

# The Influence of Leadership Styles on Employee Retention in the Electronic Media Industry: A Mediation Model Examining the Role of Job Satisfaction

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## ABSTRACT

**Aim of the Study:** The basic objective of this empirical study was to observe the impact of leadership style on the job retention of media workers of Pakistani news channels.

**Methodology:** A questionnaire was administered to 435 media employees, from 12 different news and current affairs channels, required to respond about their leaders' style of leadership and about their job attitudes satisfaction, and retention. Data from 349 complete and appropriate responses were selected for the study.

**Findings:** Study results proposed that transformational and transactional leadership both styles have a positive and significant relationship with job satisfaction and retention. The relationship of Laissez-faire with job satisfaction was not significant but retention is weak and positive.

**Conclusion:** This analysis elaborates impact of transformational leadership is overall high on job retention through the job satisfaction of media employees. Finally, the study suggests to media leaders adopt the more appropriate style for the enhancement of satisfaction and retention of subordinates.

**Keywords:** Leadership Styles, Transformational Leadership, Transactional Leadership, Job Satisfaction, Job Retention, Media Employees.

## Introduction

The way in which leaders interact with their followers and engage them toward the achievement of required outcomes is by motivating, directing, stimulating, supporting, and synergizing (Northouse & P. G., 2010). Literature suggests the various types of leadership styles, but recent research has proven the dynamic and multidimensional traits of leadership which consist of different styles. One of the most well-known methods for evaluating leadership is composed of three styles transactional, transformational, and laissez-faire (Bass, 1985, 1996). Employee job satisfaction and retention are greatly influenced by the leader's interaction with their followers, which is known as their leadership style. Technological

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advancement makes jobs more challenging, skillful, dynamic, and creative. Leaders and managers always remain concerned about the performance of employees and high performers. In the media industry skills and creativity of employees are much regarded and appreciated. So media employees are a valuable resource for the attainment of success of their institutions.

Organizations always want to recruit high performers into the company through the hiring process. However, it is more crucial for leaders to find ways to retain talented individuals, so that employees are more beneficial from the investment that has already been made in them. (Ng'ethe, Namusonge, & Iravo, 2012). Job retention of Pakistani electronic media employees is a specific concern that may be affected by a variety of factors unique to the Pakistani media industry. One major factor is the intense competition within the Pakistani electronic media market, which can lead to high turnover rates as employees move between different media organizations in search of better opportunities. Another factor is the fast-paced nature of the electronic media industry, which can make it difficult for employees to balance their personal and professional lives. This can lead to burnout and high turnover rates, especially among employees working in high-pressure roles such as news anchors and reporters. In addition, Pakistani electronic media employees may face challenges such as low pay and lack of job security, which can also contribute to high turnover rates (Ashraf, 2020).

Furthermore, the economic, political, and law-in-order conditions in the country can affect the job retention of Pakistani electronic media employees as well. The pressure on media organizations to follow the government's agenda and censorship of the news can make it difficult for journalists to report freely, leading to low job satisfaction and high turnover. Pakistan's media market has experienced significant growth over the past decade.. It is interesting to note that many factors including political instability, worse condition of the economy, government coercive influence on media regulation through PEMRA, and various types of pressures from numerous powerful groups have affected the media business. (Naseer, & Khan, 2020).

In Pakistan, news stations account for a considerable share of the entire TV market. Seven news channels and nine entertainment channels made up the top 16 TV channels with the most advertising revenue in the fiscal year 2017–18, according to Aurora statistics (2020). The top two news stations were among the top five income generators in the TV sector, providing close to PKR 4.5 billion (USD 37.5 million) of the PKR 26 billion (USD 216 million) in total advertising revenue made by the top 15 channels. Media organizations in Pakistan can take steps to improve job retention by providing attractive remunerations, incentives, chances for professional growth, professional training, appropriate and comfortable work environment, and ensuring clear lines of communication and transparency.

In summary, job retention of Pakistani electronic media employees is probably to affected by a numerous of factors unique to the Pakistani media industry, including intense competition, fast-paced nature of the industry, low pay, lack of job security, and political and economic instability. Job satisfaction is substantially influenced by a leader's Style (Bogler, 2001; Timothy & Ronald, 2004, Saima & Oino, 2020) and retention of employees (Beardwell, & Claydon, 2007, Michael, 2008, Ratnasari, & Lestari, 2020). Different leadership styles can create different work environments and affect employee morale, job satisfaction, and ultimately, employees' decision to continue or exit the organization.

## **Literature Review**

### ***Leadership Styles***

Leadership entails the capacity to lead, motivate, and influence a group of individuals toward a shared objective or vision (Northhouse, 2010). It means providing guidelines, creating a sense of purpose, and motivating others to work towards achieving a shared objective. Effective leaders possess a variety of traits and skills, likewise as the ability to communicate effectively, inspire trust and confidence, and make difficult decisions. They also have the ability to motivate and mobilize individuals and teams to achieve

their goals. Throughout an organization, leadership may be demonstrated in a variety of ways and at all levels from front-line managers to top management. The effectiveness of the leadership style is depending on the circumstance, the followers being led, and the objectives to be accomplished.

According to Burns' (1978) the most prevalent leadership philosophies in literature are transactional and transformational because they best capture the multifaceted character of leadership. When leaders take a hands-off approach and allow followers to make their own decisions characterized by Laissez-faire leadership (Bass, 1990). The transactional leader tends to focus on maintaining the current systems and procedures and is more likely to use rewards and punishment as a means of motivating subordinates. The purpose of transformational leadership is to inspire and motivate followers to realize their maximum potential and collaborate on a shared objective. One of the pertinent roles of a leader is to formulate a vision for the future and to inspire and brief the followers to achieve it (Northouse, 2010). A Laissez-faire leader's main role is to provide resources and opportunities for the followers but not to actively participate in decision-making or to provide guidance, direction, or supervision.

Transactional leadership is a leadership approach that concentrates on maintaining the status quo and a stable efficient work environment while transformational leaders often try to align and make compatible of their vision with changing organizational culture and tend to look for novel opportunities and new directions. (Shao, Feng, & Hu, 2017). The transactional leadership style is often used in bureaucratic, hierarchical organizations, where the focus is on achieving specific goals and maintaining stability rather than on innovation or change. Transformational leaders focus on the personal and professional growth of their followers, led by example, and encourage creativity and innovation. They think outside the box and come up with new and unique ideas to drive success. Laissez-faire leaders does not take an active role in managing or directing the work of their followers, but instead allow them to make their own decisions and take responsibility for their own actions.

According to the Bass leadership model, three prominent leadership styles are made up of seven fundamental factors: —the transformational leadership style, which has four—"idealised influence," "inspirational motivation," "intellectual stimulation," and "individualized consideration"—and the laissez-faire style, which is last one. The narrations of sub-dimensions in shown in table 1.

Table 1: *Leadership Style and its dimensions*

Leadership style	Dimensions of leadership style	Descriptions
<b>Transformational Leadership</b>	Idealised influence	Serve as a role model and inspire followers to emulate the leader's values and behaviors.
	Inspirational motivation	Communicate a vision and inspire followers to work towards a common goal.
	Intellectual stimulation	Encourage creativity and independent thinking among followers.
	Individualized consideration	Provide support and guidance to followers, according to their individual needs.
<b>Transactional Leadership</b>	Contingent Reward	Provide rewards or incentives for achieving specific goals or objectives.
	Management by Exception	Set clear standards, closely monitor and manage the performance of followers
<b>Laissez-Faire</b>	-	Take a hands-off approach and delegate responsibility to followers

The most successful leaders possess the capability to adjust their leadership style according to the circumstances and the individuals they are leading.

### ***Leadership Style and Job Retention***

Leadership style can have a significant impact on job retention. Research has shown that transformational leadership is positively related to job retention, as it creates a positive work environment, fosters a sense of shared purpose, and leads to higher levels of job satisfaction and commitment among followers. (Xuecheng, Iqbal, & Saina, 2022). Employees who feel valued, supported, and motivated by their leader are more likely to stay with the organization.

The followers of transactional leaders are rewarded with praises, promotions, raises, and incentives (Bass, 1985). Such transactional leadership conduct will also help followers stay on the job longer. Researchers examined various leadership styles and their influence on mitigating employee turnover. (Arici, 2018).

*H1: Transformational leadership style is positively associated with job retention.*

*H2: Transactional leadership style is positively associated with job retention.*

*H3: Laissez-faire leadership is positively associated with job retention.*

### ***Mediation role of Job Satisfaction***

Results of many recent studies have suggested that leadership style is among the crucial factor that affects job satisfaction (Nielsen, Randall, Yarker & Brenner, 2008; Fuller, Patterson, Hester, & Stringer, 1996). Numerous academics have argued in the literature that a leader's style directly impacts how satisfied employees are with their jobs. Studies have also discovered a positive correlation between transformational leadership and job satisfaction through its impact on employees' perceptions of fairness, trust, and psychological empowerment (Xuecheng, Iqbal, & Saina, 2022). Impact of transactional leadership is positively related to job satisfaction as reported by the researchers (Bass, 1985; Ibrahim, Nurzahit & Turker 2010; Charles & Katherine, 2007). Laissez-faire leadership, where leaders are concerned with direction and observation is not or less which can stimulate frustration among employees and decreases job satisfaction sometimes. Therefore it is hypothesized that:

*H4: Transformational leadership style is positively associated with job satisfaction.*

*H5: Transactional leadership style is positively associated with job satisfaction.*

*H6: Laissez-faire leadership is negatively associated with job satisfaction.*

Job satisfaction is the main predictor of employees' intention to leave a profession or organization (Huang et al., 2016). Also, the meta-analytic reported that satisfied employees from their jobs are more likely to stay in their jobs. (Fishbein and Ajzen, 2011). The duration of an employee's tenure in an organization is influenced by the quality of the relationship they have with their immediate managers. (Michael, 2008).

*H7: Job Satisfaction is positively associated with job retention.*

In the media industry, it's a prevalent belief of voluntary turnover is that workers leave their leaders or managers, not their firms (Mathieu et al., 2016; Braxton, 2021). Gwavuya (2011) asserts that inadequate leadership leads to decreased job satisfaction and higher turnover rates. Leadership styles that promote open communication, collaboration, and employee empowerment are found to be positively related to job satisfaction and retention. (Braxton, K., 2021) However, research proposed many reasons for turnover like low satisfaction, commitment, and work environment but one of the most common factors for don't stay longer with the organization is ineffective managers (Bake, 2019).

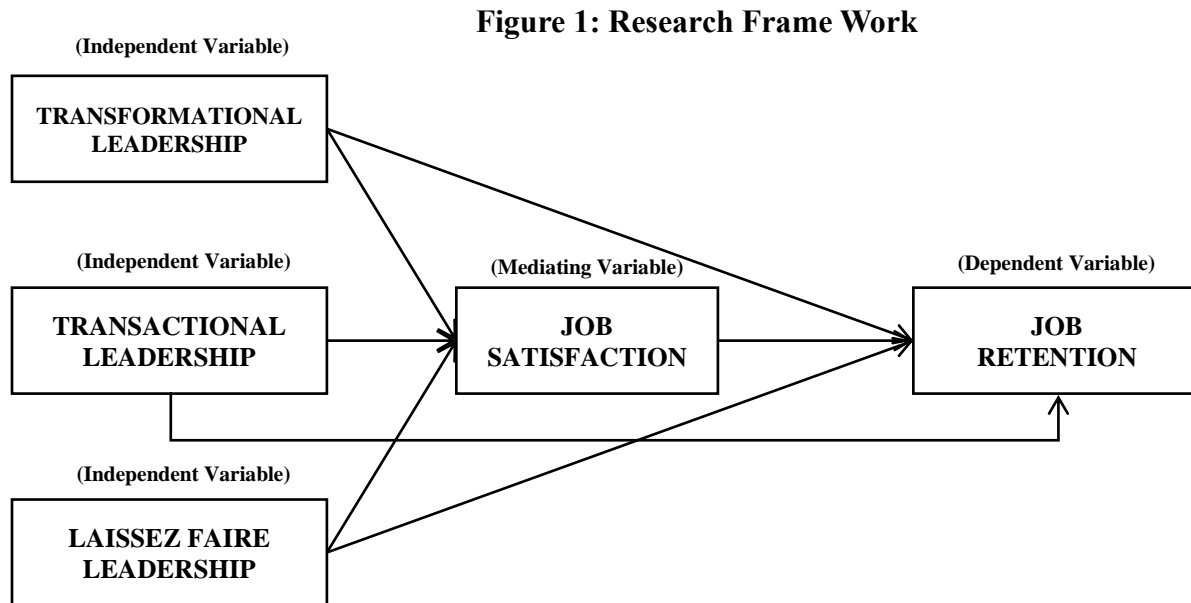
*H8: Teachers' job satisfaction mediates positively the association between transformational leadership and job retention.*

*H9: Follower job satisfaction mediates positively the association between transactional leadership and job retention.*

*H10: Follower job satisfaction mediates positively the association between laissez-faire leadership and job retention.*

### Conceptual Framework Based On Research Hypothesis

The construction of the conceptual framework for the study is based on the foundation of literature. The interrelated variable framework supporting the current research investigation is shown in Figure 1.



## Methodology

### Research Model

This study will be primary, cross-sectional, correlational, and quantitative. According to the conceptual framework, job retention is the dependent variable in this study, assessing the mediating role of job satisfaction, while leadership styles are independent variables.

### Data Collection

Convenience sampling was used in this study since it is almost hard to test the complete population due to its size, ease of access for subjects, rapid response rate, simplicity, affordability, and accessibility of respondents. Media workers of 18 Private news and current affairs TV channels of Pakistan are the study's target group. 435 purposive employees are selected from the five major departments as News Section, Engineering Section, Programming Section, Business Section, and Sales Section of media houses which are working under the supervision of section directors. All section directors are working under the subordination the General Manager. Respondents were asked to fill out the questionnaire about the leadership style of Section directors, their job satisfaction, and job retention (intention about turnover). 362 filled questionnaires were received back which is 83% of the total sample size out of which 349 were used for analysis which is 80% the of sample size, and the remaining replies were discarded owing to their inaccuracies.

## Measures

This survey-based study used a modified version of the MLQ 6x (Northouse, 2001), which was designed to be self-rated by the leader. Instead of using self-rating, this questionnaire now uses followers' ratings. MLQ was primarily created by Bass and Avolio (1992). The current leadership measuring tool is connected to a variety of organizational and distinctive social settings (Bass, 1998)., and it is thought to be the most commonly used and verified instrument discovered in the literature (Tejeda, 2001). The 21 questions and three scales of the MLQ-6S are related to seven different criteria. "The transactional leadership measure consists of contingent reward and management-by-exception, whereas the transformational leadership measure is based on the following four factors: idealised influence, customised consideration, intellectual stimulation, and inspirational motivation (active and passive). One factor scale is used in laissez-faire leadership. Employee feedback on how satisfied they are with their jobs should be used to calibrate job satisfaction levels. Five point Likert scale having twelve items taken is from "The Work Environment Survey Report 2009," issued by the Human Resource Policy & Planning Division, Canada.

The degree to which a person intends to leave their current position is known as their turnover intentions. Retention is measured with 3 items, participants were requested to indicate their responses on 3-point likert scale, 1(not at all), 3(some likely), and 5(very likely). It is taken from Michaels, C. E., & Spector, P. E. (1982) and it is widely used to measure intent to leave.

## Results

Three sections are used to describe the outcomes of statistical techniques. The first section contains numerical descriptions of the data. Utilizing inter-construct correlation, confirmatory component analysis, and Cronbach's alpha, the second section demonstrates the instrument's validity and reliability. The third section focuses on path analysis-based validation of structural equation modelling (SEM) (direct and indirect).

The first section includes a descriptive study of the gender diversity of the Media employees (respondents), a description of the ages of the Media Employees, and a description of the ages of the leaders (Media Section Directors), which are shown in tables 1, 2, and 3 accordingly.

Table 1. *Gender Diversity*

		Frequency	Percent	Cumulative Percent
<b>Genders</b>	<b>Male</b>	217	62.2	62.2
	<b>Female</b>	132	37.8	100.0
	<b>Total</b>	<b>349</b>	<b>100.0</b>	

Table 2. *Media Employees' Age Description*

		Frequency	Percent	Cumulative Percent
<b>Age Groups</b>	<b>20-29</b>	155	44.4	44.4
	<b>30-39</b>	121	34.7	79.1
	<b>40-49</b>	56	16.0	95.1
	<b>50&amp;above</b>	17	4.9	100.0
	<b>Total</b>	<b>349</b>	<b>100.0</b>	

Table 3. *Leader's Age Description*

		Frequency	Percent	Cumulative Percent
<b>Age Groups</b>	<b>20-29</b>	3	3.4	3.4
	<b>30-39</b>	32	35.5	38.9

<b>40-49</b>	44	48.9	87.8
<b>50&amp;above</b>	11	12.2	<b>100.0</b>
<b>Total</b>	<b>90</b>	<b>100.0</b>	

Table 4 displays the reliability and correlation matrix for the variables along with the measure of location (mean) and standard deviation (SD). Cronbach's alpha values are as for transformational 0.91, transactional 0.88, laissez-faire (leadership) 0.80, job satisfaction 0.86, and job retention 0.84. Every value is greater than .70, which is within an acceptable range (Hair et al, 2006).

These ideals serve as the foundation for later actions. According to the correlation matrix, the relationship of transformational leadership with job satisfaction ( $r=0.73$ ,  $p < 0.05$ ) and job retention ( $r=0.55$ ,  $p < 0.05$ ) is significant and positive. Transactional leadership is significantly and positively correlated with job satisfaction ( $r=0.59$ ,  $p < 0.05$ ) and job retention ( $r=0.57$ ,  $p < 0.05$ ), while laissez-faire leadership was found to be not significant with job satisfaction but weak positively correlated with job retention ( $r=0.16$ ,  $p < 0.05$ ).

Table 4. *Measure of location (Mean), Standard Deviation (SD), Reliability and Correlation Matrix (N=349)*

		Mean	SD	TRM	TRS	LF	JS	JR
<b>I</b>	<b>Transformational Leadership Style (Trm)</b>	2.95	.61	(.91)				
<b>II</b>	<b>Transactional Leadership Style (Trs)</b>	2.67	.50	.610**	(.88)			
<b>III</b>	<b>Laissez Faire Leadership Style (LF)</b>	2.04	.78	-.097	-.111*	(.80)		
<b>IV</b>	<b>Job Satisfaction (JS)</b>	3.77	.67	.733**	.593**	-.077	(.86)	
<b>V</b>	<b>Job Retention (JR)</b>	3.66	.53	.547**	.568**	.16*	.636**	(.84)

Note. The values in parenthesis represent Cronbach's alpha values of respected variables.

\* $p < 0.05$ , \*\* $p < 0.01$

These ideals serve as the foundation for later actions. significant yet substantial and inversely linked ( $r = -.11$ ,  $p < 0.05$ ) with job retention.

### ***Analysis of Structural Equation Modeling***

SEM approach is used for the suggested model's study. Due to criticism the by Baron and Kenny (1986) "four-steps mediation model", Preacher and Hayes (2008) proposed using the "path analysis technique" with bootstrapping to research mediation. Therefore, Structural Equation Modeling has been employed extensively in educational research as a statistical application (Hayes, 2009). The modelling procedure consists of two stages: (1) a CFA-based assessment of the construct validity, and (2) a SEM-based assessment.

### ***Confirmatory Factor Analysis***

The researcher frequently employs CFA, a potent statistical method, to test the observed variables and their underlying causes. AMOS 21 was used to carry out a CFA. Finding evidence on the appropriate levels of fitness for the measurement model is required for the validity assessment of the measurement model and the construct validity evaluation. The range of values that best describe chi-square square/degree of freedom ratio (CMIN/DF) good model fitness is less than 3, and less than 5 is acceptable. A value of RMSEA of 0.08 or less is regarded as satisfactory, while a value of 0.05 or less suggests an excellent fit.

Moreover, in our data set values of GFI (Goodness of Fit Index), AGFI (Adjusted Goodness of Fit Index), CFI (Comparative Fit index), and NFI (Normed Fit Index) all are greater than 0.90, which denotes a good

fit (Hair et al., 2006). The values of the suggested model, which are presented in Table 5, are CMIN/DF = 1.67, RMSEA = 0.031, GFI = 0.94, AGFI = 0.904, CFI = 0.964, and NFI = 0.906. This suggests that the proposed model provides a good fit for the tested model.

Table 5: *Confirmatory Factor Analysis*

CMIN/DF	NFI	CFI	GFI	AGFI	RAMSEA	PCLOSE
1.67	0.906	0.964	0.94	0.904	0.031	0.000

According to the research framework, the relationship between a leader's style and an employee's job retention is mediated by the employee's job satisfaction. Critical path analysis demonstrates that transformational leadership has a direct, positive, and significant impact on job retention, with a coefficient of 0.098;  $p < 0.05$  supporting H1. With a coefficient of 0.22;  $p < 0.05$ , transactional leadership style likewise has a favorable impact on job retention, supporting H2. With a coefficient of 0.06;  $p < 0.05$ , Laissez faire leadership style has a positive direct relationship with job retention. H3 is therefore accepted. With a coefficient of 0.733;  $p < 0.05$ , transformational leadership has a direct and favorable impact on job satisfaction, supporting hypothesis 4. With a coefficient of 0.593;  $p < 0.05$ , transactional leadership style also has a favorable impact on job satisfaction, supporting hypothesis H5.

With a coefficient of -0.077, the Laissez-faire leadership style has no meaningful relationship with job satisfaction, rejecting hypothesis H6. H7 is supported because job satisfaction has a positive relationship with job retention, with a coefficient of 0.636 and a  $p < 0.05$ . The observation of indirect effects for the mediational model is important for testing the proposed hypothesis. As a result, H8 is supported. Transformational leadership indirectly impacts job retention through job satisfaction, with a path coefficient of 0.273 and a  $p < 0.05$ . The path coefficient for the indirect impact of transactional leadership on job satisfaction through job satisfaction is 0.07;  $p < 0.05$ ; therefore, H9 is validated. H10 is not supported since Laissez-faire leadership indirectly impacts job retention through job satisfaction, which has a path coefficient of 0.003 and is not significant.

Table 6: *Direct, Indirect, Total effect and confidence interval*

Path	Standardized Direct effect (with mediator, statistically controlled)	Indirect effect	Total effect	Ratio of Indirect effects / Total effects (%)	Bias Corrected Confidence interval	
					Lower confidence level	Upper confidence level
TRM → JS → JP	0.098	0.273	0.371	73.5	.195	.319
TRS → JS → JP	0.22	0.07	0.29	24.1	.143	.072
LF → JS → JP	0.06	0.003	0.063	0.056	.022	.068

## Discussion

The findings of this study, which involved 349 employees of the news and current affairs channels in Pakistan, showed a strong and positive link between transactional and transformational styles and job retention, however the degree of this correlation varied. Two of the leadership philosophies, transformational and transactional, are correlated and have a favorable direct impact on job satisfaction and retention as well as a positive indirect impact on job retention through job satisfaction. Conversely, a laissez-faire attitude has a not significant with job satisfaction and a weak correlation job retention. Results from earlier studies reveal that leadership styles have a bigger impact on crucial work-related behaviors including job satisfaction and retention (Bass, 1990; Islam, Khan, Shafiq, & Ahmad, 2012).

Employee satisfaction with the job was found to positively connect with the impact of the transactional leadership approach. The followers are required to perform in exchange for rewards in a transactional leadership style. The second element is management by objective focus on performance improvement.



These elements aim to influence how well workers accomplish their jobs. Job satisfaction and retention were highly connected with both transformational and transactional styles. Liang, Chan, Lin, & Huang (2011); Hamidefar (2009); Bake, M. (2019). While researchers have repeatedly ranked the laissez-faire approach as one of the least successful and fulfilling (Bass, 1990), others have also noted a negative impact on job satisfaction (Hamidifar, 2009). (Frischer, 2006).

Results from earlier research demonstrate that job satisfaction significantly affects job retention (Lim, et al. 2017). The findings of this study indicated that, compared to other leadership philosophies, transformational leadership style has a significantly greater (positive and indirect) impact on job retention through the satisfaction of media employees. According to previous research, transformational leadership is the most crucial factor for job satisfaction, which leads to good job retention. However, job satisfaction is not significantly impacted by a transactional leadership style, which has a much more direct impact on job retention. This study indicated that the transformational leadership style had the greatest overall impact. Laissez-faire behaviour is least effective and occasionally negligible or harmful due to avoidance behaviour.

Laissez-faire leadership lost the public's trust and respect due to ugly behaviour. Laissez-faire leadership style, which is characterized by minimal direction or supervision, can be effective for experienced and highly skilled employees who are self-motivated and able to take initiative. These high performers may appreciate the autonomy and freedom that laissez-faire leadership provides. It can be particularly detrimental for the employees who require more guidance and supervision.

The leader of media houses, are responsible for ensuring that the content produced by their organization is accurate, ethical, and fair. They also have a responsibility to maintain the independence of their news organization and to provide a diverse range of perspectives on issues. Additionally, a media leader is responsible for managing the financial stability of the organization, making decisions about staffing and resources, and setting the overall strategy for the organization. And this reason serves as the foundation for the study's proposed hypothesis. According to the study's goals, it was discovered that both transactional and transformational leadership styles affect job retention and job satisfaction, but that transformational leadership has a greater and more beneficial impact on both than other types (Paracha et al., 2012; Tsourvakas, Zotos, & Dekoulou, 2007).

Transformational characteristics employees feel content with their jobs thanks to leaders' inspiration, motivation, encouragement, and individualized consideration, and that attitude encourages them to keep up their high standards of performance. With transactional leadership, performance-based rewards are used to motivate employees to work toward predetermined goals, whether they are happy with their positions or not. Employees who are dissatisfied may work harder for short-term rewards if they are not promoted for their overall performance. By influencing the employees, leaders with a transformational leadership style are more successful in creating a suitable educational environment.

The aforementioned conclusions are substantiated by the findings of earlier studies done in the field of education (e.g., Ostroff, 1992; Rossmiller, 1992; Mahmoud, 2008; Bogler, 2001; Loke, 2001; Dinham & Scott, 2000; Lee, 2005; Belias, & Koustelios, 2014; Kammerhoff, Lauenstein, & Schütz, 2019, Ratnasari, & Lestari, 2020). The transformational leadership approach is appropriate in a dynamic and quickly changing environment. Depending on the situation, a combination of both leadership types may be used to provide superior results in terms of job satisfaction, job retention, and other critical organizational attitudes.

## **Conclusion**

Employee synergy is important because it can lead to increased productivity, improved communication and collaboration, and greater overall success for the organization. When employees work together effectively and efficiently, they can achieve more than they would individually. It can also foster a supportive work environment can contribute to increased employee engagement, ultimately leading to

higher employee retention rates. However, it requires effective leadership to create the conditions for employee synergy to happen, by fostering a positive culture, providing clear goals and expectations, and encouraging teamwork and collaboration. Media leaders need to be more staying informed of trends and developments in the media industry and adapt the organization's strategy and operations accordingly. For the rapid response to the dynamic environment leaders required an efficient and competent team. The results of this effort revealed that transformational leaders are effective to retain outstanding talent by satisfying their employees. In actuality, no one has just one clear style of leadership; instead, leaders employ a variety of styles concurrently. Employee retention is directly impacted by transactional leadership style, and followers are somewhat also attracted to it because of rewards for work. According to the study's findings, Pakistani media leaders should not adopt an explicit laissez-faire attitude. Overall, it is important for media leaders to consider the potential impact of their leadership style on job satisfaction and retention among their employees. A leadership style that promotes high levels of job satisfaction can be an effective way to retain valued employees.

### ***Limitations and Future Implications***

In the literature, the topic of leadership style is broad and multifaceted. Based on various insights or points of view from researchers, leadership styles are categorized. In this study, the leadership style put forth by Burns (1978) and developed by Bass & Avolio (2000) is tested, and many additional styles may be examined in the future. Additionally, the focus of this initiative is on private universities or higher secondary schools. Future studies ought to take the public sector into account, compare the public and private sectors, or be done at various levels of education, such as in schools or universities. Further research can be done using a leader's self-rating rather than how followers see him or her, as in this study where followers' ratings of the leader's style are used. Data from the questionnaire should be collected more precisely by using the national language (Urdu). Additionally, to add depth to the body of already existing knowledge, a larger-scale, more generalized study should be carried out with businesses that are culturally varied.

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