


Dynamic Forces of Amplifying Employee Change Supportive Behavior: An Individual-Level Analysis

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ABSTRACT

Managing organizational change is one of the difficult tasks for every organization. Researchers and practitioners around the world indicated that due to the uncertainty and complexity associated with organizational change, an employee feels fear and cynicism to involve in the organizational change process, which causes failure in the majority of the organizational change initiatives. Contemporary literature highlighted the effectiveness of employee championing behavior for managing organizational change successfully. Therefore, this study collected data from 379 employees working in Bangladesh's banking sector to explore the different dynamics forces such as transformational leadership, trust in leadership, organizational alignment, and work engagement to enhance employee championing behavior in the context of organizational change. The outcome of this study shows that all dynamic forces significantly affected the employee championing behavior during organizational change.

KEYWORDS

Championing Behavior, Organizational Alignment, Organizational Change, Transformational Leadership, Trust in Leadership, Work Engagement

INTRODUCTION

Managing organizational change is one of the continuous processes for any business organization. However, due to the uncertainty and complexity related to organizational change, worldwide 70% of the change initiatives in organizations are struggling (Beer & Nohria, 2000). Therefore, last few decades the academic world has witnessed a number of scholarly works concentrating on the area of organizational change management (Rothwell et al., 1974; Yasir et al., 2016; Englert and Helmig, 2018). Researchers and practitioners around the world highlighted that being the greatest asset of the organization, employee and their change supportive behavior can be one of the prime factors to manage organizational change effectively (Herscovitch and Meyer, 2002; Bakari et al., 2017). Because, due to the uncertainty, dilemma, and fear related to the organizational change process, employees demonstrate disengagement and shows cynicism to participate in the organizational change process and which is considered as one of the

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important factors for the organizational change failure (Reichers et al., 1997; Brown and Cregan, 2008). Previous, scholarly works witnessed different research works concentrating on different typologies of employee behavior during organizational change such as employee resistance to change, employee readiness to change, employee cynicism and employee motivation for change as well as employee supportive behavior for change (Armenakis et al., 1993; Aslam et al., 2016; Bailey et al., 2016). However, currently, researchers argued that employee championing behavior or champion employee plays a very crucial role in order to implement organizational change successfully (Faupel and Süß, 2019; Herscovitch and Meyer, 2002). This is because of the distinctive characteristics of the champion employee in the context of organizational change. Faupel and Süß (2019) mentioned that champion employee puts extra effort, motivates coworkers to involve in the organizational change process as well as spread the positive outcome of the organizational change to the internal and external environment of the organization. But petite empirical evidence is available centering on employee championing behavior in the context of organizational change. Even though inadequate research works explored employee championing behavior in the western context but in the eastern or south Asian context, it is still underexplored. Therefore, the current study emphasizes employee championing behavior in the context of Bangladesh's banking sector during organizational change. This is because of being a key player in the economic growth of the country, the banking sector of Bangladesh is going through massive transformation (Julia and Kassim, 2019; Regi and Golden, 2019) in order to meet the international standards and customers' expectations. The probable challenges to the banking sector in Bangladesh are product line-up gradation, upgrading, and improvement of the IT arrangement for banks as well as the habituation of artificial intelligence, green banking model, and improved banking supervision process. However, different banks in Bangladesh fail to adjust with the current changes and challenges (Islam *et al.*, 2020a). Most importantly, Bangladesh's banking sector recently ranked 130th among the 141 countries worldwide in the banking soundness index. This report showed that the efficiency of Bangladesh's banking is worst among the south Asian countries (Ovi, 2019). Therefore, focusing on this key issue contribution of the champion employee to this employee service-oriented industry of Bangladesh may play an important role to overcome this current difficulty. However, the question that comes to the fore is which factors influence employee championing behavior in the context of organizational change?

Previous research studies highlighted that transformational leadership is capable of accelerating the process of organizational change by shaping the work force's attitude and mindset (Basu, 2015) and championing behavior (Faupel and Süß, 2019). Also, in an uncertain condition like organizational change trust in leadership also influences employee change supportive behavior through maintaining a trustworthy relationship with the followers (Hanpachern et al., 1998; Matthysen and Harris, 2018). Also, some researchers argued that as a source of sustainable competitive advantage (Powell, 1992), organizational alignment is important to ensure change supportive behavior of employees during organizational change (Nilakant and Ramnarayan, 2006). Moreover, an engaged employee is also seen as one of the employee's influential behavioral traits for effectively managing organizational change (Bell and Barkhuizen, 2011). To the best of the knowledge, this the first study that attempts to connect transformational leadership, trust in leadership, organizational alignment, and work engagement with employee championing behavior in the context of the banking sector in Bangladesh during organizational change.

This paper is structured in the following ways. First, this paper presents a theoretical and empirical discussion of the proposed hypothesis. Second, this paper presents the methodology and findings of this study. In the following section, this paper presents discussions and implications of this study. Finally, this study presents limitations, future research scope, and conclusion.

REVIEW OF LITERATURE AND HYPOTHESES DEVELOPMENT

Championing Behavior

An Individual's intense enthusiasm to participate in the organizational change process, as well as an attitude for promoting change to others, is known as championing behavior (Herscovitch and Meyer, 2002). Rothwell et al. (1974) mentioned that champion employee actively and dedicatedly contributes to the initiatives of the organizational change process and performs across the crucial stages of organizational change. Champion employee not only involve in the organizational change process but also encourage coworkers to participate in the organizational change process as well as promotes change to the internal and external environment of the organization (Islam et al., 2020b). In general, change championing employee works as a motivator for those employees who are not actively involved with the change or change-related activities to participate in achieving the certain objective for organizational change by sharing their knowledge with other team members and employees. During organizational change, the champion employee takes risks, drive extra mileage, and put extra mileage to achieve the challenging goal of the organization (Howell and Higgins, 1990). Moreover, Faupel and Süß (2019) employee championing behavior is positively related to employee preparedness for change, employee willingness for change, and conversely connected with the employee adversity to change and cynicism behavior.

Transformational Leadership and Championing Behavior

Transformational leadership is one of the highly accepted and widespread leadership styles around the world. Transformational leader nurtures employee behavior through inspiration, motivation, and actively involve them to achieve the objective of the organization. Bass (1997) mentioned four dimensions of transformational leadership namely, idealized influence, intellectual stimulation, individual consideration, and inspirational motivation. Whereas, Podsakoff et al., (1996) discussed six dimensions of transformational leader's behavior: "articulating a vision of the future, fostering the acceptance of group goals, communicating high-performance expectations, providing intellectual stimulation, modeling appropriate behavior, and displaying supportive leader behavior". Moreover, Sharma and Krishnan (2012) mentioned that the transformational leader is the most suitable and universal leadership style for managing organizational change. In addition, Yukl (2008) highlighted the capacity of a transformational leader for managing organizational change successfully. Because during organizational change transformational leader emphasizes both individual and organizational levels of change that ultimately fosters the organizational change process. Moreover, champion employees have the behavioral capacity of change response which involves themselves with the organizational change related activities and also make a commitment to executing the successful change in the organization (Lysova et al., 2015). Moreover, researchers and practitioners around the world mentioned that transformational leader encourages followers and transform the followers' mindset to participate in the organizational change process (Lysova et al., 2015; Yukl, 2008). Islam et al. (2020c) revealed that transformational leader nurtures employee championing behavior to manage organizational change effectively. Hence, this study proposes:

H1: There is a positive relationship between transformational leadership and championing behavior in the context of organizational change.

Trust in Leadership and Championing Behavior

Trust in leadership is described as the follower's confidence in a leader's quality, activity, and positive expectations about the outcomes of the leadership's initiatives (Schoorman et al., 2007). According to Dirks and Ferrin (2002) trust in leadership depends heavily on the perception of the employees on

the followers' awareness, care, fairness, and feelings about the people. Employee trust in leadership is directly linked to the organizational team performance and the success of the organization highly depends upon the confidence of the employees in their leader (Dirks, 2000). According to Käser and Miles (2002) trusted organizational climate creates a high level of cooperation and an atmosphere of knowledge sharing within the organization. In fact, in an unpredictable situation such as organizational change, trust in leadership plays an essential role in reducing employee uncertainty and fear relating to the process of organizational change (Yasir et al., 2016). Outcomes of the research conducted by Islam et al. (2020c) showed significant and positive relationship between trust in leadership and employee championing behavior while managing change. Hence, managing organizational change effectively trust in leadership ripens such a trustworthy atmosphere that enhances the capacity of the followers. Hence, this study proposes:

H2: There is a positive relationship between trust in leadership and championing behavior in the context of organizational change.

Organizational Alignment and Championing Behavior

Organizational alignment is defined as a process of creating cooperation between the organization's policy, strategy, and culture to accomplish common organizational goals. According to Tosti and Jackson (2000) alignment is a systematic process through which key components of the organization such as strategy, culture, systems, procedures, manpower, and leadership are fit together in order to attend organizational objectives. Moreover, Sender (2007) mentioned that organizational alignment creates a synergetic whole in the organization by linking strategy, structure, and culture of the organization that helps the organization to work according to their strategy. Powell (1992) described alignment as a dynamic and integrative capacity as well as "source of sustainable competitive advantage". Therefore, during change, organizational alignment plays an important role to involve employees in the organizational change process. Gratton and Truss (2003) highlighted that employees get motivated when organizational HR policies are well aligned. Hence, "Employee-department fit or employee-organization fit offers an opportunity for enhancing the alignment of individual roles and responsibilities, embedded workplace structures, and current work practices to the broader goals and purposes of the organization" (Alagaraja and Shuck, 2015). Mintzberg (1978) supported that alignment of organizational strategy, structure, size, planning, and culture influences employee behavior. Also, Islam et al. (2020b) proposed a conceptual model and claimed that organizational alignment is very important factor for tackling change, which also influence employee change supportive behavior. Hence, this study proposes:

H3: There is a positive relationship between organizational alignment and championing behavior in the context of organizational change.

Work Engagement and Championing Behavior

Work Engagement is characterized as the positive behavior and energy associated with the work of the employee resulting in positive work-related outcomes. Employees' discretionary participation, commitment, and involvement to achieve organizational goals are known as work engagement (Kahn, 1990). Work engagement is strongly correlated with job satisfaction, productivity (Harter et al., 2002), and job performance (Schaufeli *et al.*, 2006) of the employee. According to van Mierlo and Bakker (2018) work engagement has a ripple effect that positively influences the success of the organization. Moreover, work engagement plays a role as a key influencing factor in the context of organizational change in order to manage organizational change effectively (Englert and Helmig, 2018). In the context of organizational change, employee work engagement plays a role as an important predecessor of employee championing behavior (Faupel and Süß, 2019). In addition, work engagement leads to the

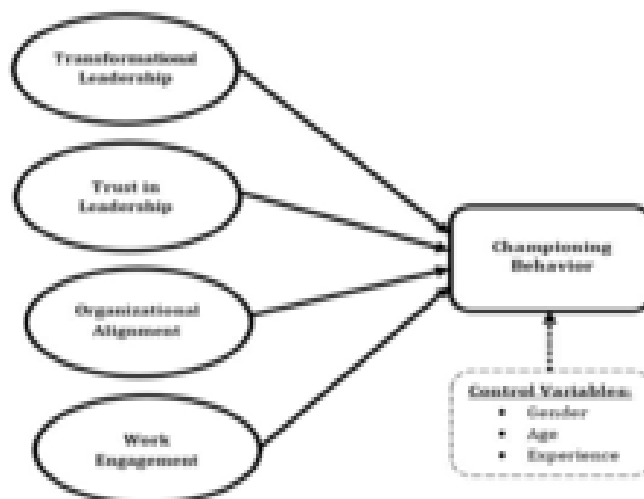
voluntary additional or extra-role performance of the employee (Christian et al., 2011). Heuvel et al. (2010) mentioned that employee extra-role performance not only fosters the engagement level of the employee rather nurtures the change supportive behavior of the employee and reduces the level of cynicism. Moreover, employee level of work engagement as a discretionary behavior influences the psychological contract of the employee positively (Bal et al., 2013) that ultimately enhances championing behavior of the employee in the context of organizational change. According to Saks (2006) the antecedents of employee engagement were work attributes, perceived organizational environment, perceived leader support, incentives and acknowledgement, procedural fairness and distributive justice. On the other hand, the results of engagement were work satisfaction, organizational dedication, intention to leave and organizational citizenship behavior. Also, Islam et al. (2020d) found employee work engagement significant and positively influences employee championing behavior in the time of organizational change. Hence, this study proposes:

H4: There is a positive relationship between work engagement and championing behavior in the context of organizational change.

Control Variables

Three control variables namely gender (Male and Female), age (Under 25 years, 25-34 years, 35-44 years, 45-54 years and 55 years or more) and experience (Under 1 year, 1-2 years, 3-5 years, 6-10 years and over 10 years) were included in the research model to take account of the heterogeneous attitude of the individual employee in the context of organizational change (Figure 1). During organizational change, an individual employee may react differently and this is the prime reason for selecting gender, age, and experience as control variables. A female employee may behave differently than the male employee in the context of organizational change (Deprez and Raeymaeckers, 2012); likewise, an employee with more age may perform better than a junior employee, on the other hand, a young employee because of their youthful enthusiasm may perform better than the senior in age employee (Bellou, 2010) during organizational change. Moreover, an employee with more experience may be more pronounce and more adopted with the organizational change process than the less experience employee (Deprez and Raeymaeckers, 2012).

Figure 1. Hypothesized Model



METHODOLOGY AND RESEARCH DESIGN

Approach and Context of the Study

This study was deductive. Prior research studies, like (Cho and Lee, 2018; Radipere, 2014; Soomro and Shah, 2019; Suliman and Kathairi, 2013) applied a similar approach to achieve the desired research objective. The present empirical study was conducted in the context of organizational change in a setting of Bangladesh's banking sector and structured close-ended questionnaire surveys were administrated among the employees working in DSE-30 listed banks in Bangladesh. There are some rationales for choosing such a subject area, first, the banking sector is one of the important factors for the economic development of the country (Fadzlan et al., 2009; Ahmed et al., 2015; Chowdhury et al., 2018). Second, a recent report shows that the performance of Bangladesh's banking sector is worst among the South Asian countries (Ovi, 2019). Third, in order to maintain the international standard and fulfill the customers' expectations Bangladesh's banking sector has been going through a change process (Ali, 2003; Julia and Kassim, 2019; Karim and Chowdhury, 2014). But, Bangladesh's banking sector is struggling and facing numerous challenges for implementing changes. Therefore, researchers indicate being a service organization, employee may play key role to manage change effectively in Bangladesh banking sector (Islam et al., 2020a).

Data Collection

A total of 447 responses were collected from employees of Bangladesh's banking sector. Due to the missing values, incomplete and disengaged responses 68 responses were eliminated from the data set. Finally, this study used 379 responses to perform structural equation modeling (SEM). Moreover, a total of 379 responses were found adequate, since G*Power analysis using the power of 0.95 reported 119 as the minimum sample size for this study.

To participate in this survey, process participants were required to fulfill the following two criteria: (a) participant must be a full-time employee, (b) participant must go through the organizational change process in their current organization. Therefore, a non-probability judgmental sampling technique was used to select respondents of the survey of this study and the survey begin with screening questions to ensure the above-mentioned criteria.

The survey began with a brief description of the purpose of the research (e.g. managing complexity of organizational change and reducing change failure) and guaranteed anonymity. Then, a brief description of each construct (transformational leadership, trust in leadership, organizational alignment, work engagement, and championing behavior) was added to the questionnaire of the study. Finally, demographic questions of this study were included in the questionnaire. Table 1 presents the information on respondents' demography.

Measures

The survey of research depends on the questionnaire developed from the items verified and texted in the prior research studies. In this study, transformational leadership, trust in leadership, organizational alignment, and work engagement were employed as independent variables. Seven items transformational leadership scale were adopted from (Carless et al., 2000), six items trust in leadership scale were adopted from (Podsakoff et al., 1990), six items organizational alignment scale was adopted from (Middleton and Harper, 2007) and six items work engagement was adopted from (Islam et al., 2020d). The dependent variable, championing behavior (four items) were adopted from (Herscovitch & Meyer, 2002). Moreover, to assess the opinion of the respondents, a five-point Likert-scale ranging from (1) strongly agree to (5) strongly disagree was employed. Most importantly, the validity and reliability of the mentioned scales were confirmed and the selection of the items was according to the literature review.

Table 1.

| Item | Category | Frequency | % |
|------------|------------------|-----------|------|
| Gender | Male | 217 | 57.3 |
| | Female | 162 | 42.7 |
| Age | Under 25 year | 71 | 18.7 |
| | 25 to 34 years | 189 | 49.9 |
| | 35 to 44 years | 68 | 17.9 |
| | 45 to 54 years | 42 | 11.1 |
| | 55 years or more | 9 | 2.4 |
| | | | |
| Education | Doctoral | 3 | 0.8 |
| | Masters | 187 | 49.4 |
| | Bachelor | 189 | 49.8 |
| Position | Officer | 142 | 37.5 |
| | Senior Officer | 88 | 23.2 |
| | Middle Manager | 62 | 16.4 |
| | Senior Manager | 32 | 8.4 |
| | Others | 55 | 14.5 |
| Experience | Under 1 year | 90 | 23.8 |
| | 1 to 2 years | 126 | 33.2 |
| | 3 to 5 years | 70 | 18.5 |
| | 6 to 10 years | 55 | 14.5 |
| | Over 10 years | 38 | 10.0 |

n=379

Common Method Variance

Since data of this research were collected from a single source as well as the self-reported nature of data indicate the existence of common method variance (CMV). Therefore, this study applied different approaches to tackle this problem. First, the Harman single-factor test was executed to check the degree of this possible problem. The result of Harman single factor showed 34.3% variance of all variables which is below the cutoff range (Podsakoff and Organ, 1986) and thus CMV was not a severe warning for this research. Second, table – III of this study presents inter construct correlation value below 0.90 (Bagozzi et al., 1991). Finally, the FVIF values of this research are also less than the cut-off range of 3.3 (Kock and Lynn, 2012). Thus, after examining three different approaches this can be concluded for the present research study there is no risk for CMV (Kock, 2015).

RESULTS

IBM SPSS Statistics (v.23) was used to enter data, clean data, calculate the missing value, and descriptive analysis. To analyze data and perform SEM this study used the WarpPLS 6.0 software using the bootstrap resampling technique.

Demographic Profile

Respondents' Profile

In the final data set, 57.3% were male and 42.7% were female. Respondent's age range from 25 to 55+ years and the majority were in the age group of 25-34 (49.9%). An almost equal number of respondents had completed Bachelor (49.8%) and Master (49.4%) degree. The majority of the respondents' were working at the officer level (37.5%) and the majority of the respondents' had working experience (33.2%) of 1-2 years (see Table 1). Moreover, among the 379 participants': 38% had experienced service change, 17.3% had experienced product changes, 15% had experienced technology change, 10% had experienced leadership change, 8.3% had experienced administrative change, 4.4% had experienced process change, 3.9% had experienced market change and 3.1% had experienced supply chain change in their organization.

Model Assessment Using PLS-SEM

This research used a two-step process (Hair et al., 2011; Kock, 2014). At first, in the measurement model: this study examined construct validity and reliability. Second, in the structural model: correlation between the constructs and related items were tested (Chin, 2010; Hair et al., 2011).

Assessment of the Measurement Model

Five constructs namely transformational leadership, trust in leadership, organizational alignment, work engagement, and championing behavior were tested (reliability and validity) in the measurement model.

Convergent Validity

Composite reliability (CR) and average variance extracted (AVE) were measured to report the convergent validity of this study (Hair et al., 2011; Kock, 2014). Table 2 presents that the loadings of all latent variables were loaded (0.542 to 0.847) at the recommended range (Hair et al., 2011; Kock, 2011). Due to the low loadings and to get the model fitness, few items such as TL2, TRU6, OA3, and WE3 were deleted from the model. Moreover, Cronbach's alpha value, CR, and AVE value (Table 2) were also in the acceptable range (Chin, 2010; Hair et al., 2011; Kock, 2011). Therefore, the results of the convergent validity show that all indicators of this study meet the recommended criteria.

Discriminant Validity

Discriminant validity provides a report that to what extent each latent variable is diverse from other constructs in the model (Hair et al., 2011; Kock, 2014). Table 3 presents the square root of AVEs value of each latent variable or construct. According to Fornell and Larcker (1981), discriminant validity will be indicated if the square root of the AVE value exceeded the inter-correlations of the construct with other constructs. The measurement model of this research shows satisfactory discriminant validity (Table 3).

Assessment of the Structural Model

At the structural model, six global fit indices were calculated (Rasoolimanesh et al., 2017). Six global fit indices of the structural model suggest model - data fit of this research was more than acceptable (Table 4). Also, this research study revealed R-square value was 0.35 (Figure 2). Chin (1998) suggested 0.67 as substantial, 0.33 as moderate, and 0.19 as weak R² values.

Outcomes of hypothesis testing and path coefficient (Figure 2) assessment presents in Table 5. All the hypotheses of this study were supported. The results show that during organizational change, transformational leadership and championing behavior positively ($\beta = 0.1$) and significantly ($p=0.02$) connected (H1). Trust in leadership is also positively ($\beta = 0.24$) and significantly ($p<.01$) connected to championing behavior in the context of organizational change (H2). Also, organizational alignment

Table 2. Assessment of Measurement Model

| Construct | Indicator | Standard Loading | AVE | Cronbach Alpha | Composite Reliability |
|-----------------------------|-----------|------------------|------|----------------|-----------------------|
| Transformational Leadership | TL1 | 0.751 | 0.51 | 0.77 | 0.86 |
| | TL3 | 0.701 | | | |
| | TL4 | 0.711 | | | |
| | TL5 | 0.766 | | | |
| | TL6 | 0.793 | | | |
| | TL7 | 0.542 | | | |
| Organizational Alignment | OA1 | 0.766 | 0.62 | 0.87 | 0.89 |
| | OA2 | 0.752 | | | |
| | OA4 | 0.787 | | | |
| | OA5 | 0.830 | | | |
| | OA6 | 0.784 | | | |
| Trust in Leadership | TRU1 | 0.771 | 0.54 | 0.86 | 0.85 |
| | TRU2 | 0.723 | | | |
| | TRU3 | 0.715 | | | |
| | TRU4 | 0.803 | | | |
| | TRU5 | 0.652 | | | |
| Work Engagement | WE1 | 0.633 | 0.56 | 0.79 | 0.86 |
| | WE2 | 0.749 | | | |
| | WE4 | 0.775 | | | |
| | WE5 | 0.735 | | | |
| | WE6 | 0.832 | | | |
| Championing Behavior | CB1 | 0.847 | 0.53 | 0.70 | 0.82 |
| | CB2 | 0.580 | | | |
| | CB3 | 0.777 | | | |
| | CB4 | 0.680 | | | |

and championing behavior is positively ($\beta = 0.13$) and significantly ($p < .01$) related to organizational change (H3). Moreover, work engagement is positively ($\beta = 0.21$) and significantly ($p < .01$) associated with championing behavior in the context of organizational change (H4). Moreover, results of the three control variables namely gender ($\beta = 0.07$; $p = 0.09$), age ($\beta = 0.03$; $p = 0.25$) and experience ($\beta = 0.06$; $p = 0.14$) were found insignificant (Figure 2).

DISCUSSION

In the area of human resource management and organizational change management, this research makes an original contribution by highlighting the association of transformational leadership, trust in leadership, organizational alignment, and work engagement with championing behavior of an employee in the context of the organizational change of Bangladesh's banking sector. Though transformational leadership (Krishnan, 2004), trust in leadership (Yasir et al., 2016), organizational alignment (Alagaraja

Table 3. Discriminant Validity

| Construct | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
|--------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| 1. Transformational Leadership | 0.679 | 0.230 | 0.217 | 0.336 | 0.279 | 0.012 | 0.014 | -0.256 |
| 2. Trust in Leadership | 0.217 | 0.738 | 0.698 | 0.741 | 0.448 | 0.002 | 0.214 | -0.152 |
| 3. Organizational Alignment | 0.230 | 0.698 | 0.784 | 0.723 | 0.480 | -0.021 | 0.230 | -0.172 |
| 4. Work Engagement | 0.336 | 0.723 | 0.741 | 0.748 | 0.474 | -0.042 | 0.205 | -0.168 |
| 5. Championing Behavior | 0.279 | 0.480 | 0.448 | 0.474 | 0.728 | -0.061 | 0.138 | -0.169 |
| 6. Gender | 0.012 | -0.021 | 0.002 | -0.042 | -0.061 | 1.000 | 0.029 | 0.109 |
| 7. Age | 0.014 | 0.230 | 0.214 | 0.205 | 0.138 | 0.029 | 1.000 | 0.187 |
| 8. Experience | -0.256 | -0.172 | -0.152 | -0.168 | -0.169 | 0.109 | 0.187 | 1.000 |

Note: The square root of AVEs shown diagonally in bold

Table 4. Model Fit Indices

| Model Fit and Quality Indices | Index | P-Value | Criteria |
|--|-------|---------|---|
| Average Path Coefficient (APC) | 0.118 | P<0.001 | P<0.05 |
| Average R ² (ARS) | 0.353 | P<0.001 | P<0.05 |
| Average Adjusted R ² (AARS) | 0.341 | P<0.001 | P<0.05 |
| Average block VIF (AVIF) | 1.758 | N/A | acceptable if <= 5, ideally <= 3.3 |
| Average Full Collinearity VIF (AFVIF) | 1.766 | N/A | acceptable if <= 5, ideally <= 3.3 |
| Average Tenenhaus GOF (GoF) | 0.502 | N/A | small >= 0.1, medium >= 0.25, large >= 0.36 |
| Sympton's paradox ratio (SPR) | 1.000 | N/A | acceptable if >= 0.7, ideally = 1 |
| R-squared contribution ratio (RSCR) | 1.000 | N/A | acceptable if >= 0.9, ideally = 1 |
| Statistical suppression ratio (SSR) | 1.000 | N/A | acceptable if >= 0.7 |
| Nonlinear bivariate causality direction ratio (NLBCDR) | 0.857 | N/A | acceptable if >= 0.7 |

*p < 0.05, **p < 0.01 (based on one-tailed test with 999 bootstrapping)

Figure 2. Structural Model

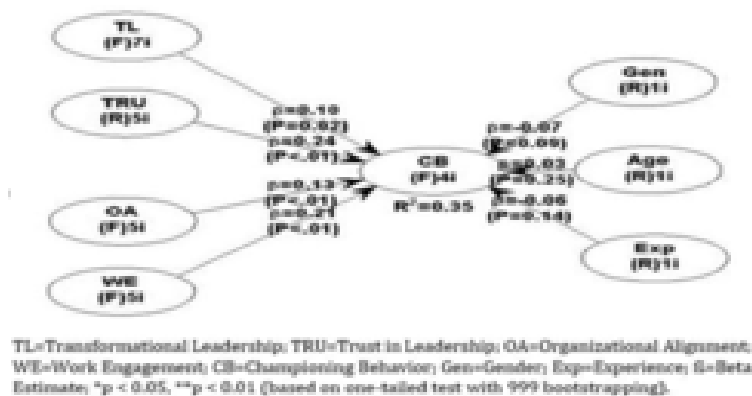


Table 5. Hypotheses Testing

| Structural Relationship | Beta Estimate (β) | P-Value | Result |
|-------------------------|---------------------------|---------|-----------|
| H1: TL-CB | 0.10 | 0.02 | Supported |
| H2: TRU-CB | 0.24 | <0.01 | Supported |
| H3: OA-CB | 0.13 | <0.01 | Supported |
| H4: WE-CB | 0.21 | <0.01 | Supported |

Notes: *p < 0.05, **p < 0.01 (based on one-tailed test with 999 bootstrapping)

and Shuck, 2015), and work engagement (Englert and Helmig, 2018) are considered as most prominent influencing factors to nurture the employee behavior as well as enhance employee championing behavior during organizational change limited studies exploded this association in the south Asian context especially in the context of Bangladesh's banking sector. The aim of this research was to examine the influence of transformational leadership, trust in leadership, organizational alignment, and work engagement on employee championing behavior in the context of change in Bangladesh's banking sector. To the best of the knowledge, this research is the first to examine such associations during the organizational change in the context of Bangladesh's banking sector. First, this research study witness a positive association between transformational leadership and employee championing behavior in the context of organizational change. This outcome is aligned with the findings of the prior study (Faupel and Süß, 2019). Second, the present study observes that trust in leadership is positively connected with championing behavior of employees during organizational change. This result is also consistent with the findings of the study of (Liu et al., 2010). Also, this study reveals that organizational alignment is positively related to the championing behavior of the employee. Previously, Alagaraja and Shuck (2015) also highlighted that organizational alignment influences employee behavior. Moreover, the outcome of this study also exposes that work engagement is positively associated with employee championing behavior in the context of organizational change. This finding is also in line with the findings of Faupel and Süß (2019). Finally, this study reveals that the diversity of employee's demographic characteristics (gender, age, and experience) do not influence the outcome of this study.

Theoretical Implications

Theoretically, this research study adds value to the existing theory of human resource management and organizational change management in several ways. In general, this study makes novel contributions by unboxing the limited understanding of the impact of transformational leadership, trust in leadership, organizational alignment, and work engagement on championing behavior in the context of Bangladesh's banking sector during organizational change. Also, this study exposes that transformational leadership because of the leadership capabilities, influencing attitude, charisma, and personal caring behavior nurture the behavior of employees for involving organizational change process. Moreover, this study also reveals that a trustworthy relationship between the leader and followers in the context of organizational change minimizes the complexity and uncertainty, and fear of the employee related to the organizational change outcomes as well as enhances employee change supportive behavior. In addition, this study shows proper alignment and fit in the organization for managing change helps the organization to overcome complexity related to organizational change process and ensures the smooth and flexible organizational environment which enhances employee behavior and involvement with the organizational change process. Also, this study exposes that engaged employees during organizational change go beyond their regular tasks in the context of organizational change. The psychological contract of engaged employees ultimately leads them to act as a champion employee for effectively managing organizational change in the banking sector of Bangladesh.

Moreover, this study proposes a hypothesized model for enhancing employee championing behavior in the context of organizational change in South Asian countries like Bangladesh that significantly differ from the research conducted in the western country context. In addition, the findings of this study would extend the knowledge on transformational leadership, trust in leadership, organizational alignment, work engagement, and championing behavior in the context of organizational change in a different culture and unique characteristics of employees of Bangladesh's banking sector in the context of organizational change.

Practical Implications

Organizational change management is an ongoing process in every business organization. Therefore, the outcomes of this research study will assist researchers and management professionals to manage difficulties and complexities involved in the initiative of organizational change. More specifically, the findings of this study will guide south Asian organizations and professionals as well as practitioners in Bangladesh's banking sector to identify the dynamics forces to enhance employee championing behavior in the context of organizational change. This research has numerous practical implications.

First, the management body of the organization may emphasize the transformational leadership approach in the organization to influence employee behavior and implement organizational change successfully. Hence, organizations have to test whether the institutional corporate culture is fitted correctly with the characteristics of the transformational leader namely charisma, confidence, leadership vision, responsive leadership, creative thinking, and personnel growth. Also, while promoting employees or recruiting employees for the position of manager, the organization should emphasize the fact that whether he or she has in built quality of transformational leader or not. Because individual differences such as individual characteristics and behavior are closely linked to the consequence of leadership (Bass and Riggio, 2006). For this, the organization may set a formal training program for the managers to train the skills and qualities of a transformational leader to manage organizational change effectively.

Second, findings show that trust in leadership also plays a key role in influencing employee championing behavior in the context of organizational change. This provides a different way apart from existing strategies to nurture followers' level of trust that shows how the psychological influence of trust in leadership enhances the followers' championing behavior during organizational change. Therefore, the manager of the organization should emphasize developing a trustworthy relationship between the leader and followers. Moreover, professional should focus on different antecedents of trust in leadership such as job security (Wong et al., 2014), employee expectations (Faupeil and Süß, 2019), employee motivation (Tefera and Mutambara, 2016), organizational culture (Choi et al., 2004) and characteristics (Tan and Lim, 2009) in order to develop trustworthy environment between the leader and followers in the context of organizational change.

Third, the findings of this study suggest that practitioners should check whether the organizational goal is properly aligned with the organizational operational process. In other words, the leader should emphasize organizational vertical and horizontal alignment in order to ensure smoothness in the organizational operational process for enhancing employee championing behavior during the complex situation like organizational change. More specifically, the manager should carefully link and fit the (1) institutional organism, policy, and regular activities, (2) institutional task standards, process, and nature, (3) skills, capacity, and quality of the manpower (Alagaraja and Shuck, 2015) in order to enhance championing behavior of employee during organizational change.

Finally, this study reveals that work engagement also enhances employee championing behavior in the context of organizational change. Therefore, managers of the organization should focus to ensure employee engagement for managing organizational change successfully. Hence, practitioners should emphasize more on the antecedents such as employee motivation (Tefera and Mutambara, 2016) and workplace flexibility (Wong et al., 2014) that improve the level of employee work engagement in the context of organizational change.

Limitations, Recommendation and Future Research

This research has limitations. First, all the latent variables of this research were measured through a self-reported survey, which may cause bias. However, this study tested Harman's single factor test, inter construct correlations, and FVIF value. The outcomes of this test show there is less chance of causing common method bias. Moreover, this study recommends future researchers to choose multiple source data. Second, the cross-sectional research design is another limitation of this research. Hence, this study suggests future researchers implement longitudinal study research design. Finally, this research recommends an improved model by including socially responsible human resource management and ethical human resource management as independent variables with the existing model which may provide new insights to the researchers and practitioners.

CONCLUSION

To conclude, to ensure employee championing behavior for managing change, the organization should practice a transformational leadership approach in the organization. Also, to deal with the complexity and uncertainty related to organizational change, leaders of the organization should develop a trustworthy relationship with their employees. Moreover, proper fit and alignment between the organizational goals, the unit's goal, manpower skills, and reward system will also work as an influential factor to enhance the championing behavior of the employee. Finally, a highly engaged workforce of the organization will perform like a champion for managing organizational change successfully. This knowledge will foster the change process of Bangladesh's banking sector and also improve the change effectiveness of the similar nature of organizations' in the different countries and contexts. Moreover, the future study will confirm and validate the outcomes of the current study and will extend the present model.

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