

NAVIGATING AFFECTIVE COMMITMENT AND TURNOVER INTENTION: THE MEDIATING ROLE OF JOB SATISFACTION IN CHARISMATIC LEADERSHIP EFFECTS WITHIN PAKISTAN'S PHARMACEUTICAL INDUSTRY

Dr Nasir Javed Awan, Phd

ORCID: <https://orcid.org/0009-0008-5317-289X>

Abstract

The effects of charismatic leadership on employee's attitudinal outcomes including affective commitment, turnover intention, and job satisfaction are the main subjects of the current study, set in the context of the pharmaceutical industry in Pakistan with a particular focus on job satisfaction as a mediator in this relationship. Using a quantitative research approach, this study used convenience sampling method to survey the respondents whereby questionnaires were administered on the employees in 28 pharmaceutical firms in Lahore, Pakistan. To test the association among charismatic leadership, affective commitment, turnover intention, and job satisfaction, the survey was followed up and 210 questionnaires completed in all respect were analyzed using statistical methods like correlation and mediation. The results demonstrated that charismatic leadership, which is based on characteristics like vision and enthusiasm as well as emotional intelligence, significantly influences job satisfaction. Because of this, it has an effect on increased affective commitment and decreased expectation of the workforces to leave the organization. The findings also emphasize on the significance of job satisfaction as a mediator in the said relationship aiming to assist organizations to enhance charismatic leadership, which consequently improves employee retention and engagement. The study's recommendations include that the organizations to focus on their leadership development programmes and create a conducive workplace environment, which lead to enhanced degree of workers' job satisfaction, loyalty and commitment towards the organization.

Keywords: Pharmaceutical industry, charismatic leadership, job outcomes, job satisfaction, affective commitment, turnover intention, and employee outcomes.

1. INTRODUCTION

1.1 The Effects of Charismatic Leadership on Organizational Outcomes

The significant impact charismatic leadership has on employees' attitudes and behaviours, which in turn affects the effectiveness and efficiency of an organization, demonstrates the power of charismatic leadership. This leadership is characterized by being visionary, inspirational and sympathetic some behaviours that would create an encouraging and favourable organizational climate which promotes workforce's motivation and engagement (Avolio et al., 2009; Shamir et al., 2018). According to DuBrin (2004), charismatic leaders integrate the vision of their subordinates with theirs by close interaction, they get things done through interactive contacts. In other words, a charismatic leader is able to keep his followers around him for they follow what he wants in an organized manner as dictated by their leader. Followers, who are associated with charismatic leaders, may demand too much performance from their teams and organizations (Avolio & Bass, 1988; Barling et al., 1996; Conger et al., 2000; Howell & Avolio, 1993). The studies show a crucial impact of charismatic leadership on job satisfaction, rousing work attitudes and further in-depth participation to the jobs consequently generating more significant level of involvement idea, which ends up with

additional engagement at work (Maamari & Osta, 2021; Walumbwa et al., 2008). Moreover, charismatic leadership reduces turnover intentions through its influence on organizational commitment i.e. loyalty and dedication to the goals of an organization (Bass, 1985; Lowe et al., 1996). By bringing these areas into focus, charismatic leaders confront organizational strain and realize new potentials quickly within the context of rapidly changing circumstances (Gardner et al., 2005). This integrated model encompasses the use of charismatic leadership methodologies to improve performance and achieve competitive advantage through a fully engaged workforce.

1.2 Relevance of the Study on Affective Commitment, Turnover Intention, and Job Satisfaction

This human resources research study basically requires to support some of general conceptual frameworks like affective commitment, turnover intention and job satisfaction. Meyer and Allen (1991); Pathan (2022) support the assertion stating that affective commitment has workforces' strong emotional attachment and identification with their employer organizations that decreases intention to depart. Employee turnover intent differ with a number of factors among which are job satisfaction, and affective commitment that relates to the intention to leave one's present occupation. However, in the work of Dumdum et al. (2013), the influence of job satisfaction as an intermediate variable in this relationship and impacts on how does charismatic leadership influences these results. These research investigations portray a complex interaction among these factors, uniquely presenting organizational procedures of hierarchical promotion, which enhance job satisfaction and nurture affective commitment to reduce turnover goal, (DiPietro et al., 2020; Mehmood et al., 2016; Pathan, 2022). Moreover, the study by Meyer et al. (2002) highlighted that investigating these concepts in a diversity of organizational contexts generated valuable insights into their widespread applicability and effectiveness in management of human resources. Resultantly, the objective of this investigative study is to make theoretical progressions and deliver to the leaders in the organizations' functioning to improve workforces retaining and performance with practical implications.

1.3 An Overview of the Pharmaceutical Industry in Pakistan

With 241 million people living there as of 2023, Pakistan is the sixth most populous country in the world (Khan, 2024). It has a pharmaceutical industry that is dynamic and growing quickly and is regulated by the Drug Regulatory Authority of Pakistan (DRAP). The industry has doubled in value over the past decade, with a current value of approximately USD 3.2 billion (Khan et al., 2021). According to Khan and Rauf (2024), DRAP has registered approximately 80,000 products and issued over 650 drug manufacturing licenses. Within the Asia-Pacific region, Pakistan's pharmaceutical industry is the 10th leading and the country provides 80 percent of its own healthcare requirements and has ambitious goals to upsurge exports from more than USD 713 million to USD 1 billion (Khan & Rauf, 2024). The industry continues to thrive despite obstacles like workforce turnover and regulatory obstacles by embracing technological innovations and advancements in regulatory standards, ensuring the production of high-quality pharmaceutical products. According to Jannat et al. (2023), this industry is crucial not only for meeting the nation's healthcare needs but also for significantly contributing to the national economy through exports and overall economic growth.

1.4 Statement of Purpose and Research Objectives

The nuanced dynamics of how charismatic leadership influences intention to leave and affective commitment are the primary focus of this paper, with job satisfaction serving as a vital mediator. The impact of charismatic leadership on organizational outcomes has been extensively studied (Judge & Piccolo, 2004; Umoh, 2023). Charismatic leadership is distinguished by its visionary and inspirational qualities. By blending ongoing exact exploration, this study tries to clarify the pathways through which charismatic leaders develop job satisfaction among representatives and workforces, subsequently diminishing turnover intentions and upgrading affective commitment to the organization (Krishna et al., 2022). The objectives include investigating the ways in which job satisfaction mediates the relationship between charismatic leadership and turnover intention (Wells & Welty Peachey, 2011); investigating the role that job satisfaction plays as a mediator in the relationship between charismatic leadership and affective commitment (Shamir & Howell, 1999); and investigating the ways in which charismatic leaders cultivate an environment at workplace that encourages job satisfaction (Walumbwa et al., 2008). By focusing on these objectives, the research study sought to offer fresh perspectives on the function of leadership in organizational behaviour. It also sought to offer implications for methods of leadership development and mechanism for enhancing worker dedication and retention.

2. LITERATURE REVIEW

2.1 Charismatic Leadership

Charisma is the special social power of certain people to do something good that could never be done by any other individual. However, according to Weber (1947), charisma is an extraordinary form of leadership divinely given to the very few people granting them incredible powers from within where others are impelled to follow. Charismatic leadership tends to be more frequently associated with crisis than consolidation - that is, when people are too insecure and the social fabric seems to lack cohesion (Meindl, 1990). Controversies also arise where there is need for people to look towards a charismatic leader at specific moments of troubles who will lead them out and put the controversies to bed. According to Mangundjaya et al. (2024), charismatic leadership, manifested in the ability of the leaders' performance and behaviour to assure members that they are extraordinary individuals who have important tasks (organizational innovators: This is a leader's organizational innovation consciousness necessary for change), through visionary speech profound outlook as influential people; Statement). Charismatic leadership is a fascinating style of leadership in which leaders inspire and motivate others to achieve their goals or aspirations, it means leading by example i.e. stepping out charismatic qualities that cause others to follow suit (Shamir et al., 2018). Individuals who follow such leaders are also those for whom the message of a compelling hope speaks to their sense of purpose and direction (Conger & Kanungo, 1987).

Charismatic leadership includes the practice of engaging in influence that bounds leaders with ideas and provide clear visions (Sanggarwati et al., 2024), accompanied by high levels of inspiration, confidence and moral position which encourages individuals within an organization to motivates themselves (Bass, 1985). They play a key, strategic role in carrying out organizational goals (Indradewa & Santiajie, 2024) and tend to have excellent communication skills that inspire trust and commitment among their followers (Bass, 1990). Beyond this, they even possess a charismatic quality, which elevates them above conventional formal authority levels turning into transformative and inspirational agents in pursuit of

significant organizational change and innovation (Avolio et al., 1991). Essentially, charismatic leadership creates aspirations in others through conformist communication and a strong personality that motivates those who follow to perform tasks or improve the processes already established (Ferrando & Guhao, 2024). This style of leadership tends to be heroic, at times seen as divinely ordained (Kroc, 2017), and is dependent on the attractive force and charismatic power of a strong conviction: one vision implies that its holder has been chosen by the same higher values they proclaim. This paper attempts to take a dive deep into these essential elements that will provide an in-depth analysis of charismatic leadership while deeply looking at how it massively influences organizational dynamics and employee outcomes.

2.2 Affective Commitment

Employees have an emotional relationship with their organizations known as affective commitment, which is consistent using their satisfaction and psychological prosperity (Santiago Torner, 2023). When it comes with a similar emotional connection, their enthusiasm to participate in the activities of the organization increases, and they display extra-role behaviours (Cao et al., 2020; Santiago-Torner et al., 2024). It mediates feelings, preparing you on conditions that will more often than not make a cheerful temperament (Pacheco et al., 2023; Semlali & Elrayah, 2022). This emotive association motivates workers to engage enthusiastically in attaining organizational objectives and execute extra-role behaviours (Cao et al., 2020; Santiago-Torner et al., 2024). It affects sentiments, setting expectations that characteristically foster encouraging attitudes (Pacheco et al., 2023; Semlali & Elrayah, 2022). Affective commitment incorporates emotive bond, identification, and involvement with the organization (Allen & Meyer, 1990; Chung et al., 2024), driving workforces to stay due to sincere desire and emotive links to organizational values and goals. It is believed to have a significant impact on work attitudes and behaviours, such as job performance, absenteeism, organizational citizenship behaviour (Meyer et al., 2002; Umezulike et al., 2024). In fact, the expected consequences of affective commitment are that committed employees exert extra effort to their role performance and exhibit proactive behaviours, which benefit organization (Meyer & Parfyonova, 2010; Sharma & Gautam, 2024). Without an engaged workforce that is loyal and motivated, as can be achieved through resilient leadership practices such as charismatic leadership the level of employee retention and organizational performance may suffer (Ajmal et al., 2024). Affective commitment, rooted in favourable job experiences, diverges from normative and continuance commitments linked to feelings of obligation or with costs attributed him to opting out (Mbiet-Edisua & Amah, 2024). It acts as an emotional catalyst that counterbalances personal ethics and burnout and significantly affecting work attitudes (Starbird et al., 2022). Organizations can encourage affective commitment in order to promote loyalty, satisfaction and overall firm success (Liu et al., 2020; Santiago-Tornera et al., 2024).

2.3 Turnover Intention

Turnover is the process by which an employee leaves an organization, necessitating a replacement (Ate et al., 2024; Coomber & Barriball, 2007). Employee turnover rates, reflecting how frequently employees quit and need to be replaced, significantly impact organizations (Bilau et al., 2015). Turnover intention, the desire or inclination of an employee to leave his or her job voluntarily, has been a central focus for both academics and practitioners due to its implications for organizational leaders (Li et al., 2019; Noermijati et al., 2024; Whitman, 1999). This intention can stem from various factors such as poor management, retirement, transfers, termination, and resignation, each bearing financial and operational consequences. The

withdrawal behaviours of employees who consider leaving after initially joining further complicate the issue (Labrague et al., 2018). Poor management practices can exacerbate turnover rates, diminishing employee morale and overall organizational efficiency. Social networks within the workplace, including strong relationships with supervisors and coworkers, significantly influence employees' attachment to their organization (Moynihan & Pandey, 2008). Charismatic leadership can mitigate turnover intentions by fostering a conducive and appealing work environment, enhancing workers' affective commitment, and reducing their desire to leave (Barling et al., 1996). As turnover intention represents an employee's inclination to leave their current employer (Sinisterra et al., 2024; Triningsih & Darma, 2024). So high turnover intention can lead to substantial financial losses and decreased productivity due to the constant need for recruiting and training new employees. Identifying employees' intentions to leave is crucial, as effective management is key to retaining good employees who might otherwise leave due to poor leadership (Watrous et al., 2006).

2.4 Job Satisfaction

Job satisfaction encompasses the encouraging attitudes and emotional state workers have towards their workplace environment, playing a critical role in motivating and committing employees to their roles (Quesada-Puga et al., 2024; Vargas-Benitez et al., 2023; Zhu, 2013). Characterized by a favourable feelings that arises from evaluating one's job and professional experiences, job satisfaction reflects the gap between what employees expect or value in their work and their actual experiences (Aung et al., 2023). This concept includes both emotional and cognitive aspects of happiness (Edwards et al., 2008). The Job Descriptive Index, initially developed by Smith et al. (1969) and highlighted by (Aziri, 2011), evaluates job satisfaction across five key areas: pay, promotion opportunities, interactions with co-workers, supervision, and the nature of the work itself. Within the pharmaceutical sector, job satisfaction is a complex construct with broad implications that extend beyond personal contentment, encompassing the work environment, interpersonal relationships, and growth opportunities (Soni & Pawar, 2023; Spector, 1997). High levels of job satisfaction are linked to improved job performance, enhanced organizational citizenship behaviours, and reduced absenteeism and turnover intentions (Judge et al., 2001; Pathan, 2023). Studies show that job satisfaction plays a mediating role between leadership styles and employee results, with charismatic leadership notably enhancing job satisfaction, which in turn boosts employee engagement and organizational commitment (Puni et al., 2022). Moreover, job satisfaction mitigates the negative effects of job stress, promoting overall employee well-being and organizational health (Cooper & Cartwright, 2018). For organizations aiming to foster a motivated, productive, and loyal workforce, understanding and improving job satisfaction is essential. By addressing both intrinsic and extrinsic job factors, organizations can establish a seriously fulfilling workplace environment that benefits both workforces and the organization as a whole (Aung et al., 2023; Dodanwala et al., 2022; Lee et al., 2022; Locke, 1976; Mustapha et al., 2024).

2.5 Theoretical Foundations

2.5.1 Leader-Member Exchange (LMX) Theory

Leader-Member Exchange (LMX) Theory proposes that leaders develop distinctive associations with each subordinate, stretching from high-quality to low-quality interactions (Graen & Uhl-Bien, 1995; Scandura & Meuser, 2022). First-class LMX associations are characterized by mutual conviction, admiration, trust, and a sense of commitment, resulting in greater support and rewards for the employee. These relationships play a crucial role in

enhancing employees' job satisfaction, commitment, and overall performance (Dulebohn et al., 2012; Liao & Hui, 2021). The theory highlights the significance of personalized leadership, proposing that leaders who foster strong, individualized relationships with their team members can boost job satisfaction and reduce turnover intentions (Harris et al., 2009). Moreover, recent studies underscore that high-quality LMX can mitigate workplace stress and enhance employee well-being, thus contributing to a more positive organizational climate (Martin et al., 2016). Furthermore, the dynamic nature of LMX relationships, where leaders and subordinates can evolve their exchanges over time, emphasizes the ongoing effort required to maintain and improve these relationships (Erdogan & Bauer, 2016). This ongoing development of LMX relationships not only enriches job satisfaction and performance but also nurtures a culture of consistent development and engagement within the organization (Zhao et al., 2020; Zhao et al., 2023). In light of these findings, it is evident that cultivating high-quality LMX relationships is pivotal for organizational success and employee retention.

2.5.2 Charismatic Leadership Theory

Charismatic Leadership Theory, initially proposed by researchers like House (1977) and later expanded by Conger and Kanungo (1987), posits that charismatic leaders possess unique attributes that inspire and drive followers to exceed standard expectations. House underscored characteristics of charismatic leaders to include dominance, a strong sense of one's own moral values, a strong desire to influence others, and self-confidence. Charismatic Leaders are characterized by their visionary approach, compelling communication skills, and their ability to instill confidence and admiration in their followers (Bass, 1985; Wijesinghe & Jayawardana, 2023). Charismatic leadership is linked to several positive organizational performances, such as heightened job satisfaction, enhanced commitment, and improved performance (Park et al., 2022; Shamir et al., 1993). The studies reinforce these findings, highlighting that charismatic leaders not only foster strong emotional connections with their team but also create a motivating work environment that significantly boosts employee engagement and reduces turnover intentions (Rowold & Heinitz, 2007; Yudistira & Abdullah, 2024). Moreover, the dynamic and transformational nature of charismatic leadership is shown to positively influence innovation and adaptability within organizations, thereby enhancing overall organizational effectiveness and resilience (Ameen, 2023; Mogaji & Dimingu, 2024). This leadership style's capacity to stimulate and drive through a shared vision and emotional appeal remains critical in driving organizational success and sustaining a committed and high-performing workforce (Deemie Sr, 2024; Kearney et al., 2019).

2.5.3 Integrating LMX and Charismatic Leadership Theories

Integration of Leader-Member Exchange (LMX) and Charismatic Leadership Theories offers a robust framework for comprehending how leadership styles impact employee outcomes. Both high-quality LMX relationships and charismatic leadership emphasize personalized and supportive leader-follower interactions, creating a synergistic effect on employee engagement (Awan, 2024). Leaders who effectively combine these principles can foster a workplace environment that enhances job satisfaction, affective commitment, and reduces turnover intentions (Epitropaki & Martin, 2005; Surianto & Nurfahira, 2024). This integrated approach underscores the importance of both individualized attention and inspirational leadership in achieving positive organizational outcomes. Recent research further supports this view, indicating that leaders who exhibit high-quality LMX and charismatic traits can significantly influence team cohesion, innovation, and overall performance (Liqiang et al., 2024). Moreover,

the combination of these leadership styles has been shown to improve employee resilience and adaptability in dynamic work environments, contributing to sustained organizational success (Caniëls & Hatak, 2022; Zhou & Schriesheim, 2009). By integrating LMX and charismatic leadership, organizations can leverage the strengths of both approaches to cultivate a motivated, committed, and high-performing workforce (Awan, 2024; Sosik et al., 2019).

2.5.4 Review of Literature that How Charismatic Leaders Influence Employees' Outcomes

Charismatic leaders put forth high expectations for their followers, along with an escorting confidence that the followers can live up to those. This purpose could be ethical or ideological in nature as goals have a tendency to strive toward the sense of doing something greater. Charismatic leaders are very strong role models for specific beliefs and seem to possess exceptional competence. As House (1977) explains, charismatic leadership produces ayness in followers regarding the leader but also beliefs that are congruent with, and trust of those beliefs—followers will continue to support the decisions made by leaders on their behalf as long as it aligns with what they already believe is right—and an impressionmanagement approach that commits unknown-to-the-leader-falsehood so occasionally does not work in divergent goals among hostile parties. Moreover, charismatic leadership has a profound impact on organizational behaviour and employee outcomes, as extensively documented in recent literature. Charismatic leaders inspire and motivate workforces by pronouncing a compelling vision and developing strong emotional connections, which enhances organizational culture and employee morale (Mogaji & Dimingu, 2024; Salloum et al., 2024). This leadership style increases intrinsic motivation and employee engagement, leading to higher productivity and reduced turnover intentions (Ahmad & Kuang, 2018; Kwarteng et al., 2024). Charismatic leaders also enhance job satisfaction and organizational commitment by creating a supportive work environment (Bass, 1985; Meyer et al., 2002). They reduce turnover intentions through inspirational and supportive behaviours (Berson & Avolio, 2004; Waldman et al., 2001). Additionally, charismatic leadership promotes innovation and organizational performance by encouraging creativity and risk-taking (Paulsen et al., 2009; Wang et al., 2011). These effects are supported by transformational leadership and Leader-Member Exchange (LMX) theories, which emphasize the significance of leader-follower relationships in achieving positive employee outcomes (Bass & Riggio, 2006; Graen & Uhl-Bien, 1995). The studies further reinforce these findings. For instance, Puni et al. (2022) highlight that charismatic leadership significantly enhances job satisfaction, leading to increased employee engagement and organizational commitment. In the background of innovation, Rosing et al. (2011) discovered that charismatic leaders effectively manage the balance between exploration and exploitation, driving organizational innovation. Moreover, Derue et al. (2011); Salloum et al. (2024) assert that charismatic leaders' ability to provide individualized support and articulate a clear vision is crucial for fostering a positive organizational climate and enhancing overall employee performance. Thus, the comprehensive body of research underscores the crucial role of charismatic leadership in developing motivated, committed, and high-performing workers.

2.6 Hypothesis Development

2.6.1 Charismatic Leadership and Affective Commitment

In the context of Pakistan's pharmaceutical sector, charismatic leadership significantly influences employees' emotional attachment to their organization, known as affective commitment, through traits such as vision, inspiration, and personal charm (Avolio &

Yammarino, 2013; Darius & Awu, 2024). This leadership style creates a compelling vision that aligns with employees' values, fostering a strong sense of purpose and belonging (Majka, 2024; Shamir et al., 1993). By demonstrating genuine concern for followers' well-being and development, charismatic leaders build trust and loyalty, which enhances job satisfaction and emotional investment in the organization (Conger & Kanungo, 1998; Lee et al., 2022). These leaders effectively communicate and reinforce organizational values, promoting a cohesive and motivated workforce (Bass & Riggio, 2006; Christensen-Salem et al., 2024). Empirical studies, such as those by DeGroot et al. (2000); Rowold and Heinitz (2007), provide robust evidence of the positive influence of charismatic leadership on affective commitment, leading to lower turnover intentions and higher organizational loyalty. For instance, a study by Bacha and Walker (2013) in the healthcare sector illustrated how a charismatic leader's vision and engagement transformed organizational culture and significantly increased employees' affective commitment. These outcomes emphasize on the significance of charismatic leadership in encouraging a committed and loyal workforce, decreasing turnover rates, and contributing to long-term organizational success (Meyer et al., 2021). Charismatic leaders work to improve the attitudes, values, and beliefs of those they lead to build a better future, and charismatic leadership affects affective commitment to reform (Mangundjaya et al., 2024). This leads us to hypothesize the following: -

H1: Charismatic leadership is positively associated with employees' affective commitment.

2.6.2 Charismatic Leadership and Turnover Intention

Charismatic leadership, characterized by leaders who motivate and inspire through their vision, enthusiasm, and personal charisma, plays a crucial role in decreasing turnover intention within organizations. Studies indicate that charismatic leaders build commitment and loyalty by fostering emotional connections and instilling a shared sense of purpose among employees (Wang et al., 2022). This leadership approach reduces turnover by boosting job satisfaction, cultivating a positive work environment, and offering avenues for both personal and professional development (Babcock-Roberson & Strickland, 2019). Studies indicate that charismatic leaders effectively communicate compelling visions that align with employees' values and aspirations, thereby increasing engagement and reducing the desire to leave the organization (Nguyen et al., 2021). Moreover, these leaders are adept at recognizing and addressing individual employee needs, offering support and recognition that further strengthens organizational commitment (Bento et al., 2022). Empirical examples across industries highlight the influence of charismatic leadership on reducing turnover intention. In the healthcare sector, hospitals led by charismatic leaders have lower nurse turnover rates due to supportive and empowering work cultures (Shah & Kamal, 2021). Similarly, in the technology sector, charismatic chief executive officers retain top talent by fostering cultures of innovation and trust (Li et al., 2020). This ability to inspire and motivate not only enhances job satisfaction but also builds resilient organizational cultures capable of withstanding challenges. The association between charismatic leadership and turnover intention underscores the crucial role of leadership style in influencing employee retention and highlights the importance of investing in charismatic leaders to sustain workforces and achieve long-term success (Tourigny et al., 2021). Effective charismatic leaders can foster a positive organizational culture, thus mitigating turnover intentions and promoting long-term employee retention. It guides us to postulate the following hypothesis: -

H2: Charismatic leadership is inversely related to employees' turnover intention.

2.6.3 Charismatic Leadership and Job Satisfaction

Charismatic leadership, defined by leaders who motivate and inspire from end to end vision, enthusiasm, and personal charm, meaningfully influences job satisfaction within organizations. Research demonstrates a strong correlation between charismatic leadership and elevated job satisfaction levels among employees (Wang et al., 2022). These leaders enhance job satisfaction by encouraging a conducive and engaging workplace atmosphere, clearly communicating a compelling vision, and providing consistent recognition and feedback. They create a feeling of drive and belonging, adjusting workers' personal values with the organizational mission, thereby boosting morale and job satisfaction (Nguyen et al., 2021). Factors contributing to this positive impact include the ability of charismatic leaders to address individual employee needs and aspirations, provide meaningful and challenging work, and promote a culture of trust and respect. By encouraging open communication and offering opportunities for professional growth and development, charismatic leaders help employees feel valued and motivated (Bento et al., 2022). Moreover, their emotional intelligence and interpersonal skills enable them to build strong relationships with their teams, further enhancing job satisfaction. Empirical evidence supports the noteworthy influence of charismatic leadership on job satisfaction across various industries. For instance, a study in the education sector found that teachers led by charismatic principals reported higher job satisfaction due to the principals' ability to inspire and support their staff (Tourigny et al., 2021). In the corporate sector, the companies with charismatic chief executive officers saw increased job satisfaction among employees, attributed to the chief executive officers' visionary leadership and empathetic communication style (Liu et al., 2020). In healthcare, charismatic leadership has been shown to improve job satisfaction among nurses by fostering a positive and collaborative work environment, reducing burnout, and enhancing professional fulfillment (Almeida de Moura et al., 2017; Luu et al., 2019). These examples illustrate that charismatic leadership not just improves job satisfaction by creating an inspiring and supportive work culture yet in addition advances long haul organizational accomplishment by maintaining a motivated and satisfied workers. Overall, the relationship between charismatic leadership and job satisfaction highlights the significance of leadership style in shaping employee attitudes and underscores the need for organizations to cultivate charismatic leaders to foster a positive and productive work environment (Babcock-Roberson & Strickland, 2019; Wang et al., 2022). In view of this understanding, it was hypothesized as under:

H3: Charismatic leadership is positively associated with job satisfaction.

2.6.4 Job Satisfaction and Affective Commitment

Job satisfaction plays a crucial mediating role in the association between various job-related factors and affective commitment, which reflects employees' emotional attachment and loyalty to their organization. Characterized as the encouraging emotional condition derived from assessing one's work or professional experiences (Judge et al., 2001; Khan, 2024), job satisfaction significantly influences employees' overall emotional well-being and their commitment to the organization (Dewi & Abadi, 2023; Spector, 1997). High levels of job satisfaction are strongly linked to increased affective commitment, demonstrating a robust emotional bond and craving to stay with the organization (Meyer & Allen, 1991; Nauman et al., 2021). Research consistently highlights the reciprocal nature of job satisfaction and affective commitment, wherein contented workers are further expected to engage in

organizational citizenship behaviours and contribute positively to organizational objectives (Meyer et al., 1993; Shang et al., 2024). Organizations, in turn, benefit from this enhanced affective commitment through reduced turnover rates and increased employee retention, promoting stability and effectiveness (Al Mamun & Hasan, 2017; Rhoades & Eisenberger, 2002; Timsina, 2024). Studies further emphasize the importance of leadership, supportive work environments, and opportunities for growth and development in nurturing both job satisfaction and affective commitment (Khaskheli et al., 2020; Kilag et al., 2024). Consequently, understanding and fostering job satisfaction as a mediator is essential for cultivating affective commitment and building a resilient, engaged workforce that drives organizational success. Job satisfaction also mediates the association between leadership styles and employees' organizational commitment (Nanjundeswaraswamy, 2023). Notably, a study by Özgül et al. (2022) highlights the mediating role of job satisfaction in the association between managers' charismatic leadership style and their followers' affective commitment. Moreover, affective commitment is linked with increased job satisfaction, lower stress levels, and enhanced well-being (Roney & Soicher, 2022). Based on these insights, the under mentioned hypotheses are proposed:

- H4: There is positive relationship between job satisfaction and affective commitment.
- H5: The influence of charismatic leadership on affective commitment is mediated by job satisfaction.

2.6.5 Job Satisfaction and Turnover Intention

Job satisfaction serves as a crucial mediating variable in elucidating the complex interplay between organizational factors and employees' turnover intentions. It is characterized as the positive emotional state coming about because of an assessment of one's work or professional adventures (Judge et al., 2001; Khan, 2024), and it significantly shapes employees' attitudes towards their work environment as well as their commitment to the organization (Dewi & Abadi, 2023; Spector, 1997). Research consistently highlights that job satisfaction is a crucial determinant of turnover intentions, demonstrating that higher levels of job satisfaction are strongly correlated with a decreased likelihood of employees contemplating leaving the organization (Hanaysha, 2016; Mobley et al., 1978). This decrease in turnover intention is largely attributed to the way job satisfaction enhances employees' engagement, commitment, and overall well-being within the workplace (Gyensare et al., 2016; Pathan, 2023). Essential elements such as supportive leadership, appropriate recognition, fair compensation, and abundant opportunities for professional growth play a significant role in developing job satisfaction, which thus effectively reduces turnover intentions (Chen et al., 2023; Hom & Kinicki, 2001). Organizations that actively work on improving job satisfaction through effective management strategies and the creation of supportive work environments are likely to benefit from reduced turnover rates, leading to a more stable and efficient workforce (Giorgi et al., 2023; Meyer et al., 2002). Therefore, a comprehensive understanding of job satisfaction as a mediating factor is crucial for developing strategies that not only mitigate turnover intentions but also foster a positive organizational environment that improves worker retention and overall satisfaction. Based on this comprehensive understanding, the following hypotheses were proposed:

- H6: Job satisfaction is inversely related to turnover intention.
- H7: Job satisfaction acts as a mediator in the relationship between charismatic leadership and turnover intention.

These hypotheses serve as a critical framework for examining the multifaceted impact of charismatic leadership on job satisfaction, and how job satisfaction, in turn, impacts both affective commitment and turnover intention. The central role of job satisfaction as a mediator is pivotal for fully comprehending the intricate dynamics at play, emphasizing its profound impact on shaping positive employee outcomes. This includes fostering a deeply committed and stable workforce that is not only engaged but also less likely to seek employment opportunities elsewhere. By positioning job satisfaction at the heart of this exploration, we acknowledge its essential function in enhancing employee engagement, deepening organizational commitment, and significantly reducing turnover intentions. This, in turn, contributes to greater organizational stability, cohesion, and long-term success. Therefore, understanding and leveraging the mediating role of job satisfaction is crucial for organizations focusing to cultivate a loyal, motivated, and productive workforce. This concludes the development of the hypotheses, which now lays a robust foundation for the forthcoming empirical investigation, where these relationships will be rigorously tested, analyzed, and interpreted to provide actionable insights.

3. METHODOLOGY

3.1 Research Design

This research was structured as a causal investigative study to delve into the complex dynamics between managers' charismatic leadership styles and employees' job outcomes, specifically targeting dimensions such as affective commitment and turnover intention, with a specific emphasis on the mediating role of job satisfaction. The study involved field research using self-reported paper surveys from employees across various hierarchical levels—upper, middle, and lower management—within pharmaceutical companies in Lahore, Pakistan. To address common source bias, the study utilized a two-wave cross-sectional design as recommended by Podsakoff et al. (2012). Data were collected initially on charismatic leadership (independent variable) and job satisfaction (mediator), followed by a subsequent collection of data on affective commitment and turnover intention (dependent variables) four weeks later. This approach ensured a wide-ranging and nuanced understanding of the relationships and mediation effects within the study.

A convenience sampling technique was employed due to its practicality and cost effectiveness, facilitating data collection from targeted respondents through a questionnaire survey method. Self-reported surveys with close-ended questions were administered to senior employees who were well-acquainted with their managers' leadership styles and job outcomes. Participants were informed about the study's purpose through personal contacts and an introductory explanation in the questionnaire, which guaranteed confidentiality. The focus on pharmaceutical companies in Lahore was driven by time constraints and resource limitations, with participants identified via a targeted campaign through personal and professional networks. The sample comprised both male and female employees holding graduate and master's degrees, engaged in various projects. Out of 280 distributed surveys, 251 were returned (89.64% response rate), and 210 complete responses were analyzed, resulting in an effective response rate of 83.67%. To ensure the robustness of the data, validated scales were utilized to measure key constructs: charismatic leadership was assessed using a 25-item scale by Conger and Kanungo (1994); Conger and Kanungo (1998), and affective commitment, turnover intention, and job satisfaction were measured using scales from Mowday et al. (1979), Wayne et al. (1997), and Brayfield and Rothe (1951), respectively. These scales demonstrated

high reliability, with Cronbach's alphas of 0.850, 0.759, 0.819, and 0.801, ensuring the validity and reliability of the data for examining the hypothesized relationships in the study.

4. RESULTS

4.1 Analysis of Data

4.1.1 Summary of Descriptive Statistics, Reliability and Correlations Analysis

A simple correlation test was utilized to examine the relationships between charismatic leadership (independent variable) and the dependent variables: affective commitment and turnover intention, as well as the mediating role of job satisfaction. This statistical analysis was instrumental in elucidating how charismatic leadership impacts the dependent variables and the degree to which job satisfaction mediates these effects. Table 1 provides the reliability estimates for the study's measures: charismatic leadership, assessed with a 25-item scale, had a Cronbach's alpha of 0.850, with a mean of 4.555 and a standard deviation of 0.467; affective commitment, measured using a 15-item scale, had a Cronbach's alpha of 0.759, with a mean of 5.601 and a standard deviation of 0.502; turnover intention, evaluated through a 3-item scale, had a Cronbach's alpha of 0.792, with a mean of 3.035 and a standard deviation of 1.023; and job satisfaction, measured by a 5-item scale, had a Cronbach's alpha of 0.801, with a mean of 4.317 and a standard deviation of 0.510.

Table 1: Descriptive Statistics and Reliability Analysis for Charismatic Leadership, Affective Commitment, Turnover Intention, and Job Satisfaction

Variable	Mean	S.D.	CL	AC	TI	JS
CL	4.555	.467	(.850)			
AC	5.601	.502	.175*	(.759)		
TI	3.035	1.023	-.207**	-.275**	(.819)	
JS	4.317	.510	.231**	.182**	-.217**	(.801)

** Correlation is significant at the 0.01 level (2-tailed)

** Correlation is significant at the 0.05 level (2-tailed)

Note: N= 210, Alpha reliabilities are presented in parentheses. * $p < .05$, ** $p < .01$

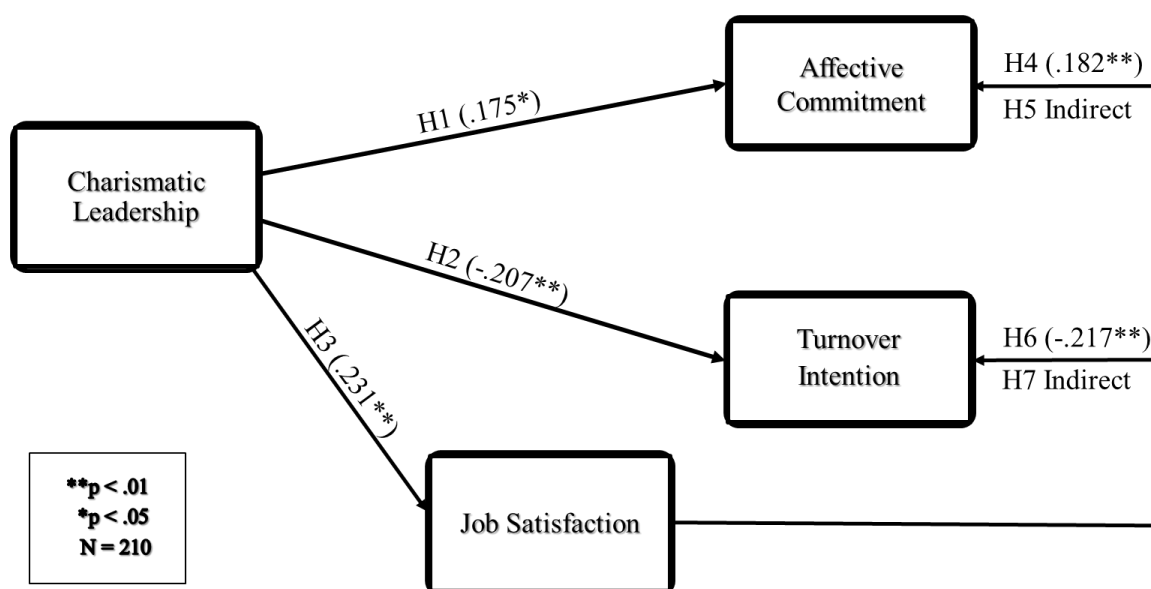
4.1.2 Outcomes from the Correlation Analysis

The research findings demonstrated notable correlations between charismatic leadership and various job outcomes. Charismatic leadership was positively correlated with job satisfaction ($r = .231$, $p < .01$) and affective commitment ($r = .175$, $p < .05$). Conversely, it had a significant negative correlation with turnover intention ($r = -.207$, $p < .01$). Job satisfaction was positively correlated with affective commitment ($r = .182$, $p < .01$) and negatively correlated with turnover intention ($r = -.217$, $p < .01$). Additionally, a negative correlation was found between affective commitment and turnover intention ($r = -.275$, $p < .01$), indicating that higher affective commitment is linked to lower turnover intention.

4.2 Testing of Hypotheses

The data was analyzed utilizing descriptive statistics, Pearson correlation, linear regression, and Hayes Process mediation with SPSS version 23. This comprehensive analysis aimed to predict the value of various constructs within the research model, examining the associations between charismatic leadership (IV), affective commitment and turnover intention (DVs), and job satisfaction (mediator). The statistical methods employed helped to determine the underlying influence of one variable on another, as well as the "arithmetical significance" of these associations and the level of confidence in their genuineness. Linear regression was used to calculate the coefficients of a linear equation involving one or more independent variables to forecast the dependent variable's value. Through SPSS, regression analysis provided insights into how the values of different variables vary and the influence these exert on each other. Various regression tests were conducted between independent and dependent variables through the mediating variable to assess mediation, as detailed in Tables 2 and 3.

Figure 1: Path Diagram Indicating Relationship between Various Constructs of Theoretical Model



The above diagram depicts the relationship of independent variable (charismatic leadership) directly with dependent variables as well as indirectly i.e. through intervening variable (job satisfaction). Path diagram reveals effect of charismatic leadership on affective commitment is with beta value .175 and sig value < .05 which indicates positive significant relationship between charismatic leadership and affective commitment thus our H-1 is confirmed. The impact of charismatic leadership on turnover intention remained with beta value -.207 and sig value < .01 which indicates negative significant relationship of charismatic leadership with turnover intention thus our H-2 is supported. The influence of charismatic leadership on job satisfaction with beta value .231 and sig value < .01 which indicates positive significant relationship between charismatic leadership and job satisfaction thus our H-3 is supported. The effect of job satisfaction on affective commitment is with beta value .182 and sig value < .01 which indicates positive significant relationship of job satisfaction with affective commitment thus our H-4 is supported. The influence of job satisfaction on turnover intention is with beta value -.217 and sig value < .01 which indicates negative significant association of job

satisfaction with turnover intention thus our H-6 is supported. However, confirmation of indirect hypotheses was done through mediation analysis as given in the succeeding paragraphs.

4.3 Mediation Analysis

4.3.1 Exploring the Impact of Charismatic Leadership on Affective Commitment: The Mediating Role of Job Satisfaction

The data was analysed using SPSS v23 and Hayes' PROCESS v3.0 to assess mediation effects. Following Preacher and Hayes (2008) guidelines, the bootstrapping method was employed. The confidence interval for the indirect effect of charismatic leadership on affective commitment through job satisfaction did not include zero (LLCI = .0029; ULCI = .0851), indicating a significant mediating effect. This confirms that job satisfaction mediates the association between charismatic leadership and turnover intention, thus fully supporting our hypothesis H5.

Table 2: Exploring Mediating Role of Job Satisfaction in the Link between Charismatic Leadership and Affective Commitment (Mediation CL → JS → AC)

	95% Confidence Interval			
	β	P	LL	UL
Total Effect	.1886	.0109	.0439	.3332
Direct Effect	.1515	.0441	.0041	.2989
Indirect Effect	.0371	Sig.	.0029	.0851

Note: β = unstandardized coefficient, $p < 0.05$, LL = Lower Limit, UL = Upper Limit, CI = Confidence interval

4.3.2 Exploring the Impact of Charismatic Leadership on Turnover Intention: The Mediating Role of Job Satisfaction

The data was analysed to investigate mediation effects using SPSS v23 and Hayes' PROCESS v3.0. Following Preacher and Hayes (2008) recommendations, bootstrapping was employed for the mediation analysis. The confidence interval for the indirect effect of charismatic leadership on turnover intention through job satisfaction did not include zero (LLCI = -.1859; ULCI = -.0179), indicating a significant mediating effect. This confirms that job satisfaction mediates the association between charismatic leadership and turnover intention, fully supporting our hypothesis H7.

Table 3: Exploring Mediating Role of Job Satisfaction in the Link between Charismatic Leadership and Turnover Intention (Mediation CL → JS → TI)

	95% Confidence Interval			
	β	p	LL	UL
Total Effect	-.4531	.0026	-.7460	-.1603
Direct Effect	-.3627	.0169	-.6596	-.0658
Indirect Effect	-.0904	Sig.	-.1859	-.0179

Note: β = unstandardized coefficient, $p < 0.05$, LL = Lower Limit, UL = Upper Limit, CI = Confidence interval

5. DISCUSSION AND IMPLICATIONS

5.1 Empirical Findings

The study analyzes the dynamics between charismatic leadership and job outcomes, focusing on how this leadership style affects affective commitment and turnover intention, with job satisfaction as a key mediator. The findings show areas of strength for an association between charismatic leadership and affective commitment, highlighting that charismatic leaders enhance employees' emotional attachment and loyalty. The research also finds a significant negative connection between charismatic leadership and turnover intention, suggesting that such leaders not only boost commitment but also reduce the likelihood of employees leaving. The study underscores the vital role of job satisfaction in amplifying the positive influences of charismatic leadership on commitment and lowering turnover. Overall, it demonstrates charismatic leadership's significant impact on building a dedicated, stable, and satisfied workforce.

The results unequivocally demonstrate that charismatic leadership is crucial in developing a committed workforce with lower turnover intentions within an organization. Managers who adeptly apply charismatic leadership can profoundly influence their employees, leading to significantly enhanced job outcomes. Charismatic leaders inspire enthusiasm and motivate their teams, skillfully using their influence to shape and improve employee behaviour. By leveraging various sources of power, these leaders effectively guide their followers toward achieving organizational objectives. Moreover, the study underscores the powerful and synergistic impact that arises from the combination of increased affective commitment and decreased turnover intention under charismatic leadership. This dynamic not only drives organizational goals but also transforms the core values and beliefs of employees, pushing them to exceed expectations. Ultimately, this generates a profound and lasting impact on organizational success (Yukl, 1998).

This research builds on previous studies by demonstrating the important influence of charismatic leadership on worker's affective commitment and turnover intentions in Pakistan's pharmaceutical industry. It highlights in what way charismatic leadership enhances job outcomes both directly and indirectly through improved job satisfaction. The findings robustly support the proposed hypotheses, affirming that charismatic leadership is a powerful tool for boosting employee commitment and reducing turnover intentions, supported by rigorous multiple regression analyses. This underscores charismatic leadership as a highly effective approach for cultivating a motivated, committed, and stable workforce, leading to more positive and sustainable employee outcomes. The research reveals that charismatic leadership not only has direct effects but also significantly influences organizational success by enhancing job satisfaction and improving employee retention.

Hypothesis 1 investigated the effect of charismatic leadership on affective commitment. The analysis demonstrated a significant positive effect ($\beta = .175$, $p < .05$), consistent with Zehir et al. (2011), who also found a robust positive association between charismatic leadership and affective commitment in their study of employees from various national and multinational firms in Turkey.

Hypothesis 2 investigated the association between charismatic leadership and turnover intention. The results ($\beta = -.207$, $p < .01$) revealed a significant negative impact, aligning with

the findings of Cicero and Pierro (2007), who studied 200 employees and found a strong inverse association between charismatic leadership and turnover intention.

Hypothesis 3 examined the effect of charismatic leadership on job satisfaction. The analysis disclosed a significant positive effect ($\beta = .231, p < .01$), validating the hypothesis. This finding is consistent with the research by Zehir et al. (2011), who studied 626 employees from various national and multinational firms in Turkey and revealed a strong association between charismatic leadership and job satisfaction within these organizations.

Hypothesis 4 evaluated the impact of job satisfaction on affective commitment. The results ($\beta = .182, p < .01$) demonstrated a positive and statistically significant association. This outcome aligns with the findings of Zehir et al. (2011), who investigated a sample of 626 employees from both national and multinational companies in Turkey and identified a robust and significant link between job satisfaction and affective commitment.

Hypothesis 5 examined whether job satisfaction mediates the association between charismatic leadership and affective commitment. The analysis ($\beta = .0371, p < .05$) confirmed a significant mediation effect. This finding, supported by a confidence interval (LLCI = .0029; ULCI = .0851), suggests that job satisfaction indeed mediates this relationship. This result is aligned with the study by Özgül et al. (2022), which found similar mediating effects in their research involving 139 small and medium-sized manufacturing enterprises in Istanbul. Hypothesis 6 investigated the effect of job satisfaction on turnover intention. The analysis ($\beta = -.217, p < .01$) revealed a significant negative relationship. This finding aligns with previous research, such as studies by Ghayas and Siddiqui (2012) in the pharmaceutical sector of Pakistan, Lehong and Hongguang (2012) in China's coal mining industry, and Sakti et al. (2024) in PT. Freight cargo logistics, all of which demonstrated that developed job satisfaction correlates with lower turnover intention.

Hypothesis 7 examined how job satisfaction mediates the relationship between charismatic leadership and turnover intention. The analysis ($\beta = -.0904, p < .05$) revealed a significant negative impact of charismatic leadership on turnover intention, mediated by job satisfaction. The confidence interval for the indirect effect ranged from LLCI = -.1859 to ULCI = -.0179, confirming a meaningful mediation effect. These findings are aligned with earlier research by Wells and Welty Peachey (2011), which also emphasized on the crucial role of job satisfaction in this dynamic.

The instruments used to determine effect of charismatic leadership on job outcomes and findings obtained, clearly indicate that by adopting charismatic leadership style, the managers through their influence, adequate coaching, encouragement, motivation, and confidence in their workers' ability, can significantly enhance employees' job outcomes and reduce turnover intention. The findings summarily further revealed effectiveness of developing charismatic leadership skills of the managers which would lead to absolutely influence manager-worker relationship and workplace climate resulting into motivating workers to be added contented, engaged, loyal, aligned and committed to the organization.

5.2 Theoretical Implications

5.2.1 Refinement and Expansion of Charismatic Leadership Theory

5.2.1.1 Contextual Adaptation and Validation

The research work refines charismatic leadership theory by affirming its significance in Pakistan's pharmaceutical industry, portrayed by exclusive cultural and organizational

standards. This validation extends the theory's pertinence beyond Western contexts, showing that charismatic leadership's core principles, like inspiring and emotionally captivating workers, are all around significant. This cross-cultural validation highlights the theory's adaptability, showing that charismatic leadership remains effective across different cultural settings and building up its worldwide pertinence.

5.2.1.2 Influence Mechanisms

The study reveals that charismatic leadership influences organizational outcomes not only through direct interactions but also by creating a work environment that enhances job satisfaction. By identifying job satisfaction as a critical mediator, the study adds depth to the theory, suggesting that charismatic leaders must foster conditions that improve overall job satisfaction. This broader perspective extends beyond leader-follower dynamics to include the leader's role in shaping the work environment.

5.2.2 Integration with Job Satisfaction Theory

5.2.2.1 Mediating Role of Job Satisfaction

The research work makes a critical commitment by positioning job satisfaction as a mediator between charismatic leadership and key outcomes like affective commitment and turnover intention. This features job satisfaction as a significant mediating variable that channels leadership effects into explicit workforces' ways of behaving. It recommends that job satisfaction theory can be stretched out to incorporate leadership styles as key antecedents, providing a complete perspective on which leadership influences organizational results. This infers that improving job satisfaction can be a strategic lever for managerial staff to enhance affective commitment and decrease turnover intentions.

5.2.2.2 Complex Interactions

The study recommends a re-evaluation of job satisfaction as a dynamic construct interrelating with different organizational components, including leadership. It recommends that future research should investigate how different leadership styles influence job satisfaction and, thus, impact organizational results. This opens new investigation avenues into how explicit elements of job satisfaction (e.g., natural versus extraneous) mediate the association between leadership styles and results.

5.2.3 Contribution to Leader-Member Exchange (LMX) Theory

5.2.3.1 Charismatic Leadership as a Driver of High-Quality LMX

Demonstrating charismatic leadership's ability to facilitate high-quality Leader-Member Exchange (LMX) relations broaden our understanding of the effectiveness with which individuals interact with their leader and other team members, consistent with these principles. In essence, charismatic leaders are more likely to develop LMX relationships anchored in respect and trust as well as the sense of obligation that all lead directly to job satisfaction, affective commitment, and decrease turnover intentions. This suggests that charismatic leadership is one antecedent of high quality LMX by considering the effect of different types (leadership styles) in the development process.

5.2.3.2 Implications for LMX Differentiation

The study also addresses LMX differentiation, where leaders establish qualitatively differentiated exchange relationships with subordinates. This would suggest that charismatic leaders could help reduce LMX differentiation by creating uniformly high-quality relationships

(which overall can improve team cohesion and job satisfaction). These results pave way for subsequent research studies to investigate how charismatic leadership might serve as a ‘counter voice’ against detrimental LMX differentiation (e.g., differences in job satisfaction and commitment).

5.2.4 Cross-Cultural Leadership Research

5.2.4.1 Cultural Compassion in Leadership

The current study underscores the importance of cultural sensitivity in leadership research, demonstrating that although charismatic leadership can be successful on a global scale, cultural variations may exist in its expression and effects. Charismatic leadership may more successfully increase loyalty and lower turnover in hierarchical and collectivist cultures. This emphasizes how crucial it is to consider leadership theories in the context of particular cultural norms and how effective these are in them.

5.2.4.2 Global Leadership Competencies

By proving the value of charismatic leadership abilities in a range of cultural contexts, the study advances the conversation on global leadership. It encourages progress of worldwide leaders who can become accustomed to their charismatic style to several cultural backgrounds, signifying that international leadership growth programmes should concentrate on augmenting leaders' cultural compliance to make best use of their influence.

5.2.5 Enrichment of Organizational Commitment Theory

5.2.5.1 Associating Charismatic Leadership to Affective Commitment

The current study demonstrates how leadership style strongly predicts workers' emotional attachment to the company, thereby enhancing the theory of organizational commitment. This implies that improving employee commitment should prioritize leadership development, highlighting the fact that organizational commitment is impacted by job design, human resource policies, and leadership style.

5.2.5.2 Dynamic Commitment Models

This research work backs the creation of dynamic organizational commitment models that place a strong emphasis on leadership. It recommends that future models to take into consideration the ways in which different leadership philosophies affect various forms of commitment and how these philosophies affect the performance of the organizations. This promotes the investigation of intricate connections among commitment, job satisfaction, and leadership in the direction of increasingly complex overarching frameworks.

5.2.6 Reexamining Turnover Intent Models

5.2.6.1 Leadership as a Turnover Avoidance Means

This research emphasizes on the importance of leadership techniques in models of employee turnover, indicating that the presence of charismatic leadership may decrease turnover rates by boosting job satisfaction and emotional devotion. This reframes the approach to prevent turnover, encouraging for a focus on leadership and highlighting the essential role of leadership development in retaining talented employees.

5.2.6.2 Meandering Influences in Turnover Models

The current study's revelation of job satisfaction as an intermediate factor in the correlation between charismatic leadership and turnover intention accentuates the significance of bearing in mind meandering influences in turnover models. It implies that investigators should examine how organizational elements interrelate to impact workforces' choices to remain or depart, emphasizing on the need for overarching turnover models that encompass leadership, job satisfaction, and other factors for a more profound comprehension of worker retaining and turnover.

5.3 Real-world Implications

5.3.1 Enriching Leadership Development Programmes

Companies should influence these discoveries to make over their leadership improvement drives. Lay emphasize on development of charismatic leadership potentials - those that motivate, genuinely connect with, and cultivate a conducive workplace environment. Customized training should emphasize on upgrading leaders' capacity to enhance job satisfaction, and resultantly, affective commitment.

5.3.2 Organizing Job Satisfaction Advantageously

Organizations should make job satisfaction a strategic priority given its significance. Carry out thorough strategies and policies that address workforces' issues, improve work circumstances, and guarantee reasonable acknowledgment and recompenses. This concentration on gratification will boost more enhanced levels of affective commitment and lower turnover intentions.

5.3.3 Promoting Charismatic Leadership Qualities

Reassure managerial staff and leaders to foster significant charismatic attributes like enthusiasm, vision, and the capacity to appreciate people on a deeper level. This may be achieved through dedicated seminars, discussion groups, mentorship schemes, and leadership training intended to improve upon these fundamental abilities.

5.3.4 Aligning Leadership Styles with Best Practices in Human Resource

To get the most out of charismatic leadership styles, make sure that human resource practices go hand in hand with one another. To attract candidates who have a strong potential for charismatic leadership, tailor recruitment procedures and incorporate supportive measures into performance management systems.

5.3.5 Encouraging Collaborative Workplace Environment

Create a workplace atmosphere that supports job satisfaction by indorsing unrestricted communication, professional improvement prospects, and a sound work-life steadiness. A strong and drawing in environment will cause workforces to feel esteemed, in this manner diminishing turnover expectations.

5.3.6 Acclimatizing Leadership Styles to Cultural Milieus

Integrate cultural deliberations into leadership rehearses, particularly inside the pharmaceutical sector in Pakistan. To ensure that their approach effectively resonates with employees, leaders should be trained to acclimatize their leadership elegances to bring into line with native norms and ethical standards.

5.3.7 Examining and Assessing Leadership Influence

Utilize employee surveys and feedback mechanisms to consistently evaluate the impact of leadership on affective commitment, job satisfaction, and turnover intention. This continuous assessment will work with consistent development in leadership rehearses and gratification approaches.

5.3.8 Ardently Dealing with Turnover Intentions

Use understandings into the interaction among charismatic leadership, affective commitment, turnover intention, and job satisfaction to foster pre-emptive strategies. Emphasis on occupation improvement manners, sustainable pay, and cultivating a robust sense of loyalty and belonging among workforces.

5.3.9 Put into Operation Targeted Interferences

Putting specific interferences into action create unambiguous interventions to address specific problems with employee turnover and job satisfaction. For instance, assuming specific divisions display low work fulfillment, acquaint tweaked drives with further developing circumstances and enhance complete gratification.

5.3.10 Reassuring Consistent Learning and Innovation

Remain informed with the most recent investigations and persistently become accustomed rehearses in light of new comprehensions into the leadership and job satisfaction. Incorporate a philosophy of continuous learning and development to guarantee leadership rehearses stay operative and inspirational.

5.3.11 Evolving Monitoring and Evaluation

Bring about key performance indicators (KPIs) that emphasize on affective commitment, job satisfaction, and turnover intention. Persistently screen and evaluate these KPIs to measure the adequacy of initiative practices. Use experiences from input and execution information to refine and upgrade leadership advancement programmes and techniques pointed toward further developing job satisfaction.

5.4 Limitations and Directions for the Future

This research work provides significant understandings into the associations between charismatic leadership, job satisfaction, affective commitment, and intention to leave in Pakistan's pharmaceutical sector. However, it is imperative to acknowledge its imperfections and put forward areas for upcoming research. The findings are contextualized and opportunities for further investigation are highlighted when these constraints are acknowledged. The research's scope should be expanded in future studies by including a variety of industries, cultural contexts, and methodologies. In addition, examining the continuing influences of charismatic leadership on workforce behaviour and organizational performance may offer a more wide-ranging perspective of its effect and lead to the creation of added custom-made and efficient leadership models for various settings

5.4.1 Focus on Geographical Region and Industry-Specific

The current study's emphasis on companies in Lahore, Pakistan's pharmaceutical sector limits the findings' generalizability. The novel qualities of this particular sector and geographical region may not mirror the elements present in different areas or locales, both inside and out of Pakistan. Looming exploration ought to widen its concentration by including assorted ventures and geological areas to affirm and work on the generalizability of the outcomes.

5.4.2 Cross-Sectional Design Limitations

The cross-sectional examination configuration utilized in this research work confines the capacity to lay out causality between the factors analyzed. The identified associations are significant, but their temporal direction is still a mystery. In future research, longitudinal studies or experimental designs could provide a more solid understanding of the causal relationships between charismatic leadership, employee outcomes, and job satisfaction.

5.4.3 Strategy Inclination and Self-Revealing Subjects

The current study depended on self-reported surveys for statistics assortment, a technique that would present normal technique predisposition and possibly misrepresent the connections saw between the factors. Besides, self-reporting can prompt emotional reactions that may not completely catch objective real factors. Future investigations ought to consider utilizing blended techniques, including objective execution measures or outsider evaluations, to alleviate these inclinations and improve the dependability of the results.

5.4.4 Limited Investigation of Cultural Factors

This research work did not comprehensively examine the occupation of cultural components in forming the viability of charismatic inside the setting of Pakistan. Leadership dynamics and employee responses can be significantly influenced by cultural norms and values. Future exploration ought to dive into the social aspects that might direct leadership the connections between initiative styles and occupation results, presenting a more subtle comprehension of these collaborations.

5.4.5 Time and Lack of Means

The study period might have been not long enough to run deeper analyses. A longer monitoring period may yield a more detailed data sample and facilitate better assessment of long-term sequelae. Moreover, given more resources the study would benefit from a wider variety of qualitative data beyond survey responses - such as in-depth interviews that might help to round out and better contextualize some of these findings.

6. CONCLUSION

This research was a comprehensive attempt to refine the influence of charismatic leadership on affective commitment, turnover intention and job satisfaction in the context of the pharmaceutical industry in Pakistan. Charismatic leadership was highly expected to have a significant influence on job satisfaction, and therefore affects positively employee outcomes by associating with increased affective commitment and diminished turnover intention through the mediation role of job satisfaction. Implications of this study highlight the importance of charismatic leadership, such as vision and enthusiasm specifically in order to influence job satisfaction. An improved job satisfaction results in increased emotional attachment and trustworthiness to the organization, further creating faithfulness and therefore decreasing turnover rates. Therefore, improved affective commitment and reduced turnover intention leads to create a pool of talented and dedicated workforces capable of undertaking assigned tasks with more responsibilities and keenness. The research work emphasizes on the significance of evolving and nurturing charismatic leadership skills to help in developing an involved and committed employee base, showing how charisma can influence organizational loyalty by its effect with other factors of attrition rate.

References

- Ahmad, S. N. B., & Kuang, C. P. (2018). Effects of authentic leadership on work engagement and employee turnover intention in Malaysia call centres. *Journal of Entrepreneurship & Business*, 6(2). <https://doi.org/10.17687/JEB.0602.04>
- Ajmal, M., Manzoor, W., & Khan, I. (2024). E-1: Exploring the nexus between servant leadership, affective commitment, psychological empowerment, and employer feedback environment. *Habibia Islamicus (The International Journal of Arabic and Islamic Research)*, 8(2), 1-20. <https://doi.org/10.47720/hi.2024.0802e01>
- Al Mamun, C. A., & Hasan, M. N. (2017). Factors affecting employee turnover and sound retention strategies in business organization: A conceptual view. *Problems and Perspectives in Management*, 15(1), 63-71. [https://doi.org/10.21511/ppm.15\(1\).2017.06](https://doi.org/10.21511/ppm.15(1).2017.06)
- Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of occupational psychology*, 63(1), 1-18. <https://doi.org/10.1111/j.2044-8325.1990.tb00506.x>
- Almeida de Moura, A., Bernardes, A., Pazetto Balsanelli, A., Barboza Zanetti, A. C., & Gabriel, C. S. (2017). Leadership and nursing work satisfaction: an integrative review. *Acta Paulista de Enfermagem*, 30(4). <https://doi.org/10.1590/1982-0194201700055>
- Ameen, C. A. H. (2023). The impact of charismatic leadership on organizational culture. *QALAAI ZANIST JOURNAL*, 8(5), 1054-1077. <https://doi.org/10.25212/lfu.qzj.8.5.38>
- Ate, A., Zaineldeen, S., & Awaad, S. M. (2024). The factors that influence the turnover intentions in developing countries. *The Indian Journal of Labour Economics*, 1-36. <https://doi.org/10.1007/s41027-024-00479-4>
- Aung, Z. M., San Santoso, D., & Dodanwala, T. C. (2023). Effects of demotivational managerial practices on job satisfaction and job performance: Empirical evidence from Myanmar's construction industry. *Journal of Engineering and Technology Management*, 67, 101730. <https://doi.org/10.1016/j.jengtecman.2022.101730>
- Avolio, B. J., & Bass, B. M. (1988). Transformational leadership, charisma and beyond. In J. G. Hunt, B. R. Baliga, H. P. Dachler, & C. H. Schriesheim (Eds.), *Emerging leadership vistas*. Lexington, MA: Lexington Books., 29-50.
- Avolio, B. J., Waldman, D. A., & Yammarino, F. J. (1991). Leading in the 1990s: the four I's of transformational leadership. *Journal of European Industrial Training*, 15(4). <https://doi.org/10.1108/03090599110143366>
- Avolio, B. J., Walumbwa, F. O., & Weber, T. J. (2009). Leadership: Current theories, research, and future directions. *Annual review of psychology*, 60(1), 421-449. <https://doi.org/10.1146/annurev.psych.60.1.10707.163621>
- Avolio, B. J., & Yammarino, F. J. (2013). Transformational and charismatic leadership: The road ahead. *Emerald Group Publishing*. <https://doi.org/10.1108/S1479-357120135>
- Awan, N. J. (2024). Unveiling charismatic leadership: Catalysts of positive work attitude, job involvement, and work engagement. *Bulletin of Business and Economics (BBE)*, 13(2), 532-545. <https://doi.org/10.61506/01.00362>
- Aziri, B. (2011). Job satisfaction: A literature review. *Management research & practice*, 3(4).
- Babcock-Roberson, M. E., & Strickland, O. J. (2019). The relationship between charismatic leadership, work engagement, and turnover intention. *Journal of Applied Social Psychology*, 49(1), 10-21.

- Bacha, E., & Walker, S. (2013). The relationship between transformational leadership and followers' perceptions of fairness. *Journal of Business Ethics*, 116(3), 667-680. <https://doi.org/10.1007/s10551012-1507-z>
- Barling, J., Weber, T., & Kelloway, E. K. (1996). Effects of transformational leadership training on attitudinal and financial outcomes: A field experiment. *Journal of applied psychology*, 81(6), 827.
- Bass, B. M. (1985). Leadership and performance beyond expectations. *Collier Macmillan*, 25(3), 481 - 484. <https://doi.org/10.1002/hrm.3930250310>
- Bass, B. M. (1990). From transactional to transformational leadership: Learning to share the vision. *Organizational dynamics*, 18(3), 19-31. [https://doi.org/10.1016/0090-2616\(90\)90061-S](https://doi.org/10.1016/0090-2616(90)90061-S)
- Bass, B. M., & Riggio, R. E. (2006). *Transformational leadership*. Psychology press. <https://doi.org/10.4324/9781410617095>
- Bento, R. F., Ribeiro, A. I., & Wilson, M. G. (2022). Charismatic leadership and its impact on employee retention: A systematic review. *Leadership Quarterly*, 33(2), 101432.
- Berson, Y., & Avolio, B. J. (2004). Transformational leadership and the dissemination of organizational goals: A case study of a telecommunication firm. *The leadership quarterly*, 15(5), 625-646. <https://doi.org/10.1016/j.leaqua.2004.07.003>
- Bilau, A. A., Ajagbe, A. M., Sholanke, A. B., & Sani, T. A. (2015). Impact of employee turnover in small and medium construction firms: A literature review. *International Journal of Engineering Research & Technology (IJERT)*, 4(2), 977-984.
- Brayfield, A. H., & Rothe, H. F. (1951). An index of job satisfaction. *Journal of applied psychology*, 35(5), 307. <https://doi.org/10.1037/h0055617>
- Caniëls, M. C., & Hatak, I. (2022). Employee resilience: considering both the social side and the economic side of leader-follower exchanges in conjunction with the dark side of followers' personality. *The International Journal of Human Resource Management*, 33(2), 297-328. <https://doi.org/10.1080/09585192.2019.1695648>
- Cao, J., Liu, C., Zhou, Y., & Duan, K. (2020). Work-to-family conflict, job burnout, and project success among construction professionals: The moderating role of affective commitment. *International journal of environmental research and public health*, 17(8), 2902. <https://doi.org/10.3390/ijerph17082902>
- Chen, X., Al Mamun, A., Hussain, W. M. H. W., Jingzu, G., Yang, Q., & Shami, S. S. A. A. (2023). Envisaging the job satisfaction and turnover intention among the young workforce: Evidence from an emerging economy. *Plos one*, 18(6), e0287284.
- Christensen-Salem, A., Hartnell, C. A., Walumbwa, F. O., Chiang, F. F., & Birtch, T. (2024). When charismatic leadership loses its luster: Examining the interactive effect of charismatic leadership and abusive supervision on follower prosocial motivation and citizenship behavior. *Journal of Leadership & Organizational Studies*, 31(3), 15480518241263913. <https://doi.org/10.1177/15480518241263913>
- Chung, K., Park, J. S., & Han, S. (2024). Effects of workplace relationships among organizational members on organizational identification and affective commitment: nuanced differences resulting from supervisor vs. colleague relationship. *Current Psychology*, 43(14), 12335-12353. <https://doi.org/10.1007/s12144-023-05314-5>
- Cicero, L., & Pierro, A. (2007). Charismatic leadership and organizational outcomes: The mediating role of employees' work group identification. *International Journal of Psychology*, 42(5), 297-306.

- Conger, & Kanungo. (1994). Charismatic Leadership in Organization: Perceived Behavioral Attributes and Their Measurement. *Journal of Organizational Behaviour* 15(5).
- Conger, J. A., & Kanungo, R. N. (1987). Toward a behavioral theory of charismatic leadership in organizational settings. *Academy of Management Review*, 12(4), 637-647. <https://doi.org/10.5465/amr.1987.4306715>
- Conger, J. A., & Kanungo, R. N. (1998). *Charismatic leadership in organizations*. Sage Publications. <https://doi.org/10.4135/9781452204932>
- Conger, J. A., Kanungo, R. N., & Menon, S. T. (2000). Charismatic leadership and follower effects. *Journal of organizational behavior*, 21(7), 747-767. [https://doi.org/10.1002/1099-1379\(200011\)21:7<747::AIDJOB46>3.0.CO;2-J](https://doi.org/10.1002/1099-1379(200011)21:7<747::AIDJOB46>3.0.CO;2-J)
- Coomber, B., & Barriball, K. L. (2007). Impact of job satisfaction components on intent to leave and turnover for hospital-based nurses: a review of the research literature. *International journal of nursing studies*, 44(2), 297-314.
- Cooper, C., & Cartwright, S. (2018). Healthy Mind; Healthy Organization—A Proactive Approach to Occupational Stress 1. In *Managerial, Occupational and Organizational Stress Research* (pp. 595611). Routledge.
- Darius, B., & Awu, E. (2024). The impact of charismatic leadership on organizational innovation in deposit money banks in Rivers State. *International Journal of Academic Management Science Research (IJAMSR)*, 2(7), 47-61. <https://doi.org/10.13140/RG.2.2.28686.95048>
- Deemie Sr, G. Z. (2024). A critical look into leadership now and the future.
- DeGroot, T., Kiker, D. S., & Cross, T. C. (2000). A meta-analysis to review organizational outcomes related to charismatic leadership. *Canadian Journal of Administrative Sciences/Revue Canadienne des Sciences de l'Administration*, 17(4), 356-372. <https://doi.org/10.1111/j.1936-4490.2000.tb00234.x>
- Derue, D. S., Nahrgang, J. D., Wellman, N. E., & Humphrey, S. E. (2011). Trait and behavioral theories of leadership: An integration and meta-analytic test of their relative validity. *Personnel psychology*, 64(1), 7-52. <https://doi.org/10.1111/j.1744-6570.2010.01201.x>
- Dewi, T. S., & Abadi, F. (2023). The effect of high performance work systems on organizational citizenship behavior, with psychological well-being, organizational commitment and job satisfaction as intervening variables. *Journal Research of Social Science, Economics, and Management*, 2(12), 29392963.
- DiPietro, R. B., Moreo, A., & Cain, L. (2020). Well-being, affective commitment and job satisfaction: influences on turnover intentions in casual dining employees. *Journal of Hospitality Marketing & Management*, 29(2), 139-163.
- Dodanwala, T. C., San Santoso, D., & Shrestha, P. (2022). The mediating role of work–family conflict on role overload and job stress linkage. *Built Environment Project and Asset Management*, 12(6), 924-939. <https://doi.org/10.1108/BEPAM-12-2021-0153>
- DuBrin, A. J. (2004). *Applying psychology: Individual and organizational effectiveness*. prentice Hall.
- Dulebohn, J. H., Bommer, W. H., Liden, R. C., Brouer, R. L., & Ferris, G. R. (2012). A meta-analysis of antecedents and consequences of leader-member exchange: Integrating the past with an eye toward the future. *Journal of management*, 38(6), 1715-1759. <https://doi.org/10.1177/0149206311415280>
- Dumdum, U. R., Lowe, K. B., & Avolio, B. J. (2013). A meta-analysis of transformational and transactional leadership correlates of effectiveness and satisfaction: An update and

- extension. In *Transformational and Charismatic Leadership: The Road Ahead 10th Anniversary Edition* (pp. 39-70). Emerald Group Publishing Limited.
- Edwards, B. D., Bell, S. T., Arthur, J., Winfred, & Decuir, A. D. (2008). Relationships between facets of job satisfaction and task and contextual performance. *Applied psychology*, 57(3), 441-465. <https://doi.org/10.1111/j.1464-0597.2008.00328.x>
- Epitropaki, O., & Martin, R. (2005). From ideal to real: a longitudinal study of the role of implicit leadership theories on leader-member exchanges and employee outcomes. *Journal of applied psychology*, 90(4), 659-676. <https://doi.org/10.1037/0021-9010.90.4.659>
- Erdogan, B., & Bauer, T. N. (2016). Leader-member exchange theory: A glimpse into the future. *The Oxford handbook of leader-member exchange*, 413-421.
- Ferrando, C., & Guhao, E. (2024). Ethical climate, charismatic leadership of school heads and teachers' sense of self-efficacy: A structural equation model on teacher engagement. *Psychology and Education: A Multidisciplinary Journal*, 20(2), 171-187. <https://doi.org/10.5281/zenodo.11243541>
- Gardner, W. L., Avolio, B. J., Luthans, F., May, D. R., & Walumbwa, F. (2005). —Can you see the real me? A self-based model of authentic leader and follower development. *The leadership quarterly*, 16(3), 343-372. <https://doi.org/10.1016/j.leaqua.2005.03.003>
- Ghayas, M. M., & Siddiqui, S. J. (2012). Impact of job satisfaction on turnover intentions in the pharmaceutical industry of Karachi. *South Asian Journal of Management Sciences*, 6(2), 42-49.
- Giorgi, S. B., Hossain, K. B., & Mache, M. D. (2023). Influence of working conditions on employee job performance in private firms in Toronto, Canada. *African Journal of Emerging Issues*, 5(2), 1-12.
- Graen, G. B., & Uhl-Bien, M. (1995). Relationship-based approach to leadership: Development of leader-member exchange (LMX) theory of leadership over 25 years: Applying a multi-level multi-domain perspective. *The leadership quarterly*, 6(2), 219-247. [https://doi.org/10.1016/1048-9843\(95\)90036-5](https://doi.org/10.1016/1048-9843(95)90036-5)
- Gyensare, M. A., Anku-Tsedde, O., Sanda, M.-A., & Okpoti, C. A. (2016). Transformational leadership and employee turnover intention: The mediating role of affective commitment. *World Journal of Entrepreneurship, Management and Sustainable Development*, 12(3), 243-266.
- Hanaysha, J. (2016). Determinants of job satisfaction in higher education sector: Empirical insights from Malaysia. *International Journal of Human Resource Studies*, 6(1), 129-146.
- Harris, K. J., Wheeler, A. R., & Kacmar, K. M. (2009). Leader-member exchange and empowerment: Direct and interactive effects on job satisfaction, turnover intentions, and performance. *The leadership quarterly*, 20(3), 371-382. <https://doi.org/10.1016/j.leaqua.2009.03.006>
- Hom, P. W., & Kinicki, A. J. (2001). Toward a greater understanding of how dissatisfaction drives employee turnover. *Academy of management journal*, 44(5), 975-987.
- House. (1977). *A model for translation quality assessment* (Vol. 88). John Benjamins Pub Co.
- Howell, J. M., & Avolio, B. J. (1993). Transformational leadership, transactional leadership, locus of control, and support for innovation: Key predictors of consolidated-business-unit performance. *Journal of applied psychology*, 78(6), 891.
- Indradewa, R., & Santiajie, S. (2024). The influence of transformational leadership, organizational culture, and employee engagement on turnover intention. *JPPI (Jurnal Penelitian Pendidikan Indonesia)*, 10(2), 112. <https://doi.org/10.29210/020243282>

- Jannat, A., Shafiq, N., Hanif, M., Riasat, M., & Rafique, S. (2023). A brief insight to Pakistan's pharmaceutical industry-A critical review study. *Pakistan Journal of Medical & Health Sciences*, 17(02), 2-2.
- Judge, T. A., Parker, S. K., Colbert, A. E., Heller, D., & Ilies, R. (2001). Job satisfaction: A cross-cultural review [London: Sage]. In N. Anderson, D. S. Ones, H. K. Sinangil, & C. Viswesvaran (Eds.), *Handbook of industrial, work & organizational psychology*, 2(Organizational psychology), 25-52.
- Judge, T. A., & Piccolo, R. F. (2004). Transformational and transactional leadership: a meta-analytic test of their relative validity. *Journal of applied psychology*, 89(5), 755. <https://doi.org/10.1037/0021-9010.89>
- Kearney, E., Shemla, M., van Knippenberg, D., & Scholz, F. A. (2019). A paradox perspective on the interactive effects of visionary and empowering leadership. *Organizational Behavior and Human Decision Processes*, 155, 20-30. <https://doi.org/10.1016/j.obhdp.2019.01.001>
- Khan, M. A. A., & Rauf, A. (2024). Promoting local production and active pharmaceutical ingredient (API) industry in low and middle income countries (LMICs): impact on medicines access and policy. In (Vol. 17, pp. 2323683): Taylor & Francis.
- Khan, M. M. (2024). Suicidal Behaviours in Pakistan. In *Suicidal Behavior in Muslim Majority Countries: Epidemiology, Risk Factors, and Prevention* (pp. 223-243). Springer.
- Khan, R. S. (2024). Employee performance and job satisfaction among employees working in it industry with special reference to Bangladesh. *International Journal of Computational Research and Development (IJCRD)*, 9(1), 34-40.
- Khan, U., Mukhtar, N., Shaikh, H., & Hadi, A. (2021). A health check for a better future: unleashing the potential of pharmaceuticals in Pakistan. *Pakistan Business Council*.
- Khaskheli, A., Jiang, Y., Raza, S. A., Qureshi, M. A., Khan, K. A., & Salam, J. (2020). Do CSR activities increase organizational citizenship behavior among employees? Mediating role of affective commitment and job satisfaction. *Corporate social responsibility and Environmental Management*, 27(6), 2941-2955.
- Kilag, O. K., Uy, F., Gomez, H. M., Rey Dela Cruz, J., Matis, P. J., Gier, R. A., & Seblon, K. (2024). Impact of transformational leadership on teacher job satisfaction and commitment. *International Multidisciplinary Journal of Research for Innovation, Sustainability, and Excellence (IMJRIS)*, 1(7), 62-69.
- Krishna, C., Tyagi, S., & Jakhar, R. (2022). A study on impact of transformational leadership on employee turnover and job satisfaction: A literature review. *ANWESH: International Journal of Management & Information Technology*(2). <https://doi.org/10.1051/shsconf/202112408005>
- Kroc, R. (2017). What is charismatic leadership. In.
- Kwarteng, S., Frimpong, S. O., Asare, R., & Wiredu, T. J. N. (2024). Effect of employee recognition, employee engagement on their productivity: the role of transformational leadership style at Ghana health service. *Current Psychology*, 43(6), 5502-5513. <https://doi.org/10.1007/s12144-023-04708-9>
- Labrague, L. J., McEnroe-Petite, D. M., Tsaras, K., Cruz, J. P., Colet, P. C., & Gloe, D. S. (2018). Organizational commitment and turnover intention among rural nurses in the Philippines: Implications for nursing management. *International journal of nursing sciences*, 5(4), 403-408. <https://doi.org/10.1016/j.ijnss.2018.09.001>
- Lee, B., Lee, C., Choi, I., & Kim, J. (2022). Analyzing determinants of job satisfaction based on two-factor theory. *Sustainability*, 14(19), 12557. <https://doi.org/10.3390/su141912557>

- Lee, C.-c., Li, Y.-s., Yeh, W.-c., & Yu, Z. (2022). The effects of leader emotional intelligence, leadership styles, organizational commitment, and trust on job performance in the real estate brokerage industry. *Frontiers in psychology*, 13, 881725. <https://doi.org/10.3389/fpsyg.2022.881725>
- Lehong, G., & Hongguang, D. (2012). Research on turnover intention and countermeasure of key employees in Xuzhou coal mining groups. *Research Journal of Applied Sciences, Engineering and Technology*, 4(21), 4438-4442.
- Li, C., Bai, X., & Xi, Y. (2020). The role of charismatic leadership in employee retention: Evidence from the technology sector. *Journal of Leadership & Organizational Studies*, 27(1), 33-45.
- Li, Y., Sawhney, R., & Tortorella, G. L. (2019). Empirical analysis of factors impacting turnover intention among manufacturing workers. *International Journal of Business and Management*, 14(4), 1-18. <https://doi.org/10.5539/IJBM.V14N4P1>
- Liao, E. Y., & Hui, C. (2021). A resource-based perspective on leader-member exchange: An updated metaanalysis. *Asia Pacific Journal of Management*, 38(1), 317-370.
- Liqiang, Y., Zang, X., & Dunjie, L. (2024). Transforming Youth sports Team Performance in the Era of Digitalization: The Interplay of Charismatic Leadership, Satisfaction, and Team Engagement Drivers. *Heliyon*. <https://doi.org/10.1016/j.heliyon.2024.e34904>
- Liu, C., Cao, J., Zhang, P., & Wu, G. (2020). Investigating the relationship between work-to-family conflict, job burnout, job outcomes, and affective commitment in the construction industry. *International journal of environmental research and public health*, 17(16), 5995. <https://doi.org/10.3390/ijerph17165995>
- Locke, E. A. (1976). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), *Handbook of industrial and organizational psychology*, Chicago: Rand McNally., 1297–1349.
- Lowe, K. B., Kroeck, K. G., & Sivasubramaniam, N. (1996). Effectiveness correlates of transformational and transactional leadership: A meta-analytic review of the MLQ literature. *The leadership quarterly*, 7(3), 385-425.
- Luu, T. T., Rowley, C., Dinh, C. K., Qian, D., & Le, H. Q. (2019). Team creativity in public healthcare organizations: The roles of charismatic leadership, team job crafting, and collective public service motivation. *Public Performance & Management Review*, 42(6), 1448-1480. <https://doi.org/10.1080/15309576.2019.1595067>
- Maamari, B. E., & Osta, A. (2021). The effect of HRIS implementation success on job involvement, job satisfaction and work engagement in SMEs. *International Journal of Organizational Analysis*, 29(5), 1269-1286. <https://doi.org/10.1108/IJOA-07-2020-2298>
- Majka, M. (2024). How leaders inspire their employees: A closer look at modern leadership practices.
- Mangundjaya, W. L., Supriyadi, T., Nugraha, A. C. W., & Wicaksana, S. A. (2024). Exploring Resilience as a Mediator between Charismatic Leadership and Affective Commitment to Change. *Revista de Gestão Social e Ambiental*, 18(1), e06802-e06802. <https://doi.org/10.24857/rgsa.v18n1-144>
- Martin, R., Guillaume, Y., Thomas, G., Lee, A., & Epitropaki, O. (2016). Leader–member exchange (LMX) and performance: A meta.analytic review. *Personnel psychology*, 69(1), 67-121. <https://doi.org/10.1111/peps.12100>
- Mbiet-Edisua, I., & Amah, E. (2024). Onboarding practices and employee commitment of aviation agencies in Rivers State, Nigeria. *International Journal of Management & Marketing Systems*, 14(11), 85-97. <https://doi.org/2726-1-456-67-14117>

- Mehmood, N., Ahmad, U. N. B. U., Irum, S., & Ashfaq, M. (2016). Job satisfaction, affective commitment, and turnover intentions among front desk staff: Evidence from Pakistan. *International Review of Management and Marketing*, 6(4), 305-309. <https://dergipark.org.tr/en/pub/irmm/issue/32091/355312>
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human resource management review*, 1(1), 61-89. [https://doi.org/10.1016/1053-4822\(91\)90011-Z](https://doi.org/10.1016/1053-4822(91)90011-Z)
- Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of applied psychology*, 78(4), 538.
- Meyer, J. P., Morin, A. J., Rousseau, V., Boudrias, J.-S., & Brunelle, E. (2021). Profiles of global and targetspecific work commitments: Why compatibility is better and how to achieve it. *Journal of Vocational Behavior*, 128, 103588. <https://doi.org/10.1016/j.jvb.2021.103588>
- Meyer, J. P., & Parfyonova, N. M. (2010). Normative commitment in the workplace: A theoretical analysis and re-conceptualization. *Human Resource Management Review*, 20(4), 283-294. <https://doi.org/10.1016/j.hrmr.2009.09.001>
- Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior*, 61(1), 20-52. <https://doi.org/10.1006/jvbe.2001.1842>
- Mobley, W. H., Horner, S. O., & Hollingsworth, A. T. (1978). An evaluation of precursors of hospital employee turnover. *Journal of applied psychology*, 63(4), 408.
- Mogaji, I. M., & Dimingu, H. (2024). A conceptual exploration of the impact of leadership styles on the innovative culture of organizations. *Open Journal of Leadership*, 13(2), 136-153. <https://doi.org/10.4236/ojl.2024.132009>
- Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior*, 14(2), 224-247.
- Moynihan, D. P., & Pandey, S. K. (2008). The ties that bind: Social networks, value-based commitment and turnover intention. *Journal of Public Administration Research and Theory*, 18(2), 205-227.
- Mustapha, Z., Akomah, B. B., Mensah, D., Wisdom, G., & Tieru, C. K. (2024). Boosting construction workers' performances through motivation: A study in Ghana. *Built Environment Journal*, 21(2), 67-77. <https://journal.uitm.edu.my/ojs/index.php/BEJ/article/view/553>
- Nanjundeswaraswamy, T. (2023). The mediating role of job satisfaction in the relationship between leadership styles and employee commitment. *Journal of Economic and Administrative Sciences*, 39(2), 286-304. <https://doi.org/10.1108/JEAS-02-2021-0029>
- Nauman, S., Bhatti, S., Jalil, F., & Bint E Riaz, M. (2021). How training at work influences employees' job satisfaction: roles of affective commitment and job performance. *International Journal of Training Research*, 19(1), 61-76. <https://doi.org/10.1080/14480220.2020.1864444>
- Nguyen, T. T., Tran, Q. N., & Le, H. T. (2021). Charismatic leadership and employee retention: The mediating role of job satisfaction. *Journal of Business Research*, 124, 1-10.
- Noermijati, N., Firdaus, E. Z., Sulastri, S., & Farhiya, D. (2024). Can employee turnover intention be minimized through job satisfaction, organizational citizenship behavior and

- organizational Commitment? *Jurnal Aplikasi Manajemen*, 22(1), 237-252.
<https://doi.org/10.21776/ub.jam.2024.022.01.18>
- Özgül, B., Karaca, D., & Zehir, C. (2022). Testing job satisfaction as a mediator between managers' charismatic leadership and followers' affective organizational commitment. *Ege Academic Review*, 22(1), 1-15.
<https://doi.org/10.21121/eab.1059819>
- Pacheco, P. O., Coello-Montecel, D., & Tello, M. (2023). Psychological empowerment and job performance: Examining serial mediation effects of self-efficacy and affective commitment. *Administrative Sciences*, 13(3), 1-22.
- Park, J., Han, S. J., Kim, J., & Kim, W. (2022). Structural relationships among transformational leadership, affective organizational commitment, and job performance: the mediating role of employee engagement. *European Journal of Training and Development*, 46(9), 920-936.
<https://doi.org/10.1108/EJTD-10-2020-0149>
- Pathan, M. S. K. (2022). The influence of organizational culture on employee commitment and turnover intentions. *International Research Journal of Management and Social Sciences*, 3(4), 34-43.
<https://irjmss.com/index.php/irjmss/article/view/57>
- Pathan, M. S. K. (2023). Assessing the mediating role of job satisfaction in the relationship between organizational culture and employee commitment. *International Research Journal of Education and Innovation*, 4(1), 1-11.
- Paulsen, N., Maldonado, D., Callan, V. J., & Ayoko, O. (2009). Charismatic leadership, change and innovation in an R&D organization. *Journal of Organizational Change Management*, 22(5), 511-523.
- Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2012). Sources of method bias in social science research and recommendations on how to control it. *Annual review of psychology*, 63(1), 539-569.
- Preacher, K. J., & Hayes, A. F. (2008). Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models. *Behavior Research Methods*, 40(3), 879-891. <https://doi.org/10.3758/BRM.40.3.879>
- Puni, A., Hilton, S. K., Mohammed, I., & Korankye, E. S. (2022). The mediating role of innovative climate on the relationship between transformational leadership and firm performance in developing countries: the case of Ghana. *Leadership & Organization Development Journal*, 43(3), 404-421. <https://doi.org/10.1108/LODJ-10-2020-0443>
- Quesada-Puga, C., Izquierdo-Espin, F. J., Membrive-Jiménez, M. J., Aguayo-Estremera, R., Cañadas-De La Fuente, G. A., Romero-Béjar, J. L., & Gómez-Urquiza, J. L. (2024). Job satisfaction and burnout syndrome among intensive-care unit nurses: A systematic review and meta-analysis. *Intensive and Critical Care Nursing*, 82, 103660.
<https://doi.org/10.1016/j.iccn.2024.103660>
- Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: a review of the literature. *Journal of applied psychology*, 87(4), 698.
- Roney, C., & Soicher, H. M. (2022). Work and well-being: collective and individual self-concept, job commitment, citizenship behavior, and autonomy as predictors of overall life satisfaction. *The journal of social psychology*, 162(4), 423-434.
<https://doi.org/10.1080/00224545.2021.1915230>

- Rosing, K., Frese, M., & Bausch, A. (2011). Explaining the heterogeneity of the leadership-innovation relationship: Ambidextrous leadership. *The Leadership Quarterly*, 22(5), 956-974. <https://doi.org/10.1016/j.leaqua.2011.07.014>
- Rowold, J., & Heinritz, K. (2007). Transformational and charismatic leadership: Assessing the convergent, divergent and criterion validity of the MLQ and the CKS. *The leadership quarterly*, 18(2), 121-133. <https://doi.org/10.1016/j.leaqua.2007.01.003>
- Sakti, S. H., Ikhsan, M., Pranogyo, A. B., Abdoellah, M. N., & Zabidi, I. (2024). The influence of leadership style, job stress, and job satisfaction on employee turnover intention level. *Jurnal Global Ilmiah*, 1(4), 224-230.
- Salloum, C., Jarrar, H., Chaanine, N., Al Sayah, M., & Verdie, J.-F. (2024). Winning hearts and minds: the charismatic leader's role in SME productivity. *European Business Review*, 36(4), 494-509. <https://doi.org/10.1108/EBR-04-2023-0126>
- Sanggarwati, D. A., Subiantoro, B., & Adi, T. W. (2024). The impact of charismatic leadership, organizational culture, and organizational commitment on the discipline. *Media Bina Ilmiah*, 18(6), 1405-1416.
- Santiago-Torner, C., Corral-Marfil, J.-A., & Tarrats-Pons, E. (2024). Relationship between personal ethics and burnout: The unexpected influence of affective commitment. *Administrative Sciences*, 14(6), 123. <https://doi.org/10.3390/admsci14060123>
- Santiago Torner, C. (2023). Teleworking and emotional exhaustion in the Colombian electricity sector: The mediating role of affective commitment and the moderating role of creativity. *Intangible Capital*, 19(2), 207-258. <https://doi.org/10.3926/ic.2139>
- Scandura, T. A., & Meuser, J. D. (2022). Relational dynamics of leadership: problems and prospects. *Annual Review of Organizational Psychology and Organizational Behavior*, 9(1), 309-337.
- Semlali, Y., & Elrayah, M. (2022). The organizational commitment of public administrative leaders and their subjective career success: Case of the saudi irrigation organization. *Administrative Sciences*, 12(4), 125. <https://doi.org/10.3390/admsci12040125>
- Shah, S., & Kamal, A. (2021). The impact of charismatic leadership on nurse turnover rates in healthcare. *Journal of nursing management*, 31(1), 29-38.
- Shamir, B., House, R. J., & Arthur, M. B. (1993). The motivational effects of charismatic leadership: A selfconcept based theory. *Organization science*, 4(4), 577-594. <https://doi.org/10.1287/orsc.4.4.577>
- Shamir, B., House, R. J., & Arthur, M. B. (2018). The motivational effects of charismatic leadership: A selfconcept based theory. *Emerald Publishing Limited*, 9, 9-29. <https://doi.org/10.1108/S1479-357120180000009009>
- Shamir, B., & Howell, J. M. (1999). Organizational and contextual influences on the emergence and effectiveness of charismatic leadership. *The leadership quarterly*, 10(2), 257-283. [https://doi.org/10.1016/S1048-9843\(99\)00014-4](https://doi.org/10.1016/S1048-9843(99)00014-4)
- Shang, K.-C., Kuo, S.-Y., Hsu, S.-W., Lai, P.-L., & Ye, K.-D. (2024). Leader-member exchange, team-member exchange, employee satisfaction, and service-oriented organizational citizenship behavior in the international logistics industry: The moderating effect of the service climate. *Research in Transportation Business & Management*, 52, 101072. <https://doi.org/10.1016/j.rtbm.2023.101072>
- Sharma, S. K., & Gautam, P. K. (2024). The influence of subordinates' proactive personality, supervisors' Ideals on subordinates' affective commitment and occupational well-being:

- mediating role of subordinates' I-deals. *Journal of Work-Applied Management*, 16(1), 48-64. <https://doi.org/10.1108/JWAM-04-2023-0030>
- Sinisterra, L., Peñalver, J., & Salanova, M. (2024). Connecting the organizational incomes and outcomes: a systematic review of the relationship between talent management, employee engagement, and turnover intention. *Frontiers in psychology*, 15, 1439127. <https://doi.org/10.3389/fpsyg.2024.1439127>
- Smith, P. C., Kendall, L. M., & Hulin, C. L. (1969). *The Measure of Satisfaction in Work and Retirement*. Mcnally, Chicago.
- Soni, L. N., & Pawar, R. S. (2023). *Job satisfaction and performance appraisal*. Ashok Yakkaldevi. <https://doi.org/10.56536/ijmres.v12i3.242>
- Sosik, J. J., Chun, J. U., Ete, Z., Arenas, F. J., & Scherer, J. A. (2019). Self-control puts character into action: Examining how leader character strengths and ethical leadership relate to leader outcomes. *Journal of Business Ethics*, 160, 765-781. <https://doi.org/10.1007/s10551-018-3908-0>
- Spector, P. E. (1997). *Job satisfaction: Application, assessment, causes, and consequences* (Vol. 3). Sage. <https://doi.org/10.4135/9781452231549>
- Starbird, S. A., Martin, J. M., Posadas, Y., & Gutiérrez, A. (2022). The impact of formality, integration, and commitment on the performance of Latino-owned small businesses. *Administrative Sciences*, 12(3), 105. <https://doi.org/10.3390/admsci12030105>
- Surianto, S., & Nurfahira, N. (2024). The Role of Work Environment and Leadership in Enhancing Employee Performance. *Economics and Digital Business Review*, 5(2), 1054-1070. <https://doi.org/10.37531/ecotal.v5i2.1606>
- Timsina, S. (2024). Employee Turnover and Engagement Programs for Retention.
- Tourigny, L., Han, J., Baba, V. V., & Pan, P. (2021). The moderating effect of charismatic leadership on the relationship between job satisfaction and turnover intention. *International Journal of Human Resource Management*, 32(2), 387-407.
- Triningsih, N. N., & Darma, G. S. (2024). Compensation, worklife balance, employee engagement, and turnover intention. *Quantitative Economics and Management Studies*, 5(1), 10-21. <https://doi.org/10.35877/454RI.qems2158>
- Umezulike, A. N., Okoye, A. C., Ezenwanne, R. C., & Ufaroh, P. C. (2024). Quantitative analysis of the influence of affective commitment on the performance of administrative staff in tertiary institutions, anambra states. *International Journal Of Social Science Humanity & Management Research*, 3(4), 408415. <https://doi.org/10.58806/ijsshr.2024.v3i4n02>
- Umoh, U. E. (2023). Charismatic leadership and its role in organizational effectiveness. 3rd International Conference on Institutional Leadership and Capacity Building in Africa,
- Vargas-Benitez, M. a., Izquierdo-Espin, F. J., Castro-Martinez, N., Gomez-Urquiza, J. L., Albendin-Garcia, L., Velando-Soriano, A., & Fuenten, G. A. (2023). Burnout syndrome and work engagement in nursing staff: a systematic review and meta-analysis. *FRONTIERS IN MEDICINE*, 10. <https://doi.org/10.3389/fmed.2023.1125133>
- Waldman, D. A., Ramirez, G. G., House, R. J., & Puranam, P. (2001). Does leadership matter? CEO leadership attributes and profitability under conditions of perceived environmental uncertainty. *Academy of management journal*, 44(1), 134-143. <https://doi.org/10.5465/3069341>
- Walumbwa, F. O., Avolio, B. J., Gardner, W. L., Wernsing, T. S., & Peterson, S. J. (2008). Authentic leadership: Development and validation of a theory-based measure. *Journal of management*, 34(1), 89126. <https://doi.org/10.1177/0149206307308913>

- Wang, G., Oh, I.-S., Courtright, S. H., & Colbert, A. E. (2011). Transformational leadership and performance across criteria and levels: A meta-analytic review of 25 years of research. *Group & organization management*, 36(2), 223-270. <https://doi.org/10.1177/1059601111401017>
- Wang, H., Sui, Y., & Luthans, F. (2022). The role of charismatic leadership in enhancing employee loyalty and retention. *Leadership & Organization Development Journal*, 43(5), 789-803.
- Watrous, K. M., Huffman, A. H., & Pritchard, R. D. (2006). When coworkers and managers quit: The effects of turnover and shared values on performance. *Journal of Business and Psychology*, 21(1), 103-126.
- Wayne, S. J., Shore, L. M., & Liden, R. C. (1997). Perceived organizational support and leader-member exchange: A social exchange perspective. *Academy of management journal*, 40(1), 82-111.
- Wells, J. E., & Welty Peachey, J. (2011). Turnover intentions: do leadership behaviors and satisfaction with the leader matter? *Team Performance Management: An International Journal*, 17(1/2), 23-40.
- Whitman, M. (1999). Antecedents of repatriates' intent to leave the organization. *University of Sarasota: Sarasota, FL (Unpublished doctoral dissertation)*.
- Wijesinghe, B., & Jayawardana, A. (2023). The impact of charismatic leadership towards social comparison and award driven behaviour of the leader with the moderating effect of narcissism behaviour. *Sri Lankan Journal of Management*, 28(2). <https://doi.org/10.33939/SLJM.28.02.01.2023>
- Yudistira, Y. R., & Abdullah, M. A. F. (2024). Determination of company performance: Analysis of motivation, leadership, organizational commitment and employee engagement. *Siber Journal of Advanced Multidisciplinary*, 2(1), 108-123. <https://doi.org/10.38035/sjam.v2i1.132>
- Yukl, G. (1998). *Leadership in organizations*. Englewood Cliffs, NJ: Prentice Hall.
- Zehir, C., Erdogan, E., & Basar, D. (2011). The relationship among charismatic leadership, ethical climate, job satisfaction and organizational commitment in companies. *Journal of Global Strategic Management*, 10(5), 49-59. <https://doi.org/10.20460/JGSM.2011515797>
- Zhao, D., Wu, J., & Gu, J. (2020). Higher-quality leader-member exchange (LMX), higher-level voice? The impact of LMX differentiation and LMX mean on promotive and prohibitive team voice. *Current Psychology*, 1-19. <https://doi.org/10.1007/s12144-020-00985-w>
- Zhao, T., Li, H., Zheng, L., & Zhang, Y. (2023). How dispositional gratitude shapes employee well-being and organizational commitment: The mediating roles of leader-member exchange and coworker exchange. *Journal of Career Assessment*, 31(1), 149-171. <https://doi.org/10.1177/10690727221099867>
- Zhou, X. T., & Schriesheim, C. A. (2009). Supervisor-subordinate convergence in descriptions of leader-member exchange (LMX) quality: Review and testable propositions. *The Leadership Quarterly*, 20(6), 920-932. <https://doi.org/10.1016/j.leaqua.2009.09.007>
- Zhu, Y. (2013). A review of job satisfaction. *Asian Social Science*, 9(1), 293. <https://doi.org/10.5539/ass.v9n1p293>