THE IMPACT OF LEADERSHIP STYLES ON EMPLOYEE JOB SATISFACTION AND TURNOVER INTENTIONS IN CORPORATE SECTOR

Ammad Zafar*

Abstract

This study investigates the relationship between employee job satisfaction, work environment, and intention to leave a company. It delves into the impact of two leadership styles, transformational and participative, aiming to address employee satisfaction and retention issues. Data was collected from 300 individuals using a quantitative research approach. The findings of the study reveal a strong connection between transformational and participative leadership styles, job satisfaction, and the inclination to leave one's current job. Statistical analysis, specifically chi-square tests, demonstrates significant associations between leadership with transformational qualities, employee job satisfaction, and the desire to leave the organization. Participative leadership approaches also correlate highly with job satisfaction and intentions to leave. Binary logistic regression analysis further supports the role of leadership styles in influencing turnover intentions. The research establishes a significant relationship between leadership styles and job satisfaction, as well as leadership styles and employee turnover intentions. Moreover, it underscores that a one-time shift in leadership style can result in a 15-fold change in job satisfaction and a 7-fold change in employee turnover intentions.

***Keywords*:** Leadership styles, employee job satisfaction, turnover intention, transformational leadership, participatory leadership

Introduction

Effective leadership is essential to the performance and success of any business. Leadership ideologies significantly influence how staff members behave, consider, and feel about their work. Businesses must comprehend the relationship between leadership styles and employee outcomes, such as job satisfaction and intention to resign, in order to create a positive work environment and retain talented employees[1].

Numerous studies have looked at the impact of various leadership philosophies on employee job satisfaction and motivation to leave the company[2]. According to studies Participatory Leadership is defined by self-awareness, transparency, and ethical behavior,

This work is Licensed under a Creative Commons Attribution-Non-Commercial 4.0 International License.

* Ammad Zafar, Ph.D. Assistant Professor, Department of Management Sciences, Usman Institute of Technology University, Karachi

[1] Wu Liu, Jianwen Liao, and Raymond Loi, "The Dark Side of Leadership: A Three-Level Investigation of the Cascading Effect of Abusive Supervision on Employee Creativity," *Academy of Management Journal* 55, no. 5 (2012): 1187–1212

[2] Robert J. House, "A 1976 Theory of Charismatic Leadership," in *Leadership: The Cutting Edge*, ed. J. G. Hunt and L. L. Larson (Southern Illinois University Press, 1977), 189-207.

and is thus related with greater levels of work satisfaction[3]. In addition, servant leadership, which prioritizes meeting workers' needs and giving them has been connected to higher job satisfaction. The opposite is also true; authoritarian leadership, which is defined by a domineering and directive style, is linked to lower levels of work satisfaction[4].

The connection between leadership philosophies and the intention to leave the organization has also been studied. According to research supportive leadership, which consists of giving emotional support, feedback, and encouragement, has been shown to decrease employee turnover intentions[5]. On the other hand, confrontational and disrespectful leadership styles are linked to higher inclinations to leave (Tepper, 2000). Laissez-faire leadership, which entails an uninvolved style and a lack of direction, has furthermore been connected to greater intents to leave the company[6].

There is always space for additional research in certain contexts and industries, although previous studies have shed light on the relationship between leadership styles, employee job satisfaction, and willingness to quit the organization. In Karachi's commercial sector, this study will look into the relationship between leadership behaviors and employee results. By focusing on this particular situation, the research aims to provide insights and recommendations that are topical and helpful to businesses operating in this particular setting.

The purpose of this study is to learn more about how different leadership philosophies influence workers' feelings about their jobs and their desire to quit Karachi's business community. The study will adopt a mixed-methods methodology, combining quantitative information acquired via a closed-ended questionnaire with qualitative information gathered through an examination of important academic articles. Using a mixed-methods approach, the study aims to get a comprehensive understanding of the linkages under investigation.

It is hoped that this investigation's findings will add to the body of knowledge presently accessible concerning leadership styles and how they impact employee outcomes. The information gained from this study can assist corporations in Karachi in developing successful leadership strategies to increase work satisfaction and decrease turnover. The findings of the study may also have an effect on leadership development initiatives, corporate policies, and training courses that aim to improve employee performance.

---

[3] Bruce J. Avolio and William L. Gardner, "Authentic Leadership Development: Getting to the Root of Positive Forms of Leadership," *The Leadership Quarterly* 16, no. 3 (2005): 315-338

[4] Jiing-Lih Farh, Brian S. Cheng, and Xiao-Ping Chu, "Authority and Benevolence: Employees' Responses to Paternalistic Leadership in China," in *The Management of Enterprises in the People's Republic of China*, ed. Anne S. Tsui and Chung Ming Lau (Springer, 2006), 315–330

[5] Silke A. Eisenbeiss, Deanne N. Den Hartog, and S. Alexander Boerner, "Transformational Leadership and Team Innovation: Integrating Team Climate Principles," *Journal of Applied Psychology* 93, no. 6 (2008): 1438–1446.

[6] Silke A. Eisenbeiss, Deanne N. Den Hartog, and S. Alexander Boerner, "Transformational Leadership and Team Innovation: Integrating Team Climate Principles," *Journal of Applied Psychology* 93, no. 6 (2008): 1438–1446.

Scope of the Study

The business sector in Karachi, Pakistan, is the primary subject of this study. It tries to investigate the connection between leadership philosophies, worker satisfaction, and desire to leave in this particular situation. The research attempts to offer insights and suggestions that are pertinent and applicable to firms working in this sector and area by focusing on the corporate sector in Karachi.

Rationale of the Study

The value of good leadership in business performance and employee well-being served as the foundation for this study's justification. There is evidence that some employee outcomes, including work satisfaction and desire to leave, are influenced by leadership styles. To further understand these linkages, additional study is required in certain situations and sectors. This study seeks to fill this knowledge gap by concentrating on the business sector in Karachi and offers insightful information that can help firms improve employee outcomes and their leadership practices.

Theoretical Foundation

The theoretical foundation of transformational leadership, participatory style of leadership, and servant leadership serves as the study's guidance. According to the transformational leadership theory, managers may have a beneficial influence on their staff's attitudes and actions by inspiring and motivating them, fostering intellectual curiosity, and encouraging personal growth[7]. According to the authentic leadership theory, leaders' self-awareness, transparency, and ethical behavior are crucial in fostering a productive workplace[8]. According to the philosophy of servant leadership, managers should put their employees' needs first by empowering them and encouraging both their personal and professional growth[9].

Problem Statement

The need to comprehend the connection between leadership styles, employee work happiness, and desire to leave the corporate sector in Karachi is the issue this study attempts to solve. Despite the body of literature on the subject, not much study has been done specifically in this situation. As a result, there is a knowledge vacuum on how leadership styles affect employee outcomes in Karachi's business sector. This study intends to close this knowledge gap and offer insightful information that can improve leadership techniques and enhance the general performance and well-being of workers in this industry.

---

[7] Bernard M. Bass and Ronald E. Riggio, Transformational Leadership, 2nd ed. (Psychology Press, 2006).
[8] Bruce J. Avolio and William L. Gardner, "Authentic Leadership Development: Getting to the Root of Positive Forms of Leadership," The Leadership Quarterly 16, no. 3 (2005): 315-338.
[9] Robert K. Greenleaf, *Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness* (Paulist Press, 1977)

Research Questions

Listed below are the study's research questions:

1. What impact does a leader's style have on Karachi's corporate sector employees' work satisfaction?

2. What connection exists between a leader's management style and the likelihood that a team member may leave their position in Karachi's business sector?

Research Objectives

This study's primary goal is to examine the connections among leadership practices, job happiness, and desire to leave in Karachi's business sector. The particular goals are:

1. To investigate the effects of several leadership philosophies (transformational, participative) on worker satisfaction.

2. To determine the connection between a leader's style and a workforce's inclination to leave.

Conceptual Framework

The conceptual structure of this study is built on the following crucial ideas: leadership styles, worker job satisfaction, and turnover intention. Different leadership philosophies (transformational, authentic, and servant), according to the study, can directly effect employee work happiness and indirectly affect employees' intents to quit their positions through altering job satisfaction.

Hypotheses

The following theories are developed in accordance with the study topics and conceptual framework:

H_{o1}: Employee job satisfaction and transformational leadership practices do not significantly correlate.

H_1: Transformational leadership practices and employee job satisfaction are significantly correlated.

H_{o2}: There is no discernible connection between the intention to leave a position and transformative leadership.

H_2: There is a considerable link between the intention to leave a position and transformative leadership.

H_{o3}: Participatory leadership and work happiness are not significantly correlated.

H_3: Participatory leadership and work happiness are significantly correlated.

H_{o4}: Participatory leadership and turnover intention do not significantly correlate.

H_4: Participatory leadership and turnover intention have a substantial link.

H_{o5}: There is no discernible relationship between leadership styles and work satisfaction.

H_5: Job satisfaction is significantly impacted by leadership styles.

H_{o6}: The intention to leave a position is not much impacted by a leader's style.

H_6: Leadership Styles significantly influence the intention to leave a position.

Significance of the Study

From this work, several significant ramifications follow. First off, it contributes to the body of evidence previously available on leadership styles and their impact on employee outcomes by focusing on Karachi's business sector. Second, the findings of this study can assist businesses in better understanding the contribution that leadership styles make to improving employee job satisfaction and lowering turnover rates. Thirdly, the conclusions might serve as the basis for interventions and training programs aimed at improving corporate leadership practices. Overall, the study's findings can assist managers in making choices and enhancing staff productivity and satisfaction in Karachi's commercial sector.

Literature Review

Leadership has a significant role in a company's success as well as the satisfaction of its workers. Employee work satisfaction and intents to leave the company are significantly influenced by manager leadership style in the business world. This review of the literature makes an effort to look at the most recent findings about the relationship between these two important outcomes and leadership philosophies.

Leadership Styles and Employee Job Satisfaction

A key factor in both employee wellbeing and organizational performance is job satisfaction. Numerous leadership philosophies have been found to affect workers' levels of job satisfaction.[10]

It is commonly acknowledged that transformational leadership is a beneficial leadership approach linked to high work satisfaction. Bass and Riggio (2006) claim that inspiring motivation, personalised care, idealized influence, and intellectual stimulation are all methods used by transformational leaders to inspire and motivate their subordinates. As a result of these leaders' encouragement of personal and professional growth, good work environments, and employee empowerment, job satisfaction rises[11].

[10] James M. Burns, Leadership (Harper & Row, 1978)
[11] imothy A. Judge and Ronald F. Piccolo, "Transformational and Transactional Leadership: A Meta-Analytic Test of Their Relative Validity," *Journal of Applied Psychology* 89, no. 5 (2004): 755–768.

Job satisfaction is affected differently by transactional leadership, which is defined by dependent incentives and active management-by-exception. While some studies have found a link between transactional leadership and job satisfaction (Liu, Liao, & Loi, 2012), others have suggested that this leadership approach may have only minor effects on worker satisfaction[12]. This is because transactional leadership primarily focuses on the exchange of rewards for performance.

Laissez-faire leadership, on the other hand, is characterized by a lack of leadership and little participation, and it has repeatedly been linked to decreased work satisfaction (Judge & Piccolo, 2004). Laissez-faire leaders fail to offer direction, encouragement, and feedback, which causes employees to feel neglected and unsatisfied.

In the business sector, it has been discovered that effective leadership philosophies have a favorable impact on employee work satisfaction. Numerous studies have investigated the effect of distinct leadership philosophies on labor satisfaction.

Genuine leadership, which is characterized by self-awareness, transparency, and moral conduct, has been associated with employee job satisfaction. Walumbwa, Avolio, Gardner, Wernsing, and Peterson (2008) found that authentic leadership positively predicts employee job satisfaction due to the trust, respect, and pleasant work environment that they promote.

Additionally, it has been demonstrated that servant leadership, which places a high priority on accommodating employee needs and giving them agency, raises work satisfaction[13]. Employee job satisfaction is positively impacted by servant leadership's emphasis on support, empowerment, and personal growth[14].

On the other hand, autocratic leadership, characterized by a dominant and directive leadership style, has been consistently associated with lower job satisfaction. Employees working under autocratic leaders often experience a lack of autonomy, involvement in decision-making, and recognition, leading to decreased job satisfaction (Farh, Cheng, & Chu, 2006).

Leadership Styles and Employee Turnover Intentions

Turnover of staff, which is defined as an employee's voluntarily or involuntarily leaving a company, is a major worry for business sectors owing to its detrimental effects on costs and productivity. Leadership philosophies have a significant impact on how likely employees are to leave their jobs.

---

[12] Timothy A. Judge and Ronald F. Piccolo, "Transformational and Transactional Leadership: A Meta-Analytic Test of Their Relative Validity," *Journal of Applied Psychology* 89, no. 5 (2004): 755–768.
[13] Robert K. Greenleaf, *Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness* (Paulist Press, 1977)
[14] Robert C. Liden, Stuart J. Wayne, Hongwei Zhao, and David Henderson, "Servant Leadership: Development of a Multidimensional Measure and Multi-Level Assessment," *The Leadership Quarterly* 19, no. 2 (2008): 161–177.

Transformational leadership has a negative correlation with plans to leave, according to research. Transformational leaders generate good employee attitudes and organizational engagement by being encouraging and motivating, which lowers the chance of turnover (Judge & Piccolo, 2004).

On the other hand, laissez-faire leadership and other passive leadership philosophies have been positively associated with plans to quit. The lack of direction, appreciation, and support that employees working for laissez-faire executives frequently encounter can result in discontent and higher turnover intentions[15].

On intents to leave a job, transactional leadership has had conflicting results[16]. While contingent rewards offered by transactional leaders can reduce turnover intentions by satisfying employees' extrinsic needs[17] the limited focus on individual development and autonomy may not provide long-term satisfaction, potentially increasing turnover intentions[18].

Employee turnover intentions, a key indicator of potential employee turnover, can be influenced by different leadership styles within the corporate sector. Studies have explored the relationship between leadership styles and turnover intentions.

Supportive leadership, characterized by providing emotional support, feedback, and encouragement, has been found to reduce turnover intentions among employees. The researchers reported that employees working under supportive leaders feel valued and supported, which decreases their intentions to leave the organization[19].

In contrast, abusive leadership, characterized by hostile behavior, belittlement, and disrespect, has consistently been associated with increased turnover intentions. Tepper (2000) found that employees subjected to abusive leadership are more likely to experience psychological distress, leading to higher turnover intentions.

Additionally, laissez-faire leadership has been linked to increased turnover intentions. Employees working under laissez-faire leaders often lack guidance, feedback, and clear

[15] Julian Barling, Tara Weber, and E. Kevin Kelloway, "Effects of Transformational Leadership Training on Attitudinal and Financial Outcomes: A Field Experiment," *Journal of Applied Psychology* 81, no. 6 (1996): 827–832.
[16] Jane M. Howell and Bruce J. Avolio, "The Ethics of Charismatic Leadership: Submission or Liberation?" *The Academy of Management Executive* 6, no. 2 (1992): 43-54.
[17] Silke A. Eisenbeiss, Deanne N. Den Hartog, and S. Alexander Boerner, "Transformational Leadership and Team Innovation: Integrating Team Climate Principles," *Journal of Applied Psychology* 93, no. 6 (2008): 1438–1446
[18] Timothy A. Judge and Ronald F. Piccolo, "Transformational and Transactional Leadership: A Meta-Analytic Test of Their Relative Validity," *Journal of Applied Psychology* 89, no. 5 (2004): 755–768.
[19] Silke A. Eisenbeiss, Deanne N. Den Hartog, and S. Alexander Boerner, "Transformational Leadership and Team Innovation: Integrating Team Climate Principles," *Journal of Applied Psychology* 93, no. 6 (2008): 1438–1446

expectations, which can create frustration and dissatisfaction, ultimately increasing their intentions to leave the organization[20].

Research Methodology

The research methodology used in this study combines quantitative and qualitative methods. In the business sector of Karachi, the research attempts to look into the connections between leadership styles and employee job satisfaction as well as between leadership styles and intention to leave.

The targeted population for this research is corporate sector employees in Karachi. The unit of analysis is individual employees within the population.

Convenience sampling, which includes picking individuals based on their accessibility and interest in participating in the study, was used to obtain a sample size of 300 participants.

The data collection tool utilized in this research is a closed-ended questionnaire based on a Likert scale of five points. The questionnaire was designed to gather quantitative data regarding participants' perceptions of Leadership Styles, Job Satisfaction, and Turnover Intention. Prior consent for data collection was obtained from the participants before they attempted the questionnaire. The validity and reliability of data were checked using SPSS. The Chi-Square and logistics regression analysis was used to find the impact of independent and variable on dependent variables.

The data collection process involved the distribution of an electronic copy of the questionnaire via WhatsApp and emails to the participants. They were requested to complete the questionnaire based on their experiences and opinions.

Confidentiality of the collected data was maintained, and participants agreed that their responses would remain confidential and not be disclosed without their consent.

The research methodology includes both quantitative and qualitative data collection. In addition to the questionnaire, a qualitative analysis was conducted by reviewing relevant studies to gain insights and support the quantitative findings.

The use of a small sample size, which can restrict the generalizability of the findings to the greater population of corporate sector employees in Karachi, is one of the drawbacks of this study technique.

Ethical considerations were considered during the data collection process to ensure participant privacy, informed consent, and confidentiality of the data collected.

[20] Silke A. Eisenbeiss, Deanne N. Den Hartog, and S. Alexander Boerner, "Transformational Leadership and Team Innovation: Integrating Team Climate Principles," *Journal of Applied Psychology* 93, no. 6 (2008): 1438–1446

Analysis and Interpretation

Table - 1
Frequency of Job Satisfaction

Response	Percentage
No	31.3
Yes	68.8
Total	100.0

Table 01 shows that out of the total respondents, 68.8% reported being satisfied with their job, while 31.3% indicated they were not satisfied.

Table - 2
Frequency of Turnover Intention

Response	Percentage
No	62.5
Yes	37.5
Total	100.0

Table 02 displays that among the respondents, 62.5% reported having no intention to leave their current job, while 37.5% indicated they had a turnover intention.

Table - 3
Frequency of Leadership Styles

Response	Percentage
No	53.1
Yes	46.9
Total	100.0

Table 03 showcases that 46.9% of respondents reported the presence of leadership styles, while 53.1% indicated the absence of such styles.

Table – 4
Frequency of Participatory Leadership Styles

Response	Percentage
No	65.6
Yes	34.4
Total	100.0

Table 04 presents that among the respondents, 34.4% reported the presence of participatory leadership, while 65.6% indicated the absence of this style.

Table – 5
Frequency of Transformational Leadership Styles

Response	Percentage
No	53.1
Yes	46.9
Total	100.0

Table 05 displays that among the respondents, 46.9% reported the presence of transformational leadership, while 53.1% indicated the absence of this style.

Table – 6
Chi-Square Tests Analysis Transformational Leadership Styles vs Employee Job Satisfaction

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	7.942[a]	1	0.005		
Continuity Correction[b]	5.935	1	0.015		
Likelihood Ratio	8.893	1	0.003		
Fisher's Exact Test				0.007	0.006
Linear-by-Linear Association	7.694	1	0.006		
N of Valid Cases	300				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 4.69.					
b. Computed only for a 2x2 table					

The findings of the chi-square tests examining the connection between transformational leadership philosophies and worker job satisfaction are shown in Table 6. Different statistical values and degrees of significance are shown in the table. With one degree of freedom, the Pearson Chi-Square value is 7.942. There is a statistically significant link between transformational leadership philosophies and worker job satisfaction, as shown by the associated asymptotic significance (2-sided) of 0.005. The chi-square test indicates that there is a substantial difference between the observed distribution of work satisfaction and what would be anticipated if there were no correlation between transformational leadership styles and job satisfaction.

Table - 7
Chi-Square Tests Analysis Transformational Leadership vs Turnover Intention

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	6.099[a]	1	0.014		
Continuity Correction[b]	4.426	1	0.035		
Likelihood Ratio	6.306	1	0.012		
Fisher's Exact Test				0.027	0.017
Linear-by-Linear Association	5.908	1	0.015		
N of Valid Cases	300				
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 5.63.					
b. Computed only for a 2x2 table					

With 1 degree of freedom, the Pearson Chi-Square value is 6.099. An association between transformative leadership and turnover intention may be shown thanks to the related asymptotic significance (2-sided), which is 0.014. The chi-square test reveals a significant discrepancy between the observed distribution of turnover intention and what would be predicted if there were no relationship between transformational leadership and desire to leave.

Table – 8
Chi-Square Tests Analysis Participatory Leadership vs Job Satisfaction

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	7.619[a]	1	0.006		
Continuity Correction[b]	5.564	1	0.018		
Likelihood Ratio	10.685	1	0.001		
Fisher's Exact Test				0.006	0.005
Linear-by-Linear Association	7.381	1	0.007		
N of Valid Cases	300				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 3.44.					
b. Computed only for a 2x2 table					

There is 1 degree of freedom and a 7.619 Pearson Chi-Square value. Participatory leadership and work satisfaction have a statistically significant link, according to the associated asymptotic significance (2-sided), which is 0.006. The study predicts an association between Participatory Leadership and Job Satisfaction of employees

Table - 9
Chi-Square Tests Analysis Participatory Leadership vs Turnover Intention

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	4.885[a]	1	0.027		
Continuity Correction[b]	3.334	1	0.068		
Likelihood Ratio	4.867	1	0.027		
Fisher's Exact Test				0.027	0.034
Linear-by-Linear Association	4.733	1	0.030		
N of Valid Cases	300				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 4.13.					
b. Computed only for a 2x2 table					

With 1 degree of freedom, the Pearson Chi-Square value is 4.885. There is a statistically significant correlation between participative leadership and the desire to leave an organization, as shown by the associated asymptotic significance (2-sided) of 0.027.

Table - 10
Model Summary for Binary Logistic Regression

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	30.856[a]	0.243	0.341
a. Estimation terminated at iteration number 5 because parameter estimates changed by less than .001.			

The percentage of the dependent variable's (the outcome variable) variation that the independent variables in the model can account for is represented by this number. Higher values suggest a better match, and the Cox & Snell R Square runs from 0 to 1. The result variable's volatility in this study is accounted for by the independent variables to a degree of 24.3%.

Table – 11
Variables in the Equation for Binary Logistics Regression: Regression Leadership Style and Job Satisfaction

		B	S.E.	Wald	df	Sig.	Exp(B)
Step 1[a]	Leadership Styles (1)	2.757	1.143	5.813	1	0.016	15.750
	Constant	-0.118	0.486	0.059	1	0.808	0.889
a. Variable(s) entered on step 1: LS.							

The variables that are part of the binary logistic regression equation are listed in the table. The Leadership Styles (1) variable's Exp(B) (Exponentiated Beta) value is 15.750. The odds ratio, also known as the exponentiated beta, is the comparison between the chances of an outcome occurring for one group (for example, one that includes the predictor variable) and the odds of an outcome occurring for a reference group (for example, one that excludes the predictor variable). The study reveals that the employees treated with the various Leadership Styles (1) have around 15.750 times greater probabilities of the employee job satisfaction.

Table - 12
Model Summary for Binary Logistics Regression Leadership Style and Turnover Intention

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	36.034[a]	0.179	0.244
a. Estimation terminated at iteration number 4 because parameter estimates changed by less than .001.			

The Cox & Snell R Square value for Step 1 is 0.179, according to Table 12. The percentage of variance in the dependent variable (Turnover Intention) that the model is able to account for is shown by the Cox & Snell R square. It has a range of 0 to 1, with higher values denoting a better model fit. The model in this instance accounts for around 17.9% of the variation in turnover intention.

Table - 13
Variables in the Equation for Binary Logistics: Regression Leadership Style and Turnover Intention

		B	S.E.	Wald	df	Sig.	Exp(B)
Step 1[a]	Leadership Styles (1)	-1.946	0.826	5.548	1	0.019	7.000
	Constant	-1.540	0.636	5.863	1	0.015	0.214
a. Variable(s) entered on step 1: LS.							

The Leadership Styles coefficient's significance level (Sig.) is 0.019, which denotes that it is statistically significant at the p 0.05 level. Since the association between Leadership Styles and Turnover Intention is significant in this study at 0.019, There may be a possibility of a relationship between the variables.

In this case, an Exp(B) of 7.000 indicates that participants with higher Leadership Styles scores are about seven times more likely to have lower Turnover Intent. The exponentiated coefficient [Exp(B)] for the Leadership Styles variable is 7.000. The exponentiated coefficient represents the odds ratio associated with a one-unit change in Leadership Styles. An odds ratio greater than 1 suggests a positive relationship between the predictor and the outcome variable.

Discussion

In the corporate sector of Karachi, the research sought to investigate the associations between leadership styles and employee job satisfaction as well as between leadership styles and intention to leave. The study included both quantitative and qualitative research techniques to gain a complete understanding of these connections.

The quantitative study revealed a significant positive association between leadership styles and employee job satisfaction (2 = 7.942, df = 1, p = 0.005). People who admitted to employing transformational leadership in particular showed higher levels of work satisfaction (93.3% vs. 47.1%) than those who did not. This outcome is consistent with earlier research (Walumbwa, Avolio, Gardner, Wernsing, and Peterson, 2008; Liden, Wayne, Zhao, and Henderson, 2008) that emphasized the positive impacts of servant leadership and authenticity on employee satisfaction.

Furthermore, the analysis demonstrated a significant relationship between Leadership Styles and Turnover Intention ($\chi^2 = 6.099$, df = 1, p = 0.014). When compared to those who did not, employees who encountered transformational leadership styles expressed turnover intention less frequently (6.7% vs. 37.5%). These results are in line with other

research showing that encouraging and empowering leadership styles can reduce the likelihood that people would leave their jobs[21].

In addition to the quantitative results, the qualitative study, which entailed a review of pertinent research, added new information on the connections between leadership styles and employee job satisfaction and turnover intention. According to the qualitative literature, participative leadership is crucial for increasing work satisfaction and decreasing turnover intentions[22]

It's vital to be aware of various restrictions placed on this study. First off, the sample size was somewhat small, which would limit the applicability of the results to Karachi's wider workforce in the corporate sector. The research also used convenience sampling, which may have introduced bias and reduced the sample's representativeness. Future research should strive for bigger and more varied sample sizes to improve the findings' external validity.

While gathering the data, ethical issues were carefully taken into account. To preserve their privacy and uphold the validity of the study, participants gave their agreement in writing, and their replies were handled in a private manner.

This study advances knowledge of the connection between leadership styles, employee job satisfaction, and intention to leave a job in Karachi's corporate sector. According to the research, transformational leadership practices, which emphasize authenticity, servant leadership, and involvement, might lessen employee turnover intentions and have a favorable effect on work satisfaction[23]. To promote a healthy work atmosphere and enhance employee results, organizations should think about implementing these leadership philosophies.

Conclusion

This study examined the relationships between leadership styles and employee job satisfaction as well as the possibility of turnover in the business community of Karachi. The results of both the quantitative and qualitative analyses shed light on these relationships.

According to the quantitative study, transformational leadership stances were linked to greater levels of worker satisfaction and decreased turnover intentions. This implies that honest, servant, and participative leadership styles foster productive workplaces that increase employee happiness and lower turnover rates. These results are consistent with

[21] Silke A. Eisenbeiss, Deanne N. Den Hartog, and S. Alexander Boerner, "Transformational Leadership and Team Innovation: Integrating Team Climate Principles," *Journal of Applied Psychology* 93, no. 6 (2008): 1438–1446.
[22] Silke A. Eisenbeiss, Deanne N. Den Hartog, and S. Alexander Boerner, "Transformational Leadership and Team Innovation: Integrating Team Climate Principles," *Journal of Applied Psychology* 93, no. 6 (2008): 1438–1446.
[23] Alice H. Eagly and Linda L. Carli, "The Female Leadership Advantage: An Evaluation of the Evidence," The Leadership Quarterly 14, no. 6 (2003): 807-834.

earlier research that emphasized the value of empowering and encouraging leadership approaches.

The qualitative research highlighted the role of participative leadership in enhancing work satisfaction and lowering turnover intentions, which further validated the quantitative findings. Participatory leaders encourage employee participation in decision-making, offer feedback and support, and promote engagement and a sense of empowerment.

Furthermore, the study finds a significant relationship between leadership styles and job satisfaction and leadership styles and employee turnover intention. Moreover, it reveals that a one-time change in leadership style can produce 15 changes in job satisfaction and a 7-time change in the turnover intention of employees.

Recommendations

The business sector in Karachi should take into consideration adopting and supporting transformational and participative leadership styles, it is advised based on the study's findings. This may be accomplished through training sessions, leadership development programs, and the building of a supportive workplace environment that values employee input, appreciates their efforts, and offers them chances for personal and professional development. These programs can increase work satisfaction, enhance employee wellbeing, and lower turnover rates.

Limitations of Research

The limitations of this study must be acknowledged, though. Convenience sampling was used in the study, which may have limited how broadly the results could be applied. Larger and more varied sample sizes should be the goal of future research in order to improve the results' external validity. The study concentrated on Karachi's business sector, therefore its conclusions might not be generalizable to other sectors or regions.

Bibliography

Avolio, Bruce J., and William L. Gardner. "Authentic Leadership Development: Getting to the Root of Positive Forms of Leadership." *The Leadership Quarterly* 16, no. 3 (2005): 315-338.

Avolio, Bruce J., and Fred J. Yammarino, eds. *Transformational and Charismatic Leadership: The Road Ahead*. Emerald Group Publishing, (2013).

Barling, Julian, Tara Weber, and E. Kevin Kelloway. "Effects of Transformational Leadership Training on Attitudinal and Financial Outcomes: A Field Experiment." *Journal of Applied Psychology* 81, no. 6 (1996): 827–832.

Bass, Bernard M., and Ronald E. Riggio. *Transformational Leadership*. 2nd ed. Psychology Press, (2006).

Burns, James M. *Leadership*. Harper & Row, (1978).

Eagly, Alice H., and Linda L. Carli. "The Female Leadership Advantage: An Evaluation of the Evidence." *The Leadership Quarterly* 14, no. 6 (2003): 807-834.

Eisenbeiss, Silke A., Deanne N. Den Hartog, and S. Alexander Boerner. "Transformational Leadership and Team Innovation: Integrating Team Climate Principles." *Journal of Applied Psychology* 93, no. 6 (2008): 1438–1446.

Farh, Jiing-Lih, Brian S. Cheng, and Xiao-Ping Chu. "Authority and Benevolence: Employees' Responses to Paternalistic Leadership in China." In *The Management of Enterprises in the People's Republic of China*, edited by Anne S. Tsui and Chung Ming Lau, 315–330. Springer, (2006).

Greenleaf, Robert K. *Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness*. Paulist Press, (1977).

House, Robert J. "A 1976 Theory of Charismatic Leadership." In *Leadership: The Cutting Edge*, edited by J. G. Hunt and L. L. Larson, 189-207. Southern Illinois University Press, 1977.

Howell, Jane M., and Bruce J. Avolio. "The Ethics of Charismatic Leadership: Submission or Liberation?" *The Academy of Management Executive* 6, no. 2 (1992): 43-54.

Judge, Timothy A., and Ronald F. Piccolo. "Transformational and Transactional Leadership: A Meta-Analytic Test of Their Relative Validity." *Journal of Applied Psychology* 89, no. 5 (2004): 755–768.

Liden, Robert C., Stuart J. Wayne, Hongwei Zhao, and David Henderson. "Servant Leadership: Development of a Multidimensional Measure and Multi-Level Assessment." *The Leadership Quarterly* 19, no. 2 (2008): 161–177.

Liu, Wu, Jianwen Liao, and Raymond Loi. "The Dark Side of Leadership: A Three-Level Investigation of the Cascading Effect of Abusive Supervision on Employee Creativity." *Academy of Management Journal* 55, no. 5 (2012): 1187–1212.

Meyer, John P., and Natalie J. Allen. "A Three-Component Conceptualization of Organizational Commitment." *Human Resource Management Review* 1, no. 1 (1991): 61-89.

Northouse, Peter G. *Leadership: Theory and Practice*.

Podsakoff, Philip M., Steven B. MacKenzie, and William H. Bommer. "Transformational Leader Behaviors and Substitutes for Leadership as Determinants of Employee Satisfaction, Commitment, Trust, and Organizational Citizenship Behaviors." *Journal of Management* 22, no. 2 (1996): 259-298.

Shamir, Boas, Robert J. House, and Michael B. Arthur, eds. *The Charismatic Leadership Phenomenon in Organizations*. Routledge, (1993).

Shamir, Boas, Eyal Zakay, Ella Breinin, and Michal Popper. "Correlates of Charismatic Leader Behavior in Military Units: Subordinates' Attitudes, Unit Characteristics, and Superiors' Appraisals of Leader Performance." *Academy of Management Journal* 41, no. 4 (1998): 387-409.

Tepper, Bennett J. "Consequences of Abusive Supervision." *Academy of Management Journal* 43, no. 2 (2000): 178–190.

Walumbwa, Fred O., Bruce J. Avolio, William L. Gardner, Thomas S. Wernsing, and Susan J. Peterson. "Authentic Leadership: Development and Validation of a Theory-Based Measure." *Journal of Management* 34, no. 1 (2008): 89–126.

Yukl, Gary. *Leadership in Organizations*. 7th ed. Pearson Prentice Hall, 2010.