



Examining the Relationship between Transformational Leadership and Organizational Change Effectiveness: A Case Study of Multinational Companies in Baluchistan

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ABSTRACT

This study investigates the impact of transformational management on organizational alternate effectiveness within multinational groups working in Baluchistan, Pakistan. Recognizing the dynamic and hastily evolving commercial enterprise surroundings, this research emphasizes the important role of leadership in navigating via organizational alterations. The look is grounded inside the theoretical framework of transformational management and is posited to influence organizational change tactics seriously, fostering innovation, motivation, and collective imagination and prescience among employees. Through a quantitative study's methodology, facts were accrued from mid-level managers at Mondelez International, Hub, and Cnergyico Pakistan Limited, Hub, using the Multifactor Leadership Questionnaire (MLQ) and Project Implementation Profile (PIP) survey contraptions. The findings reveal a wonderful correlation between transformational leadership and organizational trade effectiveness, highlighting the importance of transformational leadership behavior, including intellectual stimulation, inspirational motivation, and individualized consideration, in enhancing the success of alternate projects. This takes a look at contributing to the existing body of knowledge by presenting empirical proof of the effectiveness of transformational management in managing organizational change inside the unique socio-economic and cultural context of Baluchistan. The implications of this study are massive for multinational agencies in search of powerful exchange management techniques in diverse and tough environments in force.

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1. Introduction

The diversity of cultural heritage and economic issues in Baluchistan suggest that the multinationals will have to adapt quickly. This research focuses on the effect of transformative leadership on change processes in this particular environment. Leaders have to be the ones to motivate, to come up with new ideas, and to be able to adapt to the rapid technological advances, the market needs, and the social norms. This study discloses transformational leadership styles (intellectual stimulation, inspirational motivation, individual consideration, and idealized leadership) as the way leaders can shape the change and maintain competitiveness and organizational resilience in the Baluchistan society, which is rather complex. They should constantly be changing with the times to meet the evolving technology, international commerce and different cultural laws of the world. This dynamic environment calls for an effective organizational transformation, which in turn needs great leadership. Transformational leadership possess a great ability to facilitate organizational change. The study focuses on the effect of transformational leadership on the organizational change efforts in the Multinational

Enterprises (MNEs) in Balochistan, Pakistan, which is a distinctive sociocultural and economic setting. This introduction sets the detailed research aims for a detailed study of how transformational leadership behaviours - intellectual stimulation, inspirational motivation, individualized consideration, and idealized influence - influence the change implementation. Through empirical analysis, the research tries to understand how transformational leaders may promote flexibility and creativity to improve organizational change outcomes. Businesses in Baluchistan face unique regional difficulties and possibilities that require flexible and forward-thinking leadership methods. In general, organizations never operate in a static environment. The dynamics of the work environment present the organization with a few demands, issues, and challenges. These different challenges may originate from both internal and external entities (Deviana & Hendarsjah, 2023). A change occurs where there is an environment of growth and sustainability (Brandão, Barata, & Nobre, 2022). The innovation of new ideas, encouragement of teamwork, sharing of opinions, and good crisis management are all attributes of the transformational leadership style. Transformational leadership is adaptable, motivating, and believes in the opinions of employees as opposed to pragmatic leadership (Rafique, Hou, Chudhery, Waheed, Zia, & Chan, 2022). Today's business environment is changing rapidly and becoming very difficult to predict (Gui, Lei, & Le, 2022). In this age of rapidly changing business environment, leadership is more important than ever (Cao & Le, 2022).

Organizational change generally refers to actions taken by businesses and companies to alter/change various aspects of the organization such as workplace culture, technology, architecture, and an internal process (Naveed, Jantan, Saidu, & Bhatti, 2017). To remain competitive, firms must go through a critical process called organizational transformation (Sune & Gibb, 2015). Organizational transformation must be embraced as a crucial process if firms wish to remain competitive. Organizational transformation is very important in a competitive context, according to Militaru and Zanfir (2016). Failure to implement organizational change can result in significant financial losses for the organization. However, M. Schneider (2002) also suggested that the main point of the work that enables the change of the organization is that it is stable and integral, based on leadership. An effective leadership may guarantee the success of all organizational transformation processes (Tabassam & Shehzad, 2023). Nging and Yazdanifard (2015) contend that the most successful method for bringing about organizational change is transformational leadership (Nging & Yazdanifard, 2015). The key issue in business is that certain corporate executives are ineffective at managing change, which results in financial loss for the organization. As much as 70% of organizational reform programs fail, claim (Ten Have, Ten Have, Huijsmans, & Otto, 2016). The specific issue facing business executives in Pakistan's major corporations is that some of them do not comprehend the connection between organizational change and transformational leadership performance, effective behavior, motivation, skills, and self-concept (Rehman, Mahmood, Ibtasam, Murtaza, Iqbal, & Molnár, 2021).

An ever-changing organizational management environment requires a more profound comprehension of the influence that leadership styles have on organizational change. Recently, there has been considerable interest in the potential of transformational leadership to influence and direct organizational change effectively. In the context of multinational companies operating in Baluchistan, this study investigates the relationship between transformational leadership and organizational change effectiveness (Georgescu, Militaru, Ștefan, & Zanfir, 2017). One form of leadership style that gains good results in management is transformational leadership. Leaders who exhibit this type focus on stimulating the intellect, offering individual help and motivation by forming a common vision (Bass & Riggio, 2010). The role of transformational leaders is the most important in multinational corporations, where change is the only constant. In Burns (2004), transcendent leaders are considered 'change managers' who have practical skills to use during the process of change management and who, ultimately, are able to establish a set-up which unquestionably supports innovation and adaptability. The distinct culture, economy, and diversity of workers and organizations in Baluchistan make this region a very locus for engaging transformational leadership in the context of organizational change. According to Smith and Vass (2019), the region's characteristics demand the application of adaptive leadership approaches for the implementation of change initiatives to be successful. The practical implications of this research for MNCs planning to expand into various regions of Baluchistan are significant. A deeper understanding of transformational leadership in

the context of organizational change can empower these enterprises to develop more effective leadership strategies and change management techniques. This, in turn, can lead to improved organizational performance and success.

1.1. Research Purpose

The primary objective of this case study is to contribute to the existing body of knowledge by offering empirical observations on the impact of transformational leadership on the effectiveness of organizational change initiatives within the context of multinational companies operating in Baluchistan. To understand the connection between an organizational change and transformational leadership the business leaders with the knowledge to implement effective processes, thereby increasing output and reduce monetary misfortunes. Thus, the goal of this research is to ascertain how organizational change effectiveness and transformational leadership are correlated. Our main research question is thus formulated as follows:

1. In multinational companies operating in Baluchistan, what is the impact of transformational leadership on whether it promotes or inhibits organizational change?
2. Which leadership behaviors are essential for effective change management in these particular contexts?

2. Literature Review

2.1. Organizational Change Effectiveness

In the current global economy, organizational change effectiveness is the top priority of every organization (B. E. Schneider, 2020). Organizational change effectiveness is the degree to which an organization realizes its goal. Basically, Organizational change effectiveness is a phenomenon that shows the effectiveness of any organization in achieving the outputs (Adam & Hanafi, 2022). The process of organizational change effectiveness revolves around the coordination of employees, anticipation of organization, adoption of new ways, reacting to downfalls and anticipating the future (Gold, Malhotra, & Segars, 2001). The changes are smaller but still beneficial in bringing about organizational transformation are regular and intentional modifications (Wong & Giessner, 2018). These attributes may include organizational culture, internal processes and procedures, and dependence on technology and infrastructure (Hemme, Morais, Bowers, & Todd, 2021). As indicated by Jing, Wilkinson, Mowbray, Khan, and Zhang (2023), a large number and researchers contend that successful pioneers make the essential connection between hierarchical viability and representatives' presentation, work with the improvement of both initiative capacity and work on workers' fulfillment and obligation to the association (Jing et al., 2023).

2.2. Lewin's Three-Step Model

Kurt Lewin created a model for the planned change. His model worked as a foundation for deeply getting the concept of organizational change (Hussain, Lei, Akram, Haider, Hussain, & Ali, 2018). His model was based on the basic three steps: Unfreezing, Moving and Refreezing (Bakari, Hunjra, & Niazi, 2017). In the 1st stage of Unfreezing, the psychological disconfirmation is sometimes accomplished. The organizations need to formulate the forthcoming change by building awareness about the amendments while identifying and addressing any potential confrontation (Bakari, Hunjra, & Niazi, 2017). In the 2nd stage, the individual undergoes the cognitive restructuring. In this stage of moving, it is to practice the change on immediate basis (Tichy & Devanna, 1986). In most of the cases, people knew everyone should practice in a way that matches with the new direction. In the 3rd stage of planned change refers to Refreezing which reflects new behaviors. Stabilizing the amendments requires analyzing them to fit with the individuals.

2.3. Leadership

Leaders can practice leadership by observing others. All business organizations need leadership to succeed in times of change (Appelbaum, Degbe, MacDonald, & Nguyen-Quang, 2015). Good leadership is about motivating employees to work towards a common goal (Northouse, 2011). To influence people, leaders need to use many strategies and methods, and all of them require communication (Ruben & Gigliotti, 2019). A formal leadership appointment results in assigned leadership (Northouse, 2011). Few of the examples under this category of leadership are managers, directors, head of department, person leading a team and administrators. Mendez and Busenbark (2015) suggest that leaders are selected to ensure that

all leaders' work and contributions are recognized. Participating in leadership, or even being elected as a leader, makes a person a leader (Hussain et al., 2018). People can be leaders without being given a leadership role and have a great impact on other people in the group (Rehman et al., 2021). Not being dogmatic and seeking the opinions of others is a characteristic of leaders with good communication skills (Bwalya, 2023). Emerging leaders do not argue; they do, claims (Bwalya, 2023). Instead, communication is the key to their success.

2.4. Theory of Transformational Leadership

Downton coined the name "transformational leadership" and initiated it in 1973. The given fundamental ideas, in Burns' opinion, serve as the cornerstones of transformative leadership: idealized attribute, idealized behavior, inspirational stimulation, intellectual stimulation and individualized consideration are among the qualities mentioned. Idealized attributes and idealized behavior are long-term objectives. These are only a few of the numerous aspects that the transformational approach to leadership covers (Bwalya, 2023). According to research by Northouse (2011), transformational leaders have a high level of ethics and integrity. Followers are largely created and developed by transformational leaders (Avolio, Bass, & Jung, 1999). Nging and Yazdanifard (2015) argue that leaders adopt various leadership styles when making changes in the organization. Nging and Yazdanifard (2015) argue that the most effective leadership technique in implementing organizational change is transformational leadership. The goals that are challenging boost physical motivation, which encourages workers to put up greater effort to meet organizational objectives (Quintana, Park, & Cabrera, 2015). It was discovered that strong commitment acts as a mediator between organizational change and performance. The research findings are also aligned with (Aga, Noorderhaven, & Vallejo, 2016; Ruben & Gigliotti, 2019).

2.5. Factors of Transformational Leadership

A leader's leadership traits, good attitudes, abilities, skills, motivation, and self-awareness are examples of transformational leadership factors. But burns classified the key factors under the transformational theory.

2.5.1. Idealized Attribute

The attribution component and the behavioral component both measure the idealistic qualities. An attribution component refers to express people's reactions to the leader based on the leader's emotions while behavioral component expresses followers' evaluations of the leader's behavior, attributions (Northouse, 2011). According to Jyoti and Dev (2015), professional learning and development should center on developing positive attitudes.

2.5.2. Idealized Behavior

The optimistic behavior, according to Aga, Noorderhaven, and Vallejo (2016), is a leadership style that causes people to feel good and makes sure the leader is understood. People frequently pursue their passions, according to the finest transformative leaders (Bai, Lin, & Li, 2016). Leaders can affect the behavior of individuals around them, much as followers pick up desirable and reliable behaviors through observation and adoption.

2.5.3. Intellectual Stimulation

According to Aga, Noorderhaven, and Vallejo (2016), intellectual thinking is a culture that encourages people to use their imagination and creativity when challenging their thoughts and ideas (Aga, Noorderhaven, & Vallejo, 2016). Jyoti and Dev (2015) conducted research on transformative leadership and employee creativity. Managers can use creative personnel to produce excellent results for their businesses through transformational leadership. According to Jyoti and Dave, transformational leadership and employee creativity go hand in hand. (Jyoti & Dev, 2015) claims that leaders should embrace a paradigm shift and foster a climate that is open to new ideas and approaches to problem-solving (Jyoti & Dev, 2015).

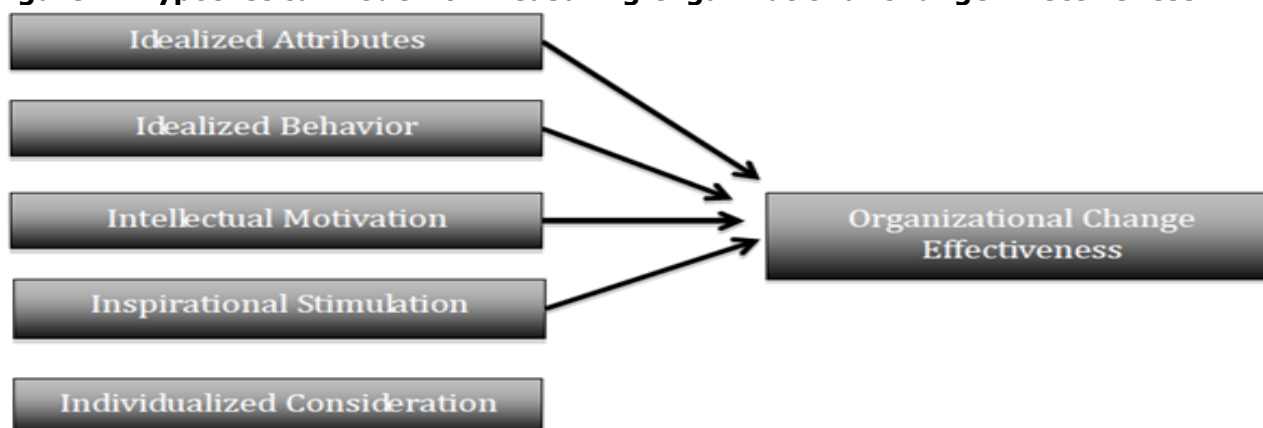
2.5.4. Inspirational Motivation

The people having great prospects for their supporters and motivate to engage and take part in the organization's shared vision are known as inspirational motivators (Khalifa & Ayoubi, 2015). Atmojo (2015) recommended that transformative leaders communicate their vision through inspiration and motivation rather than prescriptive remarks (Atmojo, 2015).

2.5.5. Individualized Consideration

Leaders that foster a supportive environment for their followers exhibit self-reflection, according to Bai, Lin, and Li (2016). With the help of this strategy, it allows leaders to use their position of authority to assist followers in overcoming their own obstacles (Bai, Lin, & Li, 2016). In view of the previously mentioned key elements, following is the graphical portrayal of the transformational leadership hypothesis which is applied to analyze organizational change effectiveness.

Figure 1: Hypothetical Model for measuring Organizational Change Effectiveness



2.6. Research Gap

The need for more diversity in studies on transformational leadership and organizational change context is a noteworthy lacuna in the current study landscape. The majority of researchers' conclusions are based on primary sources from the West or places developed industrially, and the local background of these places is not being studied much (Smith & Vass, 2019). The mistake demonstrated that there is a need for research that explains how leadership transformational principles differ and are used in different cultures, especially in developing economies where leadership dynamics are diverse. The shortcoming of this is that mixing global leadership paradigms and local customs in multinational companies in such areas has to be solved more radically, which raises questions on the relevance of widely accepted leadership theories for certain circumstances (Turner & Baker, 2018).

3. Research Methodology

This exploratory research examines the effects of transformational leadership on organizational change in multinational corporations in Baluchistan, Pakistan. Quantitative research assessed and analyzed transformational leadership's influence on change initiatives. This section describes the study's participant selection and data collection.

3.1. Participant's Selection

Baluchistan is the largest province of Pakistan, covering 44% of the country's area but with only 5% of the total population (Pakistan Bureau of Statistics, 2022). Baluchistan holds immense potential to become a thriving hub for Business-to-Business (B2B) trade. With its abundant natural resources, including minerals, oil, and gas, as well as its strategic location providing access to the Middle East, Central Asia and South Asia, Baluchistan has all the ingredients for success. Besides that, Hub which is a hub of businesses most especially Multinational Companies are there since long. However, despite these advantages, the province has remained underdeveloped due to various issues. The Hub city is basically an industrial locality which is also a home to H.I.T.E, (Hub Industrial Trading Estate, where prominent multinationals have their manufacturing operation units and Mondelez Pakistan and Cnergyico Pakistan Limited are no different. Hub Baluchistan is blessed to have a few globally known companies. It ranked No. 102 in the year 2022 according to Fortune Index Survey. Mondelez Pakistan Limited is in Karachi, Pakistan and is working with the two functional plants in Hub Baluchistan. This MNC values up the interest of shareholders as well as consumers, which allow them to relocate resources to have long-term returns for shareholders. The basic aim of Mondelez is to have an environment where there is a growth of employees by welcoming the innovative concepts and allow them to provide insightful suggestions and recommendations which can foster the overall health of an organization. A few employees work there from diverse background, all around from Karachi as well as from Baluchistan.

Cnergyico Pakistan Limited was established in January 1995 as a public limited company. The company ventured into the petroleum marketing business in 2008, setting up its first retail outlet, the retail network has since seen exponential growth currently having more than 400 outlets nationwide. Cnergyico manages more than a quarter of all petroleum sold in Pakistan and is the nation's only vertically integrated Oil Company. The decision to select Mondelez International, Hub and Cnergyico Pakistan Limited Hub is to conduct research was because these two are large multinational organizations in Hub, Baluchistan that has undergone significant organizational change in recent years. Because large number of people work there from diverse background. Another reason to choose these MNCs is based on the values they hold for their employees as well as customers. These companies hold a title as 'open and committed', because they tackle challenges and take responsibility with openness and honesty to bring about positive change. Another reason to choose these companies is that they love their consumers, and they like to keep growing every day. There are diverse, inclusive, and connected community around which helps to keep their upright position. These companies believe in the importance of a true leader which potentially turns the positive side up by motivating the followers. They also keep positive organizational change effectiveness within the organization by keeping the true inspiration from the effective leadership.

3.2. Research Method

In this research, quantitative research method was adopted because the intention was to observe the possible situation or event that mainly affects the community. The quantitative approach was the most appropriate given the study's goal. The participants for this research were the managerial level employees of prominent Multinational Companies in Baluchistan, Pakistan namely Mondelez International, Hub and Cnergyico Pakistan Limited, Hub. The midlevel managers were targeted who had successfully implemented any organizational change initiatives successfully in MNCs in Baluchistan. The reason behind targeting this level of managers is that they function as a bridge between senior management and bottom management (Akbar, 2019). The criteria used to choose study participants matched up with the study's objectives and main research topic. Using the wrong participant selection criteria could have a considerable impact on external validity (Humphrey, Ashforth, & Diefendorff, 2015). I administered the survey questionnaire using Google Form. Researchers utilize the qualitative research approach, according to Leichtman and Toman And (2017), to investigate and comprehend perceptions.

3.3. Research Design

The correlational design was the perfect method to be applied. Because independent and dependent variables are present in correlation studies, the impact of an independent variable impacts the dependent variable without changing the independent variable.

3.4. Population

The target population was comprised of MNCs in Baluchistan, Pakistan. This study was limited to the middle level managers who had executed any organizational change initiatives in MNCs of Baluchistan's a result, middle level managers were the significant basis of information about organizational change activities.

3.5. Sampling

In research, there are two different kinds of sampling techniques: probability sampling and nonprobability sampling. To randomly pick a population sample, researchers employ probability sampling (Saunders & Townsend, 2018). I employed a convenience sampling method in this investigation. Both quantitative and qualitative investigations can benefit from convenience sampling (Etikan, Musa, & Alkassim, 2016). A convenience sample is one that is easily accessible to the researcher. Cooke, Marti, and Mazzuchi (2021) asserts that convenience sampling is used when a researcher chooses a sample because it is readily available, affordable, and convenient to obtain. However, convenience sampling, according to Landers and Behrend (2024), restricts the results' capacity to be generalized to the population sample. The possibility for results to be generalized to the population sample was constrained by the study's use of convenience sampling. For choosing participants who meet a set of requirements, inclusion criteria offer suggestions (Rehman et al., 2021). Midlevel managers employed by big firms in any sector of the economy in Pakistan who are at least 18 years old

and had managed any change initiatives were taken into account in this study. The most used inclusion criteria are to objectively identify suitable participants and eliminate the possibility of selection bias (Saunders & Townsend, 2018).

Table 1: The Table presented below which further illustrates the sampling process

Sampling Table												
Gender		Age			Education			Designation				
Male	Female	30-40	41-50	51-60	Graduate	Post-Graduate	M.Phil	PhD	Operational Manager	Regional Manager	Branch Manager	Plant Manager
74	40	83	22	9	59	25	24	6	47	23	25	19

3.6. Instrumentation

The survey used in the quantitative research for the Transformational Leadership Theory is the abridged Multifactor Leadership Questionnaire (MLQ) Form 5X. Bass and Avolio designed the MLQ in 1991, taking into account the different leadership attributes. The MLQ is one of the most popularly known and widely applied approaches to recognising style leadership profiles (Antonakis et al., 2018). The MLQ measures five areas of transformational leadership: (a) idealized attributes, (b) idealized behaviors, (c) inspirational motivation, (d) intellectual stimulation, and (e) individual consideration (Allen, Grigsby, & Peters, 2015). The MLQ consists of 45 items: 36 leadership and nine organizational change effectiveness questions. The 20 MLQ items which were related to transformational leadership were used, out of the 45 MLQ survey questions. The projects play as a key role to any organization to implement the organizational change (Maltz, Shenhar, Dvir, & Poli, 2012). According to Barthel and Hess (2020) project purpose is positively correlated with the organizational change effectiveness. Therefore, the Project Implementation Profile (PIP) survey instrument was adopted to measure the dependent variable (organizational change effectiveness). PIP has been widely used to assess the project success within the organization (Rusare & Jay, 2015). The PIP questionnaire was developed by Slevin and Pinto in 1986, which assess ten items of success. The PIP is a survey instrument with the established validity and reliability (Rusare & Jay, 2015). Basically, there are sixty two items in the PIP questionnaire but twelve items were adopted which were directly related to organizational change effectiveness. The participants had rated the organizational change effectiveness by using a 5-point Likert scale. (0 = strongly disagree to 4 = strongly agree).

3.7. Data Collection Technique

In this study, middle level managers who had implemented any organizational change in MNCs in Baluchistan, Pakistan, were the subjects of a survey used to gather data. I collected data from the participants for this research with closed-ended questions. Through the Google Form, I distributed the questionnaire to the middle level managers who took part in the research for questionnaires. A five-point Likert scale was used to measure the variables. Therefore, ordinal scale serves as the unit of measurement for all the variables.

3.8. Data Analysis

To investigate the correlation between one dependent variable and five independent variables, I utilized a combination of analysis of variance (ANOVA), t-test, and regression linear analysis in this study. Thus, this specific strategy was chosen for the purpose of conducting an in-depth and detailed analysis of the hypothetical connection between the dependent and independent variables. Through the application of ANOVA, the means of several groups were compared, while the t-test was used to analyze the difference between the two groups. The independent/dependent variable relationships which contributed to the problem undergoing investigation were facilitated by linear regression analysis. The list-wise deletion approach, which Enders (2013) proposed, was implemented to overcome the data-missing dilemma. In this method, data points having one or even more absent values are deleted, and thus, the dataset is always consistent throughout all the analyses. Also, researchers used a bootstrapping approach from Warton, Thibaut, and Wang (2017), which is a nonparametric bootstrapping. This technique leads to a more reliable analytical procedure because it increases the reliability of the procedure in the case of violations of inferential assumptions such as heteroscedasticity or non-normality of the data, through the combination of the above-mentioned statistical methods with bootstrapping and list-wise deletion, an all-round and reliable framework was built to look into the relationships among the variables investigated in this study.

3.9. Validity

Researchers apply validity and reliability techniques to demonstrate the reliability and rigour of quantitative reproducibility studies. This experiment, being non-experimental (correlation), does not have any risk of internal validity, so it is not an area of concern in this scenario.

3.10. Reliability of the Instrument

The reproducibility of measurement results is referred to as reliability (Bolarinwa, 2015). The most popular test used by researchers to evaluate the dependability of an instrument is Cronbach's alpha (Heale & Twycross, 2018). The Cronbach's alpha was used, to find the average correlation among the items of a questionnaire, to assess the instrument's reliability, using a scale of 0 to 1. Reliability coefficients that is closer to 1 show that the instruments have great internal consistency, which is a sign of reliability. The coefficient values for each independent variable > 0.80.

4. Results and Findings

The evaluation of the hypothesis, the inferential statistical results, assumptions testing, the analysis of the study, and a theoretical explanation of the findings are all included in this chapter. I used the 1000-sample bootstrapping method to check for violations of the hypothesis and calculate the 95% confidence interval. According to Erez, Lisak, and Harush (2019), 1000 bootstrap samples can estimate a 95% confidence interval.

4.1. Summary Statistics

I received a total of 114 cases included in this study. The descriptive summary of all variables is mentioned in given Table 2. A strong linear link shows that organizational change effectiveness transformational leadership are associated with each other.

Table 2: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Error	Std. Deviation	Variance
Q1	114	0	5	3.58	.134	1.432	2.051
Q2	114	1	5	3.46	.134	1.428	2.039
Q3	114	0	5	3.46	.138	1.476	2.179
Q4	114	0	5	3.60	.129	1.381	1.907
Q5	114	0	5	3.64	.126	1.344	1.808
Q6	114	1	5	3.86	.123	1.309	1.715
Q7	114	1	5	3.59	.128	1.368	1.873
Q8	114	1	5	3.57	.130	1.389	1.929
Q9	114	1	5	3.81	.117	1.254	1.573
Q10	114	1	5	3.89	.114	1.215	1.476
Q11	114	1	5	3.73	.125	1.339	1.793
Q12	114	1	5	3.64	.125	1.331	1.772
Q13	114	1	5	3.78	.125	1.335	1.783
Q14	114	0	5	3.76	.135	1.441	2.076
Q15	114	1	5	3.73	.120	1.285	1.651
Q16	114	1	5	3.67	.129	1.374	1.888
Q17	114	1	5	3.61	.139	1.485	2.206
Q18	114	1	5	3.54	.138	1.476	2.179
Q19	114	1	5	3.60	.133	1.425	2.030
Q20	114	0	5	3.57	.128	1.363	1.858
Q21	114	1	5	3.92	.112	1.198	1.436
Q22	114	1	5	3.82	.124	1.319	1.739
Q23	114	1	5	3.94	.128	1.365	1.863
Q24	114	1	5	3.63	.128	1.365	1.863
Q25	114	1	5	3.80	.127	1.358	1.844
Q26	114	1	5	3.80	.128	1.371	1.879
Q27	114	1	5	3.87	.123	1.314	1.726
Q28	114	1	5	3.78	.125	1.335	1.783
Q29	114	1	5	3.74	.126	1.344	1.806
Q30	110	1	5	3.85	.130	1.367	1.869
Q31	110	1	5	3.82	.127	1.335	1.783
Q32	109	1	5	3.94	.116	1.216	1.478
Q33	110	1	5	3.82	.134	1.402	1.967
Q34	110	1	5	3.98	.111	1.165	1.357

Q35	109	1	5	3.95	.112	1.166	1.359
Q36	110	1	5	3.97	.125	1.310	1.715
Q37	110	1	5	3.95	.116	1.218	1.483
Q38	109	1	5	4.06	.116	1.212	1.468
Q39	109	1	5	4.08	.106	1.107	1.225
Q40	109	1	5	3.91	.121	1.266	1.603
Q41	111	1	5	3.87	.127	1.336	1.784
Valid N (list wise)	106						

The table 2 covers many leadership and change management traits with descriptive data. Most attributes have 114 responses, while the last few have less. The leadership traits span from self-confidence and authority to addressing job needs and managing organizational change. Likert scale scores range from 1 to 5 for most attributes. These features have mean ratings in the mid-to-high 3s, indicating that respondents like these leadership and change management traits. The standard deviation values, generally between 1.2 and 1.5, reflect a moderate variation in replies, suggesting a consensus but also various experiences and perceptions. Variance is very consistent across most things, supporting the idea of a perception spread. According to respondents, leadership and change management strengths include "Getting others to do more than they expected to do" and "Increasing others' willingness to try harder". The table 1 shows that survey respondents typically have great leadership and change management skills, with some areas sticking out. This data can help organizations progress by identifying strengths and improving leadership and change management practices.

Table 3: One-Sample Statistics

Item	N	Mean	Std. Deviation	Std. Error Mean
Q1	114	3.58	1.432	.134
Q2	114	3.46	1.428	.134
Q3	114	3.46	1.476	.138
Q4	114	3.60	1.381	.129
Q5	114	3.64	1.344	.126
Q6	114	3.86	1.309	.123
Q7	114	3.59	1.368	.128
Q8	114	3.57	1.389	.130
Q9	114	3.81	1.254	.117
Q10	114	3.89	1.215	.114
Q11	114	3.73	1.339	.125
Q12	114	3.64	1.331	.125
Q13	114	3.78	1.335	.125
Q14	114	3.76	1.441	.135
Q15	114	3.73	1.285	.120
Q16	114	3.67	1.374	.129
Q17	114	3.61	1.485	.139
Q18	114	3.54	1.476	.138
Q19	114	3.60	1.425	.133
Q20	114	3.57	1.363	.128
Q21	114	3.92	1.198	.112
Q22	114	3.82	1.319	.124
Q23	114	3.94	1.365	.128
Q24	114	3.63	1.365	.128
Q25	114	3.80	1.358	.127
Q26	114	3.80	1.371	.128
Q27	114	3.87	1.314	.123
Q28	114	3.78	1.335	.125
Q29	114	3.74	1.344	.126
Q30	110	3.85	1.367	.130
Q31	110	3.82	1.335	.127
Q32	109	3.94	1.216	.116
Q33	110	3.82	1.402	.134
Q34	110	3.98	1.165	.111
Q35	109	3.95	1.166	.112
Q36	110	3.97	1.310	.125
Q37	110	3.95	1.218	.116
Q38	109	4.06	1.212	.116
Q39	109	4.08	1.107	.106
Q40	109	3.91	1.266	.121

Q41	111	3.87	1.336	.127
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Except for the last few items, which vary significantly in response counts, the table 3 shows one-sample statistics for leadership and change management attributes rated by 114 respondents. These attributes were generally well-rated, with mean ratings of 3.46 to 4.08. The standard deviations, generally 1.2 to 1.5, indicate considerable response variability and participant perceptions. The standard error mean, which is continuously low (.11 to 14), suggests an excellent level of precision in sample mean estimation. Respondents perceive a high level of competence in leadership and change management attributes, with some fluctuation likely related to individual experiences and perceptions. This research helps identify leadership and change management strengths and weaknesses in the surveyed group.

Table 4: One-Sample t-Test (Test Value = 0)

Item	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower Level	Upper Level
Q1	26.681	113	.000	3.579	3.31	3.84
Q2	25.911	113	.000	3.465	3.20	3.73
Q3	24.996	113	.000	3.456	3.18	3.73
Q4	27.811	113	.000	3.596	3.34	3.85
Q5	28.910	113	.000	3.640	3.39	3.89
Q6	31.471	113	.000	3.860	3.62	4.10
Q7	27.992	113	.000	3.588	3.33	3.84
Q8	27.448	113	.000	3.570	3.31	3.83
Q9	32.409	113	.000	3.807	3.57	4.04
Q10	34.234	113	.000	3.895	3.67	4.12
Q11	29.730	113	.000	3.728	3.48	3.98
Q12	29.197	113	.000	3.640	3.39	3.89
Q13	30.228	113	.000	3.781	3.53	4.03
Q14	27.885	113	.000	3.763	3.50	4.03
Q15	30.978	113	.000	3.728	3.49	3.97
Q16	28.493	113	.000	3.667	3.41	3.92
Q17	25.919	113	.000	3.605	3.33	3.88
Q18	25.630	113	.000	3.544	3.27	3.82
Q19	26.949	113	.000	3.596	3.33	3.86
Q20	27.966	113	.000	3.570	3.32	3.82
Q21	34.934	113	.000	3.921	3.70	4.14
Q22	30.967	113	.000	3.825	3.58	4.07
Q23	30.806	113	.000	3.939	3.69	4.19
Q24	28.408	113	.000	3.632	3.38	3.88
Q25	29.865	113	.000	3.798	3.55	4.05
Q26	29.583	113	.000	3.798	3.54	4.05
Q27	31.440	113	.000	3.868	3.62	4.11
Q28	30.228	113	.000	3.781	3.53	4.03
Q29	29.687	113	.000	3.737	3.49	3.99
Q30	29.574	109	.000	3.855	3.60	4.11
Q31	29.989	109	.000	3.818	3.57	4.07
Q32	33.873	108	.000	3.945	3.71	4.18
Q33	28.556	109	.000	3.818	3.55	4.08
Q34	35.844	109	.000	3.982	3.76	4.20
Q35	35.412	108	.000	3.954	3.73	4.18
Q36	31.818	109	.000	3.973	3.73	4.22
Q37	33.977	109	.000	3.945	3.72	4.18
Q38	35.020	108	.000	4.064	3.83	4.29
Q39	38.517	108	.000	4.083	3.87	4.29
Q40	32.232	108	.000	3.908	3.67	4.15
Q41	30.557	110	.000	3.874	3.62	4.13

The outcomes of a one-sample t-test for diverse leadership and change management attributes are displayed in the table 4. All p-values are 0.000, and each attribute has a highly significant t-value (t=0.000). This indicates that the mean scores for these attributes differ substantially from the test value of 0. The observed statistical significance indicates that these qualities are highly prevalent among the subjects undergoing assessment. All of the mean differences exceed 3.4, and certain attributes have achieved scores as high as 4.08, suggesting

that these qualities have been evaluated favorably. This affirmative assessment is further supported by the 95% confidence intervals, which are all significantly greater than the test value. The findings indicate that the respondents hold a positive perception of strong leadership and change management attributes, with notably high marks in the following areas:

- meeting job-related requirements efficiently
- guiding productive teams
- navigating the technical difficulties associated with change

The information presented in this data offers significant insights into the leadership prowess of the group, emphasizing domains of considerable proficiency and efficacy.

Table 5: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	50.699	28	1.811	1.020	.454 ^b
	Residual	145.535	82	1.775		
	Total	196.234	110			

a. Dependent Variable: (Organizational Change Effectiveness)

The ANOVA table evaluates the comprehensive fit of a regression model that is designed to forecast organizational change effectiveness. With 28 degrees of freedom, the regression sum of squares for the model (50.699) represents the total variance explained by the predictors. With 82 degrees of freedom, the residual sum of squares (145.535) represents the variance not accounted for by the model. As determined by dividing the sum of squares by the degrees of freedom, the mean square values for regression and residual are relatively similar (1.811% and 1.775, respectively), resulting in an F-statistic of 1.020. Based on the obtained F-value and significance level of 0.454, it can be concluded that the model's ability to predict resistance to change lacks statistical significance. The predictors incorporated in this model fail to account for a substantial proportion of the variability observed in the dependent variable. This suggests that there may be additional factors that are influential in comprehending the resistance to the change initiative that should have been accounted for in the model.

Table 6: Coefficients^a

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Q1	4.302	.640		6.718	.000
Q2	-.164	.131	-.177	-1.248	.216
Q3	-.034	.153	-.036	-.223	.824
Q4	-.144	.158	-.159	-.909	.366
Q5	.115	.169	.120	.679	.499
Q6	.120	.146	.120	.825	.412
Q7	-.011	.144	-.011	-.076	.940
Q8	-.275	.158	-.282	-1.739	.086
Q9	.082	.156	.085	.525	.601
Q10	.105	.155	.097	.679	.499
Q11	.046	.178	.042	.259	.796
Q12	-.086	.163	-.086	-.528	.599
Q13	.226	.155	.227	1.458	.149
Q14	-.023	.167	-.023	-.136	.892
Q15	.111	.130	.120	.851	.397
Q16	-.295	.152	-.286	-1.938	.056
Q17	-.003	.211	-.003	-.014	.989
Q18	-.001	.160	-.001	-.005	.996
Q19	.025	.145	.027	.171	.865
Q20	-.180	.151	-.193	-1.190	.237
Q21	-.197	.159	-.203	-1.242	.218
Q22	.161	.167	.145	.968	.336
Q23	.040	.185	.039	.217	.829
Q24	.153	.184	.154	.831	.408
Q25	.346	.157	.342	2.206	.030
Q26	-.276	.153	-.286	-1.802	.075
Q27	.038	.141	.039	.272	.786
Q28	-.082	.167	-.084	-.490	.625
Q29	.030	.162	.031	.187	.852

A regression analysis is presented in the table 6, examining a range of factors (Q1-Q30) that could impact individuals' ability to surmount resistance to change initiatives. The consistent positive value of the constant term serves as a foundational element for the subsequent analysis. It is worth mentioning that the majority of factors (Q1-Q30) possess non-significant 'Sig.' values (above 0.05). This suggests that no single attribute of these factors can be relied upon to predict organizational change effectiveness effectively. Nevertheless, an exception can be made, as evidenced by Q27 ("Leads an effective group"), which demonstrates a statistically significant positive impact ($B = .346$, $p = .030$). Consequently, this indicates that effective group leadership is crucial for overcoming opposition to change. The 'B' coefficients serve to denote the magnitude and direction of the impact caused by each factor, whereas the 'Beta' values offer a standardized assessment of their comparative influence. In summary, this analysis indicates that although specific leadership qualities may not be substantial predictors of success in surmounting resistance to change, critical elements such as effective leadership are pivotal.

5. Discussion And Conclusion

5.1. Discussion

The research's objective was to establish whether there is a correlation between a single dependent variable and five independent variables and whether they have any mutual associations. The methodology utilized was all-encompassing, consisting of ANOVA, t-tests, and multiple linear regression (MLR). Each person's approach was unique and added to the understanding of the interconnections among the variables. The ANOVA test results, indicated by the F-statistic (1.020) and p-value of 0.454, rejected the overall model as non-significant. This implies that even when all the independent variables are considered together, they still do not explain the majority of the dependent variable's variability. Furthermore, the t-tests revealed that the individual variables did not significantly deviate from the test value, suggesting that each independent variable had a minor impact on the dependent variable. The MLR analysis focused on the relationships between different variables. Despite the insignificance of the Beta values of several independent variables, indicating a mild impact on the dependent variable, variables like Q27 ('Leads an effective group') showed statistically significant positive correlations. This finding is significant as it underscores the pivotal role of effective leadership in influencing the dependent variable. The Q27 regression model, with its significant B coefficient, further supports the importance of leaders in overcoming change resistance. Through the use of list-wise deletion to deal with the missing data, a uniform dataset was kept for all the analyses. Although the population size was drastically reduced, this technique provided a multi-purpose, impartial dataset for subsequent research. The nonparametric bootstrapping method avoided interruptions from misspecifying inferential assumptions and delivered a genuine picture of the investigation. This method improved outcomes under erratic data distributions or insufficient sample sizing.

Kozak and Piepho (2018) suggested homoscedasticity and linearity for residual plot analysis. The scatter plots had consistent residuals and no outliers, proving linearity and heteroscedasticity. Validity checks are essential for regression analysis confirmation. Investigation findings have many ramifications. At the outset, the observed relationship between the role features and change management appears to be intricate, with some of the features having high coefficients in the regressions. For instance, the fact that quality leadership acts provide resistance to the change process can embody the essence of leadership ability, especially during change management. Additionally, the ANOVA and the regression model that do not have statistical significance also show that a comprehensive strategy is needed to solve the complex problem of resistance to change. In the case of this research, it becomes obvious that multiple conditions factor into the prediction of success instead of a single condition. To successfully link the analysis of findings immediately to the study questions and strengthen the argumentation, it is critical to interpret the statistical facts in a way that at once addresses the impacts of transformational management on organizational trade within multinational corporations operating in Baluchistan and identifies which leadership behaviors are vital for powerful trade control in these contexts. Below is a dependent method to reap this:

5.2. Summary Statistics Interpretation

5.2.1. Link to Research Question 1

The descriptive statistics provided in Table 2 offer a foundation for the know-how of the relationship between transformational leadership and organizational alternatives in Baluchistan. The information, representing responses on a Likert scale from 1 to 5 throughout diverse management and trade management developments, indicates a generally wonderful perception of transformational leadership attributes amongst respondents. The suggested values, predominantly inside the mid-to-excessive 3s, indicate a good view of these attributes, suggesting that transformational management is related to promoting organizational exchange. This directly supports the speculation that transformational management has a fantastic impact on organizational trade within multinational companies in Baluchistan, addressing the primary research query.

5.2.2. Link to Research Question 2

The variance and general deviation values indicate a mild response unfold, highlighting that while there is a consensus at the fee of transformational leadership developments, perceptions range among individuals. This variance underscores the significance of unique management behaviors, which might be mainly valued in those contexts, including "increasing others' willingness to try more difficult" and "getting others to do more than they anticipated." These findings endorse that behaviors fostering motivation and exceeding expectancies are vital for effective change management, without delay addressing the second one studies question.

5.3. One-Sample Statistics and t-Test Analysis

5.3.1. Further Evidence for Research Question 1

The one-sample t-test looks at results to further improve the impact of transformational management on organizational trade. The massive t-values throughout all objects, mixed with implied differences considerably greater than 0, affirm the superb perceptions of transformational leadership traits. The confidence periods provide a robust indication that those trends aren't handiest positively regarded; however, additionally considerably impact organizational trade efforts. This statistical evidence solidifies the link between transformational management and its primitive effect on organizational trade in the designated context.

5.3.2. Insights for Research Question 2

The regular fine rankings across a vast variety of leadership tendencies, as shown in the one-sample statistics, become aware of precise behaviors that can facilitate powerful exchange control. High scores for attributes related to motivation, idea, and exceeding expectancies pinpoint the vital management behaviors in these contexts. These findings simultaneously determine which management behaviors are crucial for effective exchange control, providing clear directions for management improvement and schooling within multinational companies in Baluchistan.

5.4. Theoretical Research Findings

This finding of this study suggests the, the transformational leadership and organizational change effectiveness are positively correlated. The findings of this study concur with those of Nging and Yazdanifard (2015). Nging and Yazdani found a significant and positive link between transformational leadership and organizational change. The research findings are also associated with Ruben and Gigliotti (2019).

5.5. Recommendations and Limitations for Future Research

While this study provides remarkable benefits, it could be constrained. Although the list-wise deletion proved to be beneficial in the creation of a unified dataset, it could have had a negative impact on the sample size and the loss of important information. In this context, future research can examine the application of other methods for the substitution of missing data, among others, multiple imputations. From another perspective, since the complexity of the variables' features is a challenge, additional variables or different dependent variables can be involved in further studies. Through the expansion of the research, a better understanding of the fundamental mechanisms can be obtained.

5.6. Recommendations for future studies

The suggestions for further research in the future include using probability sampling for relevant results. A conviction made by Graham, Ziegert, and Capitano (2012) is that probability sampling, which is generated randomly, is used for generalizing the outcomes. The method which is the most efficient is probability sampling because it stratifies results and makes them more general using a random sample selection. When researchers need to combine the quantitative and qualitative methods in a single study, a mixed-methods study is the best choice (Militaru & Zanfir, 2016).

6. Conclusion

As a consequence of this research, we have found a number of statistical methods to be applied for the purposes of investigating how different variables relate to change management. The results prove the importance of well-informed leadership. At the same time, they suggest that the solution to problems like resistance to change is not a one-factor problem. You have to consider many factors. As a supportive foundation for the later investigations in this field, this methodological framework, which comprises ANOVA, t-tests, MLR, and some robust procedures to tackle the missing data or inferential assumptions, has been constructed. Throughout the present study, it was evident that there was a correlation between the dependent variable and the independent variables. The study concluded that there existed a strong relationship between the independent and dependent variables. In a statistical inspection, no significance was clarified concerning the independent variables. This study can be helpful for corporate executives in view of the fact that the findings obtained from it can serve as a basis for improving the change process. The major impact is in long-term employment, which can help employees be financially secure and be the reason for social transformation.

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