

TRANSFORMATIONAL LEADERSHIP AND SUBORDINATE ORGANIZATIONAL COMMITMENT IN PAKISTAN: THE COMPLEMENTARY ROLE OF STATUS INCONGRUENCE AND SUPERVISOR GENDER

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ABSTRACT

Based on the theory of role congruity, the study analyzes in what way status disparity (when the dependent and junior, has better experience of work, more education, and tenure of an organization as compared to the manager) in the dyads of junior-supervisor influence capability of a transformational leader to encourage efficient commitment towards an organization between their juniors. The study analyses in what way male and female transformative leader could inculcate commitment towards an organization in their followers according to their gender. Therefore, we implemented structure of Triana et. al. (2017) on the organizations of Pakistan. For research study 364 responses were collected using the survey method and five-point self-administrated questionnaire from the manufacturing firms of Karachi, Pakistan using a purposive sampling technique. PLS-SEM by utilizing SmartPLS (software) version 3.2.8 being utilized for the examination of data gathered. Present research concludes

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Transformational Leadership and Subordinate Organizational Commitment in Pakistan that transformative management possesses significantly decisive effect on the commitment towards an organization. However, the moderating influence of gender was not found statistically significant among transformative management and commitment towards an organization; whereas a moderating impact of status, incongruence was found statistically significant and negative towards the linkage among transformative management and commitment towards an organization. If the organization promotes a team-building culture, it will motivate employees in working collaboratively and accomplishing further than before. Such implication assists to increase their level regarding obligation as well as develop an accord of long-standing work culture.

Keywords: Transformational Leadership, Organizational Commitment, Status Incongruence, Gender, PLS-SEM.

INTRODUCTION

Background of the Research

This transformational leadership brings inspiration to the organizational subordinates that do working for the organization by bringing motivation to them by the help of the strategic vision of leaders, by communicating this vision and developing the commitment with the proposed vision (Andersén & Andersén, 2019). According to the researchers, there has been a decisive effect on transformative management on obligation and commitment from an organization (Moses, Admiraal, & Berry, 2016). These researchers have investigated this relationship in different cultural and organizational settings (Brenner et al., 2018; Sloan, 2017).

The status incongruence being familiar as the condition where the traditional features related to the subordinates and their leaders' roles are fixed. For example, the conditions where the supervisor has hired that turnout to be younger than their subordinates having lesser education than their subordinates and have lesser experience than their subordinates (Yang, Wu, & Jing, 2017). The past studies on this status incongruence have revealed that the older workers of organizations do not have as many expectations from their younger supervisors as they have with their younger

Problem Statement

Though the researchers have focused on the linkage among the transformative management and the commitment towards an organization in the different administrative and cultural environment (Bono & Judge, 2003), still there is very limited research on why and how such transformative management style is associated along with the effective promptness with the organization (Triana, Richard, & Yücel, 2017). Further, the past studies have not given a clear understanding of the transformational leadership effects on the status incongruence between the subordinates and their supervisors and also on the gender of the supervisors that predicts the affective commitment of the subordinates in organizations (Castilla, 2012). The research studies, conducted on these transformational leadership topics do not give use clear understanding related to how the women and men have a leading position in the situations of incongruence, such as the supervisors are younger than the subordinates and they do not have much experience and education too as compared to the subordinates(-Dasgupta & Asgari, 2004). Thus it is crucial to understand that how transformative management of male as well as a female can encourage the factor of commitment towards an organization among their descendants and also according to these leaders' gender differences while, if these leaders are in the conditions of status incongruence with the organizational followers or not (Eagly & Johannesen-Schmidt, 2001).

The study of status incongruence is very important to be conducted since these days it is becoming very common for the more experienced and old age workers in an organization to have reported to the younger supervisors. Further, there are varying workplace demographics related to age. The working hours of employees have increased and they are retiring late as they have higher longevity and increased financial needs, this shows that there is increased differences in age between the workers. Thus this study helps us to understand more regarding the differences and the effects of styles of leadership when there are status incongruence's in a demographically divided setting. The present specific subject is significant because even though this getting more frequent for senior employees to inform junior managers, the research of position incongruence demonstrates such senior employees anticipates not much from junior supervisors than junior employees do (Collins, Hair, & Rocco, 2009). Moreover, populations of the place of employment are varying observing age. Workers are employing for a long period of time and not retiring in very short-term because of enhanced financial requirement and durability, which defines that, a changing in the context of age enhanced manpower and effectiveness (Kunze, Boehm, & Bruch, 2011).

Furthermore, the outcomes of the study are unclear and uncertain observing in which way women and men direct within incongruent conditions, meaning, for instance, they're junior and not many experienced managers with senior better and more capable, subordinates, either they have a low level of education or tenure of an organization as compare to their juniors.

Gap Analysis

Though the researchers have focused on the linkage among the transformative management as well as commitment towards an organization in the different administratively and cultural environment and surroundings (van Gils, Van Quaquebeke, Borkowski, & van Knippenberg, 2018), still there is very limited research on why and how such transformative management style is associated with the effective promptness with the organization (Triana et al., 2017). Further, the past studies have not given a clear understanding of the transformational leadership effects on the disparity of the standard and status among the manager and their sub-ordinates and also on the gender of the supervisors that predicts the affective commitment of the subordinates in organizations (Schultz, 2019). The research studies, conducted on these transformational leadership topics do not give use clear understanding related to how the women and men have a leading position in the situations of incongruence, such as the supervisors are younger than the subordinates and they do not have much experience and education too as compared to the subordinates (Nyberg, Johansson, Westerlund, Rostila, & Toivanen, 2019).

In this regard, Triana et al. (2017) examined the moderating job of status incongruence and supervisors' gender towards the linkage between transformative management and commitment towards an organization. They conducted a comparative study on 'pink-collar workers' in turkey and the US. The found low-standard disparity reinforced and enhanced the decisive linkage among transformative management and junior employees' effective commitment towards an organization for both genders' supervisors and managers.

We applied Triana et al. (2017) framework, on Pakistani firms, no such research was carried out in regions more dominated with collectivist culture. Several studies on transformative management, their predecessors, and commitment towards an organization being carried out in modern traditions, which are generally distinguished like being individual and having low insecurity uncertainty and lower the distance of strength and power (Hofstede, Hofstede, & Minkov., 2010). Even though, the enhancing amounts of researches on the commitment to the commitment towards an organization are being carried out in the occidental traditions, several types of research are required in the contexts of occidental culture. Within the context of culture

like Pakistan, society respects managers who possess a firm bearing in the team. The manager is awaited and hoped in a vital part in dividing the imagination as well as the values of a firm and in encouraging promptness towards the goals of the team. Consequently, this is a fresh attempt to carry out this type of study on the establishing state of Pakistan.

Research Questions

The questions of the present research are defined below

Q1. What's the effect of transformational leadership towards organizational commitment?

Q2. Does gender and incongruence of status moderate the linkage between transformative management and commitment towards an organization?

Literature Review

Transformation leadership and organizational commitment

Almutairi (2016) concluded that transformative management was decisively associated towards job performance as well as effective organizational commitment. Moreover, the study also found that the commitment towards an organization was significantly mediating an association between job performance and the transformational leadership style while Malik, Javed, and Hassan (2017) discovered that transformative leadership components significantly effected in context to job satisfaction with the employee's organizational commitment as well as Iqbal, Fatima, and Naveed (2020) found that when employees perceived the leader as transformational, the psychological empowerment increases along with enhanced well-being that also increased the commitment while Y.-F. Yang (2016) demonstrated that leadership was significant as well as that the trust (role of leadership identification) and commitment (job team coherence) developed an enjoined consequential association with each other.

Ribeiro, Yücel, and Gomes (2018) found that the affective commitment was significantly mediating the association among the transformative management and the performance of an individual of the employees meaning that the transformational leaders enhance the employees' affective commitment which, as a result, was significantly enhancing the individual performance of the employees, also, Rittschof and Fortunato (2016) showed that transformative management was discovered to be majorly inter-related along with the job burnout as well as with the attitude of the job as it was proposed, and job burnout was partially mediating the association among the transformational leadership and the factors of criterion while Farahnak, Ehrhart, Torres, and Aarons (2019) discovered that there was a decisive connection among transformative

management and behavior of employees on the evidence-based activity, and of the attitude of workers on the evidence-based practice and the success of an adoption. Moreover, the researchers found that there was an indirect relation between transformational leadership and the success of adoption with the help of the attitude of workers on evidence-based practice. The findings also suggested that the behavior of the leader was found to be significantly important to the adoption of innovation compared to the attitude of the leader.

Gender and organizational commitment

Andersén and Andersén (2019) concluded that female workers and managers showed enhanced affective commitment in firms that used the High-Performance Work System (HPWS) but the study also found that the males that did not have managerial designations showed a reciprocal association meaning that for the male workers, the high-performance work system was decreasing the affective commitment while Moses et al. (2016) found that the role of gender was positively associated with teaching commitment and to intend to start teaching. Also, Sloan (2017) found that the perceived emotional support between employees in a workplace was decisively associated to effective promptness to the employment of the state.

However, Brenner et al. (2018) found that the attitude of help-seeking to be adversely associated towards self-stigma of help-questing and decisively associated to religious commitment while self-stigma was not related to religious commitment. Men showed higher negative attitudes compared to women. It was also found that the three-way engagement like the association among gender and help-seeking attitudes had a moderating impact of both religious commitment and self-stigma. However, S. Yang et al. (2017) found that females employed under female leaders had the lowest level of organizational commitment, however, the variation among the organizational commitment and employment under male leaders to statistically significant.

Even though a meta-evaluation of understanding and gender of manager productivity demonstrates that women and men managers don't vary in discerned effectiveness of manager Paustian-Underdahl, Walker, and Woehr (2014), a various meta-evaluation showed that the model of "think manager think male" endure (Koenig, Eagly, Mitchell, & Ristikari, 2011). The public even inclines to relationship management with the gender of male and manly features(Koenig et al., 2011).

Status incongruence and organizational commitment

The study explains the incongruence of status as a condition where features of tradition linked along the manager and junior acts are adverse. For example, conditions where the manager is younger in age than the employee who is subordinate, have low educated than the junior in status, has lesser experience of work, or has less

tenure of an organization than the junior entire represent facets of the incongruence of statuses. Without the incongruence of status, there will be the status congruence following the rules of tradition.

Dwertmann and Boehm (2016) concluded that the incongruence was associated with lower performance as well as lower leader-member exchange quality. The results also revealed that the impact of disability incongruence including the standard of manager-employee interchange was impoverished and weak where the leader was disabled compared to a situation where the employee was a disabled while, W. Li et al. (2017) found that status incongruence was present in higher-ups when social status was inconsistent and also found that while national power distance reduces the chances of CEO being dismissed, status incongruence was significantly impacting the CEO dismissal. Also, van Gils et al. (2018) found that respectful leaders were commonly impactful for female managers irrespective of the following gender but Nyberg et al. (2019) found that the negative status incongruence among the educational achievement and social status subjectively were partially predicting the marginal risk of ill mental health as well as sickness turnover between workers in services of human occupation.

Congruity of Leader Roles and Gender Roles

Efforts and attempts of the managers which are female to adapt their attitude to the periodically disputing demands of the role of the women and their management role could encourage styles of management that varies from those of men. Roles of gender thus have various implications for the attitude of the leaders of both genders, not merely because the male and female acts have various substances, but as well as there is merely incongruity among the dominant combinative features that observers relate with female and the dominantly unique characteristics which, they think are needed to make it as a manager. Public thus lean to have same faith regarding managers and male but different philosophy regarding managers and female.

As Eagly and Karau (2002) claimed, the discerned disparity among the role of female gender and roles of typical managers incline to make bias toward women managers and capable managers that required two kinds: (1) low positive measurement of women's potential than potential of men for management because ability of management is more hackneyed of male than female and (2) low positive measurement of the real behavior of management of female than male because unique attitude is discerned as less suitable in female than male. The first kind of bias stems from the vivid standards of the roles of gender, that is, the enabling of vivid philosophy regarding the characteristics of female and the subsequent attribution to them of women hackneyed characteristics, which are dissimilar the characteristics anticipated and coveted in managers.

The second kind of bias stems from the prohibitory (or descriptive) standards of

roles of the gender, that is, the enabling of philosophy regarding how female need to conduct. If women managers breach this descriptive philosophy by satisfying the unique styles of management needs of the roles of management and failed to show the common, assistive attitudes that are chosen in female, they could be adversely measured for these breaches, even as they could merely gain several decisive measurements for their satisfaction of the role of manager. The role conformity examines thus proposes that choices of women manager are restricted by menaces from two dimensions: validating to their role of gender could make a failure to meet the needs of their role of management, and validating to their role of management could make a failure to meet the needs of their role of gender. Specifically, significant for style of management would be the second kind of bias, that is, the adverse response that female could encounter when they conduct in an unique style, specifically, if that style involves practicing dominance and control over different people. In summary, the social role argument that roles of management restrict attitude so that sex variances are least among residents of the similar role of management must be hardened by different more difficult observations. Not only may roles of gender she over to settings of an organization, but identities of managers' gender could also restrict their attitudes in a guidance persistent with their roles of gender. Also, the role of women gender is further probably to be disparity with roles of manager than the role of male gender is, creating a greater potential for bias against the managers which are women. Such bias could outcome in adverse assents that influence the behavior of the leaders.

Subsequently, the role congruity theory address that leaders which are female are only evaluated as lower advantageous than leaders which are male. Female leaders face issues because they sometimes face disputing requirements among the female gender advantageous (predominantly collaborative features) and the oriented role (predominantly argentic attributes). Thus, the act of gender had different effects for leaders of men and women considering the way people expect them to behave and how they can create it as a leader (Eagly & Johannesen-Schmidt, 2001).

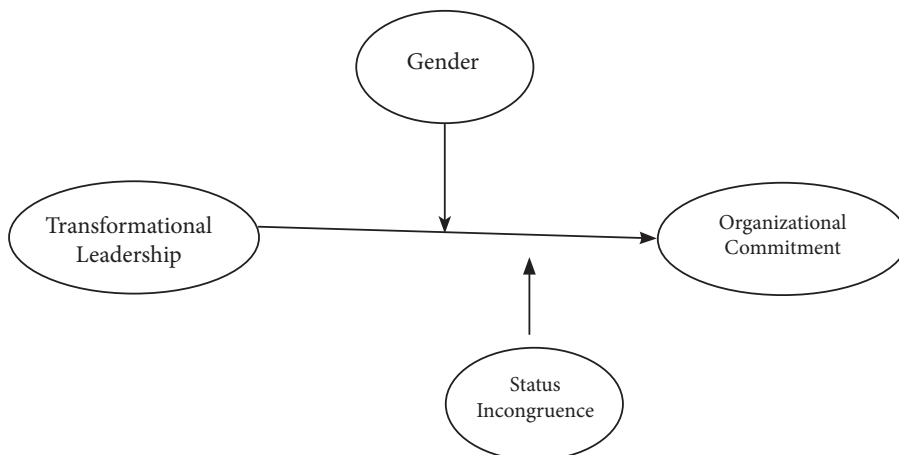
The Moderating Effect of Supervisor Gender

We acknowledged that having uncertain vigorous credentials assists women to prevent them from being besmirched to some extent. Thus, when there is exist lower position disparity among a female manager and their junior employees, the credentials of managers are uncertain, and we will expect this to assist that transformative management slightly in attaining junior employees' affective commitment towards an organization. But higher position incongruence looks to hinder positive visions regarding the credentials of women. If there exists an issue of the incongruence of position among female managers and their employees, being a transformative manager could assist them to build for that and develop commitment between adherents. Nevertheless, for

the reason women are anticipated to be more friendly and linkage oriented, that cover with the features of transformative management, these behaviors of management may be less effective on rest when executed from the female manager (on the contrast to a male manager) in the status of higher position incongruence. If the behavior of transformative management is persistent along with stereotyped behavior of female than entire those attitudes need to prominent. This could define why women gain lower appreciation than men for executing behavior of organizational citizenship that is persistent along stereotyped regarding women being caring for instance, (Allen & Rush, 2001).

The Moderating Effect of Status Incongruence

Theory of role congruity forecasts that the high-level position manager (which is the one having a lot of experience, tenure of an organization, age, education) required to be the manager. This specific philosophy is persistent along with the standards of typical age in the firms (Dannefer, 2003; Lawrence, 1996). When junior employees are in a higher-position incongruence condition, they sense like something is lacking and could become disgruntled and showed low effective promptness (Allen & Meyer, 1990, 1996; Herrbach, 2006). These sense of lacking are far fewer probably to happen when there is lower-position incongruence among the subordinates and managers for the reason of their features of status. When there exists a lower position incongruence among the supervisor and junior employees, the parties engaged are concordant along with traditional stereotypes status in society and thus the theory of role congruity (Eagly & Johannesen-Schmidt, 2001; Eagly & Karau, 2002; Eagly et al., 1992) will forecast no mitigation in the transformative management to junior employees effective commitment relation to an organization. But, when there exists higher position incongruence, the theory of role congruity would forecast lower recognition among the supervisor and subordinate. In these cases, the decisive transformative management influences on junior employees' commitment towards a firm required to be feeble by the incongruence of position and status.



RESEARCH METHODOLOGY

Sampling

With the help of the N10 formula (Hair, Ringle, & Sarstedt, 2011), the study has anticipated a minimum of 40 responses from the target population as there are four variables, meaning that $4(10) = 40$ responses needed. Therefore, the researcher collected a total of 364 responses to conduct the statistical analysis for the study. The study also used the non-probability purposive sampling technique as the sampling technique of the study. The non-probability purposive sampling technique is a sampling technique where the researcher collects the data from people that can provide data that is rich in information because they are the experienced people in the topic of the study (Daniels, Glover, & Mellor, 2014). The study adopted the non-probability purposive sampling because this research requires that the data should be collected from the relevant and specific people for rich information from the sources. The data was collected using the survey questionnaire method. Five-point Likert scale questionnaires were adopted. The survey method is where the data is collected using face to face personal technique and asked questions using the questionnaire. The self-administered questionnaires were distributed to the manufacturing firms of Karachi, Pakistan for the data collection.

Instrument

Transformational Leadership has 3 Items Adopted From (B. M. Bass & Avolio, 1996). The Five-Point Likert Scale Was Used For Transformational Leadership. Organizational Commitment Has 4 Items Adopted From (Meyer & Allen, 1991).

Demographic Profile of the Respondents

Following table 1 provides a demographic profile of a total of 364 respondents.

Table 1: Demographic Profile of the Respondents (n = 364)

Employee Demographics		Frequency	Percent
Your gender	Male	210	57.7
	Female	154	42.3
Your Age	18-24	105	28.8
	25-34	84	23.1
	35-44	70	19.2
	45 Above	105	28.8

	Undergraduate	14	3.8
Your Academic Qualification	Graduate	210	57.7
	Post-graduate	133	36.5
	Others	7	1.9
	Less than 1 year	217	59.6
Your Experience in Current Firm	1-3 years	105	28.8
	3-5 years	21	5.8
	More than 5 years	21	5.8
	Single	56	15.4
Your Marital Status	Married	308	84.6
	<hr/>		
Supervisor Demographics		Frequency	Percent
Your supervisor gender	Male	282	77.5
	Female	82	22.5
Your Supervisor Age (Years)	18-24	87	23.9
	25-34	84	23.1
	35-44	159	43.7
	45 Above	34	9.3
	Undergraduate	61	16.8
Your Supervisor Qualification	Graduate	31	8.5
	Post-graduate	272	74.7
	Less than 1 year	28	7.7
Your Supervisor Experience	1-3 years	198	54.4
	3-5 years	138	37.9

	Single	192	52.7
Your Supervisor Marital Status	Married	172	47.3

Descriptive Statistic

Variables and Factors	Questions Mean	Descriptive Stats		Confirmatory Factor Analysis		
		Standard deviation	Outer Loading	T Stats	P Values	
Transformational Leadership	I think that the company manager has carefully thought about the problem and overcome it with action	3.88	.777	0.842	39.876	0.000
	The behavior of managers could be identified by employees	4.02	.721	0.840	44.248	0.000
	Company managers always encourage employees to improve proficiency	3.65	.939	0.746	20.414	0.000

Organizational Commitment	I enjoy discussing my organization with people outside it	3.90	.767	0.706	21.324	0.000
	I really feel as if this organization's problems are my own	4.12	.801	0.723	24.040	0.000
	I do not feel 'emotionally attached' to this organization	3.46	.821	0.714	17.819	0.000
	I am not afraid of what might happen if I quit my job without having another one lined up	3.90	.767	0.714	15.046	0.000

Statistical analysis

PLS-SEM is more commonly used for significantly small samples. PLS-SEM can be significantly relevant for studies associated with marketing, strategic marketing, and consumer studies to evaluate the latent variables as well as correlation and cause-effect relationships (Ringle, Sarstedt, & Straub, 2012). PLS-SEM can also indicate enhanced methodologies for discriminant validity that includes the HTMT ratio as well as cross-loadings. Hence, the research adopted the PLS-SEM for data analysis of the research model using SmartPLS version 3.2.8.

Measurement model

Following table 2 provides a result of the measurement model comprising estimates of the factor loadings and its statistical significance, Cronbach's alpha, composite reliability (CR), and average variance extracted (AVE).

Table 2: Measurement Model

Estimate	Prob.	Alpha	CR	AVE
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OC2 <- Organizational Commitment	0.706	0.000			
OC3 <- Organizational Commitment	0.723	0.000			
OC6 <- Organizational Commitment	0.714	0.000	0.681	0.806	0.510
OC9 <- Organizational Commitment	0.714	0.000			
TL3 <- Transformational Leadership	0.842	0.000			
TL5 <- Transformational Leadership	0.840	0.000	0.737	0.851	0.657
TL6 <- Transformational Leadership	0.746	0.000			

The above table showed that all the latent constructs have factor loadings higher than 0.70 and found statistically significant at a 95 percent confidence interval (Hair et al., 2011). Moreover, Cronbach’s alpha was found higher than 0.60, composite reliability was found higher than 0.80, and AVE was found higher than 0.50 (Hair, Hult, Ringle, & Sarstedt, 2016). Henceforth, the measurement model provided that all the constructs have been developed adequately in the analysis.

Table 3 provides the result of discriminant validity using the Fornell and Larcker (1981) criterion.

Table 3: Discriminant validity using Fornell and Larcker (1981)

	Organizational Commitment	Transformational Leadership
Organizational Commitment	0.714	
Transformational Leadership	0.566	0.811

The above table showed that all latent constructs namely organizational commitment and transformational leadership have considerable discrimination between them. The bold values in the above table were the square-root of their respective AVE and were found highest in their horizontal and vertical

settings. Therefore, discriminant validity using Fornell and Larcker (1981) criterion has been achieved.

Following table 4 provides the result of discriminant validity using the Heterotrait-Monotrait (HTMT) ratio using PLS-SEM.

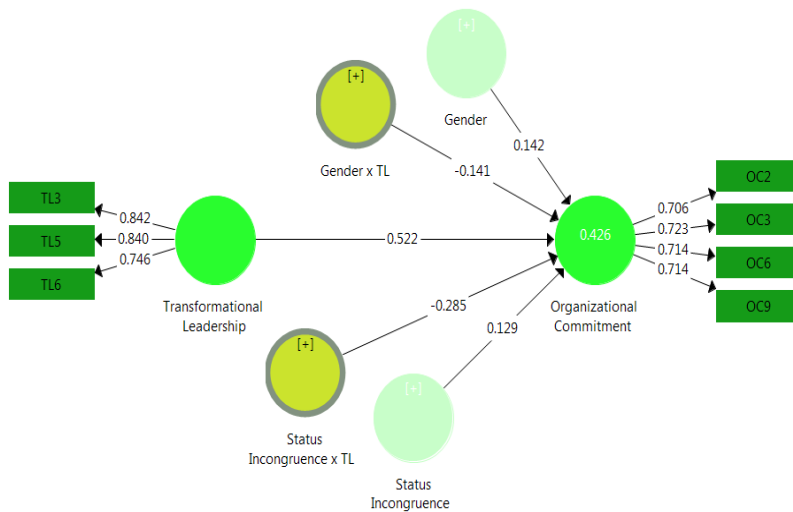
Table 4: Discriminant validity using HTML Ratio

	Organizational Commitment	Transformational Leadership
Organizational Commitment		
Transformational Leadership	0.787	

According to Henseler, Hubona, and Ray (2016); Henseler, Ringle, and Sarstedt (2015), the HTMT ratio should be less than 0.85 for considerable discriminant validity. Therein, the above table showed that the HTMT ratio between organizational commitment and transformational leadership was found as 0.787 and hence, discriminant validity using the HTMT ratio has been achieved.

Figure 1: PLS Algorithm using SmartPLS version 3.2.8

Structural model



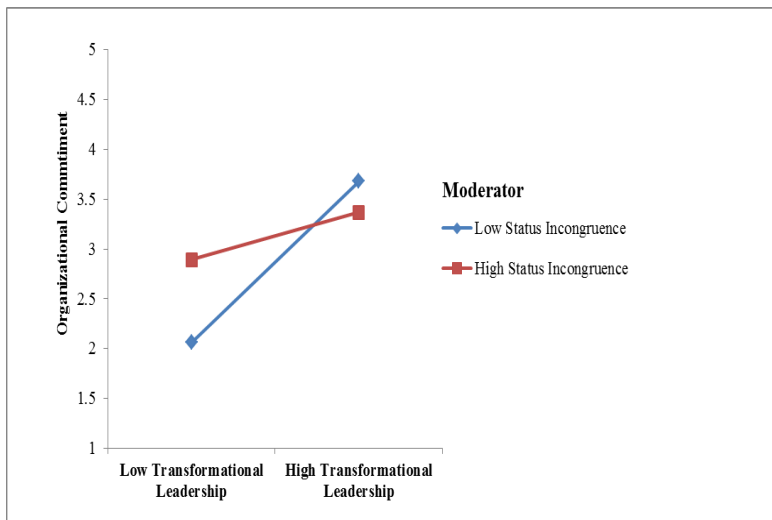
Following table 5 provides the result of path analysis for hypothesis-testing using PLS-SEM.

Table 5: Hypothesis-testing using path analysis

	Estimate	Prob.	Decision
Transformational Leadership (TL) -> Organizational Commitment	0.522	0.000	Accepted
Gender x TL -> Organizational Commitment	-0.141	0.125	Rejected
Status Incongruence x TL -> Organizational Commitment	-0.285	0.012	Accepted

The above table showed that transformational leadership (0.522, $p < 0.05$) has a significantly positive effect on organizational commitment. However, the moderating effect of gender (-0.141 , $p > 0.05$) was not found statistically significant between transformational leadership and organizational commitment; whereas the moderating effect of status incongruence (-0.285 , $p < 0.05$) was found statistically significant and negative on the relationship between transformational leadership and organizational commitment.

Figure 2: Line diagram for the moderating effect of status incongruence



It has been shown that in the case of high-status incongruence, the organizational commitment will slightly increase from low transformational leadership to high transformational leadership. However, in the case of low-status incongruence, the organizational commitment will greatly increase from low transformational leadership to high transformational leadership.

DISCUSSION

The finding of our study shows that there is a significant positive relationship between transformational leadership and organizational commitment which is also supported by (Bass & Avolio, 1995; Joo, Yoon, & Jeung, 2012; Kim, 2014). By encouraging them, fostering and endorsing creativity, giving individual attention, and demonstrating desirable habits, transformational leaders will inspire engagement in their followers. (Boamah, Laschinger, Wong, & Clarke, 2018). According to the COR view, leaders provide followers with tools needed to engage in successful organizational results (Hobfoll, Halbesleben, Neveu, & Westman, 2018). In this sense, transformative leadership contributes to a higher level of intrinsic value that followers instead put on target accomplishment, which in effect fosters a greater dedication to fulfilling commonly held corporate visions (Keskes, Sallan, Simo, & Fernandez, 2018). Leadership is considered an antecedent of organizational engagement. In particular, transformational leadership in broad organizational and cultural settings is found to be a precursor of organizational commitment (Avolio & Bass, 1995). Evidence from Han, Seo, Yoon, & Yoon (2016a) indicates that dynamic leaders inspire their members to become more engaged in their work (through social empowerment), dedicated to their organization, and engage in voluntary activities on behalf of the organization.

However, the moderating effect of status incongruence is found statistically significant and negative between transformational leadership and organizational commitment which is also supported by Nyberg et al. (2019) and van Gils et al. (2018). According to Schultz (2019) One dilemma that may arise is that younger employees may become dissatisfied if older employees stay in their supervisory positions and do not make room for leadership opportunities for younger and middle-aged employees. Li et al. (2017) suggests that handling older workers can be a problem as younger employees have an opportunity to try leadership if the rank incongruity between them reduces subordinate effective contribution to the company. Older employees naturally had more time to accumulate work experience, longevity, and qualifications than younger employees. If this is combined with older employees with low expectations of their younger supervisors, as stated by Collins et al. (2009) younger supervisors may face a difficult time.

Another finding of our study shows the moderating effect of gender is not found statistically significant between transformational leadership and organizational commitment which is also supported by Jain & Duggal (2018) and Sloan (2017). According to Farahnak et al. (2019) some men don't like the dominance of women. They just don't like the fact that they have to follow the orders given by the women

thus it highly affects their commitment towards the organization. Moses et al. (2016) stated that sometimes it becomes difficult for the male supervisor to handle its female workers because of their differences. Aydin, Sarier, and Uysal (2011) stated that men supervisors are generally become lenient towards their female staff as compared to its male staff which eventually decreases the commitment of their male staffs as they found this act unfavorable and unjustifiable.

CONCLUSION

The current study has established that there is an insignificant negative relationship between gender and organizational commitment; whereas, status incongruence has a significant negative relationship with organizational commitment with the moderating effect of transformational leadership. Also, transformational leadership has a significant positive relationship with organizational commitment. So, the current study concludes that when there is status incongruence i.e. difference between education background, socioeconomic level, etc. between the leader and the subordinates that it will highly impact the organizational commitment of subordinates. So the present study indicates that status difference negatively impacts the subordinate's commitment towards the organization. Workers which are younger could become disappointed if senior workers remain in their roles of supervisory and don't create room for youth and mature worker to have an opportunity at management. Our research proposes that when employees which are younger have a chance to try management, conducting elderly employees could be a dispute if the position disparity among them shows junior employees effective promptness to a firm. Elder workers have necessarily had more time to adopt work encounter, environment, and education contrasted to younger workers. If this is linked with senior workers having low anticipation of their younger manager, as Collins et al. (2009) reported, younger managers could have a tough period of time.

Furthermore, it also concludes that gender also plays an important role in building the organizational commitment of subordinates. Because some employees don't want women dominancy and others don't like man dominancy therefore both the gender has some negative impact on organizational commitment. Role congruity theory predicts that "to the extent that leadership roles are less masculine, they would be more congruent with the female gender role, and therefore the tendency to view women as less qualified than men should weaken or even disappear" (Eagly & Karau, 2002).

Lastly, the research also concludes that when Leaders promote, empower and enable staff to develop and bring about change then that will help them grow and form the company's future performance and also increase the subordinates' commitment

towards the organization.

Policy Implications

Findings from this study show that transformational leadership can be used as an important development method for organizational leadership to deliver meaningful results. Also, the study results will help practitioners recognize that the success of employees is not only affected and improved by a style of transformational leadership but can also be strengthened by employees' strong organizational engagement. The research provides detail by identifying processes by which transformational leaders facilitate the exchange of expertise by creating personal confidence, organizational engagement, and OCB for employees. The results of this study would help practitioners to increase the retention of workers and create a sense of loyalty among them that will not only minimize their attrition expectation but also strengthen their dedication too and participation in their practice and organization. The result of this research provides substantial practical implications to leaders and organizations on how to build an environment of gratitude, engagement, appreciation, interest, and involvement for workers, which in turn will help to increase their dedication and efficiency.

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