Unveiling Charismatic Leadership: Catalysts of Positive Work Attitude, Job Involvement, and Work Engagement

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Abstract
This research investigates the significant effects of charismatic leadership on employee job outcomes within the evolving landscape of Pakistan's pharmaceutical industry. Specifically, it delves into how charismatic leadership shapes positive work attitude, job involvement, and work engagement, with job satisfaction acting as a pivotal mediating factor. By adopting a robust quantitative approach, comprehensive data were meticulously gathered from 210 employees spanning various hierarchical levels within the pharmaceutical sector, ensuring a rich and diverse dataset. The empirical findings unequivocally demonstrate significant positive associations between charismatic leadership and the targeted job outcomes. These results not only highlight the transformative potential of charismatic leadership in fostering a more motivated and committed workforce but also underscore the indispensable role of job satisfaction as a critical mediator in these relationships. This research offers compelling evidence that cultivating charismatic leadership qualities among managers can lead to substantial enhancements in employee attitudes and behaviours, thereby driving overall job satisfaction and organizational performance. Moreover, the study suggests that these leadership practices have broader applicability across diverse cultural contexts and industries. Theoretical implications reinforce the Leader-Member Exchange Theory, while practical recommendations advocate for leadership development programmes to incorporate charismatic leadership as a strategy to improve organizational performance and reduce turnover intention. Future research should extend these findings by exploring different sectors and employing varied methodologies to further validate and expand upon these results.
Keywords: Charismatic Leadership, Organizational Performance, Job Satisfaction, Positive Work Attitude, Job Involvement, and Work Engagement

1. Introduction
1.1. Charismatic Leadership and its Significance in Organizational Settings
Charismatic leadership, characterized by visionary appeal, inspirational motivation, and personalized influence, stands as a pivotal force shaping organizational dynamics and employee outcomes (Chernyl, 2021). Rooted in charismatic leadership theory, charismatic leaders inspire followers through their compelling vision, emotional intelligence, and ability to articulate clear goals, thereby fostering a sense of purpose and commitment among their teams (Berson & Avolio, 2004; Conger & Kanungo, 1987; Mogaji & Dimingu, 2024). The research underscores its significance in enhancing organizational effectiveness by promoting positive work attitudes, such as job satisfaction and work engagement, and mitigating negative outcomes like turnover intention (Ilyas et al., 2024; Walumbwa et al., 2008). This leadership style not only motivates employees to exceed performance expectations but also cultivates a supportive work environment where innovation and collaboration thrive (Mogaji & Dimingu, 2024; Zhang, 2024). Charismatic leaders are increasingly recognized for their ability to navigate complex challenges and inspire organizational change, making them integral to fostering adaptive cultures and sustainable success in modern workplaces (Avolio et al., 2004; Orieno et al., 2024). Thus, understanding charismatic leadership's multifaceted impacts remains crucial for leaders striving to cultivate resilient and high-performing teams in today's competitive business landscape.

1.2. Importance of Studying How Charismatic Leadership Influences Job Satisfaction, Positive Work Attitude, Job Involvement, and Work Engagement
Understanding how charismatic leadership influences job satisfaction, positive work attitude, job involvement, and work engagement is crucial together for academic research and practical implications in organizational settings. Charismatic leaders, through their compelling vision, enthusiasm, and ability to connect on a personal level, significantly enhance job satisfaction by fostering an environment where employees feel appreciated and motivated (Banks et al., 2017; Kilag et al., 2024). This, in turn, fosters a positive work attitude, as employees who feel content with their jobs are more likely to exhibit enthusiasm, optimism, and commitment towards their work (Breevaart et al., 2014). Moreover, charismatic leadership is instrumental in increasing job involvement, where employees show a deeper investment in their tasks and responsibilities, leading to higher levels of productivity and organizational loyalty (Bakker & Xanthopoulou, 2013). Work engagement, characterized by vigor, dedication, and absorption in work, is also positively impacted by charismatic leadership, as such leaders inspire their teams to pursue organizational goals with greater energy and persistence (Decuypere & Schaufeli, 2020; Ned & Umesi, 2023). Recent studies highlight that the influence of charismatic leadership extends beyond immediate job performance, contributing to long-term organizational success by cultivating a motivated, committed, and engaged workforce (Janaswamy et al., 2024). Therefore, investigating these relationships provides valuable insights for developing leadership training programmes and organizational policies aimed at enhancing employee well-being and performance.

1.3. Contextualizing the Pharmaceutical Industry
The pharmaceutical industry, a cornerstone of modern societal progress, lies at the intersection of scientific innovation, healthcare enhancement, and economic prosperity. Research by Qasem et al. (2024); Qurashi et al. (2020) highlights the industry's substantial contribution to economic development, driving advancements in research and development while creating numerous employment opportunities. In Pakistan, where the pharmaceutical sector is a critical component of the economy, the industry's performance is closely tied to the nation's overall progress. Pakistan, ranked as the 10th largest pharmaceutical sector in the Asia-Pacific region, fulfills 80% of its domestic medical requirements and seeks to increase its exports from over USD 713 million to USD 1 billion (Khan & Rauf, 2024). Despite these achievements, the sector faces significant challenges, particularly high employee turnover, which affects productivity and incurs substantial replacement costs (Braddock, 2024). The industry experiences about 20% turnover

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rate (Awan, 2024; Molvi, 2012), often due to a lack of personal development opportunities and a misalignment between job requirements and organizational objectives (Aleem et al., 2018). Addressing these issues is essential for sustaining the industry's growth and its contributions to economic and healthcare advancements.

1.4. Purpose Statement and Objectives

The aim of this paper is to explore the diverse effects of charismatic leadership on employee outcomes, with a particular focus on positive work attitude, job involvement, work engagement, and job satisfaction. Charismatic leadership, which involves a leader's ability to inspire and motivate employees through vision, effective communication, and personal magnetism, plays a pivotal role in influencing organizational dynamics and employee behaviour (Deemie Sr, 2024). This paper aims to delineate how charismatic leadership not only enhances job satisfaction by fostering a supportive and motivating work environment but also promotes a positive work attitude, where employees exhibit enthusiasm and commitment towards their roles (Banks et al., 2017). Furthermore, the research aims to examine how charismatic leadership drives job involvement, encouraging employees to invest deeply in their tasks and responsibilities, thereby boosting productivity and organizational loyalty (Kunwar, 2020). Another key objective is to analyze how charismatic leadership enhances work engagement, defined as the vigor, dedication, and absorption employees show towards their work, leading to sustained organizational success (Breevaart et al., 2014; Ferrando & Guhao, 2024). By addressing these goals, the paper intends to offer comprehensive insights into how charismatic leadership can improve employee well-being and performance, adding to the broader discourse on leadership and organizational behaviour (Nanjundeswaraswamy et al., 2024; Salloum et al., 2024). The findings are expected to inform leadership training programmes and organizational policies aimed at fostering a motivated, committed, and engaged workforce.

2. Literature Review

2.1. Charismatic Leadership

Charismatic leadership, as described by Eliyana and Ma'arif (2019), revolves around a leader's ability to inspire and influence followers through a compelling blend of magnetic personality, persuasive communication, and a forward-thinking vision. Contreras et al. (2020) highlight that charismatic leaders typically exhibit high self-confidence and excel in fostering a unified sense of identity and purpose among their teams. Ameen (2023); Coe et al. (2019) underscore the pivotal trait of charismatic leaders in articulating a clear, inspiring vision that resonates with followers' values and aspirations. These leaders lead by example, demonstrating unwavering dedication and commitment, which fosters emotional connections and builds trust and loyalty among followers (Dubey et al., 2019). Additionally, charismatic leadership is marked by the capacity to inspire, motivate, and envision, profoundly influencing organizational outcomes through exceptional communication and emotional connection with followers (Antonakis et al., 2016). Perceived as confident and dynamic, charismatic leaders cultivate enthusiasm and commitment within teams, using symbolic actions and rhetoric to foster a collective mission and identity (Poddar, 2023). They also show sensitivity to follower needs, employing emotional appeals to mobilize teams toward organizational goals (Eser & Fener, 2024). Recent research underscores charismatic leadership's substantial impact on enhancing workforce engagement, job satisfaction, and reducing turnover intentions, thereby enhancing organizational effectiveness (Rowold & Rohmann, 2009; Wang et al., 2014). Building trust and loyalty is another critical facet, as charismatic leaders are viewed as trustworthy and committed to their followers' well-being. By promoting high levels of motivation and performance, charismatic leadership continues to be a pivotal focus in contemporary leadership studies, illustrating its transformative potential in creating a positive organizational climate (Kearney et al., 2019).

2.2. Positive Work Attitude

An attitude is an emotional or psychological state, developed through practice, that significantly affects an individual's responses to people, objects, and situations (Hettiararchchi & Jayarathna, 2014). Attitudes encompass views, feelings, and beliefs about our environment, influencing both professional and personal behaviour (Fava et al., 2023; Kaufer et al., 2003). A positive work attitude, where individuals cope well with daily tasks, is crucial for workplace satisfaction and performance. Adanlawo and Nkomo (2023); Herzberg (1959) emphasizes that understanding a worker's attitude is key to understanding their motivation. While attitudes can change, some are persistent and enduring. An individual's feelings about their job and responsibilities are partly shaped by the workplace climate. A pleasant work environment fosters positive attitudes, increasing interest and motivation to accomplish tasks. Genç and Arslan (2021); Mohanty (2009) describes an optimistic individual as someone who constantly perceives positive aspects in situations, focusing on favorable features and maintaining a hopeful outlook. This optimism can enhance contentment and job satisfaction, which are emotional evaluations of happiness linked to specific employment. Positive attitudes at work are closely tied to job satisfaction and affective commitment, both of which significantly influence behaviour. Adamopoulos and Syrou (2022); Judge and Hulin (1993) explain that job satisfaction stems from multiple factors, including job characteristics, treatment at work, relationships with colleagues and supervisors, and job-related stress. Thus, a positive work attitude, which perpetually embraces optimism and hopefulness, is vital for improving workplace satisfaction and performance.

2.3. Job Involvement

Job involvement, a concept initially introduced Lodahl and Kejnar (1965), refers to an individual's readiness to work hard and go beyond usual expectations (Hu et al., 2023). It indicates how deeply employees engage with their jobs, dedicating time and energy, and viewing their work as a significant part of their lives (Lakhdari & Mokrani, 2024). Hettiararchchi and Jayarathna (2014); Lambert et al. (2018); Singh et al. (2008) describe job involvement as the tendency to exceed normal job expectations, resulting in high job satisfaction and a desire to perform efficiently. Employees with high job involvement believe in employment norms and ethics, exhibit high progression needs, and enjoy participating in decision-making processes, leading to punctuality, enthusiasm, and excellent performance. Job involvement involves an interest in work activities and integrating one's job into their overall life (Diefendorff et al., 2020; Hirschfeld & Feild, 2000; Pollock, 1997). Workers with high job involvement see their jobs as crucial to their self-identity and pay maximum attention to their work (Hackett et al., 2001). Job involvement is defined by the significance of work to an individual's self-image (Katrinli et al., 2009), active job participation and the impact of perceived performance on self-esteem (Bah et al., 2024). Highly involved employees place their jobs at the center of their interests, prioritize job demands over

other commitments, and put in earnest efforts to achieve positive outcomes (Abdallah et al., 2016; Tho'in & Muliasari, 2020). Conversely, employees with low job involvement focus on interests outside of work, leading to less creativity and innovation (Hogan et al., 2013; Smith et al., 2018). However, pharmaceutical professionals characterized by high job involvement tend to exhibit meticulous and detail-oriented behaviours in their job responsibilities (Aziz et al., 2010; Bowling, 2010).

2.4. Work Engagement

The concept of personal engagement, introduced by Kahn (1990), set the stage for the concept now widely recognized as employee engagement, which is also referred to as role engagement, personal engagement, work engagement, and job engagement (Carasco-Saul et al., 2015). Engagement is described by Kahn (1990); Turner (2019) as the concurrent expression and use of an individual's authentic self in work-related activities, fostering innovative performance and punctuality. Wang (2024) further defines work engagement as a multifaceted construct that includes physical, emotional, and cognitive components. The physical aspect involves the energy expended to perform a job; the emotional aspect entails putting one's heart into the work; and the cognitive aspect is about being so immersed in the job that everything else is forgotten. Vigour, which indicates high levels of energy and emotional resilience, reflects a person's readiness to put in effort and persist despite difficulties. Dedication, characterized by deep involvement in work and feelings of significance, inspiration, pride, and enthusiasm, forms the emotional component of work engagement. Absorption, the cognitive facet of work engagement, is defined by a state of full immersion in work, where time seems to fly and external distractions fade away. Employees differ in their dedication to their jobs and the passion they bring to their work, with high levels of energy and activation being crucial elements of engagement (Kuntsi, 2014). This energy drives proactive behaviours and broadens individuals' thought-action repertoires, fostering new behaviours and innovative actions (Fredrickson, 2001; Stanley & Schutte, 2023). Work engagement also serves as a valuable asset in bolstering employee motivation, commitment, and job satisfaction, as underscored by Bonner (2016). Engaged employees are more likely to demonstrate proactive behaviour, as noted by Maden (2015). Engaged employees are deeply committed to their work and are likely to avoid behaviours that could harm their job or work environment (Den et al., 2012).

2.5. Job Satisfaction

Job satisfaction is a key mediator in the relationship between charismatic leadership and various employee outcomes, including positive work attitude, job involvement, and work engagement. Charismatic leaders inspire and motivate their employees, creating a work environment that promotes high levels of job satisfaction among employees (Reyaz, 2024). This heightened job satisfaction, in turn, mediates the impact of charismatic leadership on employees' positive work attitudes, where employees exhibit increased enthusiasm, commitment, and alignment with organizational goals (Nguyen et al., 2021). Furthermore, job satisfaction enhances job involvement by making employees more invested in their tasks and responsibilities, driven by a sense of fulfillment and purpose instilled by charismatic leaders (Gillet et al., 2019; Patil et al., 2024). Additionally, the inspirational and supportive nature of charismatic leadership enhances work engagement, characterized by higher levels of vigor, dedication, and absorption in work activities. Job satisfaction acts as a crucial intermediary that translates the influence of leadership into sustained engagement (Kim & Beehr, 2020; Lui, 2024; Paredes et al., 2021). Job satisfaction in the pharmaceutical industry is a multifaceted phenomenon with profound implications that transcend individual contentment. Research by Aung et al. (2023) emphasizes that organizations fostering robust human resource management practices and cultivating a positive work environment tend to witness enhanced employee performance, thereby contributing significantly to the overall effectiveness of pharmaceutical companies. This underscores the importance of fostering job satisfaction to leverage the full potential of charismatic leadership in enhancing employee outcomes and organizational performance.

2.6. Theoretical Explanations and Models of Mediation

Theoretical explanations and models of mediation provide a framework to understand how and why certain variables influence outcomes through intermediary mechanisms. In the context of leadership studies, mediation models help explain how leadership styles, such as charismatic leadership, impact employee outcomes via mediating variables like job satisfaction. A well-known theoretical framework for understanding mediation, proposed by Baron and Kenny (1986), is the causal steps approach. This approach specifies the conditions needed to establish mediation: (1) the independent variable must have a significant impact on the mediator, (2) the independent variable must significantly influence the dependent variable, (3) the mediator must significantly affect the dependent variable, and (4) the effect of the independent variable on the dependent variable should be diminished when the mediator is included in the analysis.

Leader-Member Exchange (LMX) theory offers a fundamental framework for understanding mediation. It suggests that the quality of relationships between leaders and their followers significantly affects various employee outcomes, such as job satisfaction, work attitudes, and engagement (Day & Miscenko, 2016; Graen & Uhl-Bien, 1995). High-quality LMX relationships, which are marked by trust, respect, and mutual obligation, can mediate the effects of leadership on these outcomes. Moreover, LMX theory posits that employees who engage in high-quality exchanges with their leaders tend to show higher organizational commitment and lower turnover intentions. This is because positive leader-follower interactions create a supportive and motivating work environment. By emphasizing the dynamics of these relationships, LMX theory highlights the crucial role interpersonal interactions play in shaping workplace experiences and enhancing organizational effectiveness.

Charismatic leadership theory highlights the leaders' capacity to inspire and motivate their followers through outstanding communication, strong conviction, and emotional bonds. This leadership approach promotes positive work attitudes, greater job involvement, and increased work engagement by establishing a compelling vision and fostering a sense of mission (Antonakis et al., 2016; Conger et al., 2000). Charismatic leaders, recognized for their empathy and symbolic actions, enhance employee engagement and job satisfaction while also decreasing turnover intentions (Banks et al., 2016; Wang et al., 2014). By fostering trust and loyalty, they significantly impact organizational effectiveness and drive positive outcomes in dynamic environments (Kearney et al., 2019). This transformative leadership style remains vital for promoting motivation, performance, and job satisfaction in contemporary leadership studies (Rowold & Rohmann, 2009; Shamir et al., 2018).

2.7. Theoretical Foundations

Theories of charismatic leadership and Leader-Member Exchange (LMX) provide significant insights into the dynamics of effective leadership. Charismatic leadership theory asserts that leaders can inspire and motivate their followers to go beyond their personal interests for the benefit of the organization, leading to enhanced performance and satisfaction (Bass & Riggio, 2006). This theory identifies four key components through which charismatic leaders operate: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass, 1999). Such leaders serve as role models, communicate a compelling vision, foster innovation, and address individual needs of their followers, thereby creating a supportive and motivating environment (Avolio & Yammarino, 2013). Conversely, Leader-Member Exchange (LMX) theory examines the quality of relationships between leaders and their followers. It proposes that leaders form unique dyadic relationships with each follower, which can range from high-quality exchanges marked by mutual trust, respect, and obligation, to low-quality exchanges that are more transactional and limited to formal job duties (Graen & Uhl-Bien, 1995). High-quality LMX relationships are linked to several positive outcomes, such as increased job satisfaction, greater organizational commitment, and reduced turnover intentions (Martin et al., 2016). Both theories emphasize the importance of relational dynamics in leadership, highlighting how transformational leaders, through their visionary and empathetic approach, and leaders in high-quality LMX relationships, through their supportive and trusting interactions, can significantly enhance employee engagement, motivation, and performance (Dulebohn et al., 2012; Wang et al., 2011). Integrating insights from these theories, it becomes evident that the quality of leadership and the nature of leader-follower relationships are critical determinants of organizational success and employee well-being (Epitropaki & Martin, 2013).

2.8. Hypotheses Development

2.8.1. Charismatic Leadership and Positive Work Attitude

Charismatic leadership plays a crucial role in cultivating a positive work attitude among employees by fostering an inspiring and supportive work environment (Salloum et al., 2024). Leaders characterized as charismatic articulate compelling visions, instill confidence, and genuinely care for their teams, thereby motivating and engaging them effectively (Mutha & Srivastava, 2023). Through their personal charm and persuasive communication skills, they build trust and emotional connections, enhancing a sense of belonging and commitment within the organization. Moreover, charismatic leaders project self-confidence and inspire followers, enhancing their belief in the leader's capabilities, which in turn boosts dedication and enthusiasm towards tasks (Chakraborty, 2024). Research underscores positive associations between charismatic leadership and affective commitment, determination among followers, and job satisfaction (Bycio et al., 1995; DeGroot et al., 2000; Podsakoff et al., 1990), highlighting the profound impact of charismatic behaviours on fostering positive work attitudes. Effective leadership not only influences the workplace environment but also shapes individuals' self-esteem, motivation, and overall performance, underscoring the leader's pivotal role in cultivating an inspired workforce committed to high performance standards. Recognized by top management for their influential behaviours (Hater & Bass, 1988), charismatic leaders leverage their personal qualities to enhance organizational behaviours and attitudes (Abdurrahman et al., 2022; Judge & Piccolo, 2004). Their underscores the paramount importance of a positive work attitude that thrives within the unique challenges and opportunities of the pharmaceutical industry. Basing on LMX Theory, Charismatic Leadership Theory and the relevant literature, the under mentioned hypothesis is postulated: -

H1:   There is a positive relationship between charismatic leadership and positive work attitude.

2.8.2. Charismatic Leadership and Job Involvement

Job involvement encompasses the intricate psychological connection an individual forges with their current job, strongly influenced by their subjective perception of their work (Gopinath, 2020). Highly involved employees view their job as a substantial part of their life, fostering deep commitment and dedication Sriviboon and Jermsittiparsert (2019). This profound connection leads to greater efficiency and dedication, significantly influencing work-related behaviours and outcomes (Roswandi et al., 2021). Charismatic leadership significantly promotes job involvement by engaging employees emotionally and motivationally (Patil et al., 2024). Charismatic leaders, with their compelling vision, enthusiasm, and genuine concern for their followers, create an environment where employees feel valued and inspired. This leadership style encourages employees to invest more deeply in their work, leading to higher job involvement (Salloum et al., 2024). Recent research supports these findings, illustrating how charismatic leadership enhances job involvement and boosts organizational performance (Li et al., 2023; Pradipto et al., 2023). Furthermore, studies by Afsar and Umrani (2020); Mubarak et al. (2021) emphasize that the synergy between charismatic leadership and job involvement leads to innovative work behaviour, highlighting the crucial role of leadership in encouraging a proactive and committed workforce. Rotenberry and Moberg (2007) noted that workers more involved in their jobs performed better than those with a negative approach. In the pharmaceutical industry, where rigorous research, innovation, and compliance with regulations are paramount, highly involved employees in their job are more expected to spend their time and energy in their undertakings, prompting further to improved efficiency and performance. Based on LMX Theory, Charismatic Leadership Theory and the relevant literature, the under mentioned hypothesis is postulated: -

H2:   There is a positive relationship between charismatic leadership and job involvement.

2.8.3. Charismatic Leadership and Work Engagement

Work engagement denotes a proactive, enthusiastic mindset demonstrated by employees toward their organization and its core principles (Christian et al., 2011; Song et al., 2023). Engaged employees exhibit an understanding of the business environment and collaborate actively with colleagues, contributing to enhanced overall performance (Gupta & Sharma, 2016; Jenkins & Delbridge, 2013). Charismatic leadership plays a crucial role in encouraging work engagement among employees by inspiring them towards organizational goals with passion and commitment (Salloum et al., 2024). Work engagement, a positive emotional state characterized by vigor, dedication, and absorption in work, is enhanced through charismatic leaders' ability to articulate a compelling vision and motivate teams with enthusiasm and optimism (Schaufeli & Bakker, 2004; Yun & Beehr, 2024). Charismatic leaders effectively engage employees by demonstrating genuine concern, providing clear direction, and empowering them to contribute meaningfully to the organization. Research by Avolio et al. (2009) indicates that charismatic leadership positively influences work engagement. The studies highlight how charismatic leaders create a work environment conducive to engagement, fostering a motivated workforce

aligned with organizational goals and driving overall performance (Bashiru, 2023). As highly engaged employees tend to achieve better performance through their positive approach (Khairy et al., 2023; Mansor et al., 2023). These findings illustrate the compelling impact of work engagement on an organization's vitality and success in the pharmaceutical industry, driving home the importance of fostering and sustaining engaged employees for continued performance and growth. Based on LMX theory, charismatic leadership theory and the relevant literature, the under mentioned hypothesis is postulated: -

H3:   There is a positive relationship between charismatic leadership and work engagement.

2.8.4.   Charismatic Leadership and Job Satisfaction

The perception of job pleasantness is crucial in shaping job satisfaction within the pharmaceutical industry, mitigating stress, and enhancing professionals' satisfaction. Charismatic leadership, characterized by the ability to inspire and motivate through vision, communication, and personal charm, significantly impacts job satisfaction among employees (Sun, 2024). This leadership style fosters a positive organizational climate by articulating a compelling vision, demonstrating genuine concern for employees, and instilling a sense of purpose and belonging (Basham, 2023). By aligning employees' goals with organizational objectives through persuasive communication and personal example, charismatic leaders enhance intrinsic motivation and job satisfaction (Conger & Kanungo, 1998; Rafiq & Khan, 2023). They create supportive work environments, recognize and reward contributions, and provide opportunities for growth, thereby building strong interpersonal relationships and trust (Shamir et al., 1993). Empirical evidence supports this relationship, with studies by Karaca et al. (2021) and a meta-analysis by Salloum et al. (2024) confirming that charismatic leadership is positively related with job satisfaction across various contexts. This leadership style also influences followers' trust, satisfaction, and performance by demonstrating sensitivity to their needs and the work environment (Bass, 1985; Shamir et al., 1993). Charismatic leaders' ability to inspire, communicate effectively, and show empathy and respect enhances followers' self-esteem and admiration, ultimately increasing job satisfaction (Avolio et al., 2004; Karimullin, 2024). They inspire optimism and provide meaningful goals, crucially contributing to positive work attitudes and organizational success (Hater & Bass, 1988; Kirkpatrick & Locke, 1996). Thus, we can deduce that charismatic leadership positively influences job satisfaction in the pharmaceutical industry through enhanced employee motivation, trust, and a supportive work environment. Based on this discussion and theoretical framework, the following hypothesis is postulated:-

H4:   There is a positive relationship between charismatic leadership and job satisfaction.

2.8.5.   Job Satisfaction and Positive Work Attitude

Job satisfaction, as a mediator, directly influences employees' attitudes, which are shaped by dispositional, cultural, and work situation factors (İpşirli & Namal, 2023; Saari & Judge, 2004). A positive attitude is closely linked with job satisfaction, fostering optimistic thinking and encouraging hopefulness, which in turn can enhance engagement, commitment, and involvement at work. Various studies have laid out an association between life satisfaction and optimistic thinking (DeNeve & Cooper, 1998; Folkman, 1997; Lado Campelo et al., 2021; McCrae & Costa Jr, 1986; Mohanty, 2009, 2014; Rand et al., 2020; Scheier & Carver, 1993; Taylor & Armor, 1996). Job satisfaction significantly contributes to overall life contentment, suggesting that satisfaction at work positively impacts one's attitude. A conducive workplace environment further enhances job satisfaction, leading employees to develop a positive attitude towards their work. According to Nelson (2006), worker satisfaction is invaluable, as satisfied employees exhibit a positive attitude and unsatisfied workers negatively affect job performance and organizational outcomes. Saks (2006) also highlighted that highly committed and involved employees display positive attitudes and behaviours within the workplace. Charismatic leadership significantly motivates and instills enthusiasm in subordinates through dyadic exchange relationships between managers and employees. Charismatic leaders effectively engage disheartened employees by building mutual confidence and positively shaping the work climate, making it more adaptable for employees. This inclusive environment fosters employee satisfaction and helps to develop a positive attitude towards their work in pharmaceutical industry. Enhanced motivation and satisfaction levels are closely associated with increased performance and productivity, contributing to a more engaged and committed workforce having positive work attitude. Based on this discussion, the following hypotheses can be postulated: -

H5:   There is positive relationship between job satisfaction and positive work attitude.

H6:   Job satisfaction mediates relationship between charismatic leadership and subordinates' work attitude.

2.8.6.   Job Satisfaction and Job Involvement

Job satisfaction, as a mediator, is a significant factor influencing job involvement, which involves identifying with work, actively participating in tasks, and viewing job performance as crucial to self-esteem (Purba et al., 2020). Job satisfaction broadly denotes to a person's overall attitude toward their job or specific aspects of it (Li et al., 2023), and it reflects in how employees respond to their job, company, and coworkers either positively or negatively. A person satisfied with their job and committed to the company is more likely to be involved in their work, while dissatisfaction can lead to lower job involvement and commitment. According to Beeler et al. (1997); Lambert et al. (2021), job satisfaction measures how pleased workers are with their job, whereas job involvement gauges the psychological commitment workers have in the direction of their tasks. Higher job satisfaction results in increased job involvement, benefiting both employees and the organization (Chopra et al., 2024; Neirotti, 2020). A supportive workplace environment and fulfilling job roles enhance employees' sense of competence and achievement, thereby boosting job involvement in organizational goals. Charismatic leaders who maintain regular communication, appreciate and recognize achievements, empower employees, and guide them when needed, are more successful in achieving positive job outcomes (Majka, 2024). Their subordinates tend to be more loyal, satisfied, and willing to exceed job expectations, leading to greater job involvement and happiness. Job satisfaction mediates the association between charismatic leadership and job involvement, as charismatic leadership boosts job satisfaction, which in turn increases job involvement. This leads to improved performance and reduced turnover rates. Companies with charismatic leaders experience higher job satisfaction, translating into greater job involvement and better organizational outcomes (Ahmad et al., 2023; Judge & Piccolo, 2004). Recent studies confirm this, highlighting the pivotal role of job satisfaction in enhancing job involvement through charismatic leadership (Li et al., 2023; Salloum et al., 2024). Thus, job satisfaction and job involvement are significantly influenced by charismatic leadership. Based on this discussion and relevant literature, the following hypotheses are postulated: -

H7:   There is a positive relationship between job satisfaction and job involvement.
H8:   Job satisfaction mediates relationship between charismatic leadership and job involvement.

2.8.7.   Job Satisfaction and Work Engagement

Job satisfaction, as a mediator, is crucial in enhancing work engagement, which involves dedication, enthusiasm, and immersion in job roles. Job satisfaction broadly encompasses an individual's overall attitude toward their job (Hodson, 1991), while work engagement is characterized by high energy, mental resilience, and a deep connection to work tasks (Schaufeli et al., 2002). Research by Udin et al. (2024) shows that satisfied workforces are more expected to display high levels of work engagement, as positive feelings foster a stronger connection to their work. Charismatic leaders significantly impact job satisfaction and work engagement by maintaining open communication, recognizing achievements, empowering employees, and providing guidance, creating a positive work environment (Men et al., 2021; Van Tuin et al., 2021). This supportive atmosphere leads to increased job satisfaction, which boosts work engagement, resulting in employees who are more energetic, dedicated, and absorbed in their roles. The study by Yalabik et al. (2017) confirms that job satisfaction drives work engagement, enhancing vigor, dedication, and absorption. Additionally, charismatic leaders who share their vision and build confidence in their employees motivate them to achieve shared goals, leading to higher intrinsic satisfaction and engagement in their respective assignments (Usman et al., 2021; Vinh et al., 2022). Thus, job satisfaction and work engagement are directly influenced by charismatic leadership, suggesting the following hypotheses: -

H9:   There is a positive relationship between job satisfaction and work engagement.
H10:   Job satisfaction mediates relationship between charismatic leadership and work engagement.

3.   Methodology

3.1. Research Design

The study employs a quantitative approach with a cross-sectional design to explore the effect of charismatic leadership on employees' positive work attitude, job involvement, and work engagement, focusing on the mediating role of job satisfaction. Conducted within Pakistan's pharmaceutical industry, the study targets employees across various projects and hierarchical levels. A total of 280 questionnaires were distributed, with 210 completed responses included in the final sample. Data collection utilized validated scales for charismatic leadership, positive work attitude, job involvement, work engagement, and job satisfaction. Charismatic leadership was measured using a 25-item scale by Conger and Kanungo (1994, 1998), with participants rating statements about their manager on a 6-point Likert scale. Sample items included "He/ she consistently generates ideas for the future of the organization." The overall score was calculated for each participant, with a Cronbach's alpha of 0.850. Positive work attitude was assessed using a four-item scale from Lings and Greenley (2005) on a 7-point Likert scale. Sample items were "We are happy to put in extra effort when needed." Scores were averaged to reflect a positive work attitude, with a Cronbach's alpha of 0.780. Job involvement was measured with a six-item scale from Lodahl and Kejnar (1965), rated on a 5-point Likert scale. Sample items included "The most important things that happen to me involve my work." Scores were averaged to reflect job involvement, with a Cronbach's alpha of 0.792. Work engagement was measured using a 17-item scale from Schaufeli et al. (2002) on a 7-point Likert scale. Sample items included "At my work, I always persevere, even when things do not go well." Scores were averaged to reflect work engagement, with a Cronbach's alpha of 0.900. Job satisfaction was measured with a five-item scale from Brayfield and Rothe (1951) on a 5-point Likert scale. Sample items included "I feel fairly well satisfied with my present job," with some items reverse scored to reduce bias. Scores were averaged to reflect job satisfaction, with a Cronbach's alpha of 0.801.

3.2. Data Analysis

Statistical methods were utilized to analyze the collected data, focusing on establishing relationships between charismatic leadership and job outcomes such as positive work attitude, job involvement, and work engagement, with job satisfaction acting as a mediating variable. Descriptive statistics, correlation analysis, and regression analysis were utilized to test the hypothesized relationships. The reliability of the measurement scales utilized in the study was confirmed using Cronbach's alpha coefficients, ensuring robustness in the assessment of variables and their interrelations.

4.   Findings

4.1. Demographic Analysis

Data on gender, age, service length, education, and organizational affiliation were collected from 210 respondents in Lahore's pharmaceutical industry. The sample contained 175 males (83.33%) and 35 females (16.67%). Age spreading included 111 (52.86%) aged 21-30, 65 (30.95%) aged 31-40, 30 (14.29%) aged 41-50, and 4 (1.90%) over 50. Service length varied, with 99 (47.14%) having up to 5 years, 52 (24.76%) with 6-10 years, 33 (15.71%) with 11-15 years, 18 (8.57%) with 16-20 years, and a small number with over 20 years. Education levels included 1 (0.48%) non-graduate, 157 (74.76%) graduates, and 52 (24.76%) post-graduates. Respondents were from 28 different pharmaceutical companies.

4.2. Analysis of Data

4.2.1.   Descriptive Statistics, Reliability and Correlations Analysis

Simple correlations test was applied to see the relationship between charismatic leadership (IV) and a) positive work attitude b) job involvement c) work engagement c) (DVs) and intervening variable i.e. job satisfaction. This statistical analysis helped us to understand the effects of IV on DVs and the mediating influence of the intervening variable. Table 1 exhibited the reliabilities for this study estimated α = .850 for charismatic leadership (25 items, Mean= 4.555, SD= .467), α = .780 for positive work attitude (4 items, Mean= 5.761, SD= .794), α = .792 for job involvement (6 items, Mean= 4.252, SD= .500), α = .902 for work engagement (17 items, Mean= 4.699, SD= .636), and α = .801 for job satisfaction (5 Items, Mean = 4.317, SD= .510).

Table 1: Means, Standard Deviations, Correlations and Reliabilities of Charismatic Leadership, Positive Work Attitude, Job Involvement, Work Engagement, and Job Satisfaction

Variable	Mean	S.D.	CL	WA	JI	WE	JS
CL	4.555	.467	(.850)				
WA	5.761	.079	.218**	(.780)			
JI	4.252	.500	.344**	.263**	(.792)		
WE	4.699	.636	.183**	.180**	.080	(.902)	
JS	4.317	.510	.231**	.179**	.222**	.162*	(.801)

*** Correlation is significant at the 0.01 level (2-tailed)*
*** Correlation is significant at the 0.05 level (2-tailed)*
*Note: N= 210, Alpha reliabilities are presented in parentheses. *p< .05, **p<. 01*

4.2.2. Results of Correlation Analysis

Findings of current research study disclosed a positive significant correlation between charismatic leadership and positive work attitude, (r = .218, p < .01), charismatic leadership and job involvement, (r = .344, p < .01), charismatic leadership and work engagement, (r = .183, p <.01), charismatic leadership and job satisfaction, (r = .231, p <.01). Moreover, a positive significant correlation was also noticed between job satisfaction and positive work attitude, (r = .179, p <.01), job satisfaction and job involvement, (r = .222, p <.01), and job satisfaction and work engagement, (r = .151, p <.05). We also noticed positive significant association between positive work attitude and job involvement, (r = .263, p <.01), positive work attitude and work engagement, (r = .180, p <.01). We also established a positive correlation between job involvement and work engagement, (r = .080, p >.05).

4.3. Mediation Analysis

4.3.1. The Relationship of Charismatic Leadership with Positive Work Attitude; Mediated by Job Satisfaction

The accessible statistics were analysed to scrutinise the presence of mediation (5,000 random samples) utilizing SPSS v23 with Hayes' PROCESS v3.0. Mediation examination was completed by means of the bootstrapping technique in accordance with the suggestions of Preacher and Hayes (2008). The confidence interval for indirect influence of charismatic leadership on positive work attitude via job satisfaction did not include 0 (LLCI = .0008; ULCI = .1265), suggesting the presence of mediation. Job satisfaction mediates the association between charismatic leadership and positive work attitude, thus our H8 is fully supported by the results.

Table 3: Mediation Model of Charismatic Leadership with Positive Work Attitude through Job Satisfaction (Mediation CL ⟶ JS ⟶ WA)

	β	p	95% Confidence Interval	
			LL	UL
Total Effect	.3700	.0015	.1432	.5968
Direct Effect	.3167	.0076	.0852	.5482
Indirect Effect	.0533	Sig.	.0008	.1265

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

4.3.2. The relationship of Charismatic Leadership with Job Involvement; mediated by Job Satisfaction

The accessible statistics were analysed to scrutinise the presence of mediation (5,000 random samples) utilizing SPSS v23 with Hayes' PROCESS v3.0. Mediation examination was completed by means of the bootstrapping technique in accordance with the suggestions of Preacher and Hayes (2008).The confidence interval for indirect influence of charismatic leadership on job involvement via job satisfaction did not include 0 (LLCI = .0042; ULCI = .0796), suggesting the presence of mediation. Job satisfaction mediates association between charismatic leadership and job involvement, thus our H12 is fully maintained by the results.

Table 5: Mediation Model of Charismatic Leadership with Job Involvement through Job Satisfaction (Mediation CL ⟶ JS ⟶ JI)

	β	p	95% Confidence Interval	
			LL	UL
Total Effect	.3682	.0000	.2308	.5056
Direct Effect	.3311	.0000	.1913	.4709
Indirect Effect	.0371	Sig.	.0042	.0796

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

4.3.3. The Relationship of Charismatic Leadership with Work Engagement; Mediated by Job Satisfaction

The accessible statistics were analysed to scrutinise the presence of mediation (5,000 random samples) utilizing SPSS v23 with Hayes' PROCESS v3.0. Mediation examination was completed by means of the bootstrapping technique in accordance with the suggestions of Preacher and Hayes (2008).The confidence interval for indirect influence of charismatic leadership on work

engagement via job satisfaction did not contain 0 (LLCI = .0038; ULCI = .0853), suggesting the presence of mediation. Job satisfaction mediates association between charismatic leadership and work engagement, thus our H10 is fully supported by the results.

Table 4: Mediation Model of Charismatic Leadership with Work Engagement through Job Satisfaction (Mediation CL ⟶ JS ⟶ WE)

	β	p	LL	UL
			95% Confidence Interval	
Total Effect	.2496	.0077	.0667	.4325
Direct Effect	.2099	.0280	.0229	.3968
Indirect Effect	.0397	Sig.	.0038	.0853

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

4.4. Statistical Findings and Interpretation of Results

The current study adds to existing literature by confirming the significant impact of charismatic leadership on various job outcomes in Pakistan's pharmaceutical sector, mediated by job satisfaction. Categorized regression analyses validated several hypotheses, establishing charismatic leadership as highly effective in enhancing positive work attitude (Hypothesis 1: β = .218, p < .01), job involvement (Hypothesis 2: β = .344, p < .01), work engagement (Hypothesis 3: β = .183, p < .01), and job satisfaction (Hypothesis 4: β = .231, p < .01). Moreover, job satisfaction was found to positively influence positive work attitude (Hypothesis 5: β = .179, p < .01), job involvement (Hypothesis 7: β = .222, p < .01), and work engagement (Hypothesis 9: β = .162, p < .05). Additionally, the study confirmed the mediating role of job satisfaction between charismatic leadership and positive work attitude (Hypothesis 6: LLCI = .0008; ULCI = .1265), job involvement (Hypothesis 8: LLCI = .0042; ULCI = .0796), and work engagement (Hypothesis 10: LLCI = .0038; ULCI = .0853). These findings align with prior research, such as Babcock-Roberson and Strickland (2010); Cicero and Pierro (2007); De Hoogh et al. (2005); Zehir et al. (2011), who similarly found strong associations between charismatic leadership and these outcomes. These results underline the importance of charismatic leadership in fostering positive job outcomes and reducing turnover intention, emphasizing the role of leaders in coaching, motivating, and instilling confidence in their teams to align with organizational goals and enhance workplace satisfaction and engagement.

5. Conclusions, Implications and Summary

5.1. Theoretical Implications

The study significantly adds to the theoretical understanding of organizational behaviour and leadership studies. It reinforces the validity of the Leader-Member Exchange Theory, demonstrating that charismatic leadership positively influences positive work attitude, job involvement, and work engagement. Moreover, it highlights the mediating role of job satisfaction, indicating that the positive effects of charismatic leadership are partially mediated through enhanced job satisfaction. This dual pathway model enriches theoretical frameworks by incorporating both direct and mediated impacts of leadership on worker outcomes. Furthermore, the research extends the cross-cultural validation of leadership theories by confirming that the benefits of charismatic leadership observed in Western contexts also apply in Pakistan's pharmaceutical sector. This supports the universality of charismatic leadership principles while acknowledging cultural nuances. Generally, the study underscores the importance of developing charismatic leadership qualities in managers to improve employee attitudes and behaviours, thus enhancing organizational performance.

5.2. Practical Implications for Organizations and Industry Leaders

The study provides valuable practical insights for organizations, particularly within the pharmaceutical sector, by highlighting the importance of fostering charismatic leadership qualities in managers. Investing in leadership development programmes that enhance managers' abilities to inspire, motivate, and build strong relationships with their teams is crucial. Such training should focus on developing charismatic behaviours, communication skills, and emotional intelligence. Furthermore, the study underscores the critical role of job satisfaction as a mediating variable between charismatic leadership and positive job outcomes. Organizations should prioritize initiatives that enhance job satisfaction through strategies such as providing meaningful work, recognizing employee contributions, and ensuring a supportive work environment, thereby fostering a more engaged and committed workforce. The effectiveness of charismatic leadership in diverse cultural settings implies that multinational organizations should integrate charismatic leadership development into their global strategies while respecting cultural nuances. Moreover, the research suggests that charismatic leadership can lead to increased job involvement and work engagement, which are essential for organizational success. Companies should create a culture that encourages active participation, involvement in decision-making, opportunities for professional growth, and a sense of ownership and accountability. Lastly, the study demonstrates the link between charismatic leadership and reduced turnover intention, providing a compelling case for adopting this leadership style as part of retention strategies. By reducing turnover, organizations can lower recruitment costs and maintain organizational knowledge and continuity. Therefore, focusing on creating a charismatic leadership pipeline is essential for sustaining long-term employee retention and organizational stability. Generally, the practical insinuations of this study underscore the need for organizations to develop charismatic leadership capabilities, enhance job satisfaction, foster job involvement and work engagement, adapt leadership practices to diverse cultural contexts, and incorporate these strategies into their employee retention efforts.

5.3. Limitations and Future Directions

The study has few constraints that give directions for future investigation. The research is confined to the pharmaceutical sector in Pakistan, which might restrict the generalizability of the discoveries to different industries or cultural frameworks. Future studies should aim to replicate this research in diverse sectors and regions to validate and spread the applicability of the results. Moreover, the cross-sectional design limits the capacity to draw causal deductions between charismatic leadership and job outcomes (positive

work attitude, job involvement and work engagement), suggesting the need for longitudinal studies to better understand these relationships over time. The dependence on self-revealed information presents possible inclinations, which future investigation could mitigate by incorporating multiple data sources, such as peer or supervisor assessments and objective performance metrics. While highlighting the mediating role of job satisfaction, the study does not explore other potential mediators or moderators; future research should investigate additional factors like organizational culture and employee personality traits for a more nuanced understanding. The sample size, though sufficient, may still limit generalizability, and larger samples in future studies would enhance the robustness of the results. Experimental or quasi-experimental designs could further validate the findings. Furthermore, the study focuses on the positive aspects of charismatic leadership without addressing potential negative consequences, such as leader dependency or unethical behaviour, which future research should consider to provide a more balanced perspective. Overall, addressing these limitations through expanded contexts, longitudinal and multi-source designs, and consideration of both positive and negative aspects will deepen the understanding of charismatic leadership's impact on job outcomes.

6. Conclusion
The study offers significant understandings into the influence of charismatic leadership on various job outcomes within Pakistan's pharmaceutical sector. The research confirms that charismatic leadership positively influences positive work attitude, job involvement, and work engagement, with job satisfaction playing a crucial mediating role in these relationships. These findings underscore the importance of cultivating charismatic leadership qualities in managers to enhance employee motivation, commitment, and overall job satisfaction. Moreover, the study highlights the potential for these leadership practices to be adapted across diverse cultural contexts, suggesting their broader applicability beyond the pharmaceutical industry. By demonstrating the link between charismatic leadership and reduced turnover intention, the research also provides a convincing case to the companies to take on this leadership style as part of their retention strategies. Overall, the study adds to the theoretical comprehension of leadership dynamics and offers practical insinuations for improving organizational performance through effective leadership development and job satisfaction initiatives. Future examination ought to keep on investigating these relationships in different settings and with varied methodologies to further validate and expand upon these findings.

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