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Impact of Transformational Leadership on Affective Commitment: Job Satisfaction as Mediator
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ABSTRACT

This research analyzes the impact of Transformational Leadership (TL) on Affective Commitment (AC). This study also finds out the mediating effect of Job Satisfaction (JS) on the connection of Transformational Leadership and Affective Commitment among employees working in Cement Industry across Punjab. The study is based on cross sectional data, which was collected through convenience sampling technique from a sample of 384 (trainee engineer, Staff, workers). Each variable was measured by using a five-point Likert scale. A total of 384 questionnaires were circulated, out of which 284 have been received showing 73% response rate. Data analysis has been performed using Smart PLS version 4.0 and statistical tools and techniques, such as Regression and Correlation have been performed. For demographics like age, gender and tenure SPSS software has been used. Results have obtained through structural equation modeling (SEM) depict a positive significant direct relationship between Transformational Leadership and Affective Commitment. A similar positive connection between Transformational Leadership and Job Satisfaction has also been found. However, any such positive, significant relationship also found positive. In mediation analysis, it has been found that job satisfaction mediates the relationship between Transformational Leadership and Affective Commitment. Manufacturing Sector of Pakistan has a need to adopt the concept of Transformational Leadership in order to improve Affective Commitment.

Keywords: Transformational Leadership (TL), Job Satisfaction (JS), Affective Commitment

1. INTRODUCTION
1.1 Background of the Study

Leaders that use transformational leadership techniques might inspire their people to act in a way consistent with their ideal state or mannerisms (Solomon & Igweh, 2023). Transformational leaders view their employees as a company's most valuable asset, highlight the significance of emotions, morals, and they focus on encouraging good and creative behavior (Cai, Khan, & Egorova, 2023). Transformational leadership is an essential factor in increasing worker satisfaction. Similarly, Job satisfaction increases performance, morale, and interpersonal interactions among employees as well as their behaviors and attitudes towards their coworkers. Satisfied employees are more likely to succeed, be more innovative and creative, and have beneficial effects on their organizations success (Mwesigwa (2022)). Affective commitment is defined as strong affection, participation, and

identification of the worker with the company (Kim & Beehr, 2023). We are primarily concerned with transformational leadership, despite the fact that there are numerous styles of leadership that may influence employees' commitment to the organization and their job satisfaction. It has been found that an industry productivity and performance depend on its workforce attachment to the organization and work fulfillment, both support to growing profit (Nasiri Valik Beni, Nasrin, & Ghanbari, 2023). An organization's productivity and performance are based on the devotion and satisfaction with work of its staff, which result in increasing profit. Transformational leadership is considered because of its encouraging, productive, and creative qualities. Companies that want to keep talented employees in a knowledge-driven market should concern about organizational commitment. (Nawardi & Berliyanti, 2023). However, it has also been confirmed that transformational leaders prioritize providing the basic needs of their subordinates. Leadership view of superiors provide an influence on staff commitment, which as a result has an impact on employee job satisfaction (Nanjundeswaraswamy, 2023). The broad meaning of organizational commitment involves recognizing and involving a highly talented individual within the organization (Wahyuni & Zuraida, 2023). Hence, Workers with an organizational commitment perspective are free to express their opinions, whether favorable or unfavorable, regarding the organization. The more effectively transformational leadership is practiced in a firm, the higher the job satisfaction within the organization will be and this will have an effect on the high organizational commitment (Izhar, Radiman, & Wahyuni, 2023). Similarly, this study also has been carried out to determine the impact of leadership styles on the affective commitment of workers. In addition, managers and employees who are committed, devoted, and dedicated play a major role in an organization's success. Therefore, achieving an organization's goals and objectives depends on highly qualified and competent workforce. Transformational leadership is considered as one of the effective leadership's styles which organizations can use to motivate, inspire and stimulate employees for the development of employees as well as an organization. By giving their followers' work purpose and challenges, they behave in a way that encourages and uplifts those around them. They must motivate their followers to work hard and pay close attention to each follower's unique demands for growth. Similarly, Job satisfaction develops moral values, performance, a positive attitude and coordination among employees. Furthermore, it has been also found that satisfied employees are more advanced and supportive to develop a positive working environment in the organization (Chipambwa, Moalosi, Rapitsenyane, & Molwane, 2023). According to recent studies, nursing staff turnover is still a significant issue in developing nations. Specifically, low job satisfaction contributes to Malaysia's high nursing staff turnover rate. This study looked into the connections between nurses' and medical assistants' perceptions of transformational leadership, empowerment, and job happiness (Wan, 2023). Effective leaders are important for any organization because they boost followers' commitment, performance, and satisfaction with their jobs. Organizational goals will be impacted by the potential effects of leadership behavior's influence and effectiveness. These goals could be boosting commitments to the organization, job satisfaction, and morale; or lowering absenteeism, delays, and people transfers. The effectiveness of transformational leadership is one of the leadership styles that has been the focus of various research for best outcomes (Nabih, Massoud, Ayoubi, & Crawford, 2023).

This study looked at how organizational performance was affected by changing leadership ideologies at a cement manufacturing company in Ogun State, Nigeria. However, the study has

shown that both transactional and transformational leadership styles are not mutually exclusive and have a significant impact on organizational commitment and performance. The cement industry is important, along with the oil industry, because it is regarded as one of the most powerful growth engines for the country's vital economic development and because its performance needs enough attention from all stakeholders (Veselovsky, Izmailov, Bogoviz, Lobova, & Alekseev, 2018). Therefore, this study is being carried out in Pakistan due to a flaw in the area, an expanding economy, and its primary focus on the cement industry, which contributes significantly to the GDP of the country. Through job satisfaction, the study offers empirical proof of how transformational leadership improves affective commitment in the cement industry across Punjab.

2. LITERATURE REVIEW

2.1 Transformational Leadership

Transformational leadership has a positive influence on the work and attitude of employees through inclusive influence, inspirational motivation, rational prompt and personalized consideration (Duan, Asif, Nik Mahmood, & Wan Zakaria, 2023). Transformational leadership enables an employee to develop inspiration, perceived power, intellectually stimulate, and personal opinion. Which comes through participation, creation of fresh ideas, and a considerable amount of autonomy and freedom to take initiatives and risks (Noor, Anusha, & Rehan, 2023). Transformational leaders motivate followers to collaborate and achieve more notable results than estimated because they are concerned about their followers' difficulties and the possibility of failure (Ul Hassan & Ikramullah, 2023). Transformational leadership includes both charismatic and visionary leadership. It has been defined by a strong degree of influence that motivates its members to achieve better than is often expected. According to the basic concept of transformational leadership an inspiring and motivating leader will have followers. It has been also observed that managers with transformational leadership skills can boost employees' perceived effort relative to supervisors, increasing their commitment to the organization's objective (Aftab, Sarwar, Kiran, Abid, & Ahmad, 2023). The ultimate goal of transformational leadership in businesses is to turn followers into future leaders by giving them a sense of personal growth in terms of their abilities, competencies, and knowledge (McCaa, 2021).

2.2 Job Satisfaction

Job satisfaction is a psychological condition that results from how people feel about their work. Job satisfaction also develops moral values, performance, a positive attitude and coordination among employees (Mgaiwa, 2023). Furthermore, it has been also exposed that satisfied employees are more advanced and support to develop a positive working environment in the organization. When determining job satisfaction, it's critical to keep in mind that a happy employee is a productive employee (Senin, Rashid, & Lohana, 2023). Business organizations can consider Job satisfaction as one of the key elements which increase organizational efficiency and effectiveness. Hence, it is very difficult for managers to manage dissatisfied within the organization. Therefore, numerous studies have proved the impact of job satisfaction on the motivation of workers not only increase in productivity but also there is a positive effect on overall organization progress. Unluckily, job satisfaction has not still been considered as an important factor by scholars and managers of different business organizations. There aren't many managerial guidelines that today's businesses follow that insist treating workers like people with needs, wants, and personal desires which shows employees job satisfaction. Both the employee's perception of the nature of his work and his level of overall job satisfaction have a significant impact (Tannady & Budi,

2023). Job satisfaction, on the other hand, is defined as a pleased or positive attitude brought on by a worker's appreciation for their job. It has been investigated from different studies that certain organizational behaviors like regard for superiors and cooperation among coworkers—can serve as reliable predictors of how satisfied people are with their work (Ali & Ahmad, 2021).

2.4 Affective Commitment

Affective commitment refers to the strong emotional connection, participation, and identification of an employee with the organization (Al Halbusi, Al-Sulaiti, AlAbri, & Al-Sulaiti, 2023). Most of the researchers have discussed three forms of organizational like effective commitment (emotional attachment), normative commitment (Obligation) and continuous commitment (perceived cost). It has been found the effective commitment is effective as compare to others. Support followers to develop also have positive effect on organizational commitment. Besides, employees who feel personally invested in and dedicated to their organizations are more likely to think that their leaders are more giving and cooperative (Kundi & Aboramadan, 2023). Moreover, the findings of this study correspond with the Social Exchange Theory, which ensures that employees working in BPO sector of India will make an attempt to respond by indicating emotional attachment to their organization when they seek assistance with work-related issues (Kaur & Mittal, 2020). One of the biggest issues that businesses have recently faced is getting employees to feel an emotional attachment to their organizations (Maulana, Noekent, Abiprayu, & Widia, 2023). Most of the preceding researchers define affective commitment as it is the dedication an employee has to the employer and other individuals involved in his employment. (Swidan, Ali, & Al Tahitah, 2023). So the affective commitment is showed by the worker through polite behaviour, respect of co-workers, voluntary commitment, moral, ethical rightness, trustworthy and obedient to his organization (Clarence, Devassy, Jena, & George, 2021). Positive organizational behaviors like loyalty, dedication, selflessness, and honesty are fostered by this kind of commitment. It is an attitudinal phenomena that stems from people's willingness to support organizational goals and is impacted by personality traits and work-related circumstances (Camacho et al., 2024).

2.5 Transformational Leadership and Job satisfaction

Transformational leadership plays vital role to increase employees' job satisfaction because in this way employer will be able to inspire employees to work harder, more responsible, and acquire the abilities needed to complete tasks quickly. It has been shown that there is a significant impact of transformational leadership on job satisfaction (Evitasari & Thoyib, 2023). Correspondingly, several studies have been cited to show that transformational leadership has been seen as the most common leadership style, with managers and supervisors typically attending to employees' needs, making compromises for them, and providing them with continuing feedback on how they are doing. Furthermore, work satisfaction noticeably mediates the significant positive impact that the four aspects of transformative leadership have on organizational growth. So long as there is a profound struggle to raise employee work satisfaction, it is obvious that transformational leadership would have been a greater effect on organizational success (Abualigah, Koburtay, Bourini, Badar, & Gerged, 2023). Therefore, a study conducted at Islamic Azad University in Tehran found that transformational leadership had the best positive effects on job satisfaction out of all the leadership styles. Transformational leadership increases job satisfaction among employees, as compared to other leadership styles (Musa et al., 2023). In general, an enormous amount of research that has been published in international journals shows how transformational leadership improves a number of organizational functions, such as work satisfaction and motivation etc.

Nonetheless, researchers evaluate how bank workers' job satisfaction levels relate to transformative leadership. The way a leader guides followers, executes a strategy, and motivates employees is characterized as the leadership of that group of people or institute. (Mustiwal & Iba, 2023).

2.6 Transformational leadership and Affective Commitment

The psychological attachment that employees feel to their organizations is significantly influenced by transformational leadership. This study investigated the methods by which and under what conditions transformational leadership increases the emotional organizational commitment of employees. By managing opinions regarding their performance, the model emphasizes the significance of top-level leadership techniques in fostering effective employees' commitment (Shaikh, Afshan, & Channa, 2023). This study's main focus is on how TL affects affective commitment for this goal 219 Moroccan workers selected from seven different industries of Morocco. Moreover, In contrast to other leadership philosophies, the results of this study show that the transformational leadership style only affects affective commitment (Dzhengiz, Haukkala, & Sahimaa, 2023). Additionally, this study examined the relationship between affective organizational commitment (AOC) and leadership styles for both Korean and American workers. The results shows that American workers viewed AOC and Transformational leadership more favorably than their Korean counterparts did (Woeste, 2023). EYASU (2022) states that transformational ability to anticipate fundamental changes in order to implement effective procedures to create an atmosphere that supports positive or adaptive changes is a crucial aspect of transformational leadership, particularly in the hospitality sector. Hence, The findings indicated that transformational leadership has a positive consequence on affective commitment (Muhsinin, Yamin, & Hidayat, 2024a). TL makes employees feel that company supports and cares about them. This creates emotional attachment among the members and fosters a high level of commitment to the organization (Abbas & Ahmed, 2023).

2.7 Job satisfaction as mediator

Transformational leadership increases job satisfaction of employees ,which in turn make employees more committed to the organization (Nanjundeswaraswamy, 2023). Some companies try to boost their profit margin by offering prompt customer service without intending to maintain a long-term relationship with clients. When customers are satisfied, the business can count on consistent financial flow because Customer commitment is an attitude or behavior that someone shows when they have developed a need on something out of faith or belief (Jung, 2023). The study was done in Nigerian quantity surveying companies. Therefore, it has been revealed that leadership style significantly affects job satisfaction, which has a major effect on organizational commitment. Furthermore, this highlights how employees are more interested in the goals and objectives of the company when they are positively committed to their work. Similarly, another study has been found dissatisfaction of police officers leads to absenteeism, turnover intention, and a lack of commitment. Additionally, employees are more committed to the company when they are treated with respect and appreciation by their bosses, supervisors and leaders (Oyewobi, Adedayo, Olorunyomi, & Jimoh, 2023). Hence, The results of one more study shows commitment to organization has been found police offices' of Korean National Police Agency (KNPA) due to job satisfaction (Baek, 2020).

2.8 Theoretical Underpinning

2.8.1 Social Exchange Theory

Social exchange theory, which is a reciprocal process, people engage in exchange activities out of self-interest. Social exchange theory also suggests that individuals who feel they have positive relationships with their organizations respond positively (Zhu, Liu, Zhang, Raza, & Cai, 2023). Additionally, employees of organizations feel supportive by their managers, coworkers, and organizations, especially under this great strategy for fostering a happy work environment and participate by acting fittingly in the organization's best interests (Haon, Gotteland, & Nelson, 2023). Sharpe (2023) describes transformational leaders encourage their followers to go above and beyond what is expected of them. According to SET, such reciprocal fair behavior increases followers' positive job satisfaction in hospitality businesses because they perceive favorable working conditions and leaders who fulfill their commitments. As a result, followers respect, trust in, and respect transformational leaders (Khan, Abdullah, Busari, Mubushar, & Khan, 2020). Job satisfaction and commitment rise when they are treated well. Employees that establish high-quality exchanges with their transformational leaders consequently respond by exhibiting positive attitudes, like AC (Ribeiro, Duarte, Filipe, & David, 2022). The person ends the relationship if the cost of the relationship is greater than the value of the return; on the other hand, the person prolongs the relationship if the value of the relationship is greater than the cost. The present study is supported by the social exchange theory due to changes in the dynamics of interactions between the leader and followers.

HYPOTHESIS DEVELOPMENT

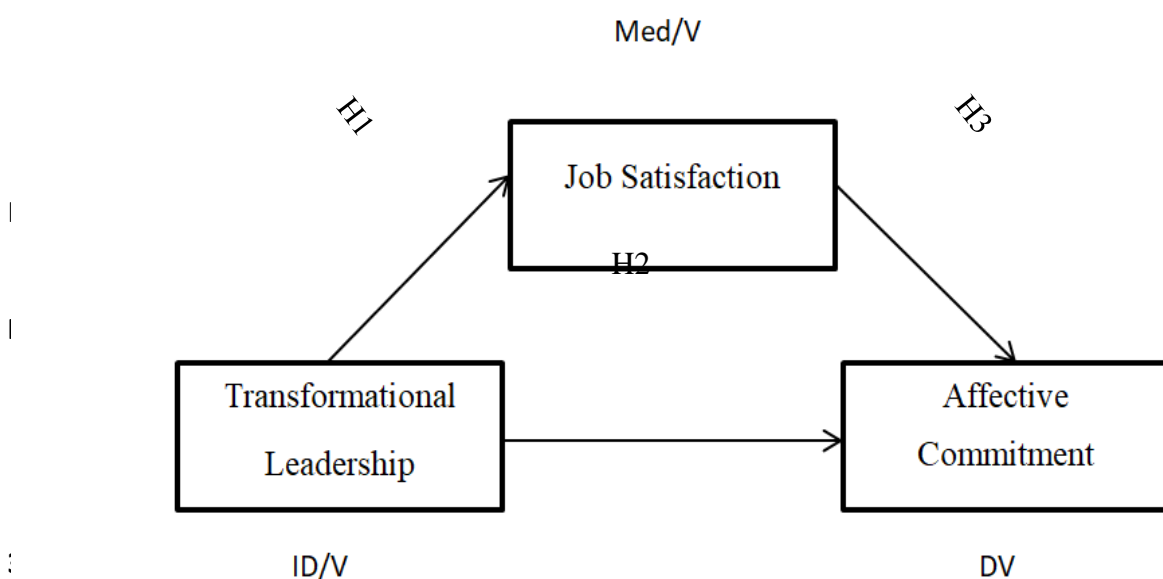
Proposed hypothesis of subjected research are: -

H1: There is a positive influence of Transformational leadership on Job Satisfaction

H2: There is a positive influence of Transformational leadership on Affective commitment

H3: Job Satisfaction mediates the relationship between Transformational Leadership and Affective commitment.

2.8 Defined hypothesis model is shown in Figure 1.



To put the suggested hypothesizes to the test, a specified questionnaire was designed. A total of 384 questionnaires were circulated, out of which 284 have been received showing 73% response rate. Krejcie & Morgan - Table has been used for sample size determination criteria and to ensure a 5% margin error. According to the Krejcie & Morgan – Table, when the population is unknown or exceeds 100,000 then the sample size will be 384. As the same is used in this study (Odongo & Mwesigwa, 2023). To conduct the test, we did select different Cement Manufacturing Companies located in the Areas of Punjab Pakistan i.e., (Islamabad and Rawalpindi); at random. To be noted targeted companies operated in both the public as well as private capacity. Dissemination was done utilizing the mailing process, but in addition to that direct approach to the employees was made under supervisory support. This led to an effective collection of responses, in terms of better involvement of the participants. Thus, present study has utilized adopted questionnaire with closed-ended questions. The questionnaire itself was composed of questions, 20 in total. The regarding distribution to which was 08 questions dedicated to variable of transformational leadership, followed by 07 to Affective Commitment and lastly 05 queries to evaluate job satisfaction of an individual. The comprised questions in relation to the selected dimensions were referred from the valid and reliable of the studies done, till date. The detail is given in table 3.1.5-Point “Likert Scale” is selected as measure of selection, with varying range of 1 as “strongly disagree” up-to 5 as “strongly agree.” The same was used to measure organizational affective commitment, The Cronbach’s alpha (α) value is greater than 0.70 indicated that the instrument used in this study were statistically reliable (Yew, 2008). Another study investigated that five-point Likert-type scale used to evaluate affective commitment and job satisfaction items. A composite reliability value was $\alpha \geq 0.7$ which show the reliability of instrument (Gessesse & Premanandam, 2023). Various sources were used to adopt the measures in the literature, and as mentioned, a 5-point Likert scale was employed to gauge the items, ranging from 1, strongly disagree, to 5, strongly agree. This paper also applied the same instrument, found it reliable and appropriate in different organizational settings with Cronbach’s alpha value greater than 0.7 (Alzoraiki et al., 2023).

Table:3.1

Sr/No	Construct	Construct Placement	Sources	Items
1.	Transformational Leadership	Independent Variable	(Aboramadan & Kundi, 2020)	8
2.	Job Satisfaction	Mediator	(Aboramadan & Kundi, 2020)	5
3.	Affective Commitment	Dependent Variable	(Hadi & Tentama, 2020)	7

This research utilized convenient based approach and questionnaire as instrument for data collection from the target participants. The next step was the application of appropriate statistical tool and data analysis techniques to draw inferences in connection with the objectives of the study. In this study utilized Smart PLS (Partial Least Squares) 3.0 to analyze the collected

data(Silitonga, Sutardi, & Novitasari, 2020). The same has been utilized in studies in recent past, in order to analyze the data (Akram, Mahmood, Kanwal, Malik, & Rasheed, 2023). To conduct the SEM analysis, the data is required to fulfill data fitness criteria to attain accurate results. Fitness measures include testing for multivariate outliers, missing values and overall data normality. Collected data was processed and evaluated through the data fitness test provided by PLS (Partial Least Squares) 4.0 tool in order to mitigate the error. The following tools: Cronbach's Alpha (scale reliability), Convergent and Discriminate Validity, Demographical statistics, and Multiple Regression Analysis have been used to investigate the hypothesis in this study.

3.1 Common Method Bias

Common Method Bias (CMB) as desired thresholds of variance inflated factor (VIF) were met. It is suggested that VIF values in PLS-SEM between 0 and 3.0 or to a maximum of 5.0 showed non-existence of CMB (Ansong, Agyeiwaa, & Gnankob, 2022).

4. RESULTS

4.1 Demographical Statistics

The current study has proceeded with statistical evaluations based on the data collected from 284 employees working in manufacturing industry in Punjab region. The participants have been classified in terms of gender, age, tenure and employment sector. Classification in terms of gender depicted that 57.2% of the respondents were male and 42.8% were females. Furthermore 59.3 % respondents were from public while remaining 40.7% were working in private sector. Classification in terms of age described that 50.4% respondents were aged between 20-30 years, 32.9% respondents were aged 30-40, 13.1% were aged between 40-50 years while other 3.7% were above 50 year. The classification according to the length of experience showed that 16.2% respondents had an experience less than 1 year, 21.4% respondents had an experience of 1-2 years, 26.6% respondents had an experience between 2-5 years, 18.0 % respondents had an experience between 5 -10 years, while the remaining 17.8% had an experience above 60 years.

4.2 Evaluation of Measurement Model

This evaluation has been performed through measurement of reflective & structural models and collinearity Statistics. The results of the measurement model were presented in Tables 1 and 2. From Table 1, indicator loadings for various constructs that met the threshold of 0.70 or higher were reserved. The other items for the constructs were deleted because of low loading and their inability to enhance overall model reliability (Tseng, Lee, Huang, & Yang, 2022). Table 4.1 shows individual indicator's reliability through outer loading.

Table 4.1: Demographic

Demographics		Frequency	Percent
Gender	Female	164	42.8
	Male	219	57.2
Sector	Private	156	40.7
	Public	227	59.3
Age	20-30	193	50.4
	30-40	126	32.9
	40-50	50	13.1
	Above 50	14	3.7
Tenure	Less than 1 year	62	16.2
	1-2 years	82	21.4
	2-5 years	102	26.6
	5-10 years	69	18.0
	Above 10 years	68	17.8

The threshold value for outer loading is 0.7. we can see from table that each indicator has a value is greater than 0.7 threshold value excluding few values. Similarly, Table 4.2 defines Internal consistency evaluation with the help of composite reliability. The threshold value for Cronbach alpha is 0.7 and greater than 0.7 shows higher level of internal consistency. All the constructs in our model have shown value equal and greater than 0.7 in case of Cronbach’s alpha and composite reliability. Hence, we conclude that there is a good internal consistency and internal consistency reliability. Furthermore, the convergent validity, which measures the extent to which all the constructs achieve mutual relationship through their AVE, was acceptable in our study (AVE>0.50) as presented the results in Table 4.3. Discriminant validity has been checked through HTMT (Heterotrait-Monotrait Ratio) and cross loading. To make evaluation of the discriminant validity of each item cross-loadings were checked and it was found that each factor loading was greater than cut-off value of 0.60 i.e., the values of factor loading was higher on their respective constructs. Furthermore, it is also found that all data compiled the criteria (the square root of each construct was higher than the construct’s highest correlation with any other construct in the model). Table 4.4&4.5 depict these findings.

Table 4.2: Cronbach’s Alpha & Composite Reliability

Constructs	Cronbach’s Alpha	Rho_A	Composite Reliability
AC	0.767	0.808	0.785
JS	0.884	0.884	0.915
TL	0.928	0.930	0.941

Table 4.3: AVE Values of Reflective Constructs

Constructs	AVE (Average Variance Extracted)
AC	0.674
JS	0.683
TL	0.666

Table 4.4: Cross Loadings

Indicators	AC	JS	TL
AC1	0.811	0.630	0.657
AC2	0.799	0.527	0.585
AC3	0.755	0.443	0.547
AC4	0.342	0.100	0.094
AC5	0.287	0.045	0.048
AC6	0.645	0.376	0.415
AC7	0.367	0.126	0.090
JS1	0.558	0.794	0.596
JS2	0.577	0.850	0.613
JS3	0.545	0.842	0.618
JS4	0.519	0.828	0.596
JS5	0.481	0.817	0.597
TL1	0.569	0.615	0.802
TL2	0.528	0.584	0.812
TL3	0.546	0.565	0.790
TL4	0.648	0.623	0.854
TL5	0.581	0.642	0.844
TL6	0.530	0.514	0.764
TL7	0.665	0.620	0.850
TL8	0.599	0.600	0.805

Table 4.5: Heterotrait-Monotrait Ratio (HTMT)

	AC	JS	TL
AC	—		
JS	0.605	—	
TL	0.656	0.806	—

Table 4.6: VIF Values of Indicators

Indicators	VIF
AC1	1.730
AC2	1.646

AC3	1.577
AC4	1.755
AC5	2.075
AC6	1.415
AC7	1.841
JS1	1.870
JS2	2.285
JS3	2.217
JS4	2.161
JS5	2.142
TL1	2.353
TL2	2.721
TL3	2.221
TL4	3.089
TL5	2.772
TL6	2.073
TL7	2.745
TL8	2.467

In the present study, all indicators have a VIF value <5 as shown in Table 4.6, representing no collinearity issue among the indicators. PLS path model is used to assess the validity for collinearity issue as well as significance and relevance of indicators.

4.4 Assessment Structural Measurement Model and Mediation Procedure

Path coefficient values are used to find the strength of the hypothesized relationships. Value closer to 1 indicates a strong positive relationship occur between the constructs and values closer to -1 shows strong negative relationship between the constructs. P values are less than 0.01 so are considered to be significant on 1%. The table 4.7 shows that all paths are significant because the relationship between JS and AC for which t and p values are 3.480 and 0.001 respectively. Similarly, for impact of TL over AC, t and p values are 6.969 and 0.000 respectively, and for impact of TL over JS, t and p values are 22.690 and zero respectively, Thus, all relationships with p-values less than 0.01 are significant. There is a strong positive relationship between constructs.

Table 4.7: Significance of Path Coefficient (Direct Effect)

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
JS -> AC	0.270	0.272	0.077	3.480	0.001
TL -> AC	0.520	0.521	0.075	6.969	0.000
TL -> JS	0.731	0.732	0.032	22.690	0.000

Furthermore, f^2 value shows the effect of the variable. Effect is termed as small, medium and large (S/M/L) if the value of f^2 falls between 0.02-0.15, 0.15-0.35 and above 0.35 respectively.

Values greater than 0.35 show large effects, values between 0.15 and 0.35 shows medium effect, values between 0.02 and 0.15 show small effect. From the table we can observe that Transformational leadership has medium effect on (Ac) Affective commitment whereas (JS) Job Satisfaction has medium effect on AC. Table 4:9 shows the direct effect; path coefficients, their relevance and significances. we can conclude that mediation impact of job satisfaction is present in case of indirect path coefficients significance. It is indicated that an indirect effect of mediating variable is significant. Hence it has also been concluded that the mediation effect of job satisfaction on Transformational leadership and Affective Commitment is significant.

Table 4.8: Coefficient of Determination

	R-square	R-square adjusted
AC	0.548	0.546
JS	0.535	0.533

Table 4.9: F-Square Values

	AC	JS	TL
AC			
JS	0.075		
TL	0.279	1.149	

Table 4.10: Significance & Analysis of Indirect effects through Mediator

Construct Relations	Original sample	Sample mean	Standard deviation	T statistics	P values
TL -> JS -> AC	0.197	0.199	0.059	3.362	0.001

5. DISCUSSION

This paper’s primary goal was to investigate the effects of TL AC by using JS as mediator in cement industry Pakistan. Firstly, this study conducted an empirical test utilizing TL as the independent variable and JS as mediator variable based on the suggestions of previous study by (Aboramadan, Dahleez, & Hamad, 2021). Apart from this, it is indicated that an indirect effect of mediating variable is significant. Hence, it has also been concluded that the mediation effect of job satisfaction on Transformational leadership is significant. Therefore, results also proved that job satisfaction is significantly associated with Affective commitment. From the table 4.9 we can observe that Transformational leadership has medium effect on (Ac) Affective commitment whereas (JS) Job Satisfaction has medium effect on AC. In the context of developing countries, JS significantly mediate been TL and AC, and a strong JC within the organization may lead to improved AC. This suggests that satisfied personnel contribute to their organization’s development. Previous studies have shown that transformational leadership is positively supportive of AC. The findings indicated that transformational leadership has a positive consequence on affective commitment

(Muhsinin, Yamin, & Hidayat, 2024b) . New research adds to the empirical search for elements influencing employees' affective commitment. The thrusts of social learning theory have been supported in this study. Followers indeed learn from their leaders and as a result, it is up to leaders to determine the kind of followers they want. This is because satisfied employees tend to be more loyal and committed and these have significant beneficial outcomes for business organizations. The study also highlights the mechanism through which responsible leadership can lead to affective commitment in organization. This is essential because management and other stakeholders in the manufacturing sector will unravel the complimenting factors which may be emphasized to enhance Affective commitment among employees. The survival and prosperity of the organizations are closely linked to the Job satisfaction and commitment of employees. Consequently, this phenomenon makes this study a unique one in the local context. The relationship between Transformational leadership and affective commitment as well as the relationship between job satisfaction and affective commitment has been studied in the past. However, the relationship between these three has never been tested together. In this study, affective commitment is more significant than productivities. Social exchange Theory suggests satisfying employees' desires in accordance with the hierarchy, is in line with this research.

6. Theoretical Implications

This study added to our theoretical understanding of the dynamic capabilities of TL for enhancing AC and JS. Therefore, this study contributes to social exchange theory, where TL serves as the independent variable in this study. The dependent variable is Affective commitment in sustainable development, whereas the mediating variable JS support from the organizations. In the previous study, it was found that leaders play a dynamic role in enhancing resources. This research is aligned with the previous study theory. According to SET, such reciprocal fair behavior increases followers' positive job satisfaction in hospitality businesses because they perceive favorable working conditions and leaders who fulfill their commitments As a result, followers respect, trust in transformational leaders (A. Khan et al., 2020). For instance, in an extensive investigation, our findings can also benefit by providing valuable insights for organizations and management. Executives and managers who are finding it challenging to produce maximum outcomes by utilizing TL into their business practices would benefit practically from this study. Therefore, theoretical assumption Our study makes important contribution to literature and practice.

7. Practical Implications

TL leaders are always focused on the competitive environment in order to achieve sustainable development goals and increase performance. Consequently, this investigation will help manufacturing sector other than cement industry put the results into reality and reap the benefits of desired outcome, product and service innovation, as well as the sustainable development goal through transformation. However, it is important to note that this study focuses on managers and gives actual evidence on the influence of TL on the organization's AC. Employees perform beyond their expectation to complete desired goal which can be the source of competitive advantage in this age of cut throat competition. Managers could give continuous drive to employees throughout improved participation as a way of recognition. Lastly, this study emphasizes the practical usefulness of TL in promoting long-term organizational AC in manufacturing industry Pakistan, which may be applicable in other manufacturing industries.

8. Limitation of Research

There is nothing whole and flawless in the world. There will always be something missing, and there are inconsistencies. The current research has few limitations which the future researchers may look into, in order to eliminate these limitations and bridge the research gap in this very useful area of research. One of the limitations is the small sample size for this study. A sample size of 284 is statically sufficient for data analysis; however, a large sample size likely to have the capability to produce better results. Secondly, the data has been collected from employees working in manufacturing sector across Punjab, so it has not considered the employees working in sectors other than manufacturing. So, generalizability of this research across other sectors like education, health, services etc. would be difficult. This empirical study has another limitation from the use of self-reported JS questionnaire by the employees.

Relying on the employees to rate job satisfaction can result in inflated scores. The items measuring JS started with words "I" e.g. 'i enjoy my work more than my leisure time' while the items for measuring responses to transformational leadership started with words 'My supervisor, my organization. This might have resulted in self-reporting bias, where the scores of TL could be deflated. Next limitation is the cross-sectional research design due to the availability of limited resources. Future research may take longitudinal study to check the impact of variables over time. The possibility of CMB is first raised by the cross-sectional, self-reported questionnaire employed in this study. Future initiatives will need to use a more sophisticated study design, such as research conducted, the utilization of various sources of data, and random sampling, to further prove relationship.

9. Future Research Direction

Everything has some remaining gaps, which helps us determine our future course. Firstly, researchers can take into consideration some other employee outcomes like cynicism, turnover, absenteeism, job insecurity. Secondly, other leadership styles as independent variable can be checked to enhance affective commitment. Thirdly, future researcher can use this model in other manufacturing industries or manufacturing sectors in Pakistan. In addition, the researcher might widen the scope of study by using other mediator and moderator factors. Finally, various research methodologies, such as the longitudinal design, should be used by researchers for more accurate results. The present study has taken all the variables as single constructs and their dimensions have not been studied which is an area that future researchers may explore.

10. Conclusion

The current study supports the concept of Transformational Leadership when demonstrated by the employers, managers and supervisors, positively impacts Affective commitment. Similarly, the exhibition of the concepts of TL by the manager or the employer also has significant impact on employees' job satisfaction. These findings are in-line with past researchers on the subject. However, significant relation has been found between the mediating variable and dependent variable (AC). The current study has analyzed the interplay between transformational leadership (TL), job satisfaction (JS) and affective commitment. The findings of this research obtained through analysis of the data collected from employees working in manufacturing sector (Cement Industry) across Punjab Pakistan suggest that the hypothesized direct relationship of the independent variable (TL) with both the mediating variable (JS) and the dependent variable (DV) are supported. This finding also indicates that in the organization where managers, supervisors

exhibit transformational leadership and treat employees as human ,support in every matter that enhance job satisfaction and lead to affective commitment.

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