta = 0.23, p < .000$ ). Job satisfaction has a significant influence on affective commitment to change ( $\beta = 0.27, p < 0.000$ ) and normative commitment to change ( $\beta = 0.30, p < 0.000$ ). The effect of job satisfaction on continuance commitment to change was not significant ( $\beta = -0.007, p > 0.10$ ).

Multigroup analysis was adopted to assess measurement invariance across consumer groups, based on the chi-square difference tests. The multigroup analysis



**Table 1**  
Structural Equation Model  
with Standardised Estimated  
Parameters

Note: \*\*\* denotes significance level of 0.001.

results in Table 5 reveal that demographics such as gender, age, level of education, level of management, job tenure, and organization type did not moderate the causal relationship between transformational leadership, job satisfaction, and commitment to organisational change.

**Discussion**

Mergers and acquisitions, a type of planned organizational change, may decrease employee satisfaction and commitment, resulting in lower intention to remain with the new system (Rafferty & Restubog, 2010). The M&A process has been found to have adverse effects on employee attitude and behaviour (Bellou, 2006; Pate, Martin, & McGoldrick, 2003; Stanwick & Stanwick, 2001). Leader ability might improve the organisational change performance based on flattening the integration process into the new system for employees (Kiessling & Harvey, 2006). Agle, Nagarajan, Sonnenfeld, and Srinivasan (2006) suggest that leaders need to promote the participation in the process of maintaining good relationships with employees, delegating responsibilities, and disclosing all decisions and relevant information during organisational change. Transformational leadership might help to reduce the uncertainties and develop a positive attitude toward change among employee, which translates into acceptance of change, organisational commitment and performance (Farahnak et al., 2020; Savović, 2017). Wang et al. (2017) concluded that transformational leadership is an essential antecedent of employee adaptability and proactivity at work via adaptability, particularly for employees with lower organisational identification.

Continuance commitment to the organisation has always presented either opposite effects to those accounted for by affective commitment to the organisation or no effect at all, while normative commitment presents the same relationships as affective commitment, albeit not as strongly (Meyer et al., 2002). Additionally, considerable

**Table 4**  
Results of testing hypothesis

Relationship	Estimate	S.E.	C.R.	P	Results
Transformational Leadership → Job Satisfaction (H1)	0.670	0.09	70.27	0.000	Supported
Transformational Leadership → Affective Commitment (H2)	0.500	0.07	70.46	0.000	Supported
Transformational Leadership → Normative Commitment (H3)	0.520	0.07	70.79	0.000	Supported
Transformational Leadership → Continuance Commitment (H4)	0.230	0.06	30.59	0.000	Supported
Job Satisfaction → Affective Commitment (H5)	0.270	0.04	60.74	0.000	Supported
Job Satisfaction → Normative Commitment (H6)	0.300	0.04	70.49	0.000	Supported
Job Satisfaction → Continuance Commitment (H7)	-0.007	0.04	-0.18	0.860	Not supported

**Table 5**  
Results of the multigroup structural analysis

		$\chi^2$	df	$\Delta\chi^2$	$\Delta$ df	P
Gender	Baseline (unconstrained) model	8658.51	2240	8.72	7	0.27
	Constrained model	8667.23	2247			
Age	Baseline (unconstrained model)	12283.54	4480	28.84	21	0.11
	Constrained model	12312.38	4501			
Level of education	Baseline (unconstrained model)	8930.97	2240	8.36	7	0.30
	Constrained model	8939.33	2247			
Level of management	Baseline (unconstrained model)	8702.41	2240	11.71	7	0.11
	Constrained model	8714.12	2247			
Job tenure	Baseline (unconstrained model)	12588.19	4480	22.96	21	0.35
	Constrained model	12611.15	4501			
Type of enterprise	Baseline (unconstrained model)	11036.95	3360	18.99	14	0.16
	Constrained model	11055.94	3374			

evidence has shown the insignificant relationship between dimensions of job satisfaction and continuance commitment to change (Gunlu et al., 2010; Kaplan, Ogut, Kaplan, & Aksay, 2012; Lumley, Coetzee, Tladinyane, & Ferreira, 2011).

Based on demography theory (Pfeffer, 1983), gender, age, level of education, marital status, level of management, experience and organisational tenure have been mostly studied in the context of personal change (Madsen, Miller, & John, 2005). Gender, organisational tenure, and level of management were significantly related to readiness, acceptance and commitment to change (Caldwell, Liu, Fedor, & Herold, 2009; Cunningham, 2006; Goulet & Singh, 2002; Kirchmeyer, 1995; Muchiri & Ayoko, 2013; Yoon & Thye, 2002). Empirical evidence supports the notion that demographic variables have significant influences on organisational commitment dimensions among organisations (Luu, Ho, Hiep, Hoi, & Hanh, 2019; Meyer et al., 2002; Yağar & Dökme, 2019). However, there is a lack of evidence in the literature with regard to testing the moderating role of demographics in the relationship between transformational leadership with employee satisfaction and commitment to organizational change.

Human resource management correlates significantly with positive attitudes and behaviour among employees in the organisational change process (Deschamps, Rinfret, Lagacé, & Privé, 2016). Maheshwari and Vohra (2015) suggest that human resource practices undertaken in the areas of culture, leadership, cross-functional integration, training, communication and technology might positively influence employee perception, thus reducing resistance and increasing commitment to change. Human resource practices and change leadership style during an organisational change play a critical role in maintaining employee satisfaction and commitment (Chung, Du, & Choi, 2014; Deschamps et al., 2016; Herold et al., 2007; Robert Lord et al., 2020; Smithikrai & Suwannadet, 2018; Vasilaki, Tarba, Ahammad, & Glaister, 2016).

## **MANAGERIAL IMPLICATIONS IN THE SOUTHEAST ASIAN CONTEXT**

In the field of organisational behaviour, promoting positive employee attitudes and behaviour is a decisive factor in the organisational success of change implementation. In organisations with system changes such as M&As, employees must cope with increasing pressure that can lead to negative attitudes, intentions, and behaviour with regard to the change. Organisations might be successful in maintaining a positive mentality and behaviour among employees by applying the transformational leadership style and its dimensions, including idealised influence behaviour, idealised influence attribution, inspirational motivation, intellectual stimulation, and individualised consideration. Additionally, organisations need to improve employee job satisfaction, which might enhance motivation and positive employee psychology, attitude and behaviour toward organisational change.

## **THEORETICAL IMPLICATIONS**

This study demonstrated the critical role of transformational leadership and job satisfaction on employee commitment to organisational change in the context of an

emerging economy. The research model linked the leadership literature and organisational change literature based on an individual-level approach. It also employed a three-component model extension of organisational commitment in the context of the organisational change.

The study is limited by its sample and self-report questionnaire scale and did not test the difference in organisational commitment between the sectors in organisational change. The research model did not simultaneously test multiple antecedents (e.g., personality, context) and consequences of employee commitment to organisational change. Further studies might propose and test multiple antecedents and consequences of commitment to change in a single research model. There is a lack of empirical studies addressing the relationship between demographics and antecedents/consequences of commitment to change in the literature; thus, it is essential to continue studying these relationships.

### CONCLUSION

Organisational change in the form of M&As in Vietnam has shown steady growth as a business strategy to achieve organisational objectives. In addition to the advantages of technology and competitiveness, as well as market opportunities, firms also face challenges due to social-economic and cultural conflicts, as well as institutional factors between members of organisations in the change process. The results revealed the positive effect of transformational leadership on employee satisfaction and commitment with change. Changing organisations might maintain a positive mentality and behaviour among employees by applying the transformational leadership style and ensuring satisfaction.

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