

Mediating role of Organizational Ambidexterity and Moderating role of Status Incongruence in Transformational Leadership and Subordinate Affective Organizational Commitment relationship

MISHRA, GANESH PRASAD, MISHRA, KUSUM LATA

Abstract: Combining theory of status incongruence (TSI) and Self-Determination Theory (SDT) theory, we examine how organizational ambidexterity affects transformational leaders' ability to foster Subordinate Affective Organizational Commitment (SAOC) among their subordinates. From the sample of Eight hundred forty three Academic staffs from eighty three colleges and Universities in selected parts of India, we found that Status Incongruence (SI) strengthens the positive relationship between Transformational Leadership (TL) and Subordinate Affective Organizational Commitment (SAOC) in such a way that the relationship will be highly positive when Status Incongruence is high than when it is low. We also found that the explanatory power of Subordinate Affective Organizational Commitment (SAOC) is not higher in the absence of Status Incongruence, as compared to, when it is present; suggesting at lower level of SI, the Transformational leader's effort to Subordinate Affective Organizational Commitment might have limited effect. After conducting 3-way interaction among Transformational leadership, Organizational ambidexterity, predicting Subordinate Affective Organizational Commitment, the indirect effect of Organizational Ambidexterity (OA) was found to be positive and significant along with the positive direct effect of TL on SAOC, suggesting that OA partially mediates the relationship between TL and SAOC. Furthermore Structural Ambidexterity had higher ratings as compared to Contextual Ambidexterity.

Keywords: Transformational Leadership, Psychological Safety Climate, Psychological Empowerment & Organizational Ambidexterity

Mishra, Ganesh Prasad (gpmishra@bitmesra.ac.in) Professor, Department of Management Studies, Birla Institute of Technology, Mesra, Ranchi Lalpur

Mishra, Kusum Lata (dr.kusum@bitmesra.ac.in) Assistant Professor, Department of Quantitative Economics and Data, Science, Birla Institute of Technology, Mesra, Ranchi

Introduction

Organizations today operate in a highly dynamic, competitive, and uncertain environments, therefore in such circumstances, organizations need leaders who can inspire employees, encourage innovation, manage change, and simultaneously maintain stability and organizational effectiveness. Transformational leadership is particularly relevant because transformational leaders motivate employees by creating a meaningful vision, encouraging intellectual stimulation, and providing individualized consideration. However, the influence of transformational leadership on employees' affective commitment may not always be direct or uniform. This makes it important to understand the organizational and individual-level mechanisms through which transformational leadership develops strong emotional attachment between employees and their organizations.

Affective organizational commitment refers to an employee's emotional attachment to, identification with, and involvement in an organization. Employees with high affective commitment are more likely to remain with their organizations because they genuinely want to do so, rather than because they feel obligated or have no alternative. Such commitment is important because it can contribute to employee retention, motivation, organizational citizenship behavior, performance, and overall organizational effectiveness. Although previous research has established a positive relationship between transformational leadership and organizational commitment, there is still a need to understand *how* and *under what conditions* this relationship becomes stronger or weaker.

One important mechanism that may explain this relationship is **organizational ambidexterity**. Organizational ambidexterity refers to an organization's ability to simultaneously pursue exploration and exploitation. Exploration involves searching for new ideas, innovation, experimentation, and adaptation, whereas exploitation focuses on efficiency, refinement, and effective utilization of existing resources. Transformational leaders can potentially create an environment in which employees are encouraged to balance these two competing demands. When employees perceive that their leaders support both innovation and operational effectiveness, they may develop greater confidence in the organization's ability to adapt and succeed. This positive perception may, in turn, strengthen their emotional attachment and affective commitment to the organization. Therefore, examining organizational ambidexterity as a **mediating variable** can provide a deeper explanation of the process through which transformational leadership influences subordinate affective organizational commitment.

The second important aspect of this research is **status incongruence**, which I propose as a moderating variable. Employees differ in the extent to which their perceived social or organizational status is consistent with their expectations, qualifications, responsibilities, and recognition within the organization. When there is a mismatch between an employee's expected and experienced status, the employee may experience frustration, dissatisfaction, or a reduced sense of belonging. Consequently, even highly transformational leadership may not produce the same level of affective commitment among employees experiencing significant status incongruence. Investigating status incongruence as a moderator can therefore help explain why the positive effects of transformational leadership and organizational processes may vary across employees.

The proposed research is important both **theoretically and practically**. Theoretically, it brings together transformational leadership, organizational ambidexterity, affective organizational commitment, and status incongruence within an integrated framework. This can contribute to the leadership and organizational behavior literature by moving beyond a simple direct-effect

Mediating role of Organizational Ambidexterity and Moderating role of Status Incongruence in Transformational Leadership and Subordinate Affective Organizational Commitment relationship

model and examining both a **mediating mechanism** and a **boundary condition**. It can also provide a more nuanced understanding of how leadership affects employee attitudes in complex organizational environments.

Practically, the findings could help managers and human resource professionals understand that effective leadership alone may not be sufficient to develop committed employees. Organizations may also need to create structures that support both innovation and efficiency while ensuring that employees experience appropriate recognition, respect, and status alignment. By identifying the conditions under which transformational leadership is most effective, organizations can design better leadership-development programs, employee-management practices, career systems, and organizational policies.

Overall, we consider this research important because it addresses a meaningful gap between **leadership, organizational adaptability, and employee commitment**. By examining both organizational ambidexterity and status incongruence, the study can provide a more comprehensive explanation of why transformational leadership produces strong affective commitment for some employees and weaker commitment for others. The findings may therefore contribute to both academic knowledge and the development of more effective, adaptive, and employee-centered organizations.

Transformational leadership and organizational ambidexterity

In today's competitive and dynamic settings, the relationship between transformational leadership and organizational ambidexterity has grabbed scholars attention as it influences the organization to stay competitive. Being competitive helps the organization to stay innovative, efficient which in turns helps in attaining the long term competitive success. According to Bass(1985), Transformational leadership has the characteristics to inspire, motivate its followers by articulating a compelling vision, stimulating creative approach, providing individualized consideration and acting as role models. These behaviors has the force to influence employee from repetitive tasks performance to actively contributing to organizational change. In today's VUCA environment, organization must simultaneously improve current capabilities while exploring new capabilities. This dichotomy is defined as ambidextrous nature of the organization (Jansen et al., 2008).

Several studies on relationship between transformational leadership and organizational ambidexterity across different organizational setting, including small and medium-sized enterprises(SMEs), research organizations, and manufacturing industries was found to be positive (Leonelli et al., 2024; Cardona-Cano et al.,2023; Azizi et.,2025). However, several studies argues that transformational leadership alone cannot fully ensure organizational ambidexterity and its effectiveness relies on several other factors such as status incongruence , team characteristics, resilience (Jansen et al., 2008; Leonelli et al.,2024).

One of the key mechanisms through which the transformational leadership enhances organizational ambidexterity is status incongruence . Transformational Leadership create a learning-oriented culture where company learns from its experiences (both success and failure), and use those experiences to improve its future performances(Nemanich & Vera, 2009).

Studies have also reported that there are several factors that acts as a catalyst that strengthens this relationship. For example: shared vision, social integration among top management teams, environmental uncertainty, employee resilience can either strengthen or weaken the effect of transformational leadership on organizational ambidexterity (Jansen et al., 2008; Leonelli et al., 2024).

Furthermore, some studies suggest that organization essentially requires the combination of both the leadership style i.e, transformational and transactional leadership as transformational leadership promotes exploration while transactional leadership supports exploitation (Baskarda et al., 2016; Kassotaki, 2019).

Additionally, Organizational Ambidexterity acts as a mediator between transformational leadership and several organizational outcomes. Studies have shown that transformation capability, resilience, psychological well-being, and organizational agility can be fostered through the advancement of organizational ambidexterity (Azizi et al., 2025; Alwaneh et al., 2025; Zhaxylyk et al., 2023). Therefore, the following hypothesis is predicted;

H1: Transformational Leadership has a significant positive effect on Organizational Ambidexterity.

Organizational ambidexterity and subordinate affective organizational commitment

Organizations need to be ambidextrous because of the increasing complexity and highly competitive environment that has become essential in order to survive in the long run (Dolz et al., 2019). Tushman and O'Reilly (1996) conceptualize the term ambidextrous organization as a firm that can develop two dimensions simultaneously—exploration and exploitation. Exploration activities address trying new ideas by being innovative, experimenting and risk-taking, whereas exploitation activities address making the best use of existing knowledge, skills and resources enhancing efficiency and refinement (Levinthal & March, 1993). This strategic duality allows a firm to effectively balance the tension between short-term operational efficiency and organizational survival in a dynamic market environment. Organizations that examine ambidexterity on many streams learn and build capabilities (status incongruence), how leaders manage to set long-term direction and allocate resources (strategic management), and how firms manage to adapt in dynamic environments (Raisch & Birkinshaw, 2008; Lis, 2018; Singer-Coudoux, 2024).

Research on Affective organizational commitment is a well-established concept that shows emotional attachment and involvement that the employee has with their organization. It is evident that studies have been done, especially from the employees' perspective including socialization practices, organizational changes, interpersonal relations (Morrow, 2011).

Research shows that the relationship between organizational ambidexterity and subordinate affective organizational commitment has been examined separately rather than directly and linking the two constructs are still under-explored and require further research.

The strongest bridging between these two constructs is HR micro foundations. Human Resources practices are the main link between employees and organizational ambidexterity. Organizations become ambidextrous by making employees behave in a way that supports exploitation and exploration by selective hiring, training, reward systems (Loon, 2020). When organizations successfully manage to balance innovation with efficiency, it strengthens employees' connection with their organization which ultimately builds a sense of psychologically safe strengthening affective bonds (Lau, Lam, & Wen, 2014). Since Transformational leadership leads to Organizational Ambidexterity and Organizational Ambidexterity leads to subordinate affective organizational commitment, hence, we predicted the following hypothesis;

H2: Organizational Ambidexterity will act as a mediator between transformational leadership and subordinate affective organizational commitment.

Transformational leadership and subordinate affective organizational commitment

Mediating role of Organizational Ambidexterity and Moderating role of Status Incongruence in Transformational Leadership and Subordinate Affective Organizational Commitment relationship

There is a positive influences of Transformational Leadership on Subordinate Affective Organizational Commitment, as employees who work under transformational leaders are most likely to develop a strong emotional bond towards organizations as transformational leadership has described by its characteristics as the ability to inspire employees by providing support, acknowledging their contribution and encouraging personal growth. As a result, employees feel valued and respected, which strengthens their emotional commitment. Affective Organizational Commitment (AOC) has been described as “a core essence of commitment” (Meyer & Herscovitch, 2001; Mercurio, 2015). Recent studies have shown that this relationship is not always direct. The strength of its effects may depends on various mediating and moderating factors which can either strengthen or weaken the employees’ commitment to the organization. Transformational Leadership is widely regarded as an important factor in developing employees’ affective organizational commitment. Employees commitment is driven not only by monetary rewards but also by a sense of belonging, trust and acknowledgement (Jain, 2019; Peng, 2019; Stinglhamber, 2015).

Several empirical studies between transformational leadership and subordinate affective organizational commitment across diverse organizational and cultural settings, including among Indian IT professionals, Chinese hotel employees, Korean private organizations shows direct positive relationship (Pradhan, 2015; Jiatong, 2022; Park, 2021). Pulido-Martos (2023) found that through workgroup emotional intelligence levels supervisors’ transformational leadership style directly and indirectly mediates the development of affective organizational commitment at the individual level. The existing study argued that there is a positive correlation between transformational leadership and subordinate affective organizational commitment. (Buil et al., 2019). Hence, this study hypothesized;

H3: Transformational leadership is positively associated with Subordinate Affective Organizational Commitment.

Transformational leadership and status incongruence

Transformational leadership has emerged as one of the effective leadership style practised by leaders across many industries and disciplines that improves employees loyalty towards organization, encourages innovation, well-being and overall organizational performance (Triana et al., 2017). The focus of Transformational leadership is on relationship building with people and creating change by emphasizing values through shared vision, intellectual stimulation, individualized consideration and motivation.

However, the effectiveness of transformational leadership is not solely determined by the leader’s behaviour rather, it depends on the relationship between leaders and followers and the environment in which they lead. When leaders develop their relationship based on trust, mutual respect, open communication, employees are more likely to embrace affective organizational commitment (Avolio et al., 2020; Zhao et al., 2023). Status incongruence is a situation where subordinates possess higher status than supervisors in terms of age, work experience, skills (Triana et al., 2017). Such differences may challenge transformational leaders to achieve its organizational outcomes of job satisfaction, performance efficiency weakened under the conditions of status incongruence. Similarly, Khan et al., (2020) replicated these findings in the Pakistani context, states that although the transformational leadership positively influences organizational commitment, this relationship becomes weaker when the leader-subordinates status incongruence is high. Thus, this study offers a subsequent hypothesis;

H4: Transformational Leadership has a significant negative relationship with status incongruence.

Status incongruence and subordinate affective organisational commitment

Status incongruence is a situation where the traditional status relationship between supervisor and the subordinate is misaligned to standard norms such as subordinate being older, more educated, has more work experience or longer organizational tenure. Such situations not only violates the traditional expectations, but employees may start questioning leader's potential, resulting in lower job satisfaction, trust and commitment towards the organization (Triana et al., 2017; Miller & Richard, 2020; Triana et al., 2025).

Previous studies have shown that status incongruence has a pessimistic view as it violates the standard norms which reduced the performance and weaken the leader-member (dyadic) exchange (Dwertmann & Boehm, 2016). Similarly, (Miller & Richard, 2020) reported that status incongruence creates a feeling of dissatisfaction and tension, which can affect their performance ultimately weaken their affective organizational commitment. Nyberg et al., (2019) found that inconsistency between an individual's educational achievement and social status is associated with a higher risk of physical health deterioration and poor mental health. Such conditions may lead towards inefficiency at workplace and more frequent sickness absence from work.

Other studies have, however, stated that the effects are not always negative. Scheuer & Loughlin (2019) found that age diversity have a positive influence when status relationships are congruent and team trust is high as different age group brings diverse knowledge, encourages innovation and allows younger and older employees share their knowledge and skills, but reduced performance when status congruent and low trust existed. Collins et al., (2009) found that elder employees had lower expectations from their younger supervisors and may be reluctant to take instructions from younger supervisors making it uncomfortable managing older employees.

In contrast, Jin et al., (2019) found that status mismatch between power and wealth is not considered as unfair and did not significantly harm psychological well-being among Chinese individuals. Chinese community is generally considered to have relatively high power-distance. As a result, Chinese people are more likely to accept differences in authority, wealth, and social position as normal. Hence, we predicted the following hypothesis:

H5: Status incongruence is negatively associated with employees' organizational commitment.

Research Method Participants and Procedure

Academic staff of higher educational institutions engaged in teaching and research (N = 843) in the central and eastern part in India were considered. It was encouraging to note that none of the data were missing. Thus, 843 participants (78% men & 22% women) were included in the survey. A sample size of 843 is generally considered large and robust for most empirical research, survey analysis, and statistical modeling (Shanafelt, 2025). The sample had a mean age of 34.7 years (SD = 10.5, age range = 24–56 years); 92% were full-time staff and 8% were part-time staff; average tenure was 10.4 years (SD = 8.2); and 85% had a PhD Degree. All the staff (n = 843), responded to questions on transformational leadership, Organizational ambidexterity, status incongruence and subordinate affective organizational commitment. In order to reduce the risk of common method bias separation, the web-based surveys was used (Podsakoff et al., 2012).

Measures

For transformational leadership we used the scales developed by Bass & Avolio (1990) and then we further modified it. First we measured items for higher order constructs and then for lower order constructs. Its dimensions are- Idealized Influence (Attributes), Idealized Influence (Behavior), Inspirational Motivation, Intellectual Stimulation, Individualized Consideration). Examples for Idealized Influence (Attributed) are “My leader instills pride in me for being associated with him/her, My leader goes beyond self-interest for the good of the group”, etc. For Idealized Influence (Behavior) “My leader talks about his/her most important values and beliefs, My leader specifies the importance of having a strong sense of purpose”, etc. For Inspirational Motivation “My leader talks optimistically about the future, my leader talks enthusiastically about what needs to be accomplished”, etc. For Intellectual Stimulation “My leader re-examines critical assumptions to question whether they are appropriate, my leader seeks differing perspectives when solving problems”, etc. For Individualized Consideration “My leader spends time teaching and coaching employees, my leader treats me as an individual rather than just a member of a group”, etc. All measures we rated on a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree). The scale indicates high reliability, as evidenced by Cronbach’s alpha ($\alpha = 0.81$).

Status incongruence refers to Baby Boomers (born 1946 to 1964) and even Traditionalists (born 1928 to 1945) entering the workforce in large numbers and who report to Generation Z (born 1997 to 2012) (Smith, 2021). We refer to status incongruence as an environment norms that are violated traditionally associated with leaders versus subordinates (Jarmon, 1976, Perry et al., 1999, Triana et al., 2017). For example, a much younger supervisor who may be from Generation X (born 1965 to 1980) or a Millennial (born 1981 to 1996) may act as a leader / manager to an older employee who is from the Traditionalist or Baby Boomer generation is reporting them. In incongruence situation, the supervisors are younger, have lesser education and experience as compared to their subordinates. For status incongruence we gathered information on age, educational qualifications, experience and skills of supervisors and subordinates simultaneously.

For measuring subordinate's affective organizational commitment we used the questionnaires on three dimensions namely, affective, continuance and normative commitments developed by Meyer and Allen (1997). Affective commitment, represents the individual’s emotional attachment to the organisation. Members who are committed on an affective level stay with the organisation because they view their personal employment relationship as congruent to the goals and values of the organisation Beck & Wilson (2000). The second dimension is continuance commitment which relates to “awareness of the costs associated with leaving the organisation”. The third dimension is normative commitment which is defined as “a feeling of obligation to continue employment”. According to Meyer and Allen (1997) “employees with normative commitment feel that they ought to remain with the organisation”. All measures we rated on a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree). The scale indicates high reliability, as evidenced by Cronbach’s alpha ($\alpha = 0.861$).

For organizational ambidexterity we used the scale developed by He & Wong (2004). Examples are “Our organization experiments with new products and services, we actively search for new technologies and ideas, the organization encourages innovation and creative thinking, we seek out new markets and opportunities, our organization invests in research and development activities, employees are encouraged to try new approaches to work., our organization focuses on improving existing products and services, we emphasize efficiency in our operations, the organization focuses on refining existing technologies, we continuously improve established work processes, the organization focuses on cost reduction and productivity, etc. All measures

we rated on a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree). The scale indicates high reliability, as evidenced by Cronbach's alpha ($\alpha = 0.824$).

Findings and Analysis

The first step in this investigation was to perform a reliability test on the survey data. To determine how consistent and dependable the questionnaire results were, they underwent a reliability test. In the Table no-1, Chronbach alpha, composite reliability and AVE for different variables were as Organizational Ambidexterity ($\alpha=0.849$, CR=0.855, AVE=0.626), Status Incongruence ($\alpha=0.861$, CR=0.863, AVE=0.643), Transformational Leadership ($\alpha=0.810$, CR=0.809, AVE=0.569) and subordinate's affective organizational commitment ($\alpha=0.850$, CR=0.859, AVE=0.669). All the responses indicate that the values are acceptable with high construct reliability and AVE.

Collinearity

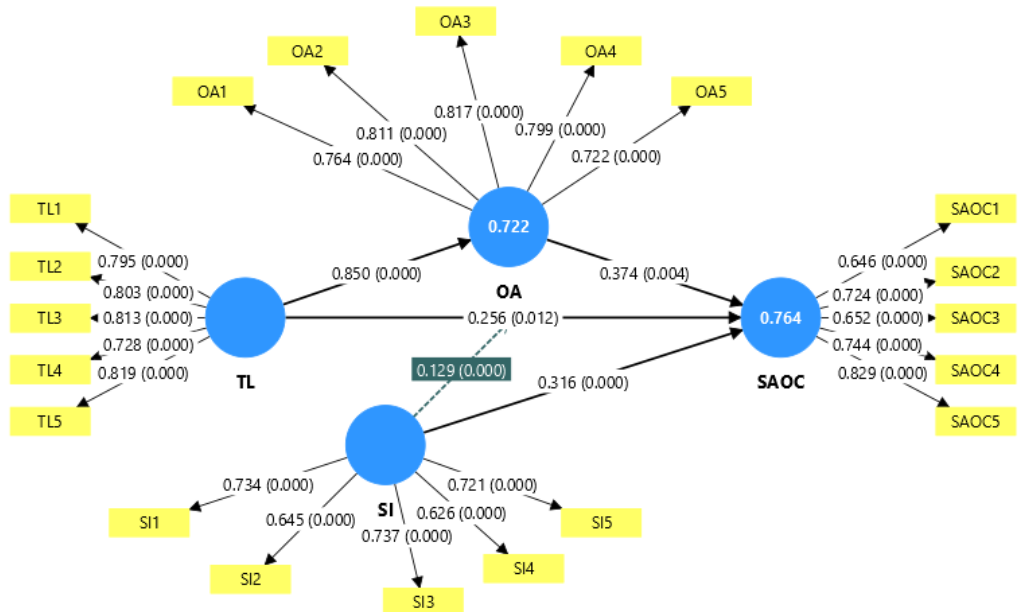
VIF for all the factors were found to be <5 which were within the acceptable limit.

Discriminant validity

The value of Discriminant validity ensures constructs are distinct and the values below 0.85 confirm that factors are not too highly correlated. Researchers argued that value of HTMT ratio should be lower than 0.85 (Kline 2011), while others claim that less than 0.90 is also acceptable (Teo et al. 2008, Brown, 2006).

Diagram No-1

Mediating and Moderating effect



In the above diagram no-1, we see the mediating effect of OA and moderating effect of SI in TL and SAOC relationship. The strength between TL and OA was found to be high ($\beta=+0.850$, $p<0.01$), followed by OA and SAOC ($\beta=+0.374$, $p<0.01$), SI and SAOC ($\beta=+0.316$, $p<0.01$) and TL and SAOC ($\beta=+0.256$, $p<0.01$). We found SAOC $R^2=0.764$ and OA $R^2=0.722$ which

Mediating role of Organizational Ambidexterity and Moderating role of Status Incongruence in Transformational Leadership and Subordinate Affective Organizational Commitment relationship

shows that (R-squared) value above 70 percent (0.70) in Structural Equation Modeling (SEM) indicates a strong explanatory power for that specific endogenous (dependent) variable.

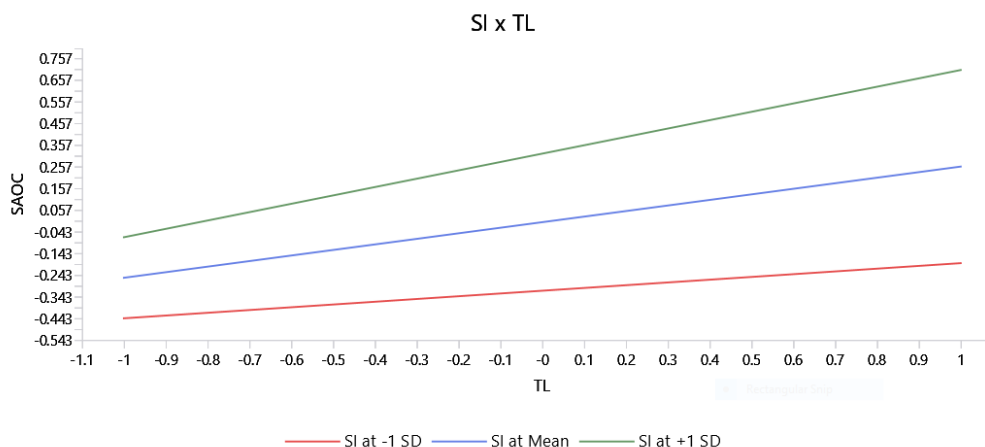
To test the moderation hypothesis, we examined the interaction effect of SI on the relationship between TL and SAOC. The results indicate that OA significantly and positively moderates the relationship between TL and SAOC ($\beta=+0.256$, $p<0.01$), also ($f^2=2.057$, $p<0.01$). The positive sign of the coefficient indicates that higher levels of OA strengthen the positive relationship between TL and SAOC. A simple slope analysis in the Graph plot No-1 confirmed that the slope of TL on SAOC is steeper at high levels of SI (+1 SD) compared to low levels (-1 SD). Our result shows that the relationship between TL and SAOC is not constant but depends on SI. An (f-square) value of for a moderator indicates a large and substantial moderating effect.

In Table no-1, the outer loading values are significant. In Table no 2, the P value of specific indirect effect of Organizational ambidexterity was found to be significant which indicates that Organizational ambidexterity significantly transmits the effect from transformational leadership to subordinate's affective organizational commitment, allowing rejection of the null hypothesis. In Table no-3, the total effect of OA, SI, SI x TL and TL on subordinate's affective organizational commitment was found to be significant. In Table no-4, the total indirect effect of TL on subordinate's affective organizational commitment was found to be significant.

Moderating effect of Status Incongruence

In the below graph no-1, the results shows a significant moderating role of Status Incongruence on the relationship between transformational leadership and subordinate's affective organizational commitment. The plot shows a steeper and positive gradient for high status incongruence (higher education, age and experiences of subordinates as compared to their managers) as compared to low status incongruence. The diagram shows a moderation effect, where status incongruence (SI) strengthens the positive relationship between transformational leadership (TL) and subordinate's affective organizational commitment with a steeper positive slope. It also shows that impact of high status incongruence in fostering subordinate's affective organizational commitment is stronger as compared to low status incongruence.

Graph no-1
Slope analysis



Model Fit

SRMR measures the average difference between the observed correlations in the data and the correlations predicted by the model. It is an absolute measure of fit, where a lower value signifies a better match between the model and the actual data. In our research we find that the value of SRMR (0.057) indicates that our research model is fit as the value of SRMR is near to zero. According to Hu & Bentler (1999) Anderson and Gerbing, (1988) value of $SRMR < 0.08$ is widely accepted as the cutoff for a good or acceptable fit. In our research NFI (0.920) in structural equation modeling (SEM) generally indicates a marginal or acceptable model fit as it suggests that the model explains 92% more covariance than the null model, and is considered satisfactory. It is encouraging to note that when OA was not considered in the model, the value of SRMR was 0.057 and NFI = 0.920, but after incorporating OA the value of SRMR became 0.067 (better than before) and NFI = 0.930. This indicates that our model improved when SI acted as a moderator.

Discussions

Our paper is first of its kind where we examine how organizational ambidexterity (simultaneously managing both “Exploration → innovation, risk-taking” and “Exploitation → refinement, efficiency”), in leader- subordinate dyads, affects transformational leaders’ ability to foster subordinate’s affective organizational commitment among their subordinates. Organizational ambidexterity involves exploration and exploitation at the same time. Exploitation focuses on efficiency, stability, control, and incremental improvements, often related to existing products and services and Exploration focuses on flexibility, discovery, and experimentation, aimed at developing new, innovative, or disruptive products. We also explore the effect of transformational leadership on subordinate’s affective organizational commitment and the mediating role of Status Incongruence between their relationship. We checked the mediating role of Status Incongruence in the presence of organizational ambidexterity. The highly ambidextrous environment in the organization reinforces the effects of transformational leadership, making employees feel genuinely committed to act on their ideas whereas in low-ambidexterity settings where rigid structures or overemphasis on routine tasks dominate even transformational leaders may struggle to translate their vision into actual empowerment, as employees face structural or cultural constraints. Therefore, organizational ambidexterity strengthens or weakens how leadership influences subordinate’s affective organizational commitment; acting as a boundary condition. Understanding this moderation is crucial both theoretically and practically. It helps refine leadership theories by incorporating strategic context and guides managers to align leadership styles with organizational capabilities. By examining organizational ambidexterity as a moderator, research can uncover whether and how the effectiveness of transformational leadership varies in different strategic contexts. This is especially relevant in dynamic and competitive environments where organizations must innovate without losing efficiency. Such research provides both theoretical contributions—by bridging leadership and strategic management literature—and practical insights for managers seeking to align leadership styles with organizational capabilities. Ultimately, it helps organizations design leadership development initiatives that not only empower employees but also enhance adaptability and long-term performance. Without organizational ambidexterity, subordinate’s affective organizational commitment may remain symbolic rather than actionable, limiting innovation and long-term organizational adaptability. This is a key question guiding our research. We tested our model considering the sample size of Staff of higher educational institutions engaged in teaching and research ($N = 843$) in the eastern and central part in India. Preliminary checks and tests included reliability and validity for which the results were greater than 0.8. The value of a specific total indirect effect indicates the probability that the observed mediation effect of OA (the path from TL to SAOC through SI) occurred by random chance, assuming the null hypothesis (true effect is zero) is true. This represents a moderate positive relationship between TL and SAOC. It means a 1-standard deviation increase

relationship in the SI results in a 0.32-standard deviation increase in the dependent variable (SAOC), when controlling for OA. The above findings also indicate that about 32% of the overall impact of TL on SAOC is transmitted through the SI, depending on the scale. Our research indicates that OA partially mediates the relationship between TL and SAOC. Thus OA is the essential "bridge" or mechanism that explains how or why TL impacts SAOC. Without the improvement in SAOC, TL would not increase SAOC. Thus head of the higher educational institutions (HEI's) must provide SAOC to their academic staff if they want to improve SAOC by actively fostering an environment of trust, openness, and mutual respect, where faculty, staff, and students can take interpersonal risks (e.g., admitting mistakes, asking for help, voicing concerns) without fear of retribution. This can significantly affect the ranking of higher educational institutions.

In the second stage we tested the model by including OA in the model. Hence we did comparative analysis before and after considering OA in our model. The below results shows that the indicators of the value of TL gets improved in the presence of OA which means that the latent variable (IV) is now more robustly defined as compared from before. This increase also indicates that the IV (TL) is more strongly related to its indicators when operating within the context of the moderator (OA).

Before considering OA, the value of TL1- Idealized Influence (Attributed) was 0.804 and after considering OA, the value of TL 1 was 0.874 (There was increase in the value after considering OA). Before considering OA, the value of TL2- Idealized Influence (Behavior) was 0.719 and after considering OA, the value of TL 2 was 0.878 (There was increase in the value after considering OA). Before considering OA, the value of TL3- Inspirational Motivation was 0.771 and after considering OA, the value of TL 3 was 0.918 (There was increase in the value after considering OA). Before considering OA, the value of TL 4- Intellectual Stimulation was 0.773 and after considering OA, the value of TL 4 was 0.913 (There was increase in the value after considering OA)

Before considering OA, the value of TL 5- Individualized Consideration was 0.770 and after considering OA, the value of TL 5 was 0.907 (There was increase in the value after considering OA)

Results show that R^2 of PSC (Mediator) gets increased after considering OA (moderator). Before incorporating OA, R^2 of PSC was 0.639 and after adding OA as moderator the R^2 was increased to 0.640 indicating the better fit (though marginally). We also found that the indicators of the value of PSC gets improved in the presence of OA which means that PSC is now more robustly defined as compared from before. This increase also indicates that the PSC is more strongly related to its indicators when operating within the context of the moderator (OA). To test the moderation hypothesis, we examined the interaction effect of OA on the relationship between TL and PE. The results indicate that OA significantly and positively moderates the relationship between TL and PE ($\beta=+0.490$, $p<0.01$), also ($f^2=2.057$, $p<0.01$). The positive sign of the coefficient indicates that higher levels of OA strengthen the positive relationship between TL and PE. A simple slope analysis in the Graph plot No-1 confirmed that the slope of TL on PE is steeper at high levels of OA (+1 SD) compared to low levels (-1 SD). Our result shows that the relationship between TL and PE is not constant but depends on OA. An (f-square) value of a moderator indicates a large and substantial moderating effect. Our result shows that R^2 of PE gets increased after considering OA as the moderator. Before incorporating OA, R^2 was 0.720 and after adding OA as moderator the R^2 was increased to 0.774, indicating the better fit. This indicate that organizational ambidexterity positively contributed to the relationship between transformational leadership and Psychological

empowerment because of which our model improved by 4.17%. This increase also indicates that the SAOC is more strongly related to its indicators when operating within the context of the moderator (SI). We also found that the indicators of the value of SAOC gets improved in the presence of OA which means that SAOC is now more robustly defined as compared from before. The value of R^2 (0.774) is higher as for as our research is concerned since our objective is to explore whether there is a higher positive contribution of the variables concerned and the value is within the acceptable limit. According to Hair, Hult, Ringle & Sarstedt (2022), the value of R^2 above 0.75 is considered substantial or strong and our R^2 value 0.764.

Our all the three research objectives were met. First we found that there was a significant relationship between Transformational leadership (TL) and subordinate's affective organizational commitment (SAOC) ($P < 0.005$). Secondly Organizational Ambidexterity (OA) partially mediates the relationship between TL and SAOC (TL $\rightarrow$ OA $\rightarrow$ SAOC = 0.322, $P < 0.005$ and at the same TL $\rightarrow$ SAOC total indirect affect value was also 0.322, suggesting a partial positive mediation) and thirdly Status Incongruence (SI) moderates the effect between TL and SAOC ($P < 0.005$, beta coefficient = 0.49), indicating that as the predictor variable increases, the outcome variable also increases. It is encouraging to note that when OA was not considered in the model, the value of SRMR = 0.076 and NFI = 0.800, but after incorporating OA the value of SRMR = 0.066 and NFI = 0.910. Transformational leadership (TL) becomes more effective in its relationship with subordinate's affective organizational commitment (SAOC) when moderated through Organizational ambidexterity (one of the strategic variable of organizational construct). This indicates that our model improved when OA acted as a moderator as OA highly and positively affect transformational leaders' ability to foster subordinate's affective organizational commitment among their subordinates. Furthermore Structural Ambidexterity (separate units for exploration and exploitation) had higher ratings as compared to Contextual Ambidexterity (Same employee switching between exploration and exploitation). Thus we found the answer of the question "Can Organizational Ambidexterity affect transformational leaders' ability to foster subordinate's affective organizational commitment?"

Theoretical and Practical Implications

Our study supports and extends status incongruence theory (Argyris & Schön, 1978). In our studies we found that Transformational leader dimensions- Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration are a key drivers of status incongruence, as leaders fosters innovation, inspires positive change and develops employees' potential toward psychological empowerment. We found that Transformational leadership is most effective at empowering employees when combined with higher Organizational Ambidexterity. If Organizational Ambidexterity is low, the Transformational leader's effort to subordinate's affective organizational commitment might have limited effect, as shown by the reduced 0.02 beta coefficient, implying that the impact is conditional. The firm must focus on both Transformational leadership training and creating a culture that allows employees to blend exploration and exploitation (Organizational Ambidexterity) to maximize subordinate's affective organizational commitment. Our research contributes to development on transformational leadership research by showing the significant role of organizational ambidexterity that play on future leadership prospects and future leadership role occupancy. We draw from the status incongruence theory and find support for a significant effect of transformational leadership on subordinate's affective organizational commitment. The effectiveness of transformational leadership gets improved when moderated through exploration and exploitation activities thereby improving subordinate's affective organizational commitment. Our research also contributes toward practical application. The research oriented higher educational institutions can use the concept of organizational ambidexterity toward improving their institutional ranking in the national and international context.

The heads of higher educational institutions shall try to establish separate units for exploration activities (e.g., new, experimental research centers) while maintaining traditional, efficient departments for core teaching. They can create a supportive environment where staffs are encouraged to divide their own time between routine academic duties and innovative projects. In exploitation activities (teaching existing courses efficiently), HEI's can improve existing programs, increase operational automation, and deepen relationships with current students and in exploration activities (experiment with pedagogy or research areas), HEI's can invest in new technologies, develop new markets for educational offerings, and create multi-disciplinary fields. In order to cultivate an ambidextrous culture, HEI's must foster a "learning to learn" environment, utilizing cross-functional teams to connect innovative researchers with administrative staff to enhance both research and pedagogy. This indicates that when higher educational institutions incorporate OA (efficiency and alignment (exploitation) while adapting to future changes through innovation and flexibility (exploration) in their strategy, their overall ranking would be improved. Through this research we recommend the privately owned higher educational institutions to adopt OA strategy (exploration and exploitation) and to provide subordinate's affective organizational commitment to their employees if they want to improve their national ranking because a strong PSC prioritizes psychological well-being over sheer productivity, serving as a leading indicator of low work stress, high employee engagement, and reduced burnout.

We argue that institutional internal resources and capabilities (faculties research based strength)—rather than external market factors—are the primary drivers of sustainable competitive advantage and superior performance that can improve the Institute's national ranking. We propose for Structural Organizational Ambidexterity (Separate units for exploration and exploitation) rather than Contextual Ambidexterity (Same faculty switch between exploration and exploitation) because in an educational institution we argue that faculties who have passion for research must be given more opportunity and time for research activities as compared to those faculty who are passionate in classroom teaching.

Limitations and Directions For Future Research

Some limitations of this study deserve attention and discussion. First, a possible limitation is the generalization of our findings because our research was done on higher educational institutions set up, whether the same result would follow in a corporate set up can be explored further. We understand that educational set up is altogether a different set up as compared to the corporate. In HEI, some faculties are interested toward doing the research; get involved in consultancies and in Faculty development program apart from their teaching assignment that forms the core area of their employment. Apart from this they are also involved in some or the other administrative related works. In the corporate, such set up is not found as their focus is toward profitability through manufacturing and marketing. This would be interesting to explore that what exploration activities can be performed by the manufacturing and other departments in the organization. We expect the results to be different but may be slightly deviated. In educational set up transformational leadership role is often dominant as compared to other form of leadership but in case of other firms, transformational leadership may not be the underlying phenomenon, this may pose as a challenge. Other area is Leaders' involvement in team processes and tasks influences and the relation between the team. Organizations are composed of different types of teams. At one extreme, leaders are tightly integrated into, and work with, their teams (high leader involvement); at the other extreme, leaders work on the sidelines and do not actually perform tasks with their teams (low leader involvement). Result would be different taking these aspects and exploring in this area can also be done. This research has one

another limitation. The research survey was confined to limited parts in India; therefore further research can be conducted by considering the population of the other states of India. We did not test in depth for other variables; therefore further research can be conducted by considering those variables. Another limitation is that, although our robustness tests ruled out some alternative explanations for our findings, the observational nature of our data prevents us from drawing definite causal claims for the relation found between TL and SAOC. Future research might test whether U-shaped association may occur between TL and SAOC can be explained by unobserved factors such as affective organizational commitment.

References

- Alawneh, O. M., AlOqaily, A. N., & Tawalbeh, J. (2025). The Impact of Digital Transformational Leadership on Job Performance and the Mediating Role of Organizational Ambidexterity. *Journal of Posthumanism*. <https://doi.org/10.63332/joph.v5i3.704>
- Avolio, B., Keng-Highberger, F. T., Lord, R., Hannah, S., Schaubroeck, J., & Kozlowski, S. (2020). How leader and follower prototypical and antitypical attributes influence ratings of transformational leadership in an extreme context. *Human Relations*, 75, 441-474. <https://doi.org/10.1177/0018726720958040>
- Azizi, M. Z., Hanoum, S., Purnomo, J. D. T., Shubbak, M., & Gandolfi, F. (2025). Fostering Supply Chain Agility through Transformational Leadership and Organizational Ambidexterity in the Indonesian Automotive Industry. *Operations and Supply Chain Management: An International Journal*. <https://doi.org/10.31387/oscm0620486>
- Baskarada, S., Watson, J., & Cromarty, J. (2016). Leadership and organizational ambidexterity. *Journal of Management Development*, 35, 778-788. <https://doi.org/10.1108/jmd-01-2016-0004>
- Bass, B. M. (1985). Leadership and performance beyond expectations. *Free Press*.
- Beck, K., & Wilson, C. (2000). Development of affective organizational commitment: A cross-sequential examination of change with tenure. *Journal of Vocational Behavior*, 56(1), 114–136. <https://doi.org/10.1006/jvbe.1999.1712>
- Buil, I., Martinez, E., and Matute, J., (2019). Transformational leadership and employee performance: the role of identification, engagement and proactive personality. *International Journal of Hospitality Management*. 77, 64-75. doi: 10.1010/J.IJHM.2018.06.014
- Cardona-Cano, R., López-Zapata, E., & Velez-Ocampo, J. (2023). Leadership styles, collaborative integrative behavior and ambidexterity in university research groups. *The Learning Organization*. <https://doi.org/10.1108/tlo-05-2023-0082>
- Collins, M. H., J. F. Hair Jr., and T. S. Rocco. 2009. "The Older- Worker-Younger-Supervisor Dyad: A Test of the Reverse Pygmalion Effect." *Human Resource Development Quarterly* 20, no. 1: 21–41. <https://doi.org/10.1002/hrdq.20006>
- Dolz, C., Iborra, M., & Safon, V. (2019). Improving the likelihood of SME survival during financial and economic crises: The importance of TMTs and family ownership for ambidexterity. *BRQ Business Research Quarterly*, 22, 119-136.

Mediating role of Organizational Ambidexterity and Moderating role of Status Incongruence
in Transformational Leadership and Subordinate Affective Organizational Commitment
relationship

Dwertmann, D.J., & Boehm, S.A. (2016). Status matters: The asymmetric effects of supervisor-subordinate disability incongruence and climate for inclusion. *Academy of Management Journal*, 59(1), 44-64.

Jain, P., Duggal, T., & Ansari, A.(2019). Examining the mediating effect of trust and psychological well-being on transformational leadership and organizational commitment. Benchmarking: An International Journal. <https://doi.org/10.1108/bij-07-2018-0191>

Jansen, J. J. P., George, G., Bosch, F., & Volberda, H. (2008). Senior Team Attributes and Organizational Ambidexterity: The Moderating Role of Transformational Leadership. *Journal of Management Studies*, 45, 982-1007. <https://doi.org/10.1111/j.1467-6486.2008.00775.x>

Jarmon (1976), Education as a dimension of status incongruence between parents and the self perceptions of college students *Sociology of Education*, 49 (3) (1976), pp. 218-222, 10.2307/2112233

Jiatong, W., Wang, Z., Alam, M., Murad, M.,Gul,F., & Gill, S. A. (2022). The impact of Transformational Leadership on Affective Organizational Commitment and Job Performance: The Mediating Role of Employee Engagement. *Frontiers in Psychology*, 13.<https://doi.org/10.3389/fpsyg.2022.831060>

Jin, L., Tam, T., & Tao, L. (2019). Well-off but powerless? Status incongruence and psychological well-being in contemporary china. *Social Science & Medicine*.

Kassotaki, O. (2019). Explaining ambidextrous leadership in the aerospace and defense organizations. *European Management Journal*. <https://doi.org/10.1016/j.emj.2019.04.001>

Khan, S.F., & Siddiqui, D. (2020). Transformational Leadership and Subordinate Organization Commitment in Pakistan: The Complementary Role of Status Incongruence and Supervisor Gender. *SSRN Electronic Journal*. <https://doi.org/10.2139/ssrn.3683119>

Lau, D.C., Lam, L. W., & Wen, S.S. (2014). Examining the effects of feeling trusted by supervisors in the workplace: A self-evaluative perspective. *Journal of Organizational Behaviour*,35(1), 112-127. <https://doi.org/10.1002/job.1861>

Leonelli, S. (2024). Increasing organisational ambidexterity: The role of entrepreneurs' leadership styles and individual resilience. *Journal of International Entrepreneurship*, 22, 433 - 463. <https://doi.org/10.1007/s10843-024-00358-5>

Levinthal, D. A., & March, J. G. (1993). The myopia of learning. *Strategic Management Journal*, 14, 95-112.

Lis, A., Jozefowicz, B., Tomanek, M., & Gulak-Lipka, P. (2018). The Concept of the Ambidextrous Organization : Systematic Literature Review. *International Journal of Contemporary Management*, 17, 77-97. <https://doi.org/10.4467/24498939ijcm.18.005.8384>

Loon, M., Otaye-Ebede, L., & Stewart, J. (2020). Thriving in the New Normal: The HR Microfoundations of Capabilities for Business Model Innovation. An Integrated Literature Review. *Journal of Management Studies*. <https://doi.org/10.1111/joms.12564>

Mercurio ZA (2015) Affective commitment as a core essence of organizational commitment: an integrative literature review. *Human Resource Development Review*, 14:389-414. <https://doi.org/10.1177/1534484315603612>

Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace: Theory, research, and application*. Sage Publications, Inc.

Meyer JP, Herscovitch L (2001) Commitment in the workplace: toward a general model. *Human Resource Management Review*. 11:299-326. [https://doi.org/10.1016/S1053-4822\(00\)00053-X](https://doi.org/10.1016/S1053-4822(00)00053-X)

Miller, C., and O. Richard. 2020. Status Incongruence in Supervisor Subordinate Dyads: The Effects on Subordinate Job Satisfaction and Creative Performance. *Journal of Business Strategies* 37, no. 2: 66–89. <https://doi.org/10.54155/jbs.37.2.66-89>.

Morrow, P. (2011). Managing Organizationl Commitment: Insights from Longitudinal Research. *Journal of Vocational Behaviour*, 79, 18-35. <https://doi.org/10.1016/j.jvb.2010.12.008>

Nemanich, L. A., & Vera, D. (2009). Transformational leadership and ambidexterity in the context of an acquisition. *Leadership Quarterly*, 20, 19-33. <https://doi.org/10.1016/j.leaqua.2008.11.002>

Nyberg, A., Johansson, G., Westerlund, H., Rostila, M., & Toivanen, S. (2019). Status incongruence in human service occupations and implications for mild-to-severe depressive symptoms and register-based sickness absence: A prospective cohort study. *Scandinavian Journal of Work, Environment & Health*.

Park, J., Han, S.J., Kim, J.-Y., & Kim, W. (2021). Structural relationships among transformational, affective organizational commitment, and job performance: the mediating role of employee engagement. *European Journal of Training and Development*. <https://doi.org/10.1108/ejtd-10-2020-0149>

Peng , S., Liao, Y., & Sun, R. (2019). The Influence of Transformational Leadership on Employees' Affective Organizational Commitment in Public and Nonprofit Organizations: A Moderated Mediation Model. *Public Personnel Management*, 49, 29-56. <https://doi.org/10.1177/0091026019835233>

Perry, E.L., Kulik, C.T., Zhou, j, (1999), "A closer look at the effects of subordinate-supervisor age differences", *Journal of Organizational Behavior*, 20 (3) (1999), pp. 341-357, 10.1002/(SICI)1099-1379(199905)20:3<341::AID-JOB915>3.0.CO;2-D

Pradhan, S., & Pradhan, R.K. (2015). An Empirical Investigation of Relationship among Transformational Leadership, Affective Organizational Commitment and Contextual Performance. *Vision: The Journal of Business Perspective*, 19, 227-235. <https://doi.org/10.1177/0972262915597089>

Pulido-Martos, M., Gartzia, L., Augusto-Landa, J., & Lopez-Zafra, E. (2023). Transformational leadership and emotional intelligence: allies in the development of organizational affective commitment from a multilevel perspective and time-lagged data. *Review of Managerial Science*, 1-25. <https://doi.org/10.1007/s11846-023-00684-3>

Mediating role of Organizational Ambidexterity and Moderating role of Status Incongruence
in Transformational Leadership and Subordinate Affective Organizational Commitment
relationship

Raisch, S., & Birkinshaw, J. (2008). Organizational ambidexterity: Antecedents, outcomes, and moderators. *Journal of Management*, 34(3), 375-409. <https://doi.org/10.1177/0149206308316058>

Smith (2021). *Society for Human Resource Management*, Generational Mindsets Affect the Workforce, <https://www.shrm.org/resourcesandtools/hr-topics/global-hr/pages/generational-mindsets-affect-workforce.aspx>

Scheuer, C.-L., & Loughlin, C. (2019). *The moderating effects of status and trust on the performance of age-diverse work groups*. Paper presented at the Evidence-based HRM: a Global Forum for Empirical Scholarship.

Singer-Coudoux, K., Kretschmer, M., & Houssni, K. (2024). Navigating Dualities: A Literature Review of the Role of Organizational Learning in Fostering Ambidexterity. *European Conference on Management Leadership and Governance*. <https://doi.org/10.34190/ecmlg.20.1.3052>

Stinglhamber, F., Marique, G., Caesens, G., Hanin, D., & De Zanet, F. (2015). The influence of transformational leadership on followers' affective commitment: The role of perceived organizational support and supervisor's organizational embodiment. *Career Development International*, 20, 583-603. <https://doi.org/10.1108/cdi-12-2014-0158>

Triana, M.C., Richard, O.C., & Yucel, I. (2017). Status incongruence and supervisor gender as moderators of the transformational leadership to subordinate affective organizational commitment relationship. *Personnel Psychology*, 70(2), 429-467. <https://doi.org/10.1111/peps.12139>

Triana, M.D.C., Richard, O.C., Yücel, I. (2017). Status incongruence and supervisor gender as moderators of the transformational leadership to subordinate affective organizational commitment relationship, *Personnel Psychology*, 70 (2) (2017), pp. 429-467, 10.1111/peps.12154

Triana, M., M. F. Garcia, O. Richard, İ. Yücel, and R. Ahmed. (2025). Status Incongruence Effects Under Conditions of Task Interdependence: Too Close for Comfort. *Journal of Business Research* 189: 115174.

Tushman, M.L., & O'Reilly, C. A. (1996). Ambidextrous organizations: Managing evolutionary and revolutionary change. *California Management Review*, 38(4), 8-29. <https://doi.org/10.2307/41165852>

Zhao, X., Fu, N., & Freeney, Y. (2023). Being at one with each other: leader-follower (in)congruence in transformational leadership and team performance. *Leadership & Organization Development Journal*. <https://doi.org/10.1108/loj-05-2022-0240>

Zhaxylyk, S. (2023). Organizational Ambidexterity and Resilience: Moderating Effect of Transformational Leadership. *Eurasian Journal of Economic and Business Studies*. <https://doi.org/10.47703/ejeb.v67i4.315>

Annexure

Table no-1
Outer Loadings

Outer loadings - Mean, STDEV, T values, p values					
	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O /STDEV)	P values
OA1 <- OA	0.764	0.770	0.039	19.386	0.000
OA2 <- OA	0.811	0.816	0.061	13.241	0.000
OA3 <- OA	0.817	0.819	0.042	19.524	0.000
OA4 <- OA	0.799	0.802	0.067	11.971	0.000
OA5 <- OA	0.722	0.716	0.054	13.382	0.000
SAOC1 <- SAOC	0.646	0.650	0.098	6.574	0.000
SAOC2 <- SAOC	0.724	0.727	0.058	12.550	0.000
SAOC3 <- SAOC	0.652	0.647	0.106	6.137	0.000
SAOC4 <- SAOC	0.744	0.749	0.048	15.509	0.000
SAOC5 <- SAOC	0.829	0.831	0.037	22.267	0.000
SI x TL -> SI x TL	1.000	1.000	0.000	n/a	n/a
SI1 <- SI	0.734	0.718	0.083	8.830	0.000
SI2 <- SI	0.645	0.641	0.081	7.964	0.000
SI3 <- SI	0.737	0.749	0.032	22.819	0.000
SI4 <- SI	0.626	0.617	0.104	5.996	0.000
SI5 <- SI	0.721	0.717	0.058	12.420	0.000
TL1 <- TL	0.795	0.794	0.061	12.990	0.000
TL2 <- TL	0.803	0.808	0.049	16.556	0.000
TL3 <- TL	0.813	0.806	0.072	11.325	0.000
TL4 <- TL	0.728	0.736	0.039	18.889	0.000
TL5 <- TL	0.819	0.813	0.071	11.528	0.000

Table no-2
Specific indirect effect

Specific indirect effects - Mean, STDEV, T values, p values						Copy to Excel/Word
	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O /STDEV)	P values	
TL -> OA -> SAOC	0.317	0.345	0.124	2.553	0.005	

Table no-3
Total effects

Total effects - Mean, STDEV, T values, p values						Copy to Excel/Word
	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O /STDEV)	P values	
OA -> SAOC	0.374	0.401	0.139	2.687	0.004	
SI -> SAOC	0.316	0.316	0.083	3.816	0.000	
SI x TL -> SAOC	0.129	0.124	0.038	3.409	0.000	
TL -> OA	0.850	0.855	0.031	27.472	0.000	
TL -> SAOC	0.574	0.570	0.069	8.262	0.000	

Table no-4

Mediating role of Organizational Ambidexterity and Moderating role of Status Incongruence
in Transformational Leadership and Subordinate Affective Organizational Commitment
relationship

Total indirect effect

Total indirect effects - Mean, STDEV, T values, p values						Copy to Excel/Word
	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	
TL -> SAOC	0.317	0.345	0.124	2.553	0.005	