



## Impact of Transformational Leadership and Transactional Leadership on Commitment to Change: Moderating role of Organizational Culture

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### ABSTRACT

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Businesses need to be less watchful and more focused on conduct if they are to succeed and remain competitive in the market. This study's goal is to investigate how transactional leadership and transformational leadership affect workers' commitment to change at knowledge intensive sector. Through the use of questionnaires and a non-probability convenient sampling technique, information was gathered from 500 employees. Techniques for statistical analysis include Structural equation modeling and Confirmatory factor analysis. Results signified that transformational leadership and transaction leadership has significant effect of an employee's credibility. Moreover, organizational culture significantly moderate on the connection between commitment to change and leadership styles (transformational and transactional).

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## 1. Introduction

Businesses do not need to be halted to function well, but it must be not easy. Organizations, according to current research interests, the need to evolve if they want to continue at a high level. It is vital to operate in a fiercely competitive, dynamic environment. The query is: How can we change because the change certainly happened. The general environment will change especially at the organizational level. There are many aspects of this change, whether large or medium (Chia, 2014; Ford, 2009). It is understood the change is critical for the development of organizational performance. Furthermore, researchers know the several reports of success or failure in changing plans. Previous studies have reached two-thirds lying as one of the commitments of people in the organization is one of the difficult factors. Further, it seems that the details mentioned in the study of the changes in the big Pakistani companies, especially in the employee's promise of change. Mainly the company did not respond successfully due to rapid and unpredictable changes in customers, no matter the size and progress of the company's internal technology (Haeckel, 1999). For example, large companies cannot easily change, the competitors are ready and make the changes more agile. It seems that they have been able to meet the needs of their customers with their quick and innovative ideas Makes it difficult for large companies to survive in the market. The change is not only due to change, but because of the intense pressure requires that you offer a contest for the wealth of the interested parties. Researchers have emphasized debates about business failures such as finances Management: Debt repayment (Reinhart & Rogoff, 2011), leadership; lack of skills and competencies of leaders (Ahmad & Seet, 2009) and change management; Commitment to change (Burke, Arkowitz, & Dunn, 2002). The research suggests future research to investigate the promise, as it is changing

In fact, companies in several countries, departments, (Abrell-Vogel & Rowold, 2014). Obviously, there are only a few studies of evidence of commitment to change in large companies

reveal the key factors that contribute to personal change (Ali, ur Rahman, & Anser, 2020; Usman, Rahman, Shafique, Sadiq, & Idrees, 2023). Commitment to change has proven to be a key part connect the mental mechanisms of the organization to plan changes employees (Jaros, 2010). Most of the organization wants to encourage their employees that their employees are talented and passionate through their commitment (Usman et al., 2023).

Despite its importance in comprehending various standards, the organisation transformation is still not addressed in Asia. Leaders must be able to demonstrate the need for change at all levels, but they must also take action to ensure that change occurs (Hayes, 2014). A culture that is severely impacted by big organizational changes requires strong leadership abilities at all levels (Usman et al., 2023). Strengthening the bond between leadership and personnel is mostly a function of organizational culture. There is no conclusive research on how the organization interacts. Culture. The relationship between leadership style and organizational culture is controlled by organizational culture. Employee's dedication to change (Gelaidan, 2012). However, there has never been a thorough analysis of these important texts. Employees are given "a commitment to change, creating opportunities (gaps)" through organizational culture, which also emphasizes internal communication, leadership style, and personality qualities.

## **2. Literature Review**

### **2.1. Leadership**

Show that leadership depends on rapid response in the process including the direction and agreed to maintain followers. Although previous concepts and investigative developments have emphasized the views of followers in the leadership process, their role is still seen ineffective (Nik Adib et al., 2019). On the other hand, some researchers try to affect them to provide resources under the boss and help their boss avoid misconception as a lack of interest or organization I point out that it is very important to do a good job. As the emphasis, the position in concept of conceptualization itself is very easy, because it does not automatically assurance the valid authority. As was demonstrated in the previous debate, instead of supporting the traditional roles of planning, organization, leadership, and control, supervisors instead serve as co-operative organizations, facilitators, and advisors. Leadership is a method of interaction between superiors and subordinates in which the leader makes an effort to act in a way that furthers those ideas. To put it another way, leadership is defined as the selection of the impacted areas.

### **2.2. Transformational Leadership**

Studies from the past have consistently shown that transformational leadership is more practical, educational, inventive, and rewarding to supporters as long as the two organizations collaborate for the benefit of a corporation driven by similar values and objectives. Additionally, this close-knit group of transformative pioneers believed in the equitable distribution of formalized power and frequently honed individual power usage. Transformational innovators who urge their supporters to figure fundamentally and imaginatively can have an effect on their adherents' dedication. The commitment of transformational innovators who encourage their followers to think creatively and profoundly can be affected. Transformational leaders may increase their followers' inspiration and sense of authority by encouraging them to solve problems in novel ways and by also being aware of their needs.

### **2.3. Transactional Leadership**

Organization plays an important role in managing organization's knowledge of exchange. Financial rewards and transaction leadership identities promote promotion of knowledge in organization (Younas, Shoukat, Awan, & Arslan, 2023). Training is not enough for staff, experience selection, knowledge and skills to be compared. Explains the discussion and exchange of knowledge by using different channels that provide the opportunity to inform the knowledge of the environment and encourage the environment and motivate the efficient leaders (Komal et al., 2023).

### **2.4. Organizational Culture**

In this study, with the level of organization of culture individual dimensions placed in the companies in the GLOBE project, in Bulgaria (There is no global leadership and the effectiveness of the Life Research project). GLOBE is the main objective of developing a plan for the national culture and the measures of organization. The GLOBE project culture dimension proves that such

men in the national culture can be complex, and include practices and behaviors that are ongoing (state that is) and the value of trust that culture is (the status quo a) (Waldman et al., 2006).

## **2.5. Commitment to Change**

The three-part model of duty by Allen and Meyer (1990), earlier research demonstrated that there are three ways in which can portray a worker's responsibility regarding the alliance. The "Full of feeling Commitment" is characterized as the worker's certain passionate connection to the association. A representative who is affectively dedicated unequivocally relates to the objectives of the association and wants to remain a piece of the association. These emotions may get from many sources. The dedication of congresses towards the association is affected by factors like hierarchical change, rewards, association with bosses and collaborators, clashes, proficiency and so forth

## **2.6. Factors Associated to Commitment to Change**

The leadership style and organizational culture is not enough to weaken the commitment of employee to change. However, as a factor of vision personality characteristics and internal communication are important for the change of transformation (Rahman, Chaudhry, Meo, Sheikh, & Idrees, 2022). This study focuses on factors that promote employee's commitment to change staff and organizational change due to the effect of organizational commitment. For organizations, the purpose of implementing highly loyal employees is more effective.

## **2.7. Transformational Leadership and Commitment to Change**

Past research has demonstrated that transformational leadership is decidedly connected with commitment to change, (Mesu, Sanders, & Riemsdijk, 2015). Transformational leaders enhance the organizational responsibility of devotees by including them in vital choices and enhancing unwaveringness by communicating moving vision and giving individual help By exhibiting these practices, the pioneers urge their adherents to be more dedicated to their assignments, Leads to larger amounts of administrative consistence (Mesu et al., 2015).

The positive connection between transformational authority and administrative duty has been accounted for in a few current examinations led in the Korean setting, especially in the general population area settings and gathering While most investigations have been led at the individual level, we trust that transformational initiative will similarly positively affect the association's dedication at the group level (Shafique, Rahman, Khizar, & Zulfiqar, 2021).

H<sub>1</sub>: Transformational leadership is positively related to commitment to change.

## **2.8. Transactional Leadership and Commitment to Change**

Delegach, Kark, Katz-Navon, and Van Dijk (2017) Transactional leadership trades rewards for adherents' consistence, Transactional leadership accomplishes this by utilizing three behavioral measurements: unexpected reward, which alludes to how much the pioneer clears up to devotees what they should do keeping in mind the end goal to be compensated for their endeavors; administration by special case dynamic (MBEA), In the present paper, and in accordance with hypothesis and discoveries of earlier examinations, we recommend that transformational leadership inspires full of feeling sense of duty regarding the association (e.g. Bučiūnienė and Škudienė (2008); Clinebell, Skudiene, Trijonyte, and Reardon (2013). This for the most part identifies with the segments of administration by exemption dynamic and latent. An administration by special case dynamic pioneer indicates dynamic observing practices that post for representatives' errors and disasters and can act in a rebuffering way.

H<sub>2</sub>: Transactional leadership is positively related to commitment to change.

## **2.9. Organizational Culture and Commitment to Change**

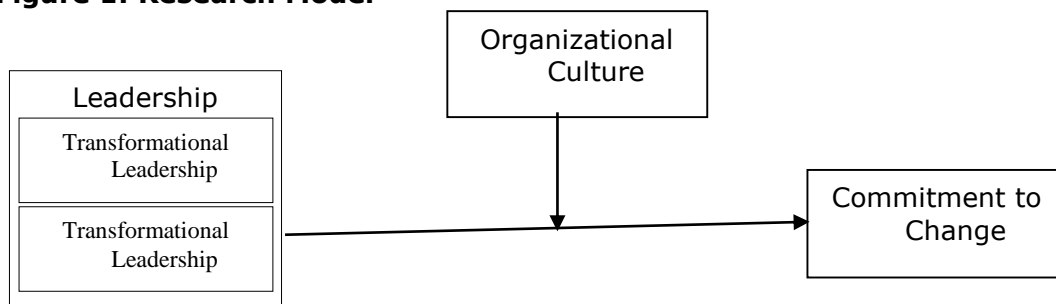
The degree to which individuals distinguish such regular components makes an authoritative culture profile (OCP) that comprises of seven measurements: development, steadiness, and regard for individuals, result introduction, diligence, group introduction, and forcefulness. Result introduction, security, and consideration regarding points of interest increment worker authoritative duty (Su, Baird, & Blair, 2009).

Be that as it may, significance of individuals was found to impact AC yet not advancement and significance of points of interest (Amos & Weathington, 2008). In this manner, in many

associations, individual's introduction is a critical culture to advance worker commitment to change.

H<sub>3</sub>: Organizational culture positively influences commitment to change.

**Figure 1: Research Model**



### 3. Methodology

This study has quantitative design of research to evaluate the structural associations between the four concepts: "workplace deviance, organizational formal control, workgroup norms, and self-regulatory efficacy". The study similarly agrees cross-sectional research design wherein data were composed once throughout the entire study. The facts were then examined and understood statistically, while portrayal conclusions or creating inferences for the population of that study at single opinion in time.

The present study gathered information through questionnaires from representatives of different service sector organizations in Lahore. These workers were working in various departments of these organizations i.e., money related, administration, and showcasing. The members originated from variety of positions of hierarchical chain of importance e.g., representatives and supervisors (low, mid, and upper-level). The arrangements of quantities of representatives working in those organizations were gotten from individual base in Lahore. Around 500 polls were conveyed among representatives. Amid the information screening process, 7 surveys (containing missing esteems) were wiped out and 12 polls were barred due to anomalies of qualities. Staying 300 surveys were incorporated into the study procedure (a compelling reaction rate of 59.8 percent). Current investigation depends on deductive approach as it following the theory and attributes of this approach (Usman et al., 2023).

All of the measurements and tools used in this study were modified from scales that were previously significant and trustworthy. A 5-point Likert scale is used to evaluate survey items. A 5-point Likert scale was used, with 5 representing "strongly agree," 4 "agree," 3 "neutral," 2 "disagree," and 1 "strongly disagree" opinion. Spending time coaching and instructing is an example of anything. High alpha values were observed in earlier research. The sure enthusiastic replies of the followers have been measured using a 4-item scale.

#### 3.1. Data Process and Analysis

Data screening completed before data analysis with a view to check the multivariate exceptions and random missing values. Demographic analysis, descriptive statistics and bivariate correlation analysis were performed so as to have a look picture of view of respondents with respect to each develop and to examine the quality of connections among factors. After this validity and unwavering quality examination were directed to check the legitimacy of scales and interior consistency through confirmatory factor analysis in SMART PLS. Structure equation modeling (SEM) system was utilized through SMART PLS to check the hypotheses.

### 4. Results

Table 1 indicates that transformational leadership (TFL) has 1.222 as VIF value; transactional leadership (TSL) has 1.196 as value of VIF and 1.086 is the VIF of organizational culture (OC). Going away by what was gained as given away in Table 4 over, it might be understood that every variable has VIF value below 5 as recommended by Hair et al. (2011), with that it can be supposed that here is no Multicollinearity.

**Table 1: Multicollinearity Diagnostics**

| Latent Constructs | VIF   |
|-------------------|-------|
| TFL               | 1.222 |
| TSL               | 1.196 |
| OC                | 1.086 |

**4.1. Demographic Profile of the Respondents**

This part describes the demographic profile of respondents in the sample. The demographic features examine in the study contain gender, age, qualification, function, experience; bank and division (see Table 2).

**Table 2: Demographic Profile**

| Variables             | Frequency | Percentage |
|-----------------------|-----------|------------|
| <b>Gender</b>         |           |            |
| Male                  | 121       | 38.9       |
| Female                | 190       | 61.1       |
| <b>Age (in years)</b> |           |            |
| 20 to 30              | 186       | 59.8       |
| 31 to 40              | 114       | 36.7       |
| 41 to 50              | 10        | 3.2        |
| 50 and Above          | 1         | .3         |
| <b>Education</b>      |           |            |
| Graduation            | 170       | 54.7       |
| Masters               | 133       | 42.8       |
| M.Phil                | 8         | 2.6        |

Table 2 has the summary of respondents’ gender. This survey was administered to mutually both genders in every role of branch. Outcome shows that females have more representation in comparison to males. The female respondents accounted for 61.1% as compared to 38.9% male. As regards the age, 59.8percent participants were in the age of 20-30 years with 186 respondents. Next in group of 31-40 years, we got 114 respondents, with 36.7% of sample. In the scale of 41-50 with 10 respondents, representing 3.2percent follow by the smallest age group above 50 with only 1 respondent’s representative .3percent of sample. In case of education Table five shows the respondents’ stage of qualification. A big percentage is hold Graduation degree 54.7%, even as 42.8% are having Master degree. As compared with a large figure master & bachelor’s only 2.6% are M.Phil. degree holders (Tabassum, Rahman, Zafar, & Ghaffar, 2023).

**Table 3: Measure Model Assessment (Confirmatory Factor Analysis)**

| Constructs                            | Items | Loadings | Alpha | CR    | AVE   |
|---------------------------------------|-------|----------|-------|-------|-------|
| <b>Transformational Leadership</b>    | TFL1  | 0.777    | 0.925 | 0.937 | 0.602 |
|                                       | TFL2  | 0.614    |       |       |       |
|                                       | TFL3  | 0.782    |       |       |       |
|                                       | TFL4  | 0.79     |       |       |       |
|                                       | TFL5  | 0.809    |       |       |       |
|                                       | TFL6  | 0.755    |       |       |       |
|                                       | TFL7  | 0.838    |       |       |       |
|                                       | TFL8  | 0.88     |       |       |       |
|                                       | TFL9  | 0.7      |       |       |       |
|                                       | TFL10 | 0.782    |       |       |       |
| <b>Transactional Leadership</b>       | TSL1  | 0.674    | 0.783 | 0.849 | 0.54  |
|                                       | TSL2  | 0.794    |       |       |       |
|                                       | TSL3  | 0.803    |       |       |       |
|                                       | TSL4  | 0.888    |       |       |       |
|                                       | TSL5  | 0.43     |       |       |       |
| <b>Employees Commitment to Change</b> | ECC1  | 0.751    | 0.941 | 0.95  | 0.68  |
|                                       | ECC2  | 0.87     |       |       |       |
|                                       | ECC3  | 0.812    |       |       |       |
|                                       | ECC4  | 0.847    |       |       |       |
|                                       | ECC5  | 0.81     |       |       |       |
|                                       | ECC6  | 0.738    |       |       |       |

| Constructs             | Items | Loadings | Alpha | CR    | AVE   |
|------------------------|-------|----------|-------|-------|-------|
| Organizational Culture | ECC7  | 0.883    | 0.925 | 0.934 | 0.505 |
|                        | ECC8  | 0.857    |       |       |       |
|                        | ECC9  | 0.842    |       |       |       |
|                        | OC1   | 0.703    |       |       |       |
|                        | OC2   | 0.565    |       |       |       |
|                        | OC3   | 0.808    |       |       |       |
|                        | OC4   | 0.794    |       |       |       |
|                        | OC5   | 0.805    |       |       |       |
|                        | OC6   | 0.777    |       |       |       |
|                        | OC7   | 0.555    |       |       |       |
|                        | OC8   | 0.686    |       |       |       |
|                        | OC9   | 0.701    |       |       |       |
|                        | OC10  | 0.71     |       |       |       |
|                        | OC11  | 0.699    |       |       |       |
| OC12                   | 0.694 |          |       |       |       |
| OC13                   | 0.724 |          |       |       |       |
| OC14                   | 0.676 |          |       |       |       |

#### 4.2. Construct Validity

Construct validity measures how well test findings conform to the theories for which they were developed. Concerns are raised when the question "does the tool tap the real conception as theorized" is answered. In order for measurement scales to pass the validity test, they underwent three distinct types of validity tests: content validity, convergent validity, and discriminant validity. To approach the convergent validity of constructs, Table 3 displays the factor loadings, average variance, and composite reliability take out. The loadings of the indicators in specific research constructs were provided in this table. When indicators load extremely heavily (i.e., > 0.50) on their related constructs, the validity of a given measurement scale is said to be convergent. The average variance extract and composite reliability are used to calculate the constructs' convergent validity. An AVE score of 0.50 or above is generally regarded as realistic. Every construct's AVE value is greater than 0.50, and the composite reliability is greater than 0.8, indicating that each construct's convergent validity has been acknowledged.

#### 4.3. Discriminant Validity

Evaluation of discriminant validity is increasingly routinely required when analyzing correlations between latent variables. The main techniques utilized to verify discriminant validity for variance-based structural equation modeling were the Fornell-Larcker principle and the examination of cross-loadings. The Fornell-Larcker approach does not always consider the discriminant validity in typical study circumstances, according to the most current studies. This is the rationale for a recent study's proposal of a different method based on a multigrain-multimethod matrix to assess discriminant validity: the heterotrait-monotrait ratio of correlations.

**Table 4: Structural Equation Modeling (SEM)**

| Hypothesis | Relationship | Std. Beta | Std error | t-Value | Decision  | R <sup>2</sup> | F <sup>2</sup> |
|------------|--------------|-----------|-----------|---------|-----------|----------------|----------------|
| H1         | TFL ->ECTC   | 0.619     | 0.046     | 13.453  | Supported | 0.62           | 0.866          |
| H2         | TSL ->ECTC   | 0.265     | 0.05      | 5.323   | Supported |                | 0.166          |

Hypothesis 1 predicts a result of skill enhancing human resource practices on customer satisfaction of service sector. Results (Table 4) revealed a significant positive outcome of transformational leadership on employees' commitment to change ( $\beta = 0.619$ ,  $t = 13.453$ ), therefore underneath H 1. In adding up, H 2 predicted an outcome of transactional leadership on employees' commitment to change ( $\beta = 0.264$ ,  $t = 5.323$ ), therefore supporting Hypothesis 2.

The results revealed in Table, indicated that the interface conditions representing TFL\*OC ( $\beta = 0.132$ ,  $t = 0.054$ ), TSL\*OC ( $\beta = -0.047$ ,  $t = 0.076$ ) and LO\*DE ( $\beta = -0.098$ ,  $t = 0.913$ ). Hence, hypothesis H3 is supported and H4 is not supported

**Table 5: Moderating Role of Perceived Organizational Justice**

| Hypothesis | Relationship | Std. Beta | Std error | t-Value | Decision      |
|------------|--------------|-----------|-----------|---------|---------------|
| H3         | TFL*OC->ECTC | 0.132     | 0.157     | 0.054   | Supported     |
| H4         | TSL*OC->ECTC | 0.047     | 0.056     | 0.076   | Not Supported |

## 5. Discussion

This section focuses on the components of current study to address the objectives and questions to explore the effective role of leadership styles employee’s commitment to change and organizational culture at knowledge intensive sector. Summing up of the findings involving to every objective & research questions have been available in various sections (Bilal, Shah, Rahman, & Jehangir, 2022). In addition, it also describes the limits of research and how they are organized by researchers. Recommendations for future research are presented in last part of the chapter suggests that the area can be searched or clarified in addition and other research should be increased.

### 5.1. Theoretical Contribution

The theoretical framework of this study was explaining the previous experimental evidence and theoretical gaps which is noticed in literature. The strategic ideas and management of change can be difficult because they are in nature. In addition, the current study has incorporated the organizational culture in moderate way inside variants to understand relationships within individual characteristics, leadership styles and commitment to change. It has been keen out that the symptoms of both the person's characters and the transformation are greatly influenced. Employees' dedication to making the necessary changes so they can close any gaps in current actions. Key variables for employees' "commitment to change" have been abstracted and constructed in large part thanks to the research. The present study has contributed significantly to the theoretical understanding of leadership styles, organisational culture, and commitment to change based on the findings and discussions, so as to adapt (Dawood, ur Rehman, Majeed, & Idress, 2023).

### 5.2. Implication

It is hoped that this current study will be successful in some practical effects on this success. Organizational change in the situation of the Lahore, Pakistan’s big companies first, the results have suggested that the importance of the commitment of the employees with the change. There is a great impact on the global transformation in large companies. Companies forced to make stronger their employees in Pakistan "commitment to change. It is obvious that the person who will identify him will affect most of the employees. Commitment to change can help the organization to successfully run its employees. For example, the findings initiate that when the person become more open and expressive traits have the highest value, indicating that they are the most supportive of change. These indicators have proven to be reliable when constructed by default. The organisations can aid in sensible employee transition. The HR manager can also benefit the business (Dawood et al., 2023). Second, the findings demonstrate that transformational leadership is ideally suited for motivating people to embrace change. It is also stated that The Company supports people who modify their behaviours in the way in which they modify it. Employee transformation is a commitment made "to reduce the transaction leads to the effect." The viewpoint of the company's feeling of trust, morality, assets and instances, and collaboration may be interpreted by leaders of big organisations to motivate and plan the essential adjustments.

## 6. Conclusion

Understanding the elements that affect how people behave inside an organisations has become particularly challenging in the current day. In addition, this study is primarily concentrating on employee "commitment to change" and organizational culture as they relate to personal concerns that arise during organizational transitions. This study has raised fresh questions about how organizational. It is conceivable that culture plays a part in the relationship between leadership style and willingness to change. Despite their limitations, this study replied to all subsequent studies and tested goals. Similarly, outcomes have helped make key ideas more significant. Although the fundamental elements of organization determination and organizational change have been investigated in several research, organizational culture has been included as a significant moderate variable to the theoretical space in this study. Additionally, this research has offered theoretical and empirical support for the modest

contribution of organizational culture to the link between leadership styles and the desire to change. The theoretical culture, in addition, has been found to strengthen the association between ideological and neutral factors, according to this study. Finally, this study's flaws have had practical implications for businesses, particularly for senior management, managers, and change agents. As a result, several future research guidelines on the limitations of the current study should be established. In conclusion, the current study was able to start a body of knowledge and the management of human resources in the field of strategic management and change by contributing ideas, methodologies, and important ways.

### 6.1. Limitation and Future Direction

Despite putting all the efforts to perform a complex task, results of this research is about to study the limits of the study. First, this current study adopted an extraordinary scale of organizational commitment of Mowday, Steers and Porter (1979) to measure employees in order to measure employment. The effect of the change is particular. Second, this research focuses on the act of the individual that affect employees' commitment to change within the organizations. Future study can focus on individual and organizational factors to "use the commitment to change. In adding, individual factors related to personality traits and can be used in future research, including LED S style commitment. Thirdly, this current study is used to probability samples (that is, stratified sampling), and then a simple methodology is used, instead of studying cross-sectional studies, instead of using long-term studies. Therefore, future study is only essential to consider cluster and system samples using this pattern of techniques, and can also use long-term studies to see before and after the result of employees. In last, this research achieved the change of personalities or symptoms "the commitment to change by applying normal tools to achieve simplicity at the expense of accuracy or precision." In addition, the measurement of multiple measurements can be achieved a thorough investigation for the research, and research can be prevented from being discriminated against, and a multiple measurement helps to examine more complex issues in a study.

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