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Effects of Transformational Leadership on Organizational Commitment: Case of Textile Sector *

Dönüşümcü Liderliğin Örgütsel Bağlılık Üzerindeki Etkileri: Tekstil Sektörü Örneği

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ÖZ

Bu araştırmanın amacı, Pakistan'daki tekstil endüstrisinde dönüşümcü liderliğin çalışan bağlılığı üzerindeki etkilerini ampirik olarak incelemektir. Pakistan'da tekstil sektöründe dönüşümcü liderler ile çalışan 165 kişinin örgütsel bağlılık düzeyi değerlendirildi. Veriler, dönüşümcü liderlik ve örgütsel bağlılığa odaklanan iki ayrı anket kullanılarak toplanmıştır. Hipotezler, korelasyon analizi, temel bileşen analizi (PCA), ayırt edici geçerlilik ve doğrusal regresyon kullanılarak test edildi. Dönüşümcü liderliğin çalışan memnuniyeti ve motivasyonu üzerindeki olumlu etkisi kanıtlanmıştır, bu da kuruma bağlılığın artmasına neden olmaktadır. Sonuçlar, Pakistan'daki tekstil endüstrisi çalışanları arasında bu liderlik tarzı ile örgütsel bağlılık arasında güçlü ve önemli bir pozitif ilişki olduğunu göstermiştir. Çalışma, çalışanların örgütsel bağlılığını daha fazla araştırmak için iş tatmini, ödüller ve faydalar gibi ek göstergelerin gelecekteki araştırmalara dahil edilmesi gerektiğini önermektedir. Genel olarak, bu çalışma, Pakistan'ın tekstil endüstrisinde çalışanlar arasında örgütsel bağlılığı teşvik etmede dönüşümcü liderliğin faydalarına dair kanıtlar sunmaktadır. Çalışmanın sonuçlarının, akademiye dönüşümcü liderlik ile örgütsel bağlılık ilişkisinin farklı değişkenler ile birlikte araştırılmasına ve iş dünyasındaki liderlerin dönüşümcü liderlik özelliği göstererek örgütsel bağlılığı sağlamalarına katkıda bulunacağı düşünülmektedir.

ABSTRACT

This research's aim is to examine empirically the effects of transformational leadership on employee commitment within the organization of textile industry in Pakistan. It was assessed the level of organizational commitment among 165 employees in the textile industry in Pakistan who were working under transformational leadership. The data was collected using two separate questionnaires, which focused on transformational leadership and organizational commitment. The hypotheses were tested using correlational analysis, principal component analysis (PCA), discriminant validity, and linear regression. Its positive impact on employee satisfaction and motivation has been demonstrated, resulting in increased loyalty to the organization. The outcomes showed a strong and substantial positive relation between this leadership style and organizational commitment among textile industry employees in Pakistan. To further explore employee organizational commitment, the study suggests additional indicators such as job satisfaction, perks, and benefits should be included in future investigations. Overall, this study provides evidence of the benefits of transformational leadership in promoting organizational commitment among employees in the textile industry of Pakistan. It is thought that the results of the study will contribute to the research of the relationship between transformational leadership and organizational commitment in academia together with different variables and to ensure organizational commitment by the leaders in the business world by displaying transformational leadership characteristics.

1. Introduction

Today's leadership style is vital for the achievement of an

association's success, just as it is to the lining up and observing of individual lines and characteristics that can

* The study was carried out with a strong commitment to ethics (İstanbul Aydın University Rectorate, Directorate of the Institute of Graduate Studies. Date: 21.04.2022, Decision No: 2022/07) ensuring that the participants' rights and interests were fully respected.

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benefit the total people when all things are taken into account. The focus of this study will be on Pakistan and how the enterprises in textile industries use various leadership philosophies to maintain employees' subservience. A strong leader can turn their followers into valuable assets for the company. The significance of leadership styles as they relate to corporate accountability in Pakistan's textile regions will be hypothesized, along with some quantitative evidence. A particularly strong concept that is simple to understand but extremely important in the reliable implementation is "authoritative responsibility." It is not tough for any member to continue to be accepted for over the years with an organization. At the moment, everyone looks for the better option and transfers when a significant alternative becomes accessible. This approach was originally introduced by Bass (1985), who outlined a range of effective management practices. Thus, the basic concept of leadership and how it can affect a leader responsibility in the context of the Pakistani nation will be dealt with in the current postulation.

2. Conceptual Framework

2.1. Transformational Leadership

Transformational leadership is a type of leadership that emphasizes motivating and encouraging employees to accomplish their complete skills in individual and collective manners. This popular leadership theory has gained attention in both academic and practical settings. It is based on the belief that leaders can encourage and enthuse workers to work towards the betterment of the organization or society as a whole (Masood et al., 2006). The four attributes of transformational leadership were classified as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration in prior literatures by (Bass & Avolio, 1993; Bass & Stogdill, 1990; Allix, 2000; Bass & Riggio, 2006). Idealized influence involves the boss serving as an exemplar for their sub-ordinates, while inspirational motivation refers to the leader inspiring and motivating their followers to achieve their goals. Intellectual stimulation involves thought-provoking employees to think innovatively and critically, and individualized consideration refers to providing personalized attention and support to each follower (House & Shamir, 2020). Transformational leadership has been shown a progressive impression on conclusions such as job satisfaction, organizational commitment, and employee performance. It is particularly effective when followers are highly skilled and motivated, and when the organization's goals and values align with those of the leader (Gordon & DiTomaso, 1992). Several studies conducted in Pakistan's textile industry have found a positive linkage between transformational management and organizational loyalty and job satisfaction among employees. However, it is essential to focus that the business faces challenges such as poor working conditions, low wages, and limited opportunities for career advancement, which can make it difficult for employees to feel committed to their organizations, even in the presence of

transformational leadership (Calori & Sarnin, 1991). Several studies conducted between 2015 and 2018 investigated the association between management styles, organizational commitment, and job satisfaction among employees in textile industry in various cities in Pakistan. Ahmad et al. (2015) report that transformational leadership had a direct effect on organizational commitment in the textile sector in Karachi. Similarly, Ashraf et al. (2018) explored that transformational leadership was directly linked with affective commitment among workers of textile industry in Faisalabad. Bhatti et al. (2018) conclude that transformational leadership was completely connected with job satisfaction among employees in the textile sector in Pakistan. These studies suggest that transformational leadership can be effective in increasing employee's attachment and loyalty to their organizations, as it inspires and motivates employees to work towards shared goals. However, it is worth full to note that the textile sector in Pakistan is characterized by various challenges, such as poor working conditions, low wages, and limited opportunities for career advancement (Afshari, 2022). These challenges can make it difficult for employees to feel committed to their organizations, even in the presence of transformational leadership. Therefore, it is crucial to address the broader structural issues in the industry to ensure that employees can fully engage with their work and feel committed to their organizations (Block, 2003). In summary, transformational leadership is a popular administration theory that emphasizes stimulating and motivating workers to accomplish their full potential. It has four components and had been exposed to have a positive impression on different workers outcomes such as job satisfaction and organizational commitment. However, it is crucial to address broader structural issues in the industry to ensure that employees are fully engaged with their work and committed to their organizations (House & Shamir, 2020).

H1: There is a positive and strong relationship between transformational leadership and organizational commitment.

2.2 Organizational Commitment:

The concept of organizational commitment denotes the degree of devotion, attachment, and dedication that an employee has to their organization. This concept is crucial in organizational behavior, as it can affect various results such as job satisfaction, income intentions, and work performance. Organizational commitment can be categorized in three types: affective, continuance, and normative (Hennig-Thurau, 2004). Emotional responsibility is a personal connection that a worker feels towards the association. Workers who have elevated degrees of emotional responsibility feel a feeling of having a place and recognizable proof with the association. They are committed to the association since they have a real consideration and interest in it (Dahmardeh & Nastiezaie, 2019). Duration responsibility depends on the expenses related to leaving the association. Representatives who have elevated degrees of

duration responsibility feel that they need to remain with the association since leaving would be excessively expensive, either monetarily or concerning benefits. Then again, regularizing responsibility depends on an awareness of others' expectations towards the association. Representatives who have elevated degrees of regulating responsibility feel that they have an honest conviction to remain with the association since it is the proper thing to do (Suharto et al., 2019). A couple of components influence various leveled liability, similar to work satisfaction, definitive culture, drive, and correspondence. Laborers who have raised levels of occupation satisfaction will undoubtedly be centered around their affiliation. A decent various leveled culture where laborers feel maintained, regarded, and respected can in like manner increase progressive obligation. Strong drive can moreover emphatically influence progressive obligation. Trailblazers who are areas of strength for trustworthy, give effectively can assemble the level of liability. Feasible correspondence about the affiliation's targets, values, and wins can similarly help with growing liability (Powell & Meyer, 2004). Different evened out responsibilities firmly impact different results like work fulfillment, work execution, and decreased turnover. Specialists who are based on their association will without a doubt stay with the connection, perform well, and be satisfied with their positions (Bergman, 2006). Taking into account everything, conclusive commitment is a key imagination that depicts the degree of devotion, affiliation, and obligation a worker has towards their connection. It very well may be influenced by parts like work fulfillment, different evened out culture, authority, and correspondence. Moderate commitment can distinctly impact work fulfillment, work execution, and lessened turnover (Solinger et al., 2008). Various evaluations in the previous ten years have analyzed conclusive commitment in the material area of Pakistan and seen two or three factors that can impact it, including position fulfillment, association styles, work improvement open entrances, and master trustworthiness (Mercurio, 2021). For instance, a concentrate by (Ali et al.) in 2019 reviewed the relationship between different evened out risk and occupation fulfillment among material industry workers in Lahore, Pakistan. The assessment observed that there was a positive association between ever-evolving commitment and occupational fulfillment, showing that experts who were more dedicated to their connection would generally speaking be more satisfied with their positions. One more concentrate by (Ahmad et al.) in 2015 analyzed the effect of force styles on conclusive commitment among material industry workers in Karachi, Pakistan. The overview saw that as pivotal drive, which rotates around moving and persuading darlings to accomplish their most prominent breaking point, affected genuine responsibility among delegates in the material locale. In this way, a review drove in 2018 by (Ashraf et al.) examined the relationship between power styles and different evened out risk among material industry delegates in Faisalabad, Pakistan. The assessment observed that noteworthy drive was relentlessly connected with up close and personal obligation, while

prohibitive power, which features prizes and instructs for execution, was decidedly connected with term risk. It is fundamental to see that these appraisals were facilitated in various metropolitan areas in Pakistan and among various social affairs of material industry workers. Notwithstanding, they give experiences into the elements that can impact real risk among delegates in the material area of Pakistan.

H2: Transformational leadership positively and significantly affects organizational commitment.

3. Methodology

To explore the influence of transformational type leadership on employee's organizational commitment within textile industry of Pakistan, a quantitative research methodology can be applied (Neuman, 2006). The research involved collecting data using standardized questionnaires or surveys. Below is an outline of the proposed research methodology for this study.

3.1. Research Design:

A correlational research design will be appropriate for this study, where the relationship and effect between transformational leadership and organizational commitment will be investigated using statistical analysis using IBM SPSS Statistics v22 and IBM AMOS v22.

3.2. Sample size and Sampling technique:

The sample will consist of 165 employees working in the textile sector of Pakistan depends on the desired level of statistical power and precision and determined through statistical calculations. (Tabachnick & Fidell, 2001)

3.3. Data Collection method and instruments:

Two separate questionnaires were used to collect data on transformational leadership and organizational commitment. The questionnaires have clear and specific items that relate to the constructs they are measuring, the questionnaire regarding the measurement of Transformational leadership scale consist of 17 items where each item is measured on a 5-point Likert scale "5 - strongly agree, 4 - agree, 3 - neutral, 2 - disagree, 1- strongly disagree". The questionnaire related to employee's commitment to their organization contains 15 questions which were similarly measured on the 5-point Likert scale and have been validated and tested for reliability and validity.

3.4. Data Analysis:

Once the questionnaires have been administered and data was collected, the data was analyzed using statistical methods such as correlation analysis, regression analysis or structural equation modeling to determine if there is a significant relationship between transformational leadership and organizational commitment using IBM SPSS Statistics v22 and IBM AMOS v22. The analysis did also help to

identify the strength and direction of the relationship and the extent to which transformational leadership predicts organizational commitment.

3.5. Ethical Considerations:

The study was carried out with a strong commitment to ethics (Istanbul Aydin University Rectorate, Directorate of the Institute of Graduate Studies. Date: 21.04.2022, Decision No: 2022/07) ensuring that the participants' rights and interests were fully respected. The ethical guidelines were strictly followed, including obtaining informed consent from participants, maintaining confidentiality and anonymity, and avoiding any form of coercion or deception.

3.6. Authors' Contribution

The article's conceptual framework was developed by Ayaz while the information gathering and examination sections were carried out by both authors made equal contributions to the article. Both authors made equal contributions to the article.

3.7. Statement regarding potential conflicts of concerns:

Any author or third party involved in the study has no conflict of interest related to the research.

4. Results

This section presents the results related to the reliability and validity of the measures used for "Transformational Leadership" and "Organizational Commitment".

4.1. Creating and validating a measurement tool for evaluating Transformational Leadership and Organizational Commitment:

The creation of reliable and valid scales for measuring transformational leadership has been a significant focus of research in leadership studies. The first Questionnaire (MLQ) for leadership style measurement was developed by Bass & Avolio (1993), which assesses the extent to which leaders exhibit transformational, transactional, and passive-avoidant behaviors. The MLQ underwent rigorous research and testing during its development, resulting in a current version with 36 items, down from the original 45 items. The MLQ has been employed in many studies exploring the connection between transformational leadership and outcomes like employee job satisfaction, organizational commitment, and performance. Other scales, such as the Transformational Leadership Inventory (TLI) by Podsakoff et al. (1990) and the Leadership Practices Inventory (LPI) by Kouzes & Posner (1987), have also been developed and undergone thorough reliability and validity testing. For evaluating the perception of textile industry workers regarding the implementation of transformational leadership, a 17-item version of the MLQ was utilized. The Organizational Commitment Questionnaire (OCQ),

developed by Porter and Smith (1970), was also used as it is one of the earliest and most widely used measures of organizational commitment. The OCQ includes 15 items assessing an individual's affective, normative, and continuance commitment to their organization. The validity of the OCQ has been established across various settings and languages, making it suitable for this research. 165 participants completed both the Transformational Leadership (TL) and Organizational Commitment (OC) questionnaires. To assess the structural integrity of instruments, a Probing Factor Analysis (EFA) was conducted using facts from all 165 respondents. To determine if significant differences existed according to gender, age groups, designations, or working positions and qualifications, independent samples T-Test and One-Factor ANOVA tests were conducted with the figures resulting from the contributors. The first 32 scale items were evaluated using a principal component analysis with varimax rotation to determine the factor structure. Orthogonal factors were obtained through varimax rotation, with each item allowed to join only one characteristic of examining factor, making the factors easy to interpret. To close how many parts, scree plots and starting eigenvalues from the EFA were outlined. The Kaiser-Meyer-Olkin respect outflanked the proposed worth of .6, joining in .929, and Bartlett's Primer of Sphericity showed valid importance, assisting the partition ability of the association structure (Pallant, 2010). Exploratory Factor Analysis used part affiliation quantities which were solid with ordinal thing reactions, and a 7-factor blueprint was gotten.

Table 1 displays the characteristics of 17 items from the questionnaire.

Table 1. Factor Loading Scores of Transformational Leadership (EFA)

Transformational Leadership					
Items	Intellectual Encouragement	Individualized Consideration	Idealized Influence	Inspirational Motivation	t-values
IE1	0.788				12.106
IE2	0.830				16.074
IE3	0.792				15.694
IE4	0.861				14.860
IE5	0.823				8.997
IE6	0.767				14.369
IC1		0.625			14.170
IC2		0.610			16.754
IC3		0.629			19.154
IC4		0.654			17.637
IC5		0.640			17.870

II1	0.654	15.148
II2	0.619	19.622
II3	0.580	17.550
IM1	0.774	12.568
IM2	0.748	15.662
IM3	0.623	13.132

Table 2 displays the characteristics of 15 items from the questionnaire.

Table 2. Factor Loading Scores of Organizational Commitment (EFA)

Organizational Commitment				
Items	Affective Commitment	Normative Commitment	Continuance Commitment	t-values
AC1	0.539			6.768
AC2	0.867			6.760
AC3	0.822			11.139
AC4	0.783			14.830
AC5	0.713			15.968
AC6	0.924			1.830
NC1		0.557		8.901
NC2		0.584		14.310
NC3		0.785		4.558
NC4		0.564		12.967
NC5		0.560		9.058
CC1			0.660	14.145
CC2			0.560	11.582
CC3			0.723	11.539
CC4			0.845	1.716

Factor loads resulting from explanatory factor analysis and their corresponding t-values estimated by AMOS are displayed in Table 1 and Table 2. Upon examination of t-values, it was found that all factor loads were statistically significant except for two items labeled as EC11 and EC15. Table 1 demonstrates that the first factor consists of 17 items related to transformational leadership across four sub-dimensions, ranging from 0.580 to 0.861. Intellectual Encouragement included six items, while Individualized consideration and Idealized influence and Inspirational motivation each included three items. The second factor comprises 15 items with loadings between 0.484 and 0.831, with six items loaded in Affective Commitment, five in Normative Commitment, and four in Continuance Commitment. The two items with insignificant loadings were EC11 and EC15, loaded in Continuance Commitment and Affective Commitment, respectively. In total, 83.063% of the variance was explained, with Part 1 of the first factor accounting for 31.75% of the variance, Part 2 accounting for 18.764%, Part 3 accounting for 13.133%, and Part 4

accounting for 6.578%. The three components of the second factor, "Organizational commitment," accounted for 5.309%, 3.893%, and 3.636% of the variance, respectively.

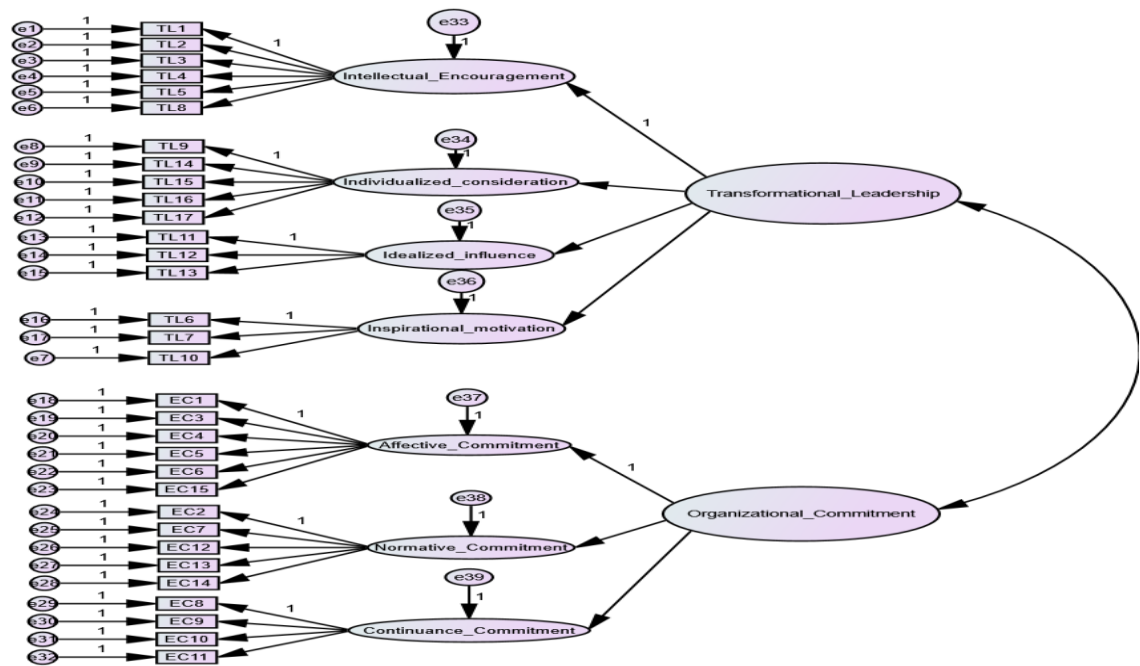
Table 3. Pearson's Correlations

	Organizational Commitment	Transformational Leadership
Organizational Commitment	1	0.794**
Transformational Leadership	0.794**	1

A structured factor diagram using AMOS v22 was used to visually examine and analyze the suggested factor loadings, along with the fitness indices and significance of factor loading through t-statistics (Musil et al., 1998). presented in Table 1 and 2. To evaluate the quality of fitness of the model, approximate assessments be situated using various prototypical forecasts such as AGFI, NFI, CFI, GFI, NNFI, and RFI. The square root of the mean square error for estimates (RMSEA) was used to determine the inaccuracy produced by the disentanglement of the equation and its results under 0.05 or 5% were considered to indicate an awesome model fitness, while values between 0.05 and 0.08 were deemed good (Musil et al., 1998). To ensure a properly fitting model, error co-variances were introduced between the items of each component in the original measurement model. The modified model was then assessed using modification indices, while the squared multiple correlations (R^2) were used to determine the contribution of independent variables to the model and the extent to which they explained the variance in the latent variable. A coefficient ranging from 0.50 to 1.0 between the latent variable and empirical indicator was considered indicative of a well-connected indicator. Path coefficients were examined for significance using the t-test, and the expected relationship aspects were compared to the obtained ones. A t-value exceeding 2.0 was regarded as a sign of significant difference from zero, indicating statistical significance. The quantity of mysterious volatility of each internally examined variable was also analyzed. The structure identified in the EFA was confirmed, and the dimensions formed by reviewing the literature were validated by the Confirmatory Factor Analysis. Figure 1 illustrates the model obtained through CFA. Further insights into individual parameters were obtained through the model, as explained by Youngblut (1994).

The proposed model's corresponding fit values are shown in the table below alongside the suitable threshold values for commonly used fitness (Schermelleh-Engel & Moosbrugger, 2003). The applied analysis results indicate that although some values indicate a perfect fit, others are considered acceptable. These findings reinforce the factor structure of Transformational Leadership (TL) and

Organizational or Employee's Organizational Commitment



(OC).

Figure 1. Structure loading model using EFA

The proposed model's corresponding fit values are shown in the table below alongside the suitable threshold values for commonly used fitness (Schermele-Engel & Moosbrugger, 2003). The applied analysis results indicate that although some values indicate a perfect fit, others are considered acceptable. These findings reinforce the factor structure of Transformational Leadership (TL) and Organizational or Employee's Organizational Commitment (OC).

Table 4. Model fit standards along with obtained values

Fit Measures	Ideal Limits	Acceptable Limits	Obtained Values
RMSEA	0.00<RMSEA<0.05	0.05<RMSEA<0.10	0.043
RMR	0.00<RMR<0.05	0.05<RMR<0.10	0.04
GFI	0.95<GFI<1.00	0.90<GFI<0.95	0.976
AGFI	0.95<AGFI<1.00	0.90<AGFI<0.95	0.928
NFI	0.95<NFI<1.00	0.90<NFI<0.95	0.918
CFI	0.95<CFI<1.00	0.90<CFI<0.95	0.979
RFI	0.90<RFI<1.00	0.80<RFI<0.90	0.892

The study analyzed data from a sample of 165 participants, and descriptive statistical techniques such as mean, frequency, standard deviation, and percentage were utilized to obtain demographic information. The normality distribution was assessed by calculating kurtosis and skewness coefficients, which fall between -1 and +1 as per Hair et al. (2013), indicating a normal distribution. Internal consistency was examined using Cronbach's Alpha, while Table 5 presents the results. Both factors had coefficient

values above the acceptable reliability value of $> .60$, which is deemed suitable for social science research (Nunnally, 1978).

Table 5. Normality and Reliability Statistics

	Organizational Commitment	Transformational Leadership
Cronbach's Alpha (α)	0.921	0.979
Skewness	-0.167	-0.472
Kurtosis	-0.705	-0.655

In order to investigate whether participant demographic characteristics impacted scale items, statistical methods like one-factor ANOVA and independent samples t-test were utilized as suggested by Büyüköztürk (2002). Furthermore, Correlational Analysis was employed to investigate and verify the binary association between variables.

Table 6. Gender wise comparison for Transformational Leadership and Organizational Commitment

Factors	Gender	N	Mean	Std. Dev.	Std. Err. Mean	t-value	d.f	P-values
Transformational Leadership	F	84	4.63	0.545	0.059	6.595	163	0.000
	M	81	4.07	0.551	0.061			
Organizational Commitment	F	84	4.13	0.533	0.058	4.588	163	0.000
	M	81	3.75	0.527	0.059			

The outcomes of the student independent samples t-test are presented in Table 6, which reveals that male and female participants had differing views regarding Transformational Leadership ($p = .000$) and Organizational Commitment ($p = .000$). Female participants scored significantly higher on both Transformational Leadership ($\bar{x} = 4.6303$) and Organizational Commitment ($\bar{x} = 4.131$) as compared to their male counterparts ($\bar{x} = 4.0675$ for Transformational Leadership and $\bar{x} = 3.7523$ for Organizational Commitment). Thus, these differences are statistically significant and cannot be disregarded. Moreover, one-factor ANOVA was utilized to explore the connections between variables based on demographic characteristics.

Table 7: Age wise comparison of participants according for Transformational Leadership and Organizational Commitment

Factors		SS	Y	MSS	F-Ratio	P-value
Transformational Leadership	Across Groups	7.598	2	3.799	11.313	0.000
	Inside Groups	54.398	162	0.336		
	Total	61.996	164			
Organizational Commitment	Across Groups	3.772	2	1.886	6.372	0.002
	Inside Groups	47.943	162	0.296		
	Total	51.715	164			

Based on the classes that the participants attended, the statistical analysis revealed a noteworthy difference between the variables. Specifically, the ANOVA test showed that the age group of 18 to 25 had significantly lower scores in Transformational Leadership (with a mean of 3.9516) than the other two age groups (with means of 4.2443 and 4.4821), which did not show a significant difference between them. Additionally, the age group of 26-32 exhibited significantly higher scores in Organizational Commitment (with a mean of 4.0373) compared to the other two age groups (with means of 3.6686 and 3.8308), which were not significantly different from each other, as per the post hoc test.

Table 8. Position wise comparison of participants for Transformational Leadership and Organization Commitment

Factors		SS	v	MSS	F-Ratio	P-value
Transformational Leadership	Across Groups	8.329	6	1.388	4.087	0.001
	Inside Groups	53.667	158	0.34		
	Total	61.996	164			
Organizational Commitment	Across Groups	5.298	6	0.883	3.006	0.008
	Inside Groups	46.417	158	0.294		
	Total	51.715	164			

The analysis using ANOVA revealed a significant difference in both variables based on the classes attended by the study participants. However, it was not feasible to utilize the post hoc test in this instance as the category "Operator/A.M" had only one occurrence in the data collection.

The ANOVA test revealed a significant difference in both variables among the study participants based on their level of education. Upon conducting the post hoc test, it was discovered that individuals with postgraduate or higher qualifications attained significantly higher scores in both Transformational Leadership ($\bar{x} = 4.5538$ and $\bar{x} = 4.4412$ for postgraduates and doctorates, respectively) and Organizational Commitment ($\bar{x} = 4.1192$ and $\bar{x} = 3.900$ for postgraduates and doctorates, respectively) than those in other education categories, which did not show any significant differences among themselves. Graduates scored highest in both Transformational Leadership ($\bar{x} = 4.2394$) and Organizational Commitment ($\bar{x} = 3.8486$), while individuals with a high school education had the lowest

scores for both Transformational Leadership ($\bar{x} = 4.0539$) and Organizational Commitment ($\bar{x} = 3.6778$). However, not post hoc test was conducted for the designation wise comparison as "Operator/A.M" category as it was only represented once in the data collection.

Table 9. Qualification wise comparison of Participation for Transformational Leadership and Organizational Commitment

Factors		SS	v	MSS	F-Ratio	P-value
Transformational Leadership	Across Groups	4.837	3	1.612	4.542	0.004
	Inside Groups	57.159	161	0.355		
	Total	61.996	164			
Organizational Commitment	Across Groups	3.653	3	1.218	4.079	0.008
	Inside Groups	48.062	161	0.299		
	Total	51.715	164			

Table 10. Welch's F comparison of participants on their opinion for Transformational Leadership and Organizational Commitment according to the age groups and Education levels

Demographics		Factors	Statistic	df1	df2	Sig.
Education	Transformational Leadership		4.175	3	4.901	0.081
	Organizational Commitment		4.159	3	4.697	0.085
Age groups	Transformational Leadership		4.175	3	4.901	0.081
	Organizational Commitment		4.159	3	4.697	0.085

While examining the differences in Transformational Leadership and Organizational Commitment among participants categorized by age groups, positions, and education levels, Analysis of Variance was used. However, it was observed that the Assumption of Homogeneity of

Variance was violated, resulting in significant differences. In particular, the Levene's test holds the p-value less than 0.05, which refers to assume that the variances were unequal for each group in gender. In such cases, ANOVA's F and p-values cannot be relied upon. Nevertheless, Table 10 indicates that the result of Welch's test (Delacre et al., 2019) showed no significant differences when the scores for Transformational Leadership and Organizational Commitment of the participants were compared by age groups, positions, and education levels.

5. Discussion:

The focus of transformational leadership is on vision, inspiration, and motivation. In order to inspire and encourage their followers to strive toward a common objective, leaders must create a vision. Organizational commitment has been demonstrated to significantly benefit from this leadership approach. The fact that transformative leaders provide their followers with a feeling of direction and significance in their work is one explanation for this beneficial outcome. Employees are more likely to be loyal to their employer when they perceive their work as important and consistent with their personal values and views. Additionally, transformational leaders inspire their followers to take responsibility for their job, which can increase a sense of commitment. It is contended that to increase employee's commitment to an organization can be accomplished through transformational leadership (Wang, G., Oh, I. S., Courtright, S. H., & Colbert, A. E., 2011). It has been stated that organizational commitment and transformational leadership had a strong and important relationship. It is stated that inspiring and motivating their followers to be more devoted to their organization is a skill that transformational leaders possess (Bass, B. M., & Riggio, R.E., 2006). Additionally, transformational leaders promote a supportive workplace that encourages innovation, cooperation, and creativity. Employee loyalty to the company may rise in an environment where they feel encouraged and respected. The possibilities for professional growth and development that transformational leaders frequently offer can also increase employees' engagement to their company by helping them feel appreciated and committed in their careers.

6. Conclusion:

According to numerous studies, transformational leadership significantly increases organizational commitment. For example, Dumdum et al.'s (2002) meta-analysis discovered a strong positive link between transformational leadership and organizational commitment, with an impact size ranging from moderate to high. Additionally, it has been discovered that the impact of transformational leadership on organizational commitment is larger in specific situations, such as in companies with a favorable organizational culture and among workers who have high levels of job autonomy (Wang & Howell, 2012). Additionally, compared to individualistic cultures, collectivist cultures were found to

have a larger impact of transformational leadership on organizational commitment (Liu et al., 2010). Accepting all hypotheses were accepted, it can be concluded that certain areas exhibit a strong and positive correlation between transformative leadership and organizational commitment. The impact of transformative leadership on organizational commitment within the Pakistani textile industry can be both positive and significant. This study can identify four sub-factors of transformative leadership, namely Intellectual Encouragement, Individualized Consideration, Idealized Influence, and Inspirational Motivation, which account for approximately 86% of the total variance in this construct. Additionally, three sub-factors can also be identified for organizational commitment, namely Affective Commitment, Normative Commitment, and Continuance Commitment, which account for approximately 73% of the variation in employee commitment within the Pakistani textile industry. According to the result of survey Female employees showed a greater inclination towards a shift in leadership style towards transformative leadership and were more committed to their organizations than male employees. No significant difference was found in opinion regarding the application of transformative leadership style and commitment based on education level or age group, indicating that the relationship between transformative leadership and organizational commitment does not differ based on these factors. To sum up, the study results indicate a positive correlation between Transformational Leadership and Organizational Commitment. Specifically, Intellectual Encouragement is found to be a crucial factor in Transformational Leadership. This link is stronger for workers in the textile industry. Furthermore, the findings suggest that organizational culture may act as a moderator between Transformational Leadership and Organizational Commitment. Finally, the results suggest that leadership development programs can increase the level of Organizational Commitment among employees.

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