



ASIA LEADERSHIP
ROUNDTABLE

BANGKOK
2011

Educational Reform and Change in the Asia Pacific Region

Influence Followers for Change: the Moderating Effect of Leader-Member Exchange

Jing ZHAO, Jiafang LU, & Kan SHI

This study examined the impact of behavioral Influence Tactics (Yukl, Seifert, & Chavez, 2008) on organizational members' resistance to change and change implementation, as well as the moderating effect of Leader-Member Exchange (LMX) on the relationships. Survey data was collected from 246 organizational members at several professional training workshops. Results of hierarchical regression and separate partial correlation analyses indicated that:

- 1) After controlling for gender, job position, and length of work experiences, influence tactics collectively contributed to explaining 14% of variance in resistance to change, and 20% of variance in change implementation.
- 2) The moderating effect of LMX was found in the relationships of some influence tactics and resistance to change. Specifically, the positive impacts of Pressure, Ingratiation, and Coalition on resistance to change was significant in low LMX, but was not in high LMX.
- 3) The moderating effect of LMX was also found in the relationships of most influence tactics and change implementation. Specifically, the positive impacts of Exchange, Inspirational Appeal, Apprising, Pressure, Collaboration, Ingratiation, Consultation, Personal Appeal, and Coalition on change implementation were significant in high LMX, but not in low LMX. Rational Persuasion and Legitimacy had positive impacts on change implementation across high and low LMX relationships.

The results were interpreted in light of the theory of Planned Behavior (Ajzen, 1991) and Attribution theory (Weiner, 1992). Some findings that were inconsistent with already western literature were highlighted and discussed.

Keywords: Influence tactics; leader-member exchange; resistance to change; change implementation

