



## **Driving Performance Excellence: The Influence of Transformational Leadership, Motivation, and Organizational Culture on Female Textile Employees in Karachi Megacity**

**Dr. Salman Ahmed Khatani**

Assistant Professor, Department of Business Administration, Iqra University, Karachi, Pakistan  
[salman.ahmed@iqra.edu.pk](mailto:salman.ahmed@iqra.edu.pk)

**Sobia Anwer**

Ph.D. Scholar, Dubai, UAE

**Muhammad Khurram Amin**

Ph.D. Scholar, University of Karachi, Pakistan

### **Abstract**

*This research paper explores the importance of innovative behavior as a crucial skill in the 21st century. Rapid technological advancements and globalization make the world dynamic and competitive. This research investigates the influence of transformational leadership, motivation, and organizational culture on innovative behavior and job performance among female employees in the textile industry of Karachi, with a focus on gender equality as per the Sustainable Development Goals (SDG). Data from 144 female workers from different textile industries were analyzed using correlation, regression, and moderation analyses. The results reveal significant positive correlations between transformational leadership, motivation, organizational culture, innovative behavior, and job performance. Regression analyses confirm the predictive power of transformational leadership and organizational culture on job performance, highlighting the importance of nurturing effective leadership and fostering a positive organizational culture. While motivation exhibits significant correlations with innovative behavior and job performance, its direct impact is less pronounced in regression models, suggesting mediation by other factors. Organizational culture moderates the relationships between leadership, motivation, and employee outcomes, emphasizing the need to consider contextual factors in understanding workplace dynamics. These findings offer valuable insights for organizational leaders and managers seeking to optimize performance and create supportive work environments, with implications for leadership development, motivational strategies, and cultural interventions. Future research should explore longitudinal and cross-industry comparisons to deepen understanding and inform evidence-based practices for promoting gender equality and enhancing employee outcomes in the textile industry and beyond. The relevance of innovative behavior is essential for the success of individuals and organizations in particular, and of societies and nations in general, to tackle the challenges the 21st century continues to throw at us and shape the future in a more desirable direction.*

**Keywords:** Innovation Process in Organizations: Innovation, Creativity, Problem-solving, Growth, Entrepreneurship, Society, Progress, Driving Change, Life-Long Learning



## **Introduction**

Rapid technological advancements and a rapidly globalizing world characterize the 21st century (Korinek et al., 2021). In this rapid-paced environment, rapidly adapting and creatively solving complex problems is a must for both people and organizations to survive and thrive. Innovative behavior reflects out-of-the-box thinking, new idea generation, and unconventional practices, vital for individual empowerment and movement across the board (Choi et al., 2021; Qi et al., 2019).

This introduction sheds light on innovative behavior as a multidimensional construct—a transformable power helpful in tackling today's different issues (Mahgoub et al., 2019). The work explores how innovation sparkles progress, leads economic growth, solves global issues, and provides a growth mindset to grow in continuous leadership. Innovation can provide societies with the tools and concepts they need to adapt to the changing world and be prepared for a more sustainable and equitable future (Kwon et al., 2020).

In addition, this paper emphasizes the need for more understanding of the scope of innovation for SDG 5 on gender equality, which has notable potential for SDG (Eden et al., 2021). New ways of working can be instrumental in promoting gender equality and women's empowerment by breaking down existing stereotypes, providing economic opportunities to women, closing the digital gender gap, and eliminating gender-based violence (Singh & Sarkar, 2019). 3- In doing so, we can uncover pathways for promoting SDG 5 and empowering women and girls, which can help foster a more inclusive and prosperous society by examining the connections between innovative behavior and SDG 5.

Job performance and innovative behavior have perplexed many researchers. Job performance, defined as working effectively and attaining goals, profoundly influences promoting and triggering innovative behavior of individuals and organizations (Kim et al., 2017; Tang et al., 2019). Innovative behavior, be it individual or collective achievement, contributes to and uplifts job performance (Eva et al., 2019). A crucial facet of job performance-innovative behavior nexus is resource expenditures. Sena (2020) suggests that staff who perform at a high level are often given more time, budget, and resources to support them in executing innovative behavior. Ease of resource acquisition enables researchers to venture into unknown territories, test new methods, and offer new ideas to bring success to the organization (Nasifoglu et al., 2020; Li et al., 2016).



The concept of organizational culture can be carefully explained as a system of documents, values, assumptions, interpretations, and norms that an individual of an organization needs to possess, which are taught to the new members as correct (Daft, 2005). Organizational culture is thus said to be the last piece of the puzzle that managers have in guiding the fate of their companies (Smircich, 1983).

Organizational culture can have many attributes, including levels (artifacts, espoused values, and underlying assumptions), strength (strong culture or weak culture), and adaptiveness (adaptive culture or nonadaptive). Organizational cultures can be characterized along numerous dimensions, giving rise to conceptually distinct but fundamentally similar models and theories. Culture, for instance, can be classified as adaptability/achievement/clan/bureaucratic (Daft, 2005), clan/adhocracy/hierarchy/ market (Cameron & Freeman, 1991; Quinn & Cameron, 1983; Quinn & Rohrbaugh, 1983), and communal/ fragmented/networked/mercenary (Goffee & Jones, 1998).

An organization may mix elements of a bureaucratic, innovative, or supportive organizational culture (Wallach, 1983). The framework of Wallach (1983) is employed in this study. According to Wallach (1983), the Organizational Culture Index (OCI) profiles culture along the three stereotypical dimensions, and the combination of these three dimensions gives an organization its “flavor”.

### **Literature Review**

Innovative behavior might help in advancing the pathways needed for SDG 5 (UN Women, 2022) by disrupting gender inequalities, providing opportunities for women's economic empowerment (United Nations, 2022), combating gender-based violence, increasing access to technology, and bringing men onboard as allies (SDG Goal 5: Gender Equality, 2021; UN Women, 2022 ). Through innovation, societies can build a more equitable and inclusive world with gender equality permeating every facet of society. Within the Pakistani textile industry context, particularly in Karachi, several factors can prevent women from acting innovatively. Firstly, limited access to technology and innovation restricts women's potential for innovative contribution ( Mehta et al., 2021; UN Women, 2019), and the gender gap in digital technology courses and careers ( Brookings Institution) suggests that women might have less exposure to digital technology, inhibiting their innovation potential ( Nasrin et al.,2023). As noted by the United Nations, the lack of comprehensive policies and legislation to advance gender equality – also a crucial part of SDG 5 – may undermine women’s engagement in innovation within the sector (Leal et al.,2022). Additionally, the exclusion of



women's economic and decision-making activities (Filho et al.,2022; UN Women, 2019), as the National Center for Biotechnology Information reported, could limit their access to resources to develop innovative behavior (Jabeen et al.,2020). Similarly, the study above points out that limited access to financial services is another barrier to women engaging in innovation in the Karachi textile sector of Pakistan (Niethammer et al.,2007). Altogether, these stress the multifarious hurdles that behavior women face in contributing to innovative practices in the design industry.

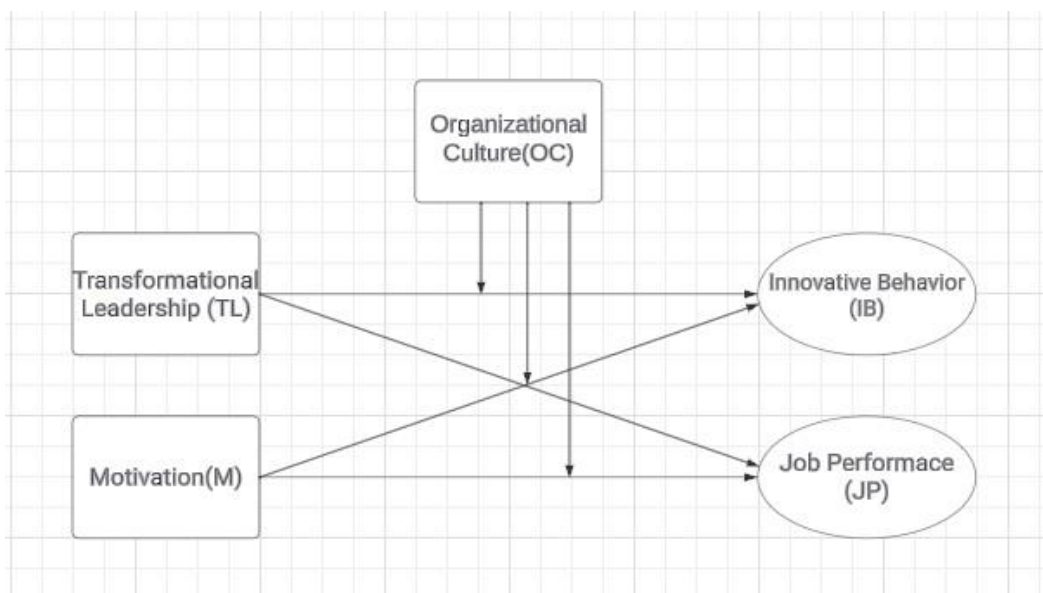
Gender equity in the Pakistani textile industry is interlinked and multilayered. In 2000, the Small & Medium Enterprise Development Authority (SMEDA) developed a strategy paper for the Pakistani textile and clothing sector, which indicated the impacts of the Agreement on Textiles and Clothing on gender equality in Pakistan (Siegmann, 2004; Makino, 2014). Women were underrepresented in management positions in the textile sector (where a lot of young women work), and discrimination according to their gender appeared to be widespread about wages and conditions of work

According to an article in The Guardian, Pakistan's textile industry is in crisis, and women are bearing the brunt of its decline (Baloch, 2023). The article notes that hundreds of thousands of the 1.3 million textile workers in Faisalabad, half of women, have lost their jobs due to low exports and the country's economic crisis. For rural women who travel to the factories from surrounding areas early in the morning and work long days for low pay, this is their only source of income (Grover,2019). An opinion piece in Business Recorder notes that a significant driver of gender inequality in Pakistan has been the country's protectionist structures (Sattar & Karim, 2023). A World Bank study of 54 countries found that tariff protection in Pakistan was associated with lower female labor force participation rates(Women, 2019).

According to a report by the International Labor Organization (ILO), in Asia, only in India and Pakistan are a majority of garment sector workers male. However, in recent years, the proportion of women workers has grown (ILO, 2021). This suggests that there may be some progress towards gender equality in the Pakistani textile industry. The Gender Works website highlights efforts to foster gender equality in the Pakistani textile industry, particularly in Punjab (Khan, 2014). The website notes that the textile and garment industry employs around 40% of the total workforce in Punjab and that the Local Support Organizations (LSP) work to enhance the expertise of female experts in the industry to foster gender equality (GIZ, 2020).

The study incorporates social cognitive theory, which offers a nuanced understanding of how motivation links leadership, organizational culture, and innovative behavior/job performance among female textile workers in Karachi. Through a role model/social learning perspective, the paper could explore how female workers observe and learn from their leaders and peers in terms of shaping their beliefs about their capabilities (self-efficacy) and expectations of the outcomes of their actions. The level of motivation can be intermediated by the skills and knowledge gained over time by female employees through observation or experiencing modeling regarding innovation and job performance. Interestingly, the theory further posits that increasing motivation through competency development and increasing motivation through expectation-setting, feedback, and reinforcement would lead to innovative behavior and task performance. Hence, embedding the Social Cognitive Theory into the framework of this study may help in understanding the relationship between social learning processes, motivation, and organizational outcomes more deeply regarding the textile industry in Karachi.

Figure 1  
 Conceptual Model



### Hypothesis Development

Sharif (2019) - Female transformational leadership behaviors in the emerging social landscape of Qatar The content was based upon the transformational leadership framework (TLF) by Burns (1978) and Bass (1990). Based on in-depth interviews of 25 female Qatari managers at a top university and analyses via NVivo 11. The findings emphasize that Qatari



female leaders primarily display transformational features like fostering open, communicative relationships, adaptability, and building trust as the necessity for flexibility in a workplace with so many different ages, genders, backgrounds, and experiences as the modern workplace has also caused them to exhibit non-transformational behaviors from time-to-time. This malleability can often be recalibrated depending on subordinates' attitudes; this involves leading male subordinates and is thus also symptomatic of male-dominated environments. A few of the human associations toward the leadership traits examined mildly overlapped amongst the female respondents, with idealized influence and individualized consideration remarkably similar. This study underscores the potential of dynamic social environments to nurture female transformational leadership. This dynamism could prompt an evolved TLF better suited to Qatari organizations. Sharing experiences among Qatari female managers may contribute to crafting a culturally appropriate transformational leadership model. This study illuminates how Qatari women practice transformational leadership in a socially dynamic environment through adaptability and change management. This suggests that the TLF should be extended to bolster female leadership in such settings.

*H1: Transformational leadership has a positive significant effect on job performance*

*H2: Transformational leadership has a positive significant effect on the innovative behavior of the employee*

Morkevičiūtė and Endriulaitienė (2020) investigated the link between the perceived dimensions of transformational leadership and work motivation among female employees. It involves 168 Lithuanian employees and employs the extrinsic and intrinsic motivation scales (Tremblay et al., 2009) for work motivation assessment and the transformational leadership inventory (Podsakoff et al., 1990) for leadership style evaluation. The findings reveal that female employees' intrinsic and extrinsic work motivation is positively affected when leaders are perceived as articulating future visions, serving as role models, fostering group goal acceptance, and applying intellectual stimulation. Additionally, this study highlights that high-performance expectations associated with transformational leadership correspond to heightened levels of extrinsic motivation in women. This limited empirical examination offers findings on the influence of the different dimensions of transformational leadership on intrinsic and extrinsic female work motivation. This highlights the importance of visionary leadership and other drivers of motivation. The study provides valuable insight into this relationship and what it suggests will help leaders currently pursue female employees in terms of strategic motivation.





*H3: There is a positive impact of motivation on job performance*

*H4: Motivation has a positive and significant influence on employee innovative behavior*

Lai et al. (2020) investigate how transformational leaders trigger positive organizational behaviors like task performance and helping others by stimulating followers' work engagement. This study follows a careful multimodal, multitemporal, and multisource research design to reduce standard method variance and consists of 507 nurses across 44 teams. Explanatory variables such as leader-member exchange, self-efficacy, and demographics are considered. Specifically, the results support work engagement as a mediator of the effects of transformational leadership on job performance/helping behavior (Wang et al., 2011). This shows that leaders who generate engagement and followers will go above and beyond their jobs and help YOU. The research advances existing literature but highlights the critical mediating role of work engagement in the leadership-performance relationship. Unlike prior studies focusing on leadership outcomes, the current research examines the motivation for increased performance and engagement.

It proposes a transformational leadership theory that improves the performance of tasks and helps behavior by developing work engagement. The importance of the study rests solely on a refined line of thinking. By tightly controlling for variables, it provides a better understanding of the relationship between transformational leadership, performance, and engagement. Leaders create an inkling when they speak about their goals, build supportive environments, and make resources available. Ultimately, this study indicates that transformations that leaders affect on followers can have influential effects on follower behavior and performance long after the leader is out of reach. It highlights that work engagement is the engine needed for these beneficial results. These provide depth to leadership conversations, and insights such as these translate to action for leaders who seek to motivate and create excellence among their teams (Shamir et al., 1993; Bass, 1985).

*Hypothesis 5: Job performance has a significant and positive impact on employees' innovative behavior.*

### **Organizational Culture as A Moderator**

The paper discusses the impact of leadership and strategy management on organizational excellence, with organizational culture acting as a moderator. The author argues that leadership, strategy management, and organizational culture are important factors that can help organizations achieve competitive advantages and excellence. The study's primary



purpose is to theoretically investigate the effect of leadership and strategy management on organizational excellence, considering the role of organizational culture as a moderator that can strengthen relationships. The author proposes a new conceptual framework that can be empirically tested in future research. The paper provides a comprehensive literature review to help formulate hypotheses that can be tested in future statistical studies.

The author believes the study has significance in potentially contributing to both academic literature and professional practice, especially in the public sector. On the educational front, conducting the study can help address identified gaps in the existing research. On the professional front, the findings could benefit governments like the UAE government and others with similar environments. In summary, the paper highlights how implementing practices like strong leadership, strategic management, and organizational culture can put organizations on the path to achieving excellence.

This study examined how transformational leadership and organizational culture impact employee creative performance. The researchers surveyed 147 working professionals from 109 Fortune 500 companies. The researchers found that an adhocracy organizational culture, which values growth, risk-taking, and creativity, moderated the relationship between transformational leadership and employee creative performance. Transformational leadership was more strongly associated with higher creative performance when the adhocracy culture was high; however, under a low adhocracy culture, that was not the case for transformational leadership input (extensive). These indicate that adopting an innovative organizational culture can improve transformational leadership's ability to encourage employees' creativity.

Hypothesis 6: Organizational culture has a moderating effect between transformational leadership and innovative behavior of employee

*Hypothesis 7: organizational culture has a moderating effect on motivation and job performance*

*Hypothesis 8: Organizational culture has a moderating effect on transformational leadership and job performance.*

*Hypothesis 9: Organizational culture has a moderating effect on the motivation and innovative behavior of employee.*





## **Research Methodology**

### **Research Design**

Our study uses a quantitative approach, and statistical tools cater to the results. After applying the empirical statistical tools, results depict the relationship between variables by hypothesis testing.

### **Research Purpose**

This research aims to investigate the interplay between leadership, motivation, job performance, and organizational culture in fostering innovation and improving outcomes, specifically focusing on the females of the textile industry in Karachi.

### **Target Population**

The target population for this study would likely be women working in the textile industry in Karachi. Specifically, it would include female employees across various roles and levels within textile companies, ranging from factory workers to managerial and leadership positions.

### **Sample Size and Data Collection Method**

The sample size for this study is 144, which complies with Tabachnick and Fidell (2007). Moreover, data collection is conducted through a questionnaire circulated through an online platform.

### **Measurement instrument**

The study utilizes a questionnaire developed from various sources to measure leadership, motivation, job performance, and organizational culture. Additionally, job performance and innovative behavior are also assessed using this questionnaire. The questionnaire utilizes a 5-point Likert scale to assess respondents' perceptions and attitudes toward leadership, motivation, job performance, organizational culture, and innovative behavior.

### **Statistical technique**

The study used a pragmatic approach to investigate variables across different textile firms across Karachi, combining logical analysis, subjective experience, and observation to enhance theory transferability and assess causal linkages in quantitative data (Morgan, 2007).

### **Ethical consideration**



The research report prioritizes ethical considerations, ensuring respondents' anonymity, confidentiality, and privacy. The questionnaire adheres to Fouka and Mantzorou's (2011) principles, and participants can exit the study at any point.

### Discussion and Analysis

Table 1  
 Internal reliabilities for all measures

Factors	N	Cronbach's Alpha
Transformation Leadership	5	.630
Motivation	5	.694
Innovative Behavior	5	.725
Job Performance	5	.625
Organizational Culture	5	.705

The provided reliability test readings show Cronbach's alpha coefficients for five factors: Transformation Leadership, Motivation, Innovative Behavior, Job Performance, and Organizational Culture. Cronbach's alpha measures internal consistency, indicating how closely related a set of items are as a group. The Cronbach's alpha coefficient for Transformation Leadership is 0.630, and Job Performance is 0.625. Generally, a Cronbach's alpha value above 0.70 is considered acceptable for most purposes. In this case, the alpha falls slightly below the commonly recommended threshold, suggesting that the items assessing both variables may have moderate internal consistency.

Table 2  
 Inter-correlations among TL, MO, OC, and IB

		Innovative Behavior
Organizational Culture	Person Correlation	.468**
	Sig.	.000
Transformation Leadership	Person Correlation	.533**
	Sig.	.000
Motivation	Person Correlation	.579**
	Sig.	.000

*N* = 404 TL = Transformation Leadership, MO = Motivation, OC = Organizational Culture, IB = Innovative Behavior \*\**p* < .001

The provided correlation test readings show the correlation between organizational culture, transformational leadership, motivation, and innovative behavior. All three independent



variables have a significant and positive relationship with innovative behavior. The positive sign of the Pearson correlation suggests that the organization's culture, transformational leadership, and motivation move in a positive direction. Innovative behavior increases, and there is a moderate tendency for innovative behavior also to increase. The significance level (Sig.) of 0.000 is less than the conventional alpha level of 0.05, indicating that the correlation is statistically significant at the 0.05 level.

Table 3  
 Inter-correlations among TL, MO, OC, and JP

		Job Performance
Organizational Culture	Person Correlation	.621**
	Sig.	.000
Transformation Leadership	Person Correlation	.520**
	Sig.	.000
Motivation	Person Correlation	.439**
	Sig.	.000

*N = 404 TL = Transformation Leadership, MO = Motivation, OC= Organizational Culture, JP= Job Performance \*\*p < .001*

The provided correlation test readings show the correlation between organizational culture, transformation leadership, motivation, and job performance. All three independent variables have a significant and positive relationship with job performance. The positive sign of the Pearson correlation suggests that the organization's culture, transformational leadership, and motivation move in the positive direction, and then job performance increases; there is a moderate tendency for innovative behavior to increase. The significance level (Sig.) of 0.000 is less than the conventional alpha level of 0.05, indicating that the correlation is statistically significant at the 0.05 level.

Table 4  
 Model Summary

R	R Square	F	Sig.
.524	.274	26.671	.000

The correlation coefficient (R) of 0.524 indicates a moderate positive Linear relationship Between the independent and dependent variables. The low R Square value (0.274) suggests that the model explains only a tiny proportion of the variance in the job performance, indicating that including predictors may not significantly improve the model's explanatory



power. The ANOVA significance value of 0.000 suggests that the overall regression model is statistically significant at 0.05. This implies that transformational leadership and organizational culture collectively contribute to explaining the variability in job performance. In summary, while the overall model is statistically significant, indicating that transformational leadership and organizational culture contribute significantly to predicting job performance, the small R Square value suggests that the independent variable(s) in the model cannot explain the variability in the dependent variable. Consideration should be given to potential improvements or additional predictors to enhance the model's explanatory power.

Table 5

Model Direct Effects Transformation Leadership and Organizational Culture on Job Performance

	Coeff.	t	Sig.
(Constant)	1.571	3.680	.000
Transformation Leadership	.579	7.249	.000
Organizational Culture	.546	1.741	.083

*Dependent Variable: Job Performance*

The constant (1.571) is the value of the dependent variable when the transformational leadership and organizational culture are zero. The coefficient for transformational leadership 0.579 indicates the average change in job performance for each one-unit increase in transformational leadership. Likewise, the values of Organizational Culture) = 0.546) (i.e., the job performance changes per unit change with each Organization Culture unit). To sum up, the finding shows that transformational leadership and organizational culture are predictor very significant in job performance and presents the model that has substantial insights on the relationship between predictor variables and outcome variables as the regression analysis result.

Table 6

Model Summary

R	R Square	F	Sig.
.645	.416	33.293	.000



The model showed substantial explanatory power ( $R = 0.645$ , and  $R\text{ Square} = 0.416$ ), indicating that about 41.6% of the variance in the outcome variable is predicted by the predictor variable, thus demonstrating a moderately strong positive correlation. In addition, The F-statistic is 33.293, which is significant and indicates that not only the likelihood but also the regression model as a whole explains a large part of variances in the outcome variable.

A paired (dependent) sample t-test further confirmed this significance (Sig. Moreover, the model was very robust, with a p-value of 0.000. In general, these results underscore the salient and utility of predictor variables determining the outcome variable, giving valuable insight for post-analysis and decision-making for the scholars.

Table 8  
 Model Direct Effects Transformation Leadership and Organizational Culture on Job Performance

	Coeff.	t	Sig.
(Constant)	2.194	2.131	.034
Motivation	.073	.865	.389
Organizational Culture	.136	.454	.650

*Dependent Variable: Job Performance*

The table expatiates the direct impacts of leadership, organizational culture, and motivation on job performance. The coefficient values from the model describe the change in the odds of job performance, with a one-unit change in each predictor variable when holding other variables constant. Specifically, leadership—the constant term—has a coefficient of 2.194, indicating that it significantly impacts job performance. Motivation (0.073) and organizational culture (0.136) have moderate effects on job performance but less than the other two (top ones). In addition, based on the p-values and t-statistics, neither motivation nor organizational culture produces a statistically significant effect on job performance for this model, where both variables yield p-values more extreme than the commonly accepted threshold of statistical significance of 0.05.

This indicates that although leadership could have a pronounced effect on job performance, the effects of motivation and organizational culture could be weak or insignificant given the context of the study. Additional exploratory analysis of other variables and interactions is needed to gain complete insight into the relationship of interest that underpins performance in that context.



Table 9  
Model Summary

R	R Square	F	Sig.
.579	.335	23.580	.000

The model summary table shows the model's ability to explain the variance in the dependent variable. Our model demonstrates a reasonable level of explanatory power (R: 0.579, a moderate positive correlation between the predictor variables and the outcome variable, and R Square: 0.335 ~33.5% of the variance of the dependent variable was explained by the predictor variables). In addition, the F-statistic 23,580, which is significant, that is, Sig. with a p-value of 0.000, highlights the overall importance of the regression model. This indicates that the predictor variables collectively have a significant effect on the dependent variable, highlighting the relevance of the model in explaining variations in the outcome variable. These findings suggest that the regression model visually represents the relationship between the predictor and dependent variables, offering valuable insights for further analysis and decision-making in the studied context.

Table 10  
Model Direct Effects Transformation Leadership and Organizational Culture on Innovative Behavior

	Coeff.	t	Sig.
(Constant)	1.137	4.114	.000
Transformation Leadership	.306	3.609	.000
Organizational Culture	.756	2.398	.017

*Dependent Variable: Innovative Behavior*

The first constant term coefficient of 1.137 indicates the amount of innovation behavior expected when both predictor variables are 0. The coefficient for transformational leadership is especially interesting: it suggests that a 0.306-unit increase in innovative behavior can be attributed to every 1-unit increase in transformational leadership. This effect is significant with  $t = 3.609$  and  $p = 0.000$ , further confirming the strength of the relationship. Correspondingly, the coefficient for organizational culture is 0.756, which means a positive relationship exists between organizational culture and innovative behavior. However, the impact is significantly less significant than that of transformational leadership ( $t = 2.398$ ,  $p = 0.017$ ). Overall, these results emphasize the impact of transformational leadership on





innovative behavior and the necessity of specific organizational support preceding innovative behaviors.

Table 11

Model Summary

R	R Square	F	Sig.
.473	.224	13.480	.000

The model summary table contains significant information explaining the regressor model on the dependent variable variances. The R=0.473 (correlation coefficient) suggests a moderate positive correlation between these predictor variables and the outcome variable. This indicates that there is a measurable relationship between the variables involved. In addition, the R Square value of 0.224 suggests that the predictor variables explained 22.4% of the variance in the dependent variable. Hence, though this value indicates limited explanatory power, it also means the model does not explain some variation in the dependent variable. A statistically significant F-statistic (F= 13.480, p (Sig.) indicating 0.000 importance of the regression model has been overall. This means that the combination of the predictors has a meaningful effect on the dependent variable, indicating that the model has some use in explaining variance in the outcome variable. In sum, although this model gives valuable causal insights between predictor variables and the dependent variable, the model still needs to be enhanced in some way by exploring other factors, which may enhance the model's explanatory power and predictive accuracy.

Table 12

Model Direct Effects Motivation and Organizational Culture on Innovative Behavior

	Coeff.	t	Sig.
(Constant)	1.277	4.634	.000
Motivation	.306	3.609	.000
Organizational Culture	.587	1.400	.163

*Dependent Variable: Innovative Behavior*

The Table direct effect of motivation and organizational culture on an innovative behavior in the context of the study---- While the values of coefficients provide information about the size and the importance of these effects. This corresponds to a constant term coefficient of 1.277, indicating the expected level of innovative behavior when both predictor variables are ze. Notably, the coefficient for motivation is 0.306, indicating that for every one-unit increase



in motivation, there is an associated increase of 0.306 units in innovative behavior. This effect is statistically significant, as evidenced by the high t-value of 3.609 and the corresponding p-value of 0.000, indicating a strong relationship between motivation and innovative behavior. On the other hand, the coefficient for organizational culture is 0.587, suggesting a positive association between organizational culture and innovative behavior. However, this effect is not statistically significant, as indicated by the t-value of 1.400 and the relatively high p-value 0.163. This implies that while organizational culture may have some impact on innovative behavior, its influence is less pronounced than that of motivation in the context of this study. Overall, these findings underscore the critical role of motivation in fostering innovative behavior while highlighting the need for further exploration into the specific aspects of organizational culture that may contribute to innovation within the studied context.

Table 13

Relationship between Transformation Leadership and Job Performance with the Moderating Effect of Organizational Culture

Measure	R <sup>2</sup> Change	Coeff.	t	Sig
Moderating Effect	.0001	-.0129	-.156	.875

The above Table shows the moderating effect of companies' organizational culture on job performance, transformational leadership, and organizational culture. Here in this test, the organizational culture is the moderating variable, the transformational leadership is the independent variable, and the dependent variable is the job performance. The results show us the value of R square change as .0001, which means that organizational culture explains the dependent variable of job performance and the independent variable of transformational leadership by 0.01%. Also, the sig value for transformational leadership and organizational culture is insignificant (i.e., > .05). This means that the moderating variable has a negligible impact on the independent and dependent variables. This shows an insignificant moderating effect. However, if the values are significant, we could analyze the negative coefficient value of -.0129, as job performance will decrease if the organizational culture increases. However, the insignificant values illustrate no moderating effect on the variables (Kuswati, 2020).



Table 14  
 Relationship between Motivation and Job Performance with Moderating Effect of Organizational Culture

Measure	R <sup>2</sup> Change	Coeff	t	Sig
Moderating Effect	.0086	.1167	1.439	.152

The table presents the relationship between motivation and job performance, considering the moderating effect of organizational culture. The R<sup>2</sup> Change, measuring the increase in the proportion of variance explained in job performance when organizational culture is included in the model, is 0.0086. This suggests that adding organizational culture as a moderating variable results in a slight increase in the model's explanatory power, indicating that organizational culture accounts for a small but noticeable portion of the variation in job performance beyond what motivation alone explains. However, the coefficient for the moderating effect of organizational culture is 0.1167, with a t-value of 1.439 and a p-value of 0.152, indicating that the effect is not statistically significant at the conventional significance level of 0.05. This suggests that while organizational culture may impact the relationship between motivation and job performance, this impact is not statistically significant in the context of this study. Overall, while organizational culture may play a role in influencing the relationship between motivation and job performance, its effect size and significance warrant further investigation to fully understand its impact within the studied context.

Table 15  
 Relationship between Transformation Leadership and Innovative Behavior with Moderating Effect of Organizational Culture

Measure	R <sup>2</sup> Change	Coeff.	t	Sig
Moderating Effect	.0141	-.1420	-1.721	.087

The table examines the relationship between transformational leadership and innovative behavior, incorporating the moderating effect of organizational culture. The R<sup>2</sup> Change value of 0.0141 indicates the increase in the proportion of variance explained in innovative behavior when organizational culture is added to the model. This suggests that including organizational culture as a moderating variable slightly improves the model's ability to explain variations in innovative behavior beyond what is accounted for by transformational leadership alone. However, the coefficient for the moderating effect of organizational culture is -0.1420, with a



corresponding t-value of -1.721 and a p-value of 0.087. Although the coefficient suggests a negative moderating effect, implying that organizational culture weakens the relationship between transformational leadership and innovative behavior, this effect is not statistically significant at the conventional significance level of 0.05. Therefore, while organizational culture may influence the relationship between transformational leadership and innovative behavior, the findings suggest that this influence needs to be more robust to be considered statistically significant in this study. Further investigation is warranted to explore the nuanced dynamics of organizational culture's role in shaping the relationship between leadership style and innovative behavior within the context under examination.

Table 16  
 Relationship between Motivation and Innovative Behavior with Moderating Effect of Organizational Culture

Measure	R <sup>2</sup> Change	Coeff	t	Sig
Moderating Effect	.0068	-.0970	-1.2445	.215

The table explores the relationship between motivation and innovative behavior while considering the moderating effect of organizational culture. The R2 Change value of 0.0068 indicates the increase in the proportion of variance explained in innovative behavior when organizational culture is introduced as a moderating variable. This suggests that including organizational culture as a moderating factor slightly enhances the model's ability to account for variations in innovative behavior beyond what is explained by motivation alone.

However, the coefficient for the moderating effect of organizational culture is -0.0970, with a corresponding t-value of -1.2445 and a p-value of 0.215.

Despite the negative coefficient indicating a potential weakening of the relationship between motivation and innovative behavior in the presence of certain organizational culture factors, the effect is not statistically significant at the conventional significance level of 0.05. This implies that while organizational culture may play a role in influencing the relationship between motivation and innovative behavior, the observed effect is not strong enough to be considered statistically significant in this study. Further exploration is necessary to understand the nuanced interplay between motivation, organizational culture, and innovative behavior within the context under investigation.



Table 19  
Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Job Performance	144	1.0	4.80	3.425	.7999
Innovative Behavior	144	1.60	5.0	3.825	.7490
Organizational Culture	144	1.60	5.0	3.612	.7705
Transformation Leadership	144	1.80	5.0	3.656	.7184
Motivation	144	2.0	5.0	3.616	.6799

Job performance has 144 observations ranging from 1.0 to 4.80. This indicates that the average job performance score is 3,425, with a standard deviation 0,7999. Likewise, innovative behavior is reported in 144 observations, with ranges from 1.60 to 5.0. Innovative behavior has a mean score of 3.825 and a standard deviation of about 0.7490. The other 144 observations are about organizational culture, which ranges from 1.60 to 5.0. A standard deviation of 0.7705 and a Mean organizational culture score of 3.612. Transformational leadership is calculated on 144 observations, with a scaled value between 1.80 and 5.0. Transformational leadership score has mean = 3.656 and SD = approx. 0.7184 Motivation (N = 144), range = 2.0 - 5.0 The average score for motivation falls between 1 and 5, where the mean is equal to the motivation score = 3.616 And the standard deviation is about 0.6799. Here, these descriptive statistics help us understand each variable's distribution and central tendency, where we can see how much variability and average levels are in the data.

### Conclusion and Discussion

The current study examines the relationship between transformational leadership, motivation, and organizational culture on innovative behavior and job performance with particular reference to the female employees in the textile industry of Karachi. These results highlight the importance of these components in determining the quality of work and the outcomes for the employees.

Introduction: A strong and significant positive relationship existed between transformational leadership, motivation, organizational culture, innovative behavior, and job performance (Rehman et al., 2023). These findings implied that the firms wherein transformational leadership behaviors were manifested, where employee motivation was stimulated, and where positive organizational culture has developed can expect high innovation and job performance from female employees (Quddoos et al., 2022; Raza et al., 2023).



Additionally, regression analysis demonstrated that transformational leadership and organizational culture predict job performance. The models accounted for a small percentage of variance in job performance. However, the coefficients were statistically significant, suggesting that they are the driving forces behind differences in performance. It pinpoints the role of developing transformational leaders and promoting favorable organizational culture to increase female job performance (Ullah et al., 2022; Bastari, 2022; Camelie, 2023)

Interestingly, motivation correlated highly with innovative behavior and job performance yet did not emerge as a significant predictor for these outcomes in the regression models. This could imply that although motivation is essential, its effect might be moderated or mediated by factors like leadership or organizational culture (Huynh, 2021; Afsar et al., 2020). Future studies can also address the relationship between motivation, leadership, and organizational culture to explain their joint impact on employee outcomes (Schuldt et al., 2020; Tannady et al., 2020; Chen et al., 2023).

Finally, examining the moderation effects yielded some exciting findings, particularly the impact of organizational culture as a moderator (Li et al., 2018; Nam Nguyen et al., 2011). The moderating effects were only statistically significant in a few instances. However, the results indicate that the relationship between leadership and employee outcomes was weaker in organizations where the culture was strongly innovative (Ali et al., 2014). This explains why contextual factors such as organizational culture are essential when studying how well leadership and motivation affect performance.

Thus, this study adds to the literature by providing a holistic model of transformational leadership, motivation, organizational culture, innovative behavior, and job performance among the female staff working in the textile sector of Karachi. This means that future leaders in the workplace should encourage transformational leadership behaviors, motivate employees to engage in innovative workplace behavior, and promote an innovative climate, which is essential for job performance. As a supervisor, vigilance is necessary to motivate employees toward workplace behavior to enhance innovation and job performance. Such discoveries affect managers and organizations intending to enhance their female workforce's performance and provide a peaceful work atmosphere. Future research could also examine other contextual drivers and interventions to improve employee and organizational outcomes.

### **Recommendations for future research and managerial implications**





The results of this study lead to recommendations for future research and managerial implications that can help organizations bring female performance and workplace innovation in the textile industry of Karachi, Pakistan. First, longitudinal studies examining the long-term impact of transformational leadership, motivation, and organizational culture on employee outcomes should be a focus of future research. Longitudinal data may provide more information about the causal relationships between these variables and whether we can achieve sustained improvement. Moreover, it can be informative to perform cross-industry comparisons for the generalizability of results and consideration of industry-specific factors. Additionally, cross-industry comparisons can provide valuable insights into the generalizability of findings and industry-specific factors affecting employee outcomes. Managers should invest in strategic leadership development programs to cultivate transformational leadership behaviors among managers and teams. Training, mentorship, and coaching opportunities can help foster effective leadership practices that inspire innovation and drive performance. Furthermore, organizations should implement initiatives to enhance employee engagement and motivation, such as regular feedback sessions, recognition programs, and skill development opportunities. Managers can create an environment that supports innovation and high performance by fostering a culture of trust, collaboration, and openness. Continuous monitoring and evaluation of leadership practices, motivational strategies, and cultural initiatives are essential for identifying areas for improvement and informing future decision-making. Finally, embracing innovation, experimenting with new approaches, and fostering a learning culture is vital for organizations to adapt to change and ensure long-term success in today's dynamic business environment. By implementing these recommendations and considering the managerial implications, organizations can create a supportive and empowering work environment conducive to innovation, job performance, and the overall well-being of their female workforce.

### **References**

- Alvi, Afsar, B., & Umrani, W. A. (2020). Transformational leadership and innovative work behavior: The role of motivation to learn, task complexity and innovation climate. *European Journal of Innovation Management*, 23(3), 402–428.  
<https://doi.org/10.1108/EJIM-12-2018-0257>
- Alhefity, S., Ameen, A., & Bhaumik, A. (2019). The impact of the leadership and strategy management on organizational excellence: Moderating role of organizational culture. *Journal of Advanced Research in Dynamical and Control Systems*, 6, 748–759.



- Ali, A., & Patnaik, B. (2014). Influence of organizational climate and culture on managerial effectiveness: An inquisitive study. *The Carrington Rand Journal of Social Sciences*, 1(2), 1–20.
- Amankwaa, A., Gyensare, M. A., & Susomrith, P. (2019). Transformational leadership with innovative behaviour: Examining multiple mediating paths with PLS-SEM. *Leadership & Organization Development Journal*, 40(4), 402–420.  
<https://doi.org/10.1108/LODJ-09-2018-0341>
- Ali, B. J., & Anwar, G. (2021). An empirical study of employees' motivation and its influence on job satisfaction. *International Journal of Engineering, Business and Management*, 5(2), 21–30. <https://doi.org/10.2139/ssrn.3836323>
- Balkar, B. (2020). The relationships between organizational climate, innovative behavior and job performance of teachers. *International Online Journal of Educational Sciences*, 7(2).
- Bastari, A., Eliyana, A., & Wijayanti, T. (2020). Effects of transformational leadership styles on job performance with job motivation as mediation: A study in a state-owned enterprise. *Management Science Letters*, 10(12), 2883–2888.  
<https://doi.org/10.5267/j.msl.2020.4.025>
- Bass, B. M. (1998). *Transformational leadership: Industry, military, and educational impact*. Mahwah, NJ: Erlbaum.
- Baloch, S. (2023, February 1). 'We are on the verge of starvation': Crisis hits Pakistan's textile workers. *The Guardian*. <https://www.theguardian.com/global-development/2023/feb/01/pakistan-textile-industry-crisis-women>
- Barber, N., Almanza, B. A., & Donovan, J. R. (2006). Motivational factors of gender, income and age on selecting a bottle of wine. *International Journal of Wine Marketing*, 18(3), 218–232. <https://doi.org/10.1108/ijwm.2006.25518cae.006>
- Bilal, A., Ahmad, W., Jan, M. F., Huseynov, R., & Nagy, H. (2021). How women's transformational leadership induces employees' innovative behaviour through trust and connectivity: A sequential mediation model. *Global Business Review*.  
<https://doi.org/10.1177/0972150920982760>
- Camelie, N. P., Karyatun, S., & Digidowiseiso, K. (2023). Analysis of work motivation, work discipline, job satisfaction and job loyalty to employee performance of PT. Matahari Department Store East Jakarta. *Jurnal Syntax Admiration*, 4(4), 679–693.
- Chen, Y. S., Lin, Y. H., & Lai, Y. J. (2023). The determinants of green entrepreneurship: The perspectives of leadership, culture, and creativity. *Business Strategy and the Environment*, 32(6), 3432–3444. <https://doi.org/10.1002/bse.3043>
- Cameron, K. S., & Freeman, S. J. (1991). Cultural congruence, strength, and type: Relationships to effectiveness. *Research in Organizational Change and Development*, 5, 23–58.
- Choi, W. S., Kang, S. W., & Choi, S. B. (2021). Innovative behavior in the workplace: An empirical study of moderated mediation model of self-efficacy, perceived organizational support, and leader–member exchange. *Behavioral Sciences*, 11(12), 182. <https://doi.org/10.3390/bs11120182>



- Diamantidis, A. D., & Chatzoglou, P. (2019). Factors affecting employee performance: An empirical approach. *International Journal of Productivity and Performance Management*, 68(1), 171–193. <https://doi.org/10.1108/IJPPM-01-2018-0012>
- Daft, R. L. (2005). *The leadership experience* (3rd ed.). Thomson-Southwestern, Vancouver.
- Diehl, A., Stephenson, A. L., & Dzubinski, L. M. (2022, March 2). Research: How bias against women persists in female-dominated workplaces. *Harvard Business Review*. <https://hbr.org/2022/03/research-how-bias-against-women-persists-in-female-dominated-workplaces>
- Eden, L., & Wagstaff, M. F. (2021). Evidence-based policymaking and the wicked problem of SDG 5 Gender Equality. *Journal of International Business Policy*, 4, 28–57. <https://doi.org/10.1057/s42214-020-00091-9>
- Eva, N., Meacham, H., Newman, A., Schwarz, G., & Tham, T. L. (2019). Is coworker feedback more important than supervisor feedback for increasing innovative behavior? *Human Resource Management*, 58(4), 383–396. <https://doi.org/10.1002/hrm.21960>
- Fahmi, P., Saluy, A. B., Safitri, E., Rivaldo, Y., & Endri, E. (2022). Work stress mediates motivation and discipline on teacher performance: Evidence work from home policy. *Journal of Educational and Social Research*, 12(3), 80–80. <https://doi.org/10.36941/jesr-2022-0066>
- Filho, W. L., Shiel, C., Fritzen, B., Kozlova, V., Wakunuma, K., Bhandari, M. P., ... & Tripathi, S. (2022). Promoting gender equality across the sustainable development goals. *Sustainable Development*, 30(6), 1405–1417. <https://doi.org/10.1002/sd.2303>
- Grover, R. (2019). Far from the factory? Investigating how women travel to work in rural Côte d'Ivoire. *Journal of International Women's Studies*, 20(4), 24–38.
- Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH. (2020, March 6). Pakistan: Inspiring change – women in action in the textile & garment industry of Punjab. *Gender-Works*. <https://gender-works.giz.de/competitions2020/pakistan-inspiring-change-women-in-action-in-the-textile-garment-industry-of-punjab/>
- Golden III, J. H., & Shriner, M. (2019). Examining relationships between transformational leadership and employee creative performance: The moderator effects of organizational culture. *The Journal of Creative Behavior*, 53(3), 363–376. <https://doi.org/10.1002/jocb.224>
- Goffee, R., & Jones, G. (1998). *The character of a corporation: How your company's culture can make or break your business*. HarperBusiness.
- Huynh, P. (2016). Assessing the gender pay gap in Asia's garment sector. *International Labour Organization*. [https://www.ilo.org/asia/publications/WCMS\\_534363/lang-en/index.htm](https://www.ilo.org/asia/publications/WCMS_534363/lang-en/index.htm)
- Huynh, T. (2021). A study on the effect of transformational leadership on work motivation: A case of employees at small and medium enterprises in Vietnam. *Management Science Letters*, 11(1), 41–48. <https://doi.org/10.5267/j.msl.2020.8.031>



- Hansen, J. A., & Pihl-Thingvad, S. (2019). Managing employee innovative behaviour through transformational and transactional leadership styles. *Public Management Review*, 21(6), 918–944. <https://doi.org/10.1080/14719037.2018.1544272>
- Hubwieser, P., Hubwieser, E., & Graswald, D. (2016). How to attract the girls: Gender-specific performance and motivation in the Bebras challenge. In *Informatics in Schools: Improvement of Informatics Knowledge and Perception: 9th International Conference on Informatics in Schools: Situation, Evolution, and Perspectives, ISSEP 2016, Münster, Germany, October 13-15, 2016, Proceedings* (pp. 40–52). Springer International Publishing. [https://doi.org/10.1007/978-3-319-46747-4\\_4](https://doi.org/10.1007/978-3-319-46747-4_4)
- International Labour Organization. (2021). Pakistan: Textile and garment sector in the post-COVID-19 era (Working Paper No. 1). ILO Regional Office for Asia and the Pacific. [https://www.ilo.org/asia/publications/WCMS\\_793065/lang-en/index.htm](https://www.ilo.org/asia/publications/WCMS_793065/lang-en/index.htm)
- Iglesias, T., Haverhals, E., & De Wée, T. (2021, March 7). The fashion industry needs to break with its gender and women's rights problems. *Fashion Revolution*. <https://www.fashionrevolution.org/the-fashion-industry-needs-to-break-with-its-gender-and-womens-rights-problems/>
- Jabeen, S., Haq, S., Jameel, A., Hussain, A., Asif, M., Hwang, J., & Jabeen, A. (2020). Impacts of rural women's traditional economic activities on household economy: Changing economic contributions through empowered women in rural Pakistan. *Sustainability*, 12(7), 2731. <https://doi.org/10.3390/su12072731>
- Kuswati, Y. (2020). The influence of organizational culture on employee performance. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 3(1), 296–302. <https://doi.org/10.33258/birci.v3i1.761>
- Korinek, A., & Stiglitz, J. E. (2021). Artificial intelligence, globalization, and strategies for economic development (No. w28453). National Bureau of Economic Research. <https://doi.org/10.3386/w28453>
- Kwon, K., & Kim, T. (2020). An integrative literature review of employee engagement and innovative behavior: Revisiting the JD-R model. *Human Resource Management Review*, 30(2), 100704. <https://doi.org/10.1016/j.hrmr.2019.100704>
- Khan, A. A. (2014). Factors affecting the performance of female entrepreneurship: Evidence from Punjab, Pakistan. *Pakistan* (June 4, 2014). <https://doi.org/10.2139/ssrn.2501119>
- Ko, Y., Ko, H., Chung, Y., & Woo, C. (2021). Do gender equality and work–life balance matter for innovation performance? *Technology Analysis & Strategic Management*, 33(2), 148–161. <https://doi.org/10.1080/09537325.2020.1815544>
- Kolmos, A., Mejlgaard, N., Haase, S., & Holgaard, J. E. (2013). Motivational factors, gender, and engineering education. *European Journal of Engineering Education*, 38(3), 340–358. <https://doi.org/10.1080/03043797.2013.794198>
- Karaskakovska, S. (2012). Analysis of the employee motivation factors: Focus on age and gender specific factors. SSRN. <https://doi.org/10.2139/ssrn.2144669>
- Kim, M. S., & Koo, D. W. (2017). Linking LMX, engagement, innovative behavior, and job performance in hotel employees. *International Journal of Contemporary Hospitality Management*, 29(12), 3044–3062. <https://doi.org/10.1108/IJCHM-09-2016-0534>



- Li, W., Bhutto, T. A., Nasiri, A. R., Shaik, H. A., & Samo, F. A. (2018). Organizational innovation: The role of leadership and organizational culture. *International Journal of Public Leadership*, 14(1), 33–47. <https://doi.org/10.1108/IJPL-09-2017-0034>
- Lu, X., Yu, H., & Shan, B. (2022). Relationship between employee mental health and job performance: Mediation role of innovative behavior and work engagement. *International Journal of Environmental Research and Public Health*, 19(11), 6599. <https://doi.org/10.3390/ijerph19116599>
- Lai, F.-Y., Tang, H.-C., Lu, S.-C., Lee, Y.-C., & Lin, C.-C. (2020). Transformational leadership and job performance: The mediating role of work engagement. *SAGE Open*, 10(1), 215824401989908. <https://doi.org/10.1177/2158244019899085>
- Leal Filho, W., Kovaleva, M., Tsani, S., Țîrcă, D. M., Shiel, C., Dinis, M. A. P., ... & Tripathi, S. (2022). Promoting gender equality across the sustainable development goals. *Environment, Development and Sustainability*, 1–22. <https://doi.org/10.1007/s10668-021-01869-4>
- Li, M., & Hsu, C. H. (2016). A review of employee innovative behavior in services. *International Journal of Contemporary Hospitality Management*, 28(12), 2820–2841. <https://doi.org/10.1108/IJCHM-02-2015-0059>
- Mehta, A. M., Ali, A., Saleem, H., Qamruzzaman, M., & Khalid, R. (2021). The effect of technology and open innovation on women-owned small and medium enterprises in Pakistan. *The Journal of Asian Finance, Economics and Business*, 8(3), 411–422.
- Mahgoub, A. E. F., Mostafa Shazly, M., & Mohammed El-sayed, S. (2019). Relationship between work environment and innovative behavior among staff nurses. *Egyptian Journal of Health Care*, 10(3), 64–76.
- Morkevičiūtė, M., & Endriulaitienė, A. (2020). Explaining work motivation through perceived transformational leadership: What to expect in a sample of female employees? *Gender in Management*, 35(6), 585–599. <https://doi.org/10.1108/GM-01-2020-0004>
- Makino, M. (2014). Pakistan: Challenges for women's labor force participation. In *The garment industry in low-income countries: An entry point of industrialization* (pp. 132–176). Palgrave Macmillan UK.
- Niati, D. R., Siregar, Z. M. E., & Prayoga, Y. (2021). The effect of training on work performance and career development: The role of motivation as an intervening variable. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 4(2), 2385–2393.
- Nguyen, N. H., & Mohamed, S. (2011). Leadership behaviors, organizational culture and knowledge management practices: An empirical investigation. *Journal of Management Development*, 30(2), 206–221.
- Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *The Leadership Quarterly*, 1(2), 107–142. [https://doi.org/10.1016/1048-9843\(90\)90009-7](https://doi.org/10.1016/1048-9843(90)90009-7)
- Pons, F. J., Ramos, J., & Ramos, A. (2016). Antecedent variables of innovation behaviors in organizations: Differences between men and women. *European Review of Applied Psychology*, 66(3), 117–126.





- Quddoos, M. U., Akhtar, M. H., & Zafar, J. (2022). Investigating the impact of safe, healthy, and quality environment practices in the textile industry of Pakistan: A commitment towards sustainable development. *Journal of Business & Economics*, 14(1), 1–17.
- Quinn, R. E., & Cameron, K. (1983). Organizational life cycles and shifting criteria of effectiveness: Some preliminary evidence. *Management Science*, 29, 33–51.
- Quinn, R. E., & Rohrbaugh, J. (1983). A spatial model of effectiveness criteria: Towards a competing values approach to organizational analysis. *Management Science*, 29, 363–377.
- Qi, L., Liu, B., Wei, X., & Hu, Y. (2019). Impact of inclusive leadership on employee innovative behavior: Perceived organizational support as a mediator. *PLOS ONE*, 14(2), e0212091.
- Raza, D. A., Matloob, D. S., Shah, D. M. H., & Sarki, D. I. H. (2023). Leadership styles and sustainable competitive performance in Pakistani SMEs: An Industry 4.0 perspective. *Bulletin of Business and Economics (BBE)*, 12(3), 138–149.
- Rehman, A., Hassan, E., Adeel, S., & Dilshad, W. B. (2023). Impact of organizational culture, training, & leadership on employee performance in small-medium enterprises (SMEs) of Karachi.
- Rohim, A., & Budhiasa, I. G. S. (2019). Organizational culture as a moderator in the relationship between organizational reward on knowledge sharing and employee performance. *Journal of Management Development*, 38(7), 538–570.
- Siddiqa, N., Gupta, A., & Luvanda, A. (2023, December 8). Innovation and technology for gender equality: Echidna Global Scholars taking action. Brookings. <https://www.brookings.edu/articles/innovation-and-technology-for-gender-equality-echidna-global-scholars-taking-action/>
- Schuldt, K. S., & Gomes, G. (2020). Influence of organizational culture on the environments of innovation and organizational performance. *Gestão & Produção*, 27, e4571.
- Sena, A. (2020). The influence of organizational culture, job satisfaction, and professional commitment on the innovative behavior of flight instructors at the civil flight school in Indonesia. *Warta Ardhia*, 46(1), 1–17.
- Smircich, L. (1983). Concepts of culture and organizational effectiveness. *Administrative Science Quarterly*, 28(3), 339–358.
- Sandi, H., Yunita, N. A., Heikal, M., Ilham, R. N., & Sinta, I. (2021). Relationship between budget participation, job characteristics, emotional intelligence, and work motivation as mediator variables to strengthen user power performance: An empirical evidence from Indonesia Government. *Morfai Journal*, 1(1), 36–48.
- Sattar, S., & Karim, S. (2023, June 7). Beyond the needle and thread: Women’s empowerment through textile exports. *Brecorder*. <https://www.brecorder.com/news/40246339>
- Shamir, B., House, R. J., & Arthur, M. B. (1993). The motivational effects of charismatic leadership: A self-concept based theory. *Organization Science*, 4(4), 577–594.
- Sharif, K. (2019). Transformational leadership behaviors of women in a socially dynamic environment. *International Journal of Organizational Analysis*, 27(4), 1191–1217. <https://doi.org/10.1108/IJOA-12-2018-1611>
- Tremblay, M. A., Blanchard, C. M., Taylor, S., Pelletier, L. G., & Villeneuve, M. (2009). Work extrinsic and intrinsic motivation scale: Its value for organizational psychology





- research. *Canadian Journal of Behavioural Science/Revue Canadienne des Sciences du Comportement*, 41(4), 213–226. <https://doi.org/10.1037/a0015167>
- Tang, Y., Shao, Y. F., & Chen, Y. J. (2019). Assessing the mediation mechanism of job satisfaction and organizational commitment on innovative behavior: The perspective of psychological capital. *Frontiers in Psychology*, 10, 2699.
- Tannady, H., Gunawan, F. E., & Heryjanto, A. (2020). Moderation effect of work motivation toward employee engagement of workers in the textile industry in Central Java, Indonesia. *Test Engineering and Management*, 83, 9716–9723.
- Ullah, I., Mirza, B., & Hameed, R. M. (2022). Understanding the dynamic nexus between ethical leadership and employees' innovative performance: The intermediating mechanism of social capital. *Asian Journal of Business Ethics*, 11(1), 45–65.
- UNICEF DATA. (2021, July 22). SDG Goal 5: Gender equality. UNICEF DATA. <https://data.unicef.org/sdgs/goal-5-gender-equality/>
- UN Women. (2019). Innovation for gender equality: A priority for UN Women. UN Women. <https://www.unwomen.org/sites/default/files/Headquarters/Attachments/Sections/Library/Publications/2019/Innovation-for-gender-equality-en.pdf>
- UN Women. (2022, August 23). In focus: Sustainable Development Goal 5. UN Women – Headquarters. <https://www.unwomen.org/en/news-stories/in-focus/2022/08/in-focus-sustainable-development-goal-5>
- United Nations. (2022). Goal 5. Sustainable Development Goals. <https://sdgs.un.org/goals/goal5>
- Vehviläinen, M., Vuolanto, P., & Ylijoki, O. H. (2010). Gender equality in interface organizations between science, technology, and innovation. *Science Studies*, 23(2), 45–64.
- Wang, Z., Hsieh, C., & Wang, M. (2020). Generational diversity and employee creativity: A dynamic perspective on the moderating role of inclusive leadership. *Journal of Organizational Behavior*, 41(4), 355–368. <https://doi.org/10.1002/job.2433>
- World Economic Forum. (2021). Global gender gap report 2021. World Economic Forum. <https://www.weforum.org/reports/global-gender-gap-report-2021>
- Yang, J., & Huo, X. (2019). The impact of transformational leadership on employees' innovative behavior: The mediating role of knowledge sharing and the moderating role of social capital. *Management Decision*, 57(11), 3177–3190.
- Yukl, G., & Mahsud, R. (2010). Why flexible and adaptive leadership is essential. *Consulting Psychology Journal: Practice and Research*, 62(2), 81–93. <https://doi.org/10.1037/a0019835>
- Zhou, J., & George, J. M. (2001). When job dissatisfaction leads to creativity: Encouraging the expression of voice. *Academy of Management Journal*, 44(4), 682–696. <https://doi.org/10.2307/3069410>