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The Impact of Leadership Style and Organizational Culture on Employee Engagement and Employee Retention



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ABSTRACT

In the present era, diverse activities demand skilled leadership across different domains, including professional environments, community involvement, and organizational frameworks. Effective leadership matters for how well things work at work, how communities survive, how organizations perform, and how they grow. Leadership problems are worldwide and impact all kinds of organizations, no matter how big or complicated they are, in different countries and fields. The research concentrated on examining the impact of two leadership styles identified as autocratic and democratic styles along with the influence of organizational culture on employee engagement and retention. The study conducted an online survey involving 200 professionals employed across four telecommunication companies situated in Rawalpindi and Islamabad, namely Jazz, Ufone, Telenor, and Zong. The collected data was utilized to evaluate the connections outlined in a proposed conceptual framework. The study findings will be useful to HR professionals, managers, decision makers, executives and higher management to all government and private sectors.

Keywords: Leadership style, organizational Culture, autocratic leadership style, democratic leadership style, employee engagement, employee retention

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CHAPTER 1

INTRODUCTION

1.1. Background of the study

In the current era, the telecommunications sector in Pakistan has emerged as a dynamic focal point, experiencing remarkable growth that exceeds all projections. It has become a major contributor to the economy, attracting foreign investments and making substantial deposits in the form of Goods and Services Tax (GST) and activation taxes into the government's accounts. The sector not only significantly adds to the national exchequer but also generates ample employment opportunities, providing well-paying jobs with extensive coverage in both urban centers and remote areas. Pakistan's telecom industry is currently in a phase of rapid expansion, necessitating the recruitment of the right individuals for the right roles. To ensure employees' commitment and enhance shareholder value, the industry demands the implementation of innovative and modern Human Resources practices. Over the past few years, the telecom sector in Pakistan has played a crucial role in contributing to the national Gross Domestic Product (GDP), particularly benefiting the mobile industry (<http://www.pta.gov.pk>).

Over the recent years, the business environment has become increasingly uncertain and volatile, marked by political upheavals and a myriad of challenges that exert pressure on various functional areas such as finance, human resources practices, marketing, and management information systems. Among these challenges, the commitment of human resources stands out as a crucial factor. Regardless of the size, temperament, or nature of companies, human resources are widely regarded as a sustainable competitive advantage.

The significance of human resources cannot be understated, as employees are integral assets for businesses. The success of an organization is influenced by numerous determinants, but one of the most vital factors with a substantial impact on organizational performance is the commitment of its employees. Human resources management plays a pivotal role in efficiently and effectively managing employees, ensuring the availability of qualified, skilled, highly motivated, and committed individuals to achieve organizational goals.

The telecom industry is important to Pakistan's economy and society, which makes it even more crucial to develop a workforce that is not just technically skilled but also highly engaged and committed. The leadership's ability to shape organizational culture becomes increasingly important as the sector negotiates the challenges of digital transformation and strives for long-term success. Through the provision of empirical insights that can direct strategic decision-making and leadership development initiatives within Pakistan's telecom sector, this research seeks to close the gap between theoretical knowledge and practical application (Khan et al., 2022).

The study aims to investigate the impact of specific Leadership styles and Organizational Culture on Employee Engagement and Employee Retention in the telecommunication sector of Pakistan. The chapter presents a general background, problem and scope of the study, research questions and objectives, significance, and definition of key terms. Pakistan's telecommunications industry has grown to be an important component of the country's economy, promoting innovation, and economic expansion. The importance of strong organizational culture and leadership is growing as this industry develops and faces new difficulties. The purpose of the proposed study is to investigate the complex dynamics of leadership in this sector and how they affect employee retention and engagement (Kalsoom et al., 2020).

The study will mainly examine autocratic and democratic leadership philosophies in the context of leadership. The selection of these two opposing styles is based on the understanding that organizational dynamics and employee outcomes are greatly impacted by leadership philosophies. On opposite ends of the leadership spectrum are the autocratic style, which is defined by centralized decision-making, and the democratic style, which is characterized by participatory decision-making (Torlak & Kuzey, 2019).

The research recognizes the complexity of leadership and may refer to other leadership styles for a comprehensive understanding, even though the primary focus is on autocratic and democratic styles. The study attempts to capture the nuanced leadership practices common in the telecom sector by incorporating different leadership styles (Hasan et al., 2018).

The study acknowledges the interdependence of organizational culture, employee engagement, and employee retention in addition to leadership styles. The distinct organizational culture of the telecom industry plays a major role in determining how the workplace is shaped and how employees behave. Prior research has illustrated the complex aspects of employee engagement and retention, suggesting the necessity for a comprehensive study that takes organizational culture and leadership philosophies into account (Aqil & Memon, 2019).

The telecom industry offers an interesting context for analyzing the relationship between leadership, culture, employee engagement, and retention because of its quick technological advancements and competitive environment. This study aims to provide insightful information that can guide leadership practices in Pakistan's telecom sector and possibly provide lessons that can be applied to other industries facing comparable issues across the globe (Torlak & Kuzey,

2019). The chosen telecommunication companies for this research are Jazz, Zong, Telenor, and Ufone.

1.2. Problem Statement

The impact of organizational culture and leadership style on employee engagement and retention has become a critical concern in Pakistan's dynamic telecommunication sector. The workforce needs to be highly committed to organizational goals and flexible to meet the demands of the industry, which is characterized by rapid technological advancements and intense competition. But there's a knowledge vacuum about how different leadership philosophies autocratic and democratic appear in this field and impact the overall organizational culture. In the context of Pakistan's telecom industry, the complex interactions among leadership, corporate culture, employee engagement, and retention are still poorly understood (Kalsoom et al., 2020).

By methodically examining the connections between organizational culture, employee engagement, retention, and leadership styles, this study aims to close this knowledge gap. As a result, it provides insightful information that can be used to improve leadership practices and develop a resilient and engaged workforce in the telecommunication industry (Luqman et al., 2023).

Moreover, the intricacy of the telecommunication industry, characterized by its distinct technological obstacles, competitive market conditions, and changing customer preferences, highlights the necessity for a sophisticated comprehension of leadership dynamics and organizational culture. There is still uncertainty regarding the possible effects of leadership styles on employee motivation, satisfaction, and loyalty as the sector struggles with the demands of digital transformation. The issue also exists at the organizational level, where keeping top talent

and employee commitment may be greatly impacted by how well leadership practices mesh with the dominant culture. Acknowledging these difficulties, the goal of this study is to offer a thorough examination of organizational culture and leadership philosophies in Pakistan's telecommunication industry, highlighting the implications for worker retention and engagement (Khurshid et al., 2022).

1.3. Research Gap and Contribution

Extensive research in Pakistan's telecommunication industry has yielded important insights into a range of topics related to employee outcomes, leadership, and organizational behavior. Still, there is a clear void in the detailed analysis of how different leadership theories autocratic and democratic affect organizational culture and, in turn, worker engagement and retention. Prior research has frequently examined these components separately, ignoring the complex interactions that exist between leadership styles and the dominant organizational culture in the telecommunications sector. Furthermore, the dynamic nature of the industry, characterized by changes in technology and intense competition, calls for a more sophisticated comprehension of leadership dynamics to manage the workforce effectively (Khan et al., 2018).

By filling in the noted research gap, this study aims to significantly impact Pakistan's telecommunication industry. The main contribution is the thorough analysis of how the distinct organizational culture of the telecommunication sector both shapes and is shaped by autocratic and democratic leadership styles. The study intends to offer a more comprehensive understanding of the factors influencing employee engagement and retention by exploring these dynamics. Moreover, this study adds to the body of knowledge in academia and practice by providing insights that go beyond the theoretical domain and have applications for business executives, legislators, and human resource professionals. The results are anticipated to be a

useful manual for improving leadership techniques, cultivating a favorable workplace atmosphere, and eventually raising workforce sustainability and overall effectiveness (Kumar, 2019).

Furthermore, by acknowledging and referencing alternative leadership philosophies in addition to concentrating on the binary of autocratic and democratic leadership styles, this research adds to the body of literature by offering a comparative framework for a more in-depth examination. The study attempts to provide a deeper understanding of the leadership dynamics common in the telecommunication sector by using a comparative lens. Research acknowledges that a complex interplay of factors influences employee engagement and retention, considering the multifaceted dimensions of these outcomes. The thorough investigation of organizational culture and leadership styles in Pakistan's telecommunication sector will not only close a research gap currently present but also lay the groundwork for future investigations that will allow for a deeper understanding of the dynamics that are changing within the sector (Hussain et al., 2011).

1.4. Research Questions and Objectives

Primary objective of this study is to explore the impact of leadership styles and organizational culture on employee engagement and employee retention in service sector of Pakistan.

Considering the purpose of research and research questions, the research objectives of this study are;

- a.** To assess the influence of leadership styles on employee engagement
- b.** To assess the influence of organizational culture on employee engagement
- c.** To assess the influence of leadership style on employee retention
- d.** To assess the influence of organizational culture on employee retention

To meet the objectives of the study, following research questions were formed:

- a. What is the impact of leadership style on employee engagement?
- b. What is the impact of organizational culture on employee engagement?
- c. What is the impact of leadership style on employee retention?
- d. What is the impact of organizational culture on employee retention?

1.5. Scope of the Study

With a primary focus on the telecommunication industry, this research specifically examines how organizational culture and leadership styles affect employee engagement and retention in Pakistan's service sector. The study will include a detailed examination of both democratic and autocratic leadership philosophies to determine how each affects employee retention and engagement (Kelly & MacDonald, 2019).

The study's geographic focus is limited to Pakistan, and it offers insights into the distinct cultural and contextual elements that influence leadership dynamics in the nation's service industry. Although the research focuses primarily on the telecommunications industry, it acknowledges that its findings may also apply to other service-oriented industries (Dyczkowska & Dyczkowski, 2018).

The temporal scope includes the modern era, considering the newest developments and difficulties that the service industry is facing. To guarantee relevance to the current state of the Pakistani service industry, the study will make use of up-to-date data and insights (Kumar, 2019).

The study will use a mixed-methods approach, combining qualitative and quantitative research methodologies, to meet its goals and answer its research questions. Comprehensive data on

leadership styles, organizational culture, employee engagement, and retention within the designated sector will be gathered through surveys, interviews, and organizational document analyses (Khan et al., 2020).

This study's methodological scope entails a thorough investigation of organizational culture and leadership styles using both qualitative and quantitative methods. Employees in the telecommunication sector will receive surveys that are intended to collect quantitative data on their opinions of organizational culture, leadership styles, and how these affect engagement and retention. Furthermore, qualitative insights will be extracted through in-depth interviews with important organizational leaders and staff, offering a more nuanced understanding of the contextual factors influencing the observed relationships. The study intends to triangulate findings by using this mixed-methods approach, improving the reliability and comprehensiveness of the research outcomes (Alzoubi et al., 2020).

The investigation of potential moderating variables that could impact the relationships that have been observed is also included in the scope. To provide a comprehensive understanding of the dynamics at play, factors like job roles, employee demographics, and the degree of technological integration within the telecom industry will be considered. By including these variables, the analysis will become more refined and provide insights into potential influences on the relationship between employee outcomes, organizational culture, and leadership styles in Pakistan's service industry (Kumar, 2019).

The study's scope also includes developing useful suggestions considering the research's conclusions. The analysis will yield insights that can be transformed into practical strategies for policymakers and organizational leaders in the service industry. The purpose of these

recommendations is to provide guidance for HRM procedures, organizational culture interventions, and leadership development programs that can improve employee engagement and retention. The research aims to be a catalyst for positive change in the telecommunication industry and possibly set a standard for similar service-oriented sectors in Pakistan and elsewhere by offering concrete and evidence-based recommendations (Kelly & MacDonald, 2019).

This study examines the complex interactions that exist between employee outcomes, leadership philosophies, and organizational culture in Pakistan's telecommunication sector. The study, which focuses on democratic and autocratic leadership, acknowledges the various cultural factors that affect leadership dynamics. Though geographically limited, it sheds light on the problems facing Pakistan's service sector. By using a mixed-methods approach and a temporal scope that guarantees the inclusion of the most recent industry developments, a thorough exploration is ensured. Examining possible moderating variables adds to the study's depth and provides a comprehensive view of the various factors influencing employee outcomes. Beyond mere analysis, the research offers policymakers and organizational leaders practical suggestions on how to improve HRM practices and cultivate positive organizational cultures in the telecommunication industry (Kumar, 2019).

1.6. Significance

In today's business landscape, businesses are facing growth challenges because lots of employees are moving on to different jobs or careers. This makes it crucial for companies to ensure their employees are content and engaged in what they do. The research delves into how leadership style and organizational culture impacts employees' performance can boost their commitment to

their work. It's a valuable resource for researchers aiming to grasp how leadership style contributes to employee satisfaction and longer job tenure.

1.6.1. Improving Leadership Practices

Organizational leaders looking to improve their leadership practices can refer to the study's examination of autocratic and democratic leadership philosophies in the telecommunication sector. Leaders can modify their strategies to develop a more engaged and motivated workforce by knowing how these styles affect employee engagement and retention. The research yields useful recommendations that can support leadership development initiatives by bringing them into line with the unique requirements and dynamics of the service industry (Khan, 2019).

1.6.2. Optimizing Organizational Culture

An important factor in employee experience that influences engagement and retention is the organization's culture. This study explores the distinctive cultural features of Pakistan's telecommunication sector, providing information that can help businesses create a culture that is both adaptive and positive. The results of this study could guide the development of strategic interventions that seek to better align the organizational culture with the changing needs of the industry and, in turn, increase employee loyalty and satisfaction (Dyczkowska & Dyczkowski, 2018).

1.6.3. Reducing Employee Turnover

The competitive market and fast-paced nature of the telecommunication industry frequently make it difficult to hold onto top talent. Because of the study's emphasis on employee retention, a more complex understanding of the relationship between organizational culture and leadership

styles and employee turnover is possible. In the end, it is anticipated that the research findings will provide useful tactics for lowering turnover rates (Haleema et al., 2023).

1.6.4. Alerting Workplace Policies

HR professionals are essential in forming laws and regulations that affect employees. The findings of this study can help HR professionals create policies that support employee engagement and retention while also aligning with the particular needs of the industry. In the service industry, the research provides a basis for evidence-based decision-making ranging from hiring procedures to talent development programs (Dyczkowska & Dyczkowski, 2018).

1.6.5 Participating in Scholarly Conversations

Academically, this study makes a substantial contribution to the corpus of information already available on organizational culture, employee outcomes, and leadership. By filling in the research void in Pakistan's telecommunication sector, it offers academics and researchers a special opportunity to deepen their knowledge of the dynamics of leadership in service-oriented industries, enhancing the conversation on effective leadership techniques around the world (Haleema et al., 2023).

1.7. Research Model

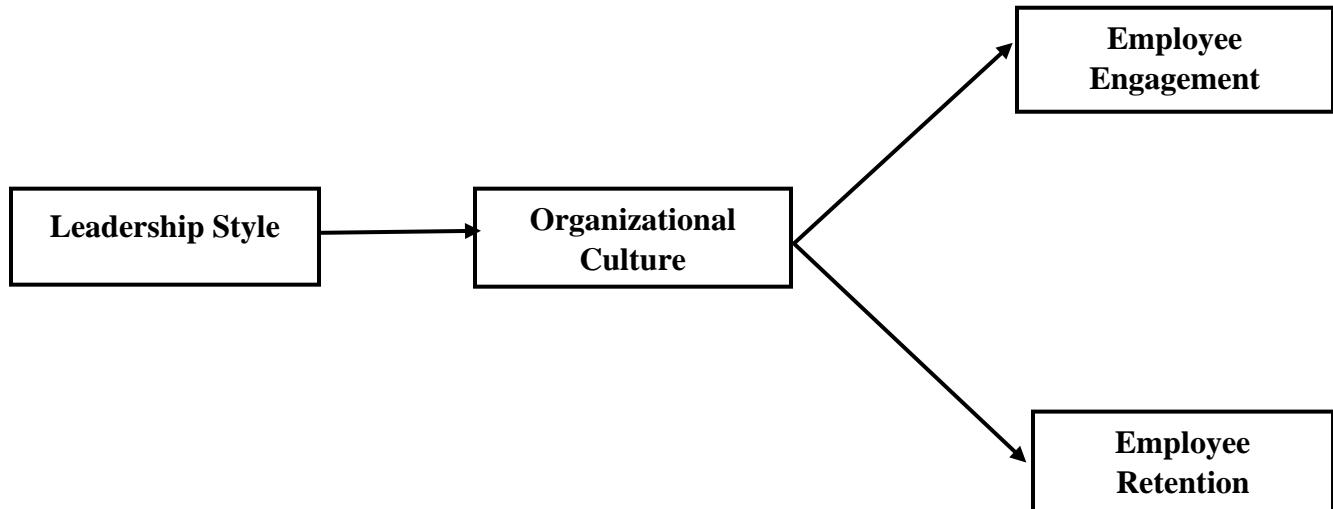


Figure 1: Research Model

This style of leadership fosters innovation, collaboration, and creativity, actively involving individuals in projects to enhance performance, job satisfaction, and productivity. Research indicates that democratic leaders refrain from imposing suggestions but instead seek input from others. This approach encourages all team members to contribute to decision-making and the overall process of goal attainment. A key advantage of the democratic leadership style is its capacity to cultivate new leaders within the organization, fostering active engagement from every team member. Democratic leaders empower and welcome team members to contribute substantially to the final decision-making process, yet the ultimate authority remains with the leaders, who provide guidance on tasks and methodologies. Employees freely share their suggestions, experiences, and recommendations, fostering open communication within the team (Skogstad,2015).

H1: There is a positive relationship between leadership style and organizational culture

The impact of autocratic and democratic leadership style differs on organizational culture and employee engagement and retention. An autocratic leader primarily relies on their own judgments and ideas when making decisions, often disregarding input from followers. These leaders maintain complete control over the group (Iqbal et al., 2015). Whereas, in democratic leadership style, team members have the autonomy to make decisions according to their own methods, as leaders grant subordinates complete freedom to work and make significant decisions independently.

Furthermore, research highlights the correlation between leadership and organizational culture. Scholars have highlighted that executive leadership plays a pivotal role in shaping and constructing organizational culture. Research has validated the significance of leadership in transmitting the organization's culture and values across generations and from leaders to followers (Martin, 2013).

H2: There is a positive relationship between organizational culture and employee engagement

According to organizational culture theory, the behavior of organizational members is influenced by the prevailing organizational culture. As such, organizational culture becomes a vital factor in enhancing employee engagement and performance among organizational members (Khan et al., 2020).

H3: There is a positive relationship between organizational culture and employee retention

When considering relationships between workers and customers, the shift occurs from physical interactions to psychological connections. The psychological work environment encompasses factors such as autonomy, stress levels, support systems, and workload. It is crucial to recognize employees' needs and foster a healthy work environment within a company to ensure retention. Alshurideh (2017) noted that when employees feel they contribute to the organization's success, they are likely to remain in the organization for an extended period due to its positive working environment. Research conducted by Thanh et al. (2018) indicates that the decision to stay or leave a workplace is a critical aspect that significantly influences employee retention. Without the necessary workplace culture, employees may seek out new opportunities elsewhere. Employees should resonate with the organizational culture, fostering a sense of belonging. Additionally, employees require a continuous learning environment to upgrade their skills and qualifications. Work-life balance, encompassing employee well-being, vacation time, schedule flexibility, and other perks offered by the company, also plays a significant role in employee satisfaction and retention.

1.8. Key Concepts and Definitions

The important concepts in the study are described in Table 1 for the goal of providing sufficient grasp of the foundation of constructs.

Table 1: of Constructs used in this Study

CONSTRUCT	DEFINITION
Leadership	Leadership involves effectively communicating a clear vision and empowering individuals to attain organizational objectives. Leadership on the other hand, encompasses the capability with a team towards achieving a shared goal (Maamari & Saheb, 2018).

Organizational Culture

Organizational culture, also referred to as corporate culture, encompasses the values, beliefs, and established practices within a company. It defines the atmosphere in which employees operate and outlines the expected behavior for them to effectively carry out their roles (Mgbere, 2009).

Employee Engagement

Employee engagement refers to the motivational concept where individuals actively invest their preferred characteristics into their job roles. It involves the cognitive, emotional, and physical aspects that employees voluntarily choose to exhibit and apply in their responsibilities within the organization, known as their preferred self.(Byrne et al., 2017)

Employee Retention

Employee retention strategies are plans and procedures, as well as a set of decision-making behaviors, developed by organization in order to maintain their competent staff for performance (Kilicoglu, 2018).

CHAPTER 2

LITERATURE REVIEW

2.1. Introduction

Pakistan's telecommunication sector offers an exciting environment in which to examine the crucial role that leadership plays in organizational dynamics. Because of the significant effects that leadership styles especially autocratic and democratic approaches have on employee engagement, retention, and organizational culture, they have received a lot of attention in the literature. Several studies highlight how important leadership is in determining how the workplace is shaped and how employees behave (Khan et al., 2018).

The study's results provide a significant understanding of the complex relationship between work outcomes and leadership styles, illuminating the complex dynamics between IT professionals in the two different contexts of South Korea and Ethiopia. The recognition of the strong positive correlation between innovative work practices and work engagement as well as transformational leadership is consistent with the body of literature that already exists, which emphasizes the inspirational and motivating qualities of transformational leaders. The positive correlation that has been found between task performance and transactional leadership aligns with previous research that highlights the significance of transactional leaders in setting clear expectations and offering performance-based rewards. Employee engagement in the workplace is becoming increasingly important, and this is reflected in the study's emphasis on the mediating role of work engagement in the relationship between leadership styles and work outcomes (Bakker & Demerouti, 2008). The study's findings are robust, and the observed associations' consistency across national samples adds to the generalization of the relationships between leadership and outcome. This study provides additional evidence in favor of the importance of leadership in

influencing employee behavior and organizational outcomes, and it lays the groundwork for future research into related dynamics in Pakistan's telecom sector. Interestingly, the negative effects of laissez-faire leadership on task performance support the established wisdom regarding the negative impacts of detached and passive leadership (Gemedda & Lee, 2020).

2.2. Literature Review

Previous studies highlight the importance of workplace exclusion among front line employees (FLEs) in Pakistan's telecom industry, which adds significantly to the body of knowledge already in existence. The authors' attention to the different leadership philosophies of transactional, transformational, authoritative, and laissez-faire in connection to perceived ostracism at work is especially pertinent because leadership has been repeatedly found to be a major determinant of organizational dynamics and employee experiences. It is essential to comprehend these dynamics, particularly in sectors such as telecommunications where front line workers hold a critical position in customer interactions. By examining these relationships within the particular context of Pakistan's telecom industry, this study closes a significant knowledge gap and offers insights that can guide leadership development initiatives and communication tactics to promote positive work environments. The study's distinctive emphasis on the telecom industry in Pakistan adds to its uniqueness and advances the conversation about leadership and its effects on organizational culture and worker well-being (Kanwal et al., 2019).

An in-depth analysis of the variables influencing consumers' inclination to switch brands within Pakistan's telecom market is the focus of this study by Shah et al. (2018). Using a qualitative methodology, the study attempts to shed light on the connections between different variables in the northern parts of Pakistan through in-depth interviews and open-ended questionnaires. The study found that the pricing structure, the impact of friends, family, and relatives, and the quality

of the services are significant factors that influence consumers' decision to switch brands. While acknowledging the limitations of its geographic scope, the study highlights how the findings may apply to other telecommunication industry regions and verticals. Most importantly, the study provides managers in the telecommunication sector with insightful advice on how to improve customer satisfaction and retention. The study offers useful advice for professionals in the field by emphasizing factors like service quality, cost, and customized promotions for family and friends. In the context of the Pakistani telecommunication industry, this study adds to the body of literature by illuminating particular factors that impact brand-switching behavior. It also serves as a useful resource for future research and strategic decision-making in the industry (Shah et al., 2018).

Raziq et al. (2018) study looks at the connections between project success, goal clarity, and leadership styles in Pakistani project-based organizations. The writers use the full-range theory of leadership, concentrating on the transactional and transformational leadership philosophies in the context of short-term projects. The study investigates how goal clarity functions as a mediator in these connections. Their study suggests that the connection between the transformational leadership style and the success of a project is partially influenced by the presence of clear goals, indicating a mediating role of goal clarity. This study adds to the body of literature by investigating the role of goal clarity in these dynamics and addressing the less obvious core process of the relationship between leadership styles and project success (Raziq et al., 2018).

Training is crucial in managing employees as it enhances their job-related skills. It aligns their abilities with what the job requires. Although training benefits the company and reduces costs,

Chen (2014) recommended removing under performing employees. However, losing highly skilled employees is even more expensive.

In his study, Chen (2014) investigated employee retention factors, classifying them into external and internal categories. External factors, beyond the employer's control, were identified, while training emerged as a significant method to retain employees for extended periods. He suggested that training benefits both employees and businesses, noting that employees without training tend to seek opportunities elsewhere.

The study carried out by Meredith R. Coats and Lynn R. Offermann (2017), explores the stability and evolution of implicit leadership theories (ILT) over twenty years. The study explores whether people's naive conceptions of leaders have changed over time, building on the earlier work of Offermann et al. (1994). Throughout the 20 years, the identified ILT factors which include Sensitivity, Dedication, Tyranny, Charisma, Strength, Masculinity, and Intelligence have shown remarkably stable patterns. Notably, the study reorders some characteristics across factors and adds a new factor called creativity. Notwithstanding shifts in organizational and societal contexts, the validated nine-factor, 46-item scale which now includes Creativity suggests both long-term stability and contextual sensitivity within ILTs. With open-ended qualities devoid of any mention of women, it also emphasizes the enduring "think leader, think male" stereotype. This study is relevant to the review of literature because it establishes a framework for comprehending the enduring and dynamic character of implicit leadership theories. It highlights the timeless components and culturally relevant features of ILTs, which can be helpful when examining leadership perceptions in Pakistan's telecom sector. The inclusion of creativity as a

factor gives the analysis of leadership theories in modern organizational contexts a more complex perspective (Offermann & Coats, 2018).

According to Parent and Lovelace (2018), a relationship between positive organizational psychology, adaptability to ongoing organizational change, and employee engagement. The review of the literature gives ideas about employee engagement, positive organizational psychology, and individual adaptability. It concludes with a model that suggests that a positive work culture increases overall employee engagement and, in certain situations, helps employees become more adaptable. Interestingly, job engagement can make change management more difficult, even though organizational engagement promotes adaptability. The study highlights the value of fostering a positive workplace culture and offers practical implications as well as future directions for scholarly investigation. For managers looking to foster work environments that support employee adaptability during organizational changes, this model offers insightful information. By defining connections between two forms of employee engagement, positive organizational behaviors, and a person's capacity for change, this original contribution adds significance. This study provides a pertinent basis for comprehending the influence of positive organizational behaviors and engagement on employee adaptability within the framework of Pakistan's telecommunication industry (Parent & Lovelace, 2018).

The Pakistani telecommunication industry, which is at the forefront of technological innovation and national connectivity, is a dynamic and crucial variable for this research. The industry has experienced rapid advancements in recent times, as evidenced by the widespread adoption of digital technologies, broadband connectivity, and mobile services. The industry, which includes major players like Telenor, Jazz, Ufone and Zong, greatly aids in the nation's social and economic advancement. Owing to its complexity, Pakistan's telecommunication sector offers a

special framework for researching organizational culture, employee engagement, retention, and leadership styles. This industry provides an excellent environment to investigate the complex relationships between leadership dynamics because of the difficulties of intense competition, changing consumer expectations, and the need for continuous innovation (Sarfraz et al., 2022).

Because of the sector's strategic importance and influence on the overall economy, research on Pakistan's telecommunication industry has become more and more prominent in recent years. Research emphasizes the opportunities and difficulties brought about by the competitive environment in the industry. With an emphasis on adaptable tactics in the face of quick changes in technology, leadership dynamics in the industry have been acknowledged as critical to organizational success. Furthermore, a sophisticated understanding of employee engagement and retention is necessary due to the industry's distinctive features, which include the integration of digital services and mobile technologies (Khan et al., 2016).

Research highlighting how cultural values influence employee behavior and promote innovation highlights the significance of organizational culture in Pakistan's telecom sector. The need for effective leadership philosophies that complement the industry's challenges is becoming more and more evident as the sector develops (Iqbal et al., 2020). The literature is still lacking, though, when it comes to the precise effects of autocratic and democratic leadership philosophies on employee engagement, retention, and organizational culture in this setting (Sarfraz et al., 2022).

2.2.1. Organizational Culture

Organizational culture embodies fundamental beliefs shaped within a group, guiding its adaptation to external shifts and internal complexities. These established beliefs, proven

effective, are deemed valuable enough to be transmitted to newcomers as the endorsed approach for perceiving, analyzing, and responding to diverse challenges (Schein, 1990).

The importance of organizational culture lies in its influence on the organization. According to Hofstede (1991), it reflects the shared attitudes of individuals within or associated with the organization, setting them apart from others.

Cameron & Quinn (1999) introduced the Competing Values Framework (CVF), outlining four distinct organizational cultures: adhocracy, clan, market, and hierarchy. This framework serves as a commonly utilized tool for evaluating organizational cultures and has been affirmed for its reliability (Botti & Vesci, 2018). Chidambaranathan & Regha (2016) observed that public universities displayed a mixed or blended cultural type characterized by the coexistence of different cultural orientations. On the other hand, private universities tended to exhibit a stronger prevalence of Clan and Adhocracy cultures.

2.2.1.1. Clan Culture

Clan culture embodies traits such as family arranged, trustworthiness, support, and locality. Organizations characterized by a Clan culture prioritize flexibility over stringent control measures, as highlighted by researchers (Felipe et al., 2017). This cultural type focuses on its members and is positively correlated with favorable employee sentiments.

According to Belias & Koustelios (2014) found in their research that within the corporate and business sectors, Clan culture stands out as the prevailing organizational culture type.

2.2.1.2. Adhocracy Culture

Adhocracy culture is marked by distinctive, dynamic, pioneering, risk-taking, adaptable, and change-ready characteristics. Entities embracing this culture often correlate success with a focus on innovation, progress, and continual advancement of inventive products, services, and procedures. Consequently, entities fostering an adhocracy culture stimulate expansion, drive, and inclusivity, fostering risk-taking, creativity, and adaptability.

2.2.1.3. Hierarchy Culture

Hierarchy culture is characterized by a structured and control-driven approach. This cultural type aims to reduce uncertainty and cultivates a strong sense of confidence, assurance, efficiency, predictability, stability, and standardization. Within this culture, there is a prioritization of formality, regularity, precise communication, and uniformity, contributing to enhanced profitability, streamlined business operations, timeliness, and reliability.

2.2.2. Leadership Styles

2.2.2.1. Autocratic Leadership Style

The independent variable in the research is Leadership style specifying autocratic leadership, which is defined as a leadership style with centralized decision-making and a strong leader-follower dynamic. Given the dynamic and competitive nature of the industry, this leadership style becomes relevant in the context of Pakistan's telecom sector. Autocratic leaders frequently rely on their judgment and expertise when making decisions, rarely soliciting significant input from their subordinates. It's critical to comprehend the effects of autocratic leadership since, in

the particular opportunities and challenges that the telecom industry presents, it can have a substantial impact on employee engagement, organizational culture, and retention.

Studies on autocratic leadership in Pakistan's telecom sector highlight how it affects organizational dynamics. Kelly and MacDonald (2019) examine leadership styles in the telecom sector, highlighting the dominance of autocratic methods. According to research, autocratic leadership can be useful in promoting prompt decision-making, which is important given how quickly the telecommunications industry is changing (Kelly & MacDonald, 2019).

On the other hand, there is a complex awareness of the possible disadvantages of autocratic leadership. While autocratic leaders may perform well in circumstances requiring quick decisions, Dyczkowska and Dyczkowski (2018) contend that this leadership style can result in lower employee engagement and satisfaction. The relationship between autocratic leadership and employee retention in the telecom industry is examined in the study conducted by Ahmed et al. (2018). The results imply that autocratic leadership may make it difficult to keep talent on staff because workers may prefer environments that encourage greater participation and collaboration. The telecom industry relies heavily on employee innovation, which may be impacted by the hierarchical nature of autocratic leadership, which could lead to a less inclusive work environment (Dyczkowska & Dyczkowski, 2018).

2.2.2.2. Democratic Leadership Style

Other type of leadership style opted for research is democratic leadership, which is defined as an inclusive, collaborative, and shared decision-making style of leadership. Democratic leadership is important in the Pakistani telecommunication industry because it can encourage innovation, employee engagement, and a positive workplace culture. Democratic leaders value team

members' opinions and promote candid communication by actively involving them in decision-making. This leadership approach is in line with the demands of the industry, which include flexibility, inventiveness, and workers' active participation in overcoming the obstacles posed by a quickly changing technological environment.

Studies conducted on democratic leadership in Pakistan's telecom sector demonstrate how well it affects organizational dynamics. The authors of the study examine various leadership philosophies in the telecom industry and highlight the advantages of democratic methods. According to the research, democratic leadership encourages teamwork in the workplace, which raises employee engagement and satisfaction. It is believed that the inclusive decision-making process is especially beneficial for boosting team spirit and innovation, two things that are essential for success in the telecommunication sector (Hasan et al., 2018).

Additionally, Kilicoglu's (2018) study explores the connection between democratic leadership and employee retention in the telecommunication industry. The results imply that a democratic leadership style helps retain talent because workers feel their opinions are valued and heard. Democratic leadership's participatory nature is linked to an impression of ownership & commitment.

2.2.2.3. Leadership Styles in the Telecommunication Industry of Pakistan

The leadership philosophies utilized in Pakistan's telecommunication sector are crucial in determining the dynamics of employee engagement, retention, and corporate culture. Autocratic leadership, which is typified by hierarchical decision-making and restricted employee participation, could hurt employee engagement by impeding a feeling of empowerment and inclusivity. Democratic leadership, on the other hand, places more of an emphasis on teamwork

and participatory decision-making, which helps to create a positive work atmosphere and raises employee engagement and job satisfaction. Organizations looking to increase overall retention rates and optimize employee engagement strategies in the cutthroat telecom industry must grasp the subtleties of these leadership theories (Khan et al., 2020).

Studies conducted in Pakistan's telecommunication sector attest to the different effects of democratic and autocratic leadership on worker engagement. Research indicates that authoritarian management styles can result in an unfavorable workplace atmosphere, impeding the growth of employees' commitment and sense of purpose. On the other hand, because it promotes a feeling of inclusion and empowerment, democratic leadership is linked to higher levels of engagement. The impact of these leadership philosophies also extends to staff retention; in contrast to autocratic leadership, democratic leadership is associated with lower intentions of employee turnover. Furthermore, it is clear how leadership style affects organizational culture: democratic leadership promotes a collaborative and innovative organizational culture, while autocratic leadership frequently results in a more rigid and hierarchical culture. The examination of these leadership philosophies offers insightful information to telecommunication companies looking to improve employee engagement, and retention, and foster a vibrant corporate culture (Kayani et al., 2019).

2.2.3. Employee Engagement

Another aspect of the research is Quality of Service (QoS), which is a measure of how well and efficiently workers in Pakistan's telecom industry are provided with workplace services and support. The perceived quality of the work environment, the organizational support systems, and the overall satisfaction with the services offered by the employer all have a significant impact on employee engagement. The telecom industry is characterized by dynamic and competitive

dynamics, making employee satisfaction a critical factor in cultivating a positive work environment and raising overall engagement levels (Torlak & Kuzey, 2019).

Studies conducted on Pakistan's telecommunication sector emphasize how crucial quality of service is in influencing worker engagement. The impact of workplace service quality and organizational support on employee engagement in the telecommunication industry is examined in a study conducted by Sahni (2019). The results imply that greater employee engagement and satisfaction are positively correlated with high QoS levels. The study highlights how important Quality of Service (QoS) is in establishing a favorable work environment that encourages employee commitment and loyalty (Sahni, 2019).

The study conducted by Alzoubi et al. (2020) explores the connection between employee perceptions of the quality of service received in the telecom industry and leadership styles, such as autocratic and democratic methods. The results show that a democratic leadership style is frequently linked to an increase in employees' perceptions of quality of service, which raises engagement levels. On the other hand, autocratic leadership can make it more difficult to provide high-quality services, which could affect worker engagement and satisfaction (Alzoubi et al., 2020).

2.2.3.1. Determinant of Employee Engagement

Price structure refers to the monetary and non-monetary compensation packages that employers in Pakistan's telecommunication industry provide. This includes compensation structures, benefits, incentives, and general financial well-being, is critical in determining employee engagement. The telecommunication industry is highly competitive, and attracting, retaining, and

engaging top talent is crucial for overall organizational success. In this environment, price structure plays a critical role (Iqbal & Siddiqui, 2019).

Research conducted in Pakistan's telecommunication sector emphasizes how important price structure is in determining employee engagement. Rahman et al. (2020) examine the connection between employee engagement and compensation packages in their study. According to the findings, employees who believe their pay is commensurate with their contributions to the company have higher levels of engagement when the price structure is competitive and well-structured.

The study by Iqbal et al. (2019) investigates the effect of non-financial benefits, which are a part of price structure, on worker engagement in the telecommunication industry. Research indicates that non-financial factors, like health care, flexible work schedules, and opportunities for professional growth, have a substantial impact on employee engagement and satisfaction. Understanding the significance of a comprehensive price structure that goes beyond monetary compensation is essential (Iqbal & Siddiqui, 2019).

2.2.4. Job Satisfaction as a Critical Component of Employee Retention

Several researches conducted in Pakistan's telecommunication sector demonstrates the inextricable connection between job satisfaction and employee retention. Research examines how job satisfaction affects employee churn in the telecommunication industry. Results point to a strong negative correlation between lower turnover intentions and higher frequency of job satisfaction. Research highlights that to improve Job Satisfaction and subsequently lower turnover, organizations should place a high priority on elements like career growth opportunities, supportive leadership, and positive work relationships (Torlak & Kuzey, 2019).

Nguyen conducted research that examines how organizational culture affects job satisfaction among telecommunication industry workers. The study finds a positive relationship between job satisfaction and an organization's culture, highlighting the importance of fostering an environment at work that is consistent with workers' values. The impact of job-related factors, such as workload and task significance, on job satisfaction in the telecommunication industry is examined in the study. The results highlight how critical it is to address issues about the job to raise overall job satisfaction and, in turn, increase employee retention (Nguyen, 2020).

2.2.4.1. Career Development Opportunities as a Catalyst for Employee Retention

Opportunities for Career Development play an important role in the larger picture of Employee Retention in Pakistan's telecommunication Sector. This variable captures how much workers believe there are opportunities for skill development, career advancement, and professional growth. Understanding the impact of Career Development Opportunities on Employee Retention is critical for organizations looking to retain and develop top talent in the rapidly changing telecom sector, where skill sets are critical (Jaharuddin & Zainol, 2019).

Research conducted in Pakistan's telecommunication sector highlights the importance of career development opportunities in affecting employee retention. The impact of training and development programs on career satisfaction and retention in the telecommunication industry is examined in a study conducted by Khurshid et al. (2022). As per the findings, there is a positive correlation between employees' perceptions of having plenty of career development opportunities and their likelihood of being satisfied with their careers and, as a result, their likelihood of sticking with the company. Furthermore, a study explores the connection between career advancement in the telecom sector and mentorship programs. According to the study, mentorship, as a type of career development opportunity, has a positive impact on how

employees view their career paths, which raises job satisfaction and, eventually, retention rates (Aqil & Memon, 2019).

2.2.4.2. Work-Life Balance as a Crucial Factor in Employee Retention

Another important factor influencing employee retention in Pakistan's telecommunication sector is work-life balance. The balance that workers feel between their personal and work obligations is reflected in this variable. Understanding the effect of Work-Life Balance on Employee Retention is crucial for organizations hoping to establish a positive and long-lasting work environment in a field that is recognized for being fast-paced and demanding (Sarfraz et al., 2022).

Research conducted in Pakistan's telecommunication sector emphasizes the complex connection between employee retention and work-life balance. A study looks into how flexible work schedules affect workers' opinions of work-life balance and, in turn, their desire to stick with the company. The results show a positive correlation, highlighting the contribution of flexible work arrangements to improved employee retention and a better work-life balance. The study looks into how organizational culture and policies affect how workers view work-life balance. The study emphasizes the beneficial effects of work-life balance policies and supportive organizational culture on employee well-being and retention in the cutthroat telecom industry (Riaz et al., 2021).

2.2.5. Theoretical Framework

The theoretical framework shown in Figure 1 is based on several well-known theories and offers a thorough understanding of organizational culture, employee engagement, retention, and leadership in Pakistan's telecom sector. First of all, the basis for examining Autocratic and

Democratic leadership styles is the Full-Range Leadership Theory (Bass & Avolio, 1994). This theory provides a nuanced lens through which to evaluate leadership behaviors and their impact on organizational outcomes. It divides leadership into three categories: transformational, transactional, and laissez-faire (Mushtaque & Siddiqui, 2019).

The Social Exchange Theory is utilized to investigate the connections between employee engagement and retention and leadership styles. According to this theory, which holds that social interactions are founded on the idea of reciprocity, workers respond more enthusiastically and devotedly to positive leadership behaviors. The research intends to reveal the social dynamics between leaders and employees within Pakistan's telecom industry by utilizing Social Exchange Theory, illuminating how employee attitudes and behaviors are influenced by leadership styles (Luqman et al., 2023).

The framework of Competing Values is employed to investigate various aspects of organizational culture. Clan, Adhocracy, Market, and Hierarchy are the four organizational culture types identified by this framework. By matching these cultural types to leadership philosophies and studying how they materialize in the telecom sector, the research seeks to identify the cultural dynamics that help or impede effective leadership, employee engagement, and retention (Otike et al., 2022).

The theoretical framework incorporates the Job Demands-Resources (JD-R) Model to investigate how leadership styles affect employee engagement and retention. This model makes a distinction between job resources, which help people achieve their goals and are connected to motivation, and job demands, which call for constant effort and are linked to stress. The utilization of the JD-R Model facilitates a comprehensive examination of how Autocratic and Democratic leadership

styles can either exacerbate or mitigate job demands and improve job resources. This, in turn, can impact employee engagement and retention within the ever-changing telecom industry of Pakistan. This theoretical lens contributes to a more thorough understanding of the variables influencing employee well-being and organizational success in the telecommunications sector by offering an insightful viewpoint on the relationship between leadership behaviors and the workplace (Bakker et al., 2022).

The Equity Theory, which broadens the theoretical framework, is presented to investigate the connection between employee engagement and retention and leadership styles. According to this theory, people evaluate how fairly their work results compare to their inputs and contrast this equity ratio with that of their peers. The study uses Equity Theory to examine how employees' perceptions of fairness which in turn affects their engagement and retention may be impacted by autocratic and democratic leadership styles. Gaining an understanding of the equity dynamics in Pakistan's telecom industry can help one develop a more nuanced understanding of the factors influencing employee commitment and organizational loyalty. It can also shed light on the social exchange that occurs between leaders and employees (Davlembayeva et al., 2021).

The Cultural Intelligence Theory is applied to examine how organizational culture is affected by leadership styles in a dynamic and diverse industry. This theory, which fits in well with the multinational and multicultural nature of the telecom industry, places a strong emphasis on leaders' capacity for adaptation and cultural navigation. The application of Cultural Intelligence Theory to the study of leadership styles and their effects on the creation of an inclusive and cooperative organizational culture is made possible. This theory adds a cross-cultural dimension to the theoretical framework, improving the understanding of leadership and organizational

culture in this context, especially in light of the telecom industry's global reach and diverse workforce in Pakistan (Wang & Goh, 2020).

The incorporation of Social Identity Theory into the theoretical framework offers a perspective for analyzing the effects of leadership styles on organizational culture and employee engagement in Pakistan's telecom sector. As per this theory, individuals categorize themselves and others into social groups, deriving their self-esteem and identity based on the perceived popularity and respect accorded to their respective groups. The application of Social Identity Theory facilitates an investigation into how leadership styles could impact the formation of collective organizational identity and a favorable group perception among staff members. In the telecom industry, where a strong corporate culture and a feeling of shared identity can boost employee engagement and organizational success, this theory is especially applicable (Scheepers & Ellemers, 2019).

This theoretical framework combines the Competing Values Framework, Social Exchange Theory, and Full-Range Leadership Theory to offer a comprehensive understanding of the interactions between organizational culture, employee engagement, retention, and leadership styles in Pakistan's telecom sector. The amalgamation of these theoretical frameworks facilitates a refined investigation of the intricate dynamics present in the industry, providing significant perspectives for theoretical progress and pragmatic ramifications (Wang & Goh, 2020).

2.2.6. Hypothesis Development

Renowned experts in leadership and culture suggest that leaders play a crucial role in shaping and transforming culture. They wield various methods to influence culture, such as adjusting to surroundings, forming and developing work teams, empowering subcultures that embody desired

norms, establishing task forces, committees, and utilizing other strategies to manage cultural aspects.

Leadership has the ability to influence culture by fostering skills like building trust and establishing personal trustworthiness. Emphasizing flexibility, adaptability, and innovation primarily resides in the realm of organizational culture as it plays a vital role in successful change efforts and tactics (Rijal, 2010).

The organizational culture influences how employees consciously or unconsciously process thoughts, make choices, and ultimately shape their perceptions, emotions, and behaviors. Researchers supported this idea, suggesting that employees tend to dedicate themselves to an organization both mentally and physically, particularly when the organization's values align with their own.

Organizational commitment stands as a significant indicator of turnover and the desire to depart from a job. Research revealed that employees displaying higher commitment to their organizations were less likely to have intentions of leaving compared to those with lower levels of organizational commitment. Employee retention holds significant importance because when employees depart from an organization, they take with them valuable assets like intellectual property, relationships, and the investments made in terms of time and money. Hence, it's crucial for management to pinpoint the causes behind frequent job changes by employees. Once identified, management can develop retention strategies aimed at retaining crucial employees for extended periods (Madueke et al., 2017). Based on the above research theoretical framework (shown in Figure 1) , the following hypothesis were generated.

H1: Leadership style has positive impact on Organizational Culture

H2: Organizational Culture has positive impact on Employee Retention

H3: Organizational Culture has positive impact on Employee Engagement

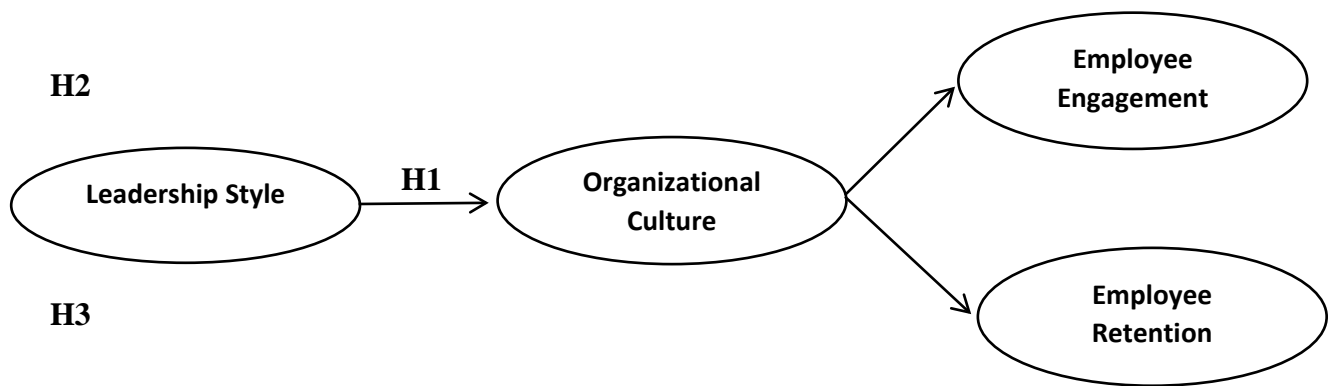


Fig 2: Hypothesis Testing Model

2.2.7. Operationalization of Variables

The process of operationalizing variables entails quantifying abstract ideas with trustworthy and validated tools. The study guarantees that the data collected accurately represents the intended constructs by utilizing established tools and measures. This allows for rigorous analysis and the production of meaningful conclusions (Kalsoom et al., 2020).

The questionnaire items from different studies will be used to assess the degree to which supervisors display autocratic traits to examine autocratic leadership within the Telecommunication Sector of Pakistan. A more autocratic leadership style, defined by a top-down approach to decision-making and little employee involvement in the process, will be indicated by higher scores on this questionnaire (Ullah et al., 2019).

In a similar vein, supervisors in Pakistan's telecom sector will have their democratic leadership qualities evaluated using the MLQ. In this situation, higher scores on democratic leadership traits would indicate a leadership style that prioritizes teamwork, shared decision-making, and a more inclusive style of leadership (Rathi et al., 2021).

Results about Clan, Adhocracy, Market, and Hierarchy scores shed light on the prevailing cultural norms in the organizations that are the subject of the research (Aman-Ullah et al., 2020).

To gauge different aspects of employee engagement, a standard survey like Gallup's Q12 is used in this study. Higher survey scores indicate higher levels of engagement among telecom industry workers (Ullah et al., 2019).

Over a given period, the turnover rate in Pakistan's telecom industry is used to quantify employee retention. A lower turnover rate is a sign of higher employee retention, which speaks to the capacity of the company to hold onto its workforce (Aman-Ullah et al., 2020).

The scores for organizational culture and leadership styles (democratic, autocratic) will be multiplied to create an interaction variable. Higher scores indicate a more positive impact on retention outcomes, and the analysis will examine how this interaction variable affects employee retention. This method allows for a more nuanced understanding of how organizational culture and leadership styles interact to affect employee retention in the telecom industry (Kalsoom et al., 2020).

2.2.8. Summary of Chapter

The research examines the differences between autocratic and democratic leadership styles regarding employee engagement and retention. Research summarizes that autocratic leadership hurts engagement and retention, while democratic leadership is associated with positive outcomes. Analyzing organizational culture highlights how crucial a role it plays in determining employee outcomes. Higher engagement and fewer plan to leave an organization are associated with positive organizational cultures.

CHAPTER 03

RESEARCH METHODOLOGY

3.1. Introduction

The research examines a model (depicted in Figure 1) aiming to comprehend how factors such as leadership style and organizational culture impact both employee engagement and retention. The data were analyzed using Smart PLS 4. The study tested hypotheses and the model through methods including Structured Equation Modeling (SEM), correlation analysis, and multiple regression analysis. Employing a quantitative approach, a specifically crafted and validated questionnaire was utilized to investigate these influencing factors.

3.2. Population

Data have been gathered through a survey from Telecommunication sector located in Rawalpindi/ Islamabad, Pakistan. The population of this study are employee who have served and are serving the telecommunication sector of Pakistan were chosen as a target community for this research.

3.3. Sample Size

The research utilized a simple random sampling method. The sample comprises individuals from both genders working in the telecommunications sector located in Islamabad/Rawalpindi. Online survey forms were distributed to employees across five distinct telecommunication companies via various social media applications. A total of 250 survey questionnaires were sent out to employees from various departments, including administration, sales, production, human resources, procurement, service, and management departments.

However, out of the distributed questionnaires, 200 were returned with complete responses, while 50 respondents did not provide complete or cooperative feedback. This resulted in a total of 200 valid responses, constituting an overall response rate of 80 percent.

Table 1 displays the demographic profile of the respondents. The sample consists of 49% were female respondents, while 51% were male.

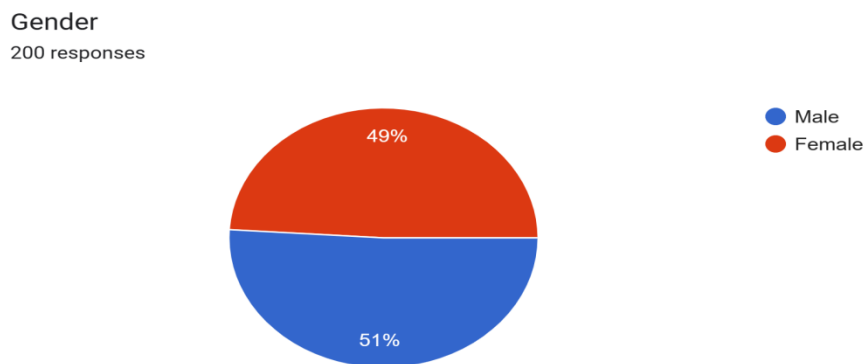


Figure 3: Demographic Analysis (Retrieved from Online survey)

3.4. Data Collection Method

Participants were given the opportunity to complete the survey electronically, as it was hosted online. From the total number of responses received, 200 usable responses were selected and retained for the subsequent data analysis. The survey encompassed a series of statements designed to gauge participants' perceptions regarding employee engagement, organizational culture, job satisfaction, employee retention, and leadership style.

3.5. Measurement of Variables

The study has adopted 5-point scale questionnaire to measure the study variables. The 5-point Likert type scale (1=Strongly Disagree to 5 = Strongly Agree) were applied for all constructs.

The construct of Employee Engagement was measured using 3-item scale by Sahni (2021) measured on a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). A sample item being “ I can complete the work I begin in my job”. Another construct called Leadership Style was measured using 3- item scale by Dolly (2018) measured on a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). A sample item being “Subordinates are preoccupied with rules and procedures”.

3.6. Data Analysis Technique

3.6.1. Cronbach Alpha

For the purpose of collecting primary data, its significant to check the reliability of questions or items. Cronbach Alpha is the technique to check the reliability of items used for constructs in this study. The interpretation of Cronbach Alpha is below in Table 2.

Cronbach's alpha	Internal consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

Table 2 : Interpretation of Cronbach Alpha

3.6.2. Tools for Data Analysis

The Confirmatory Factor Analysis (CFA) and Partial Least Square Structural Equation Modeling (PLS-SEM) were analyzed through Smart PLS 4.

3.7. Variables of the Study

This study explores impact of variables in Pakistan's telecommunication sector, with a particular emphasis on organizational culture, employee engagement, retention, and leadership styles. Autocratic and democratic leadership styles are the main independent variables that will be used as the main lenses to analyze leadership dynamics. Key dependent variables that indicate the dedication and longevity of the workforce in telecommunication companies are employee engagement and retention. Furthermore, organizational culture which includes common practices, beliefs, and values acts as a dependent and independent variable, offering insights into the subtle cultural aspects influenced by leadership styles. This extensive collection of factors serves as the basis for a comprehensive investigation that attempts to disentangle the complex relationships and dynamics forming the organizational landscape within the particular setting of Pakistan's telecommunication industry (Eliyana et al., 2019).

CHAPTER 4

FINDINGS AND DATA ANALYSIS

4.1. Introduction

This chapter provides analysis of the data collected during the survey. The chapter discusses measurement model, reliability and validity of the data followed by structure model including collinearity assessment, hypothesis testing. The first step of analysis is based on Confirmatory Factor Analysis (CFA) and second step discusses about PLS SEM.

4.2. Demographic Profile of the Respondents

The survey collected 200 responses in which 98 respondents were female and 102 were male. 104 respondents belong to 20-30 age group and 69 respondents belong to 31-40 age group. Only 10.5% of the respondents were 41-50 years of age. 102 respondents were graduated and 57 respondents were post graduate whereas 40 respondents had diploma.

4.3. PLS SEM Approach

As discussed before in Chapter 3, PLS-SEM explains the relationships of different variables. PLS-SEM is carried out into 2 stages i.e.; Measurement Model and Structure Model. Measurement Model measures the characteristics of latent variables including Internal consistency, Indicator Reliability, Convergent reliability and Discriminant validity. Whereas Structure model measures Collinearity Assessment, Path Coefficient, Coefficient of determination (R square), and F square effect size. SMARTPLS was employed to assess the reliability and validity of the items in the study.

4.3.1. Measurement Model

Following variables were used in this study which are ; Leadership style, Organizational culture, Employee engagement and employee retention and these variables were measured through 13 items. Reliability and validity of the items are measured through SMARTPLS 4.

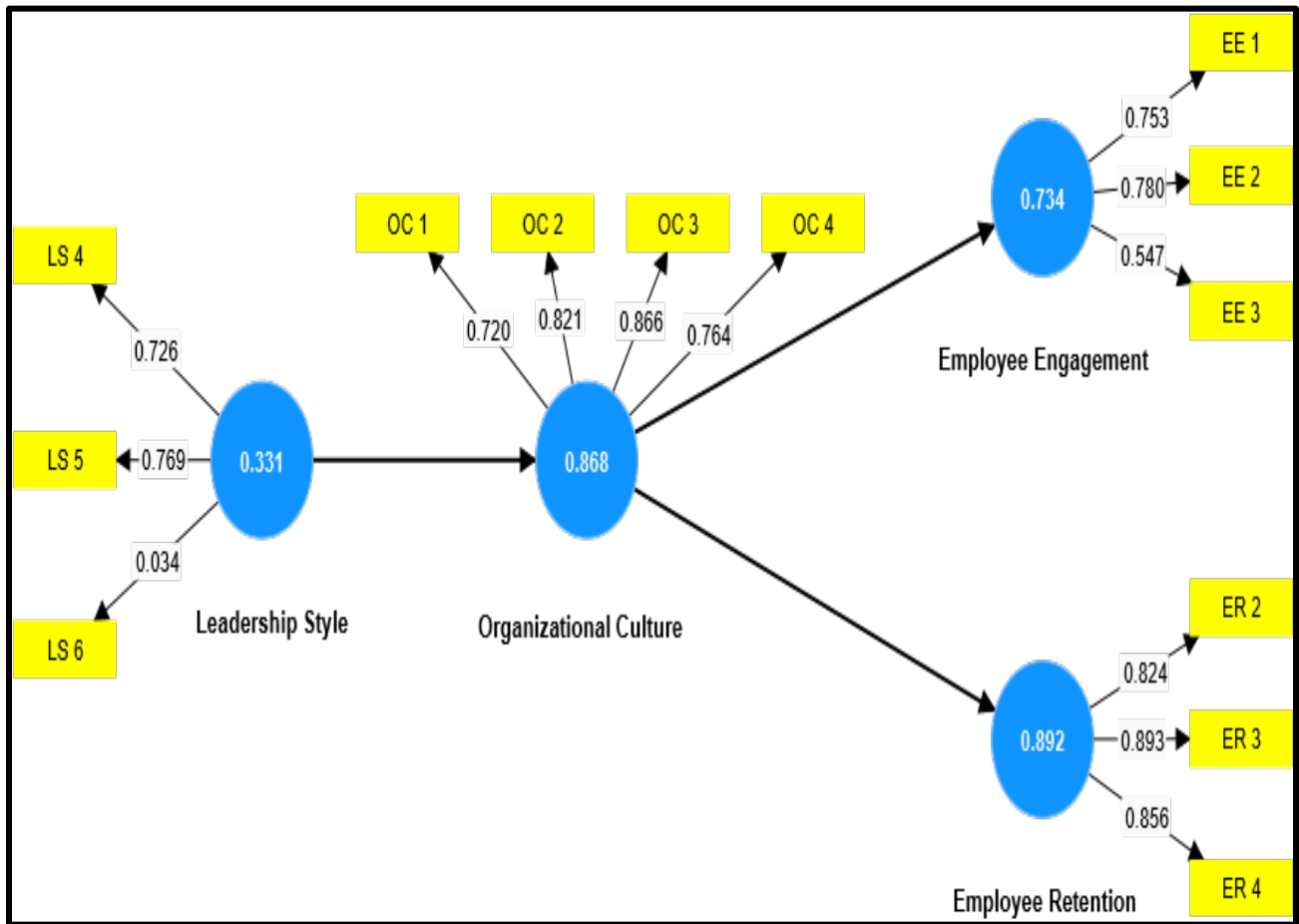


Figure 4: Structural Model

4.3.2. Internal Consistency and Convergent Validity

The measurement model (outer model) displayed in the figure below indicates that outer loadings exceeding 0.7 are recommended, signifying that the items contribute to more than 50% variance, ensuring satisfactory item reliability. Additionally, values above 0.6 are also considered acceptable in this context (Byrne, 2016).

The results below show that the majority of the values are 0.70 which is acceptable.

Item Code	Outer loadings
EE 1 <- Employee Engagement	0.753
EE 2	0.78
EE 3	0.747
ER 2 <- Employee Retention	0.824
ER 3	0.893
ER 4	0.856
LS 4 <- Leadership Style	0.726
LS 5	0.769
LS 6	0.734
OC 1 <- Organizational Culture	0.72
OC 2	0.821
OC 3	0.866
OC 4	0.764

Table 3: Internal Consistency

The convergent validity is shown by using Cronbach Alpha, Composite Reliability and AVE in the table 4 below;

	Cronbach alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Employee Engagement	0.734	0.758	0.739	0.591
Employee Retention	0.892	0.895	0.894	0.737
Leadership Style	0.821	0.718	0.754	0.573
Organizational Culture	0.868	0.876	0.872	0.631

Table 4: Convergent Reliability

The outcomes of convergent reliability analysis indicate that both Cronbach's Alpha and rho A for all the aforementioned variables meet the criterion of 0.7, signifying strong internal consistency reliability. Moreover, the Average Variance Extracted (AVE) surpasses 0.5, confirming satisfactory convergent reliability. The table above demonstrates that the values attained are within acceptable ranges for internal consistency and convergent reliability.

4.3.3. Discriminant Validity

Discriminant Validity shows that to what extent the variables are different from each other. Criteria which has been considered reliable for the study which is “Hetrotrait- Monotrait ratio (HTMT)”. The measure values should not exceed 0.90, indicating differentiation among the variables. As per the values of HTMT which are below 0.90 specifies that the model is satisfactory generated by SmartPLS shown below in table 5.

	Employee Engagement	Employee Retention	Leadership Style	Organizational Culture
Employee Engagement				
Employee Retention	0.846			
Leadership Style	0.963	1.025		
Organizational Culture	0.904	0.873	1.062	

Table 5: Discriminant Validity- Heterotrait - Monotrait Ratio (HTMT)

4.3.4. Model Fit

Model fit analysis in SMART PLS highlights the fitness of SEM model by assessing the how well the collected data fits the hypothesized model. It indicates the degree to which the proposed relationships among variables represent the observed data. In the table below, Standardized Root Mean Square Residual (SRMR), lower values indicate better model fit. The Normed Fit Index (NFI) values should range from 0 to 1, with higher values indicating better fit.

	Saturated model	Estimated model
SRMR	0.051	0.055
d_ULS	0.238	0.271
d_G	0.211	0.225
Chi-square	213.027	224.073
NFI	0.88	0.874

Table 6: Model Fit

4.4. Assessment of Structural Model

Following Confirmatory Factor Analysis (CFA), which validates the outer model's validity, the subsequent phase involves assessing the inner path model. In this structural model, researchers evaluate the statistical significance of path loadings and path coefficients between each construct. To conduct this assessment, researchers utilize the Bootstrapping technique to determine relationships among variables based on four criteria: collinearity assessment, path coefficients, R-square (regression score), and f-square.

4.4.1. Assessment of Collinearity

In PLS SEM we generate Variance Inflation Factor (VIF) to check the multicollinearity. The values higher than 3.3 shows high collinearity. In our model shown below in Figure majority of the values are below threshold which indicates there is no collinearity found among the variables.

Items	Variance Inflation Factor (VIF)
EE 1	1.419
EE 2	1.882
EE 3	1.482
ER 2	1.946
ER 3	4.386
ER 4	4.007
LS 4	1.476
LS 5	1.477
LS 6	1.007
OC 1	1.699
OC 2	3.078
OC 3	3.634

OC 4	1.871
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Table 7: Collinearity Assessment

4.4.2. Path Coefficient β and t-values

Hypothesis testing is conducted using the bootstrapping technique, deriving these values from 5000 sample iterations performed in SmartPLS. The p values should be less than 0.5 for acceptance of hypothesis. The values and model are shown below;

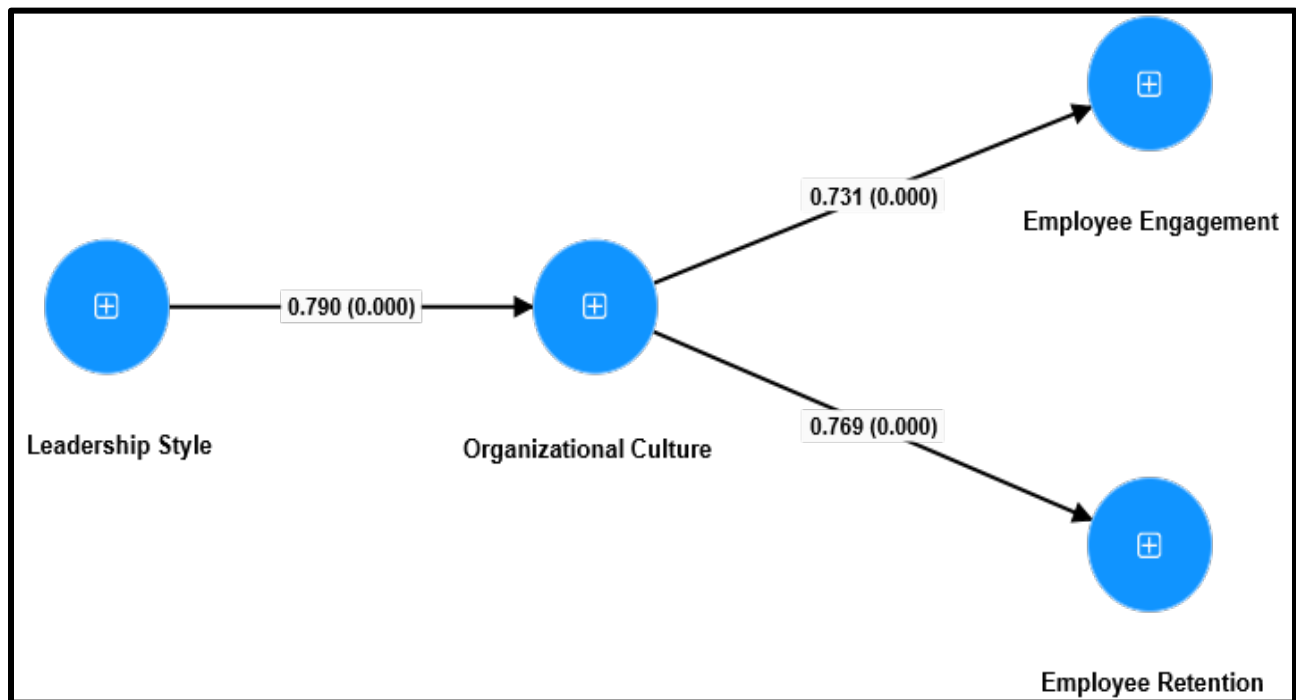


Figure 4 : Inner Model - Path Coefficient and p values

4.4.3. Hypothesis Criteria

HYPOTHESIS	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	P values	Decision
Leadership Style -> Organizational Culture	0.79	0.791	0.036	0	Supported
Organizational Culture -> Employee Engagement	0.731	0.731	0.043	0	Supported
Organizational Culture -> Employee Retention	0.769	0.770	0.038	0	Supported

Table 8: Path Coefficient and T values

The result depicted in the table above that p values are 0. So, H1, H2, H3 are accepted.

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Leadership Style -> Organizational Culture -> Employee Engagement	0.578	0.58	0.051	11.242	0
Leadership Style -> Organizational Culture -> Employee Retention	0.608	0.611	0.05	12.19	0

Table 9 : Specific Indirect Effects - Mean, STDEV, and p value

4.4.4. Explanatory Power of the Model

The R-square value represents the model's explanatory capability, ranging between 0 and 1. Values closer to 1 indicate a higher level of predictive accuracy. This model with r square value of 0.535 and 0.624 showed moderate level of predictive accuracy.

	R-square	R-square adjusted
Employee Engagement	0.535	0.532
Employee Retention	0.592	0.59
Organizational Culture	0.624	0.622

Table 10 : R-square and R-square adjusted

4.4.5. Effect size f square

The f2 value of 0.02 shows a small effect, the f2 value of 0.15 shows the medium effect and f2 value of 0.35 shows a large effect (Cohen et al., 1998). The results of this mode are shown in table below

	Employee Engagement	Employee Retention	Leadership Style	Organizational Culture
Employee Engagement				
Employee Retention				
Leadership Style				1.662
Organizational Culture	1.149	1.45		

Table 11 : Effect Size of f-square

CHAPTER 5

DISCUSSION AND IMPLICATIONS

5.1. Discussion

There has been a notable focus on employee engagement within recent public relations research. The significance of adequate internal communication has emerged as crucial in enhancing employee engagement. Concurrently, there is an increasing body of research dedicated to improving organizational aspects such as fostering a supportive organizational culture and cultivating strong leadership in the field of public relations. These elements have been affirmed as essential means of establishing a well-defined path for effective communication management.

From this standpoint, our research delved into the intricate connections between pivotal organizational elements, namely organizational culture, leadership effectiveness, employee engagement, and employee retention. The primary aim of our study was to assess how a supportive organizational culture influences the level of commitment among professionals in their work. Findings unequivocally supported the notion that the presence of such organizational factors significantly contributes to heightened engagement and confidence among employees. Specifically, a culture that values the significance of public relations, shares decision-making responsibilities, encourages open communication, and embraces diversity emerges as pivotal. Such a culture fosters a belief among PR professionals that their dedication and trust are integral to the overall performance and progress of the organization.

Our research findings affirmed that the commendable performance exhibited by the top communication leader within an organization significantly impacts the engagement levels and

retention of professionals. Notably, exceptional leadership within the communication unit encourages the organization to recognize and appreciate the significance of public relations, thereby instilling higher confidence among its professionals. Key characteristics and traits exhibited by effective leaders in the realm of public relations, including the ability to outline a compelling vision for communication's role, active involvement in strategic decision-making, and possessing comprehensive strategic communication expertise, contribute to heightened employee engagement, consequently fostering greater trust. Hence, organizations led by an effective communication leader capable of articulating and cultivating conditions for robust leadership tend to excel in engaging professionals more effectively.

In summary, according to the structural model used in this study, the findings imply that engagement plays a vital role in cultivating positive attitudes, intentions, and behaviors among professionals. Those who perceive greater organizational support and effective communication leadership tend to display higher levels of active engagement within their work and the organization. Furthermore, individuals with heightened perceptions of engagement demonstrate increased trust in their organization, its decisions, and capabilities, thereby enhancing their overall job satisfaction in a mutually reinforcing manner.

5.2. Research Contribution

This research adds to the existing literature on leadership styles, employee engagement, retention, and organizational culture within the telecommunications sector of Rawalpindi and Islamabad. Its findings offer valuable insights for industry decision-makers and professionals, aiding them in identifying the most effective leadership styles. Leadership, being a pivotal factor in enhancing employee performance and productivity, this research assists leaders in making informed decisions for the improvement of their employees. Additionally, it explores the

correlation between organizational culture types and thriving leadership styles, aiding leaders in recognizing their own leadership approaches and gaining insights into their performance within that context. Prior research has explored various variables across diverse industries or sectors. However, this study holds significance in contributing to research specifically within the telecom sector of Rawalpindi and Islamabad.

5.3. Implications

This study aligns with a growing body of research, both current and historical, indicating that the nature and caliber of organizational culture, as well as the effectiveness of supervisors and leaders within organizations, significantly impact employee engagement and retention, among various other factors highlighted in prior studies. Additionally, established studies such as those conducted by Gallup and other researchers have thoroughly outlined the precursors or catalysts of employee engagement. These factors encompass aspects like the quality of relationships between employees and supervisors, the communication environment, internal communication standards, training and professional development opportunities, and a perception of future prospects within the organization. All of these elements contribute to the central aspect of engagementfeeling valued and actively involved. For future research, a similar inquiry could be pursued: why organizations have not taken substantial actions based on this knowledge, and what hurdles need to be addressed to implement these findings effectively.

The outcomes of our study hold practical significance. A nurturing culture and effective leadership in public relations aid the organization in advancing communication strategies and developmental endeavors, thereby fostering increased engagement among professionals. This conducive work environment instills a belief among professionals that their active engagement, coupled with heightened trust in the organization, is vital not just for their personal job

satisfaction on an individual level but also for achieving a competitive edge at the organizational level.(Meng et al., 2019).

5.4. Limitation and Recommendation

This study was done in the telecommunication sector of Rawalpindi and Islamabad. Future research should explore other sectors comparing different leadership styles and its impact on other variables. Moreover, expanding the sample size and including a greater number of institutions can offer enhanced insights for future research endeavors.

Leadership efficacy is influenced by personal characteristics, the resources within an organization, and its culture. Subsequent studies might investigate limitations, such as job demands, available resources in a job, and individual personality traits, to analyze variations in leadership approaches.

Furthermore, various forms of communication, including transparent and two-way communication, interactive dialogue, and upward information flow, serve as crucial operational tools to distinguish among various leadership approaches. Subsequent investigations could consolidate multiple leadership styles to enhance comprehension of how leadership impacts favorable results. Future research can analyze other factors that influence leadership style, like salary , work environment or with comparison of other leadership styles with different models in corporate sector.

5.5. Conclusion

The study inspected the impact of leadership style and organizational culture on employee engagement and employee retention in the telecommunication sector of Islamabad and Rawalpindi. The finding showed that Autocratic leadership style impacts employee engagement negatively and democratic leadership style positively impacts on employee performance and engagement which leads to low turnover rate. Moreover, positive organizational culture promotes higher engagement in an organization (Jamali, 2022).

Many human resource management theories emphasize the significance of employees as crucial assets requiring consistent maintenance by companies or organizations, given their pivotal role in driving the production process. This research further enhances the findings of prior studies pertinent to this specific case study. It can be argued that when employees receive training and support for their advancement, it not only contributes to their future career growth but also significantly aids the immediate progress of the business or organization. Engaging employees through diverse training initiatives and developmental programs can lead to heightened productivity within the organization. Greater employee engagement tends to correlate with reduced turnover rates due to increased satisfaction levels (Bhakuni et al., 2013)

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