



TRANSFORMATIONAL LEADERSHIP, PSYCHOLOGICAL SAFETY AND EMPLOYEE RESISTANCE TO ORGANISATIONAL CHANGE IN NIGERIA'S LOCAL GOVERNMENT SERVICE

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ABSTRACT

Purpose of the Study: *The study investigated the relationship between transformational leadership and employees' resistance to organisational change, focusing particularly on the mediating role of psychological safety among employees of the Local Government Service (LGS) in Jos North and Jos South Local Government Areas of Plateau State, Nigeria.*

Methodology: *The study adopted a cross-sectional survey design. The study population comprised 2,813 employees, from which a sample of 350 was determined using the Taro Yamane formula. Of the questionnaires administered, 231 valid responses were retrieved and analysed. Data were collected using a structured questionnaire incorporating the Multifactor Leadership Questionnaire (MLQ-5X) by Bass and Avolio (2004), Edmondson's (1999) Psychological Safety Scale, and Oreg's (2003) Resistance to Change Scale. All measures were rated on a five-point Likert scale. We analysed the data using confirmatory factor analysis, multiple linear regression, and bootstrapping-based mediation analysis.*

Key Findings: *Transformational leadership had a significant negative effect on employees' resistance to organisational change and a significant positive effect on psychological safety. The results further showed that both transformational leadership and psychological safety significantly explained employees' resistance to organisational change. Psychological safety partially mediated the relationship between transformational leadership and employees' resistance to organisational change, indicating that transformational leadership reduces resistance both directly and indirectly through enhanced psychological safety.*

Major Implications: *The study implies that local government authorities should strengthen transformational leadership practices to facilitate employees' acceptance of organisational change. Leadership development initiatives should emphasise idealised influence, inspirational motivation, and intellectual stimulation, while organisational policies should promote psychologically safe environments that encourage open communication,*

constructive risk-taking, employee voice, and participation in change initiatives. Integrating transformational leadership with psychological safety practices may therefore enhance the effectiveness and acceptance of organisational reforms within the local government system.

1. Introduction

In public sector organisations, particularly the Nigerian civil service, change and uncertainty are common, and reforms often require employees to alter existing routines or processes (Aziz et al., 2023; Fajana & Aina, 2022). These shifts can trigger employee resistance, creating challenges for policy implementation and institutional effectiveness (Katsaros et al., 2022; Oreg & Berson, 2023). The leadership's influence in the way employees comprehend and react to change efforts are important (Khan et al., 2024). Actually, this study has been carried out by taking the theoretical foundation of the Transformational Leadership Theory which consists of four factors, namely idealised influence, inspirational motivation, intellectual stimulation, and individualised consideration/moral development (Bass & Riggio, 2006 and Nguyen et al., 2023). The empirical findings also reported by Stone et al., (2023) and Erkutlu & Chafra (2023) have demonstrated that setting a clear and common objective and unleashing the commitment are effective managerial tools to alleviate resistance.

Nevertheless, workplace outcomes can be affected by the psychological influence leaders have on their workplace, particularly their impact on creating a psychologically safe space in which people are comfortable to take interpersonal risks without experiencing negative outcomes (Edmondson & Lei, 2014; Newman et al., 2023). A strong sense of psychological safety can help make it easier for employees to accept change and feel empowered to voice concerns and explore new processes (Frazier & Fainshmidt, 2022; Newman et al., 2023).. Transformational leadership may help minimise resistance in part by fostering this safety: idealised influence builds trust, inspirational motivation provides reassuring messages, and intellectual stimulation encourages challenging questions (Jiang et al., 2024; van der Voet & Steijn, 2021). This can be explained by considering the merging of Transformational Leadership Theory and Uncertainty Management Theory (Knoll et al., 2023), which proposes that how the employee responds when faced with uncertainty in the midst of change is influenced by communication, fairness perceptions and support from the environment.

In bureaucratic public-sector environments with rigid power hierarchies and regulated procedures, psychological safety is extremely important. Employees may be reluctant to challenge choices or try new routines in such settings out of concern for the consequences. There is still a theoretical and contextual "mechanism gap" despite the fact that research consistently connects transformational leadership to change reactions. The role of psychological safety, which transformational leadership fosters, in hierarchical public-sector organisations where employees face uncertainty regarding reforms and role security has received little attention. This mechanism is highly relevant to the Plateau State Civil Service, which operates within a structured administrative setting and is continually required to undergo reforms. Consequently, this study investigates the association between transformational leadership and employee resistance to organisational change, focusing on the mediating role of psychological safety within hierarchical public sector organisations.

2. Theory and Hypotheses Development

2.1 Theoretical Framework

The study is guided by the Transformational Leadership Theory (Bass, 1999; Bass & Riggio, 2006; Nguyen, Pham, Do, 2023) and utilised the concepts and framework of Uncertainty Management Theory (Knoll et al., 2023) to explore employee reactions to organisational changes. Transformational Leadership Theory indicates that a leader is able to build idealised influence, inspire motivation, and stimulate intellect in the employee; he or she is able to make them leave out personal agenda and look towards the team agenda of the organisation (Bass & Riggio, 2006). These kinds of management actions can boost employee self-assurance and ease about the objectives of change. The concept can be reinforced by uncertainty management theory which suggests uncertainty is one of the main determinants of employee responses to organisational change. More particularly, information sharing, procedural equity and worker support are the key determinants of workers' reactions (Knoll et al., 2023). When employees have a clear vision and feel the process is supportive and fair, they will have positive attitudes to change.

Psychological safety is the individual's sense of security within their peer group and workplace that allows them to approach other people with ideas, questions, concerns without the fear of bad reactions, or being said no, or rejecting, or embarrassing (Edmondson & Lei, 2014). This safe environment encourages employees to engage in change even when it potentially creates uncertainty or results in changes to current practices. The employee resistance to organisational change, on the other hand, is expressed in attitudes and behavior that challenge, delay, or prevent the implementation of new policies, procedures, or working practices (Oreg & Berson, 2023). Therefore, in this model, transformational leadership has a direct relationship with less employee resistance and an indirect relationship by creating a work climate for employee psychological safety when organisations are changing.

2.2 Transformational Leadership and Employee Resistance to Organisational Change

Transformational leadership is not exactly like transactional leadership as it is more about motivating employees to look beyond themselves and embrace the team's vision of what is good for the organisation (Bass & Riggio, 2006; Nguyen et al., 2023). Transformational behaviours foster reciprocity – if the behaviours that are demonstrated align with exemplary leadership and clear visions, then employees are apt to respond in a less resistant and more willing approach to change initiatives (Stone et al., 2023). Empirical findings show that there is a negative relationship between employee resistance to change and transformational leadership. Changing times gives rise to resistance, whether it is through a lack of adaptability or a lack of shared purpose on the leaders' part (Erkutlu & Chafra, 2023; Jiang et al., 2024). Uncertainty Management Theory also proposes that the support provided and the messages communicated by transformational leaders can reduce the effects of uncertainty when change happens, ameliorating the negative attitude and behaviours (Knoll et al., 2023).

H1: Transformational leadership (TL) is negatively associated with employee resistance to organisational change (EROC).

2.3 Transformational Leadership and Psychological Safety

Transformational leadership primarily focuses on fostering climates of trust, inclusivity, and acceptance, an atmosphere where workers can voice complaints and admit errors without fear of repercussions (Edmondson & Lei, 2014; Newman et al., 2023). When leaders demonstrate idealised influence, they build credibility and reduce employees' fear of interpersonal risk. Through inspirational motivation, they reassure

employees about the purpose of the change; through intellectual stimulation, they encourage questioning without threat (Jiang et al., 2024; van der Voet & Steijn, 2021). Social exchange dynamics suggest that when leaders invest in supportive, trusting relationships, employees reciprocate with greater confidence in their environment's safety (Nguyen et al., 2023). Uncertainty Management Theory also posits that perceived leader support and clear communication during change foster secure psychological conditions, enabling constructive engagement rather than self-protection (Knoll et al., 2023).

H2: Transformational leadership (TL) is positively associated with psychological safety (PS).

2.4 Psychological Safety, Employee Resistance to Organisational Change, and the Mediating Role

Psychological safety in this study is conceptualised at the individual level, defined as an individual employee's perception that the work environment is safe and free from interpersonal risk-taking penalties, such as those associated with voicing concerns, asking questions, or offering alternative viewpoints (Edmondson & Lei, 2014; Newman et al., 2023). The Edmondson (1999) scale was validated and analysed at the individual employee level without aggregation. These conditions are vital during organisational change, which disrupts established routines and raises concerns regarding competence, status, and job security (Frazier & Fainshmidt, 2022). When employees feel psychologically safe to discuss changes, seek clarification, and collaboratively solve problems, they are more likely to partner with the organisation rather than object or disengage (Newman et al., 2023). Uncertainty Management Theory supports this, indicating that mitigating perceived threats reduces negative reactions; employees who feel safe are more willing to adapt (Knoll et al., 2023). Furthermore, psychological safety acts as a mechanism transmitting the benefits of transformational leadership. Leaders who cultivate trust, vision, and intellectual inquiry foster the psychological safety necessary for employees to positively adapt to shifting environments (Jiang et al., 2024; van der Voet & Steijn, 2021).

H3: Psychological safety (PS) is negatively associated with employee resistance to organisational change (ERO).

H4: Psychological safety (PS) mediates the relationship between transformational leadership (TL) and employee resistance to organisational change (ERO).

Hence, considering the hypotheses stated above, the following is the conceptual model representing the study relationship:

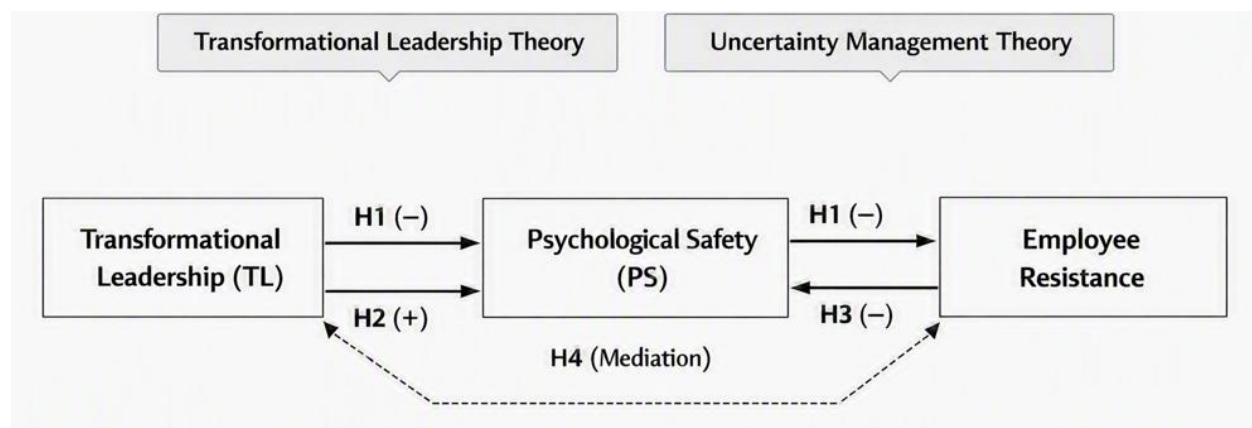


Figure 1: *Conceptual Framework*

Source: Researcher's Conceptualisation (2026)

3. Methodology

3.1 Sampling Procedure

The study population comprised all 2,813 staff members of the Local Government Service across Jos South and Jos North Local Government Areas of Plateau State, Nigeria. Proportionate allocation was applied to ensure each LGA was represented in proportion to its population share. Using Taro Yamane's formula for determining sample size, a sample of 350 respondents was calculated. A stratified random sampling technique was employed, with LGAs serving as strata and departments within each LGA as substrata. 350 respondents included in the sample were contacted by means of a self-administered questionnaire, and 268 of these questionnaires were returned (a 76.6% return rate). Of the 231 questionnaires that were returned, 200 were considered to be complete and consistent, and thus the effective return rate was 66.0%. Respondents were required to be full-time employees who had endured at least 1 organisational change initiative within the last 2 years, with an additional exclusion of those who had over 10% missing data.

3.2 Measures

Data were gathered through self-administered questionnaires, using established and validated psychometric scales. All items were measured on a five-point Likert scale (1 = Strongly Disagree, to 5 = Strongly Agree).

3.2.1 Transformational Leadership: The Multifactor Leadership Questionnaire (MLQ-5X) designed by Bass & Avolio (2004) was used. The instrument taps three areas: idealised influence, inspirational motivation and intellectual encouragement. Individualised consideration was excluded from this study based on both empirical and theoretical considerations. Empirically, prior research in public-sector contexts has shown that individualised consideration exhibits weaker factor loadings and lower discriminant validity when combined with the other dimensions (Stone et al., 2023). Theoretically, the study focused on the collective organisational-level behaviours of leaders that shape the broader work climate, rather than dyadic leader–member interactions. Twelve items were selected from the three retained dimensions (four items each), representing a restricted operationalisation of transformational leadership. The MLQ-5X has demonstrated satisfactory psychometric properties across various settings (Bass & Riggio, 2006; Nguyen et al., 2023).

3.2.2 Edmondson (1999) Seven-Item Scale of Psychological Safety/adapted to the organisational change context scored psychological safety. The scale measures employee perceptions on the freedom to voice opinion, express concerns, take interpersonal risks and make mistakes without embarrassment or consequences.

3.2.3 Employee Resistance to Organisational Change (EROCC) was adapted from the Resistance to Change Scale, Oreg (2003). Against the background of the public-sector reforms, the items were adapted to reflect resistance towards the new policies, procedures, and way of working, as well as negative attitudes towards change.

Therefore, the questionnaire was face and content validated by three academics who are knowledgeable about organisational behaviour. The Cronbach's alpha of subscales ranged from 0.72 to 0.84 and overall reliability coefficient was 0.78, which are above the Nunnally (1978) criterion in exploratory research.

3.3 Control Variables

The study controlled for gender, age, years of service, educational qualification, and job level, as previous research indicates these demographics can shape perceptions of leadership and change (Khan et al., 2024; Newman et al., 2023).

Table 2
Correlations, Mean and Standard Deviation

Mean.	SD	1	2	3	4	5	6	7	8	
Gender.	1.48	0.5								
Age.	2.41	0.96	0.038							
Education.	2.52	0.85	0.029	0.095						
Years of Service	2.38	0.93	0.048	0.118*	0.072					
Job Level	2.21	0.81	0.042	0.087	0.162**	0.085				
Transformational Leadership (TL)	3.62	0.74	−0.035	0.045	0.058	0.062	0.078	−0.84		
Psychological Safety (PS)	3.45	0.79	−0.028	0.038	0.051	0.048	0.065	0.511**	−0.78	
Employee Resistance to Organisational Change (EROCC)	2.89	0.82	0.032	−0.042	−0.035	−0.028	−0.045	−0.412**	−0.458**	−0.72

Source: Authors' own work (2026)

Note: $p < 0.01$, * $p < 0.05$ (two-tailed). Reliabilities (Cronbach's alpha) are in parentheses along the diagonal.

The direction of these relationships was again in keeping with the direction of these zero order relationships. There was a positive relationship between transformational leadership and psychological safety ($r = 0.511$). There was a negative correlation between transformational leadership and EROC ($r = -0.412$) as well as a negative correlation between psychological safety and EROC ($r = -0.458$).

3.4 Analytic Procedure

Confirmatory factor analysis (CFA) was performed in AMOS to check the factor-structure adequacy and to ensure construct distinctiveness (Kline, 2015). To test the hypotheses, we used multiple linear regression and mediation analysis. Principal mediation test for evaluating the indirect effect (Hayes, 2018) was done using Hayes PROCESS Model 4 with 5,000 bootstrap samples in IBM SPSS Statistics Version 25.

3.4.1 Non-Response Bias Armstrong and Overton (1977) procedure was used. Independent-samples t-tests were used to examine differences between early (first 50% returned, $n = 134$) and late (last 50% returned, $n = 97$) respondents with respect to key variables. It was found that no significant difference between the two groups for the transformational leadership scale ($t = 0.84$, $p = 0.402$), the psychological safety scale ($t = 1.12$, $p = 0.264$), and the employee resistance to organisational change scale ($t = -0.67$, $p = 0.505$). This indicates that non-response bias would not be a problem for the study.

3.5 Reliability and Validity Analysis

Standardised factor loadings and average variance extracted (AVE) were used to highlight convergent validity. The factor loading and AVE scores were greater than 0.50 as shown in Table 4. The Heterotrait-Monotrait (HTMT) ratio was used to measure the discriminant validity and all the ratios were less than 0.85.

Table 3*Results of the Confirmatory Factor Analysis*

Model	χ^2	df	TLI	CFI	RMSEA	SRMR
Hypothesized three-factor model (TL, PS, EROC)	1,456.23	612	0.93	0.94	0.048	0.055
Two-factor model (TL+PS, EROC)	2,234.56	634	0.81	0.76	0.11	0.13
One-factor model (all items combined)	3,012.45	653	0.68	0.61	0.17	0.19

Source: Authors' own work (2026)

Notes: TL = transformational leadership; PS = psychological safety; EROC = employee resistance to organisational change.

Table 4*Model Measurement*

Variables	Factor Loadings	CR	AVE	ASV	MSV	HTMT 1	HTMT 2	HTMT 3
Transformational Leadership	0.68 – 0.82	0.87	0.56	0.2	0.3	,		
Psychological Safety	0.65 – 0.80	0.84	0.53	0.18	0.28	0.698	,	
Employee Resistance to Organisational Change (EROCC)	0.66 – 0.79	0.81	0.5	0.22	0.32	0.712	0.734	,

Source: Authors' own work (2026)

Note: CR = Composite Reliability; AVE = Average Variance Extracted; ASV = Average Shared Variance; MSV = Maximum Shared Variance; HTMT = Heterotrait-Monotrait Ratio.

Factor-structure consistency was tested using confirmatory factor analysis (CFA). The three-factor model provided the best fit ($\chi^2 = 1,456.23$, $df = 612$, $TLI = 0.93$, $CFI = 0.94$, $RMSEA = 0.048$, $SRMR = 0.055$), supporting factor-structure adequacy and model fit. Composite reliability (CR) and AVE established reliability and convergent validity.

Two measures of common method bias (CMB) were performed. First, Harman's one factor test produced one factor with only 28.4% of the total variance, which is not enough. First, the single factor test developed by Harman produced one factor that explained 28.4% of the total variance, which is below the 50% mark. Secondly, the common latent factor approach in CFA only explained 2.4%. These results combined suggest that CMB is not a serious threat to the validity of results.

3.6 Regression and Hypothesis Testing Results

Table 5
Multiple Linear Regression and Mediation Analysis Results

Variables	Model 1: EROC (R ² =0.170, F=47.20***)					Model 2: PS (R ² =0.261, F=80.28***)					Model 3: EROC (R ² =0.272, F=42.55***)				
	<i>B</i>	<i>SE</i>	β	<i>t</i>	<i>p</i>	<i>B</i>	<i>SE</i>	β	<i>t</i>	<i>p</i>	<i>B</i>	<i>SE</i>	β	<i>t</i>	<i>p</i>
(Intercept)	4.318	0.262	,	16.48	<0.001	1.392	0.237	,	5.87	<0.001	4.856	0.274	,	17.72	<0.001
Control Variables															
Gender	0.049	0.103	0.03	0.48	0.634	-	0.093	-0.02	-	0.734	0.033	0.097	0.02	0.34	0.734
Age	-	0.054	-0.04	-0.63	0.529	0.032	0.049	0.03	0.51	0.611	-	0.051	-0.03	-0.51	0.611
Education	0.034	0.061	-0.03	-0.48	0.635	0.037	0.055	0.04	0.67	0.504	0.026	0.057	-0.02	-0.33	0.739
Years of Service	0.029	-	-0.02	-0.32	0.748	0.042	0.05	0.05	0.84	0.402	0.019	0.052	-0.01	-0.17	0.863
Job Level	0.018	-0.04	-0.04	-0.63	0.533	0.059	0.058	0.06	1.02	0.31	0.009	0.06	-0.03	-0.5	0.618
Independent Variable															
Transformational Leadership (TL)	-	0.068	-	-6.72	<0.001	0.546	0.061	0.511	8.95	<0.001	-	0.071	-	-3.46	<0.001
Mediator	0.457		0.412								0.246		0.222		
Psychological Safety (PS)	,	,	,	,	,	,	,	,	,	,	-	0.066	-	-5.83	<0.001
											0.385		0.371		

Source: Authors' own work (2026)

Notes: *N* = 231; *B* = unstandardised regression coefficient; *SE* = standard error; β = standardised regression coefficient; *t* = t-statistic; *p* = p-value. EROC = employee resistance to organisational change; PS = psychological safety. *p* < 0.001)

Table 6
Bootstrap Test of Indirect Effect (TL → PS → EROC)

Mediating Path	Indirect Effect	Boot SE	Boot LLCI	Boot ULCI
TL → PS → EROC	-0.190	0.038	-0.269	-0.124

Source: Authors' own work (2026)

Bootstrap Samples: 5,000; Confidence Level: 95%.

The hierarchical regression results (Table 5) show that transformational leadership is significantly and negatively associated with EROC ($\beta = -0.412$, $p < .001$) supporting H1. Positive psychological safety is also positively and significantly associated with transformational leadership with positive relationship ($\beta = 0.511$, $p < .001$), which helps to support the H2. The results for psychological safety showed a strong negative correlation with EROC ($\beta = -0.371$, $p < .001$) which supported H3. The coefficient for transformational leadership was smaller and significant with the addition of the mediator in the model ($\beta = -0.222$, $p < .001$), but partial mediation was found. This indirect pathway was backed up by boot-strap method, with a confidence interval that did not overlap with 0 [-0.269, -0.124] (H4 supported). For the direct effect ($\beta = -0.222$), indirect effect ($\beta = -0.190$) and total effect ($\beta = -0.412$) the variance accounted for (VAF) proportion is 46.1%. This is consistent with the psychological safety being an important partial

mediator. Overall, Model 2 accounted for 26.1% of variation in psychological safety and Model 3 accounted for 27.2% of the variance in employee resistance to organisational change.

4. Discussion

The findings show that there are significant negative relationships between transformational leadership, psychological safety and organisational change resistance among the employees. In addition, it was observed that psychological safety partially mediated the effect of transformational leadership on resistance of employees in Local Government Service in Nigeria. The positive relationship of transformational leadership and psychological safety (26.1% of the variance explained) suggests that inspirational leaders who foster trust and engagement create spaces for individuals to voice concerns, acknowledge failures, and work collectively to implement changes and improvements in the organisation.

The results indicate that psychological safety and resistance are negatively associated, meaning that when employees feel safe to be open and to take risks in interacting with one another, they are less likely to resist change. The direct association between resistance and transformative leadership was slightly moderated by psychological safety, which explained 17.0% of the variance. This demonstrates that fostering a psychologically safe work environment is one way that transformational leadership is linked to less resistance.

This study integrates transformational leadership, psychological safety, and change resistance outside Western or private-sector frameworks, providing evidence from Nigeria's Local Government Service, a context that is still relatively under-represented in the literature. Practically speaking, the results point to the necessity for local governments to add supportive management, open communication, and trust-building techniques to conventional, top-down administrative control. Employee buy-in can be strengthened and more successful and long-lasting public sector transformation can be sparked by a psychologically safe workplace.

frameworks from the commercial or Western sectors.

Practically speaking, the results point to the necessity for local governments to add supportive management, open communication, and trust-building techniques to conventional, top-down administrative control. In addition to strengthening employee buy-in, a psychologically secure workplace can act as a catalyst for more successful and long-lasting public sector transformation.

4.1 Theoretical Implications

Theoretically, this study shows that resistance to change within the organization is adversely correlated with transformational leadership. Idealised influence, intellectual stimulation, inspiring motivation, shared commitment, and trust are all positively correlated.

The study also supports the idea that psychological safety, which fosters a culture free from fear of unfavourable outcomes, is linked to decreased resistance. Interpersonal security serves as a crucial strategy for adaptability because psychological safety partially regulates the leadership–resistance relationship. These results show how psychological safety and leadership interact to influence how employees respond to organisational change in the Nigerian Local Government Service by integrating the viewpoints of transformational leadership theory and uncertainty management theory.

4.2 Practical Implications

To foster idealised influence, inspirational motivation, and intellectual stimulation, administrators and public-sector executives should enhance their transformational leadership skills through focused development programs, coaching, and mentorship. In order to lessen their over-reliance on hierarchical control, human resource departments should revamp their appraisal frameworks. Instead, they should include anonymous reporting channels, participatory feedback methods, and climate assessments that promote constructive voice. Before implementing significant changes, policymakers should give priority to psychological safety audits. This will ensure that change attempts are preceded by assessments that identify and remove communication barriers, thereby lowering the financial and political costs of unsuccessful transformations.

4.3 Limitations and Future Avenues

Several caveats warrant consideration. First, the geographical focus of the study is limited to Jos North and Jos South LGAs and generalisability cannot be achieved unless the study is expanded to other local, state and federal ministries in Nigeria. Second, self-reported data can result in social desirability biases, although there were no major statistical threats. Objective measures or multi-source data could be used in future studies. Third, causal inferences are not very clear in a cross sectional design, as longitudinal designs would be better suited to draw them. Thirdly, causal inferences cannot be made as clearly as they can be in longitudinal designs in which the developmental course of these relationships could be captured within the different phases of organisational change. Finally, future research could include other outcome variables (e.g. organisational commitment, or turnover intention) and other moderators (e.g. perceived organisational support, organisational culture, organisational justice) to further deepen the understanding of capacity building in decentralised governance systems.

5. Conclusion

The study depicts that the transformational leadership negatively impacts employees' resistance to organisational change, both directly and indirectly via psychological safety. In particular, a transformational leadership style is linked with increased psychological safety and this is associated with decreased resistance. The relationship between leadership and psychological safety was the most significant (26.1%), suggesting that leaders that inspire trust and the participation of the employees with confidence are valuable. The direct relationship between transformational leadership and resistance explained 17.0% of the variance, supporting the interdependent roles of leadership and climate in managing change. Ultimately, effective reform in Nigeria's Local Government Services requires not only strong transformational leadership but also a psychologically safe workplace where employees feel secure enough to participate actively in the transition.

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Appendix 1

Table 1

Measurement Items and Standardised Factor Loadings

Construct	Sub-Construct / Dimension	Item Code	Measurement Item	λ
Transformational Leadership (MLQ-5X; Bass & Avolio, 2004)	Idealised Influence	TL1	My leader instils pride in being associated with him/her.	0.74
		TL2	My leader goes beyond self-interest for the good of the group.	0.78
		TL3	My leader acts in ways that build my respect.	0.82
		TL4	My leader displays a sense of power and confidence.	0.71
	Inspirational Motivation	TL5	My leader talks optimistically about the future.	0.76
		TL6	My leader talks enthusiastically about what needs to be accomplished.	0.79
		TL7	My leader articulates a compelling vision of the future.	0.75
		TL8	My leader expresses confidence that goals will be achieved.	0.73
	Intellectual Stimulation	TL9	My leader re-examines critical assumptions to question whether they are appropriate.	0.68
		TL10	My leader seeks differing perspectives when solving problems.	0.72
		TL11	My leader gets me to look at problems from many different angles.	0.77
		TL12	My leader suggests new ways of looking at how to complete assignments.	0.7
Psychological Safety (Edmondson, 1999)		PS1	If you make a mistake in this organisation, it is often held against you. (<i>R</i>)	0.65
		PS2	Members of this department are able to bring up problems and tough issues.	0.78
		PS3	People in this organisation sometimes reject others for being different. (<i>R</i>)	0.69
		PS4	It is safe to take a risk in this work environment.	0.76

Construct	Sub-Construct / Dimension	Item Code	Measurement Item	λ
Employee Resistance to Organisational Change (Adapted from Oreg, 2003)		PS5	It is difficult to ask other members of this organisation for help. (R)	0.67
		PS6	No one in this organisation would deliberately act in a way that undermines my efforts.	0.74
		PS7	Working with members of this organisation, my unique skills and talents are valued.	0.8
		EROc1	I generally consider changes in work routines and procedures to be a negative thing.	0.72
		EROc2	I'd rather stick to my established work routine than try out a new administrative system.	0.68
		EROc3	When workplace reforms are announced, I feel uncomfortable and stressed.	0.75
		EROc4	Changing established departmental procedures causes more problems than it solves.	0.79
		EROc5	I tend to push back or delay when management introduces major operational shifts.	0.7
		EROc6	Most public sector change initiatives only create unnecessary work for staff.	0.66

Note: All items were measured on a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). All factor loadings are significant at $p < 0.001$.

Source: Authors' own work (2026)