

Leadership Styles and Organizational Citizenship Behavior: Employee Mindfulness in Pakistan's Electronic Media Industry

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Abstract

The aim of the present study was to examine the impact of Charismatic and Transformational Leadership styles on Employees Organizational Citizenship Behavior in electronic Media Industry of Rawalpindi and Islamabad, Pakistan. The study is based upon the theory proposed by George Homans in 1958 called as the Social Exchange Theory and the main objective of the study in the expansion in our existing knowledge on the positive leadership styles i.e. Charismatic Leadership and Transformational Leadership. Charismatic Leadership style is describes as influencing the others by providing, responding to environmental and circumstantial indications and emphasizing on collective identity and also motivating the followers in intellectual and emotional manner. The transformational leadership is described as exhibiting consideration to the needs of their followers, paying attention to them, supporting the followers, coaching the followers and giving due care to them. The data was collected from a sample of 361 individuals working in the electronic media industry of Rawalpindi and Islamabad Pakistan. The results obtained after analyzing the data reveals that there is a positive relation among the Charismatic, Transformational Leadership style and Employees Organizational Citizenship Behavior and Employee Mindfulness partially mediates the relationship among the said variables. The current study is a noteworthy contribution in the field of management sciences as well as it multiple implications at various managerial levels and also at academic levels. In future, exploring the same study in cross cultural contexts would be very interesting whether it is applicable to other contexts or otherwise.

Keywords: Charismatic Leadership, Transformational Leadership, Organizational Citizenship Behavior, Employee Mindfulness, Social Exchange

Background

In today's modern world of extreme competition the media organizations are facing many challenges including lack of resources, employee performance, employee turnover, workplace conflicts, job burnouts, and workplace creativity. The concept of Organizational Citizenship Behavior was introduced by Bateman and Organ in 1983 (Banwo & Dub, 2018). Organizational Citizenship Behavior denotes the discretionary performance of employees at the workplace which goes above and beyond from the assigned job duties of an employee (Organ, Podsakoff, & P.M. & MacKenzie, 2006). The Organizational Citizenship Behavior are behaviors such as helping the colleagues when they are in need, obeying company rules and respecting the rules of the company, bearing the situations which are not pleasant, constantly giving productive suggestions in the

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workplace, and not wasting work time at the workplace (Robbins & Judge, Organizational Behavior, 16th Edition, 2015).

Moreover, the cyberspace technology and satellite are dominating the world but the electronic media still plays a significant role in modeling the life and fortune of nations around the globe, the graphical media especially television has an astonishing impact upon shaping human minds and their opinion (Naveed, 2011). The electronic media plays an important role in the development of the economy of any country by producing, advertising and marketing the business. Electronic media improves the efficiency of an economy by providing key information and based on that information strategic decisions are being made.

Electronic media plays a critical role in highlighting the problems of a society through dramas, entertainment, or through news. Pakistan is facing the worst situation in terms of economy due to the developing nation and the law and order situation in the country is also not suitable for conducting any business activity due to the terrorism, the only industry which was progressing and trying to support the dying economy of the country is the media industry (Rizvi, 2010). The media industry of Pakistan earns around Rs. 81.6 billion per year and was responsible for creating more than 250,000 employment opportunities, according to the Associated Press of Pakistan (APP) from year 2002 to 2017 an investment of four billion dollars was made into Pakistan's electronic media and it was estimated that the amount will touch five billion by the end of 2018 (Rehmat, 2019).

From 1947 to 2002 there was the only one channel named Pakistan television (PTV) which is controlled by the state and PTV was responsible for showing the truth to the general public. But the general public was not satisfied due to non existence of any competition in the sector of electronic media industry, so in 2002 Gen Musharraf established Pakistan Electronic Media Regulatory Authority (PEMRA) and ordered for issuance of licenses to private channels for showing the truth to the general public of Pakistan (Bashir, Shafiq, Arshad, & Bakht, 2016).

The stability of the Government in Pakistan, success, and failure is judged by the news presented through the electronic media, and the electronic media in Pakistan is now regarded as a breaker or maker of a Government. Currently very few channels are in the position to pay the salaries of their workers and a large number of media workers are not being paid salaries from past six months. Media workers are in great tension as they don't know when they will be told that their services are no more required due to the bad situation of the media industry. This phenomenon has left a huge impact on the behavior of media workers (Bashir, Shafiq, Arshad, & Bakht, 2016).

Problem Statement

The global industry of media and entertainment is transforming rapidly where the existing business models continue to exist at the same time together with the new emergent models (Oommen, 2016). An organization is more likely to have a competitive advantage over the other competing organization which has the employees who are capable of carrying out the work and other activities that originally are not in their job description (Pratama & Putri, 2019). Today the electronic media industry is facing a lot of difficulties due to the threat of social media and increased inflation through out the world. Organizational Citizenship Behavior are the activities exhibited by the employees who are working additionally to their job description (Saputra, Masdupi, &

Syahrizal, 2018). The factors affecting the Organizational Citizenship Behavior are culture, climate of the organization and leadership styles (Saputra, Masdupi, & Syahrizal, 2018). In today's commercial era the key problem in present management style is that the leaders cannot perform their part as they should do, they are unable to recognize the difficulties of their followers, the association of leaders and followers should be achievable and understandable, once then style of management converts flawless (Ali & Siddiqui, 2019). Leadership is one reason that can influence the development of Organizational Citizenship Behavior in an organization's employees (Pratama & Putri, 2019).

Research Objectives

- 1- To investigate the effect of Charismatic Leadership on Employee Organizational Citizenship Behavior
- 2- To investigate the effect of Transformational Leadership on Employee Organizational Citizenship Behavior
- 3- To analyze the mediating role of employee mindfulness between Charismatic Leadership and Employee Organizational Citizenship Behavior
- 4- To analyze the mediating role of employee mindfulness between Transformational Leadership and Employee Organizational Citizenship Behavior

Research Questions

- 1- Does Charismatic Leadership affect Employee Organizational Citizenship Behavior?
- 2- Does Transformational Leadership affect Employee Organizational Citizenship Behavior?
- 3- Does Employee Mindfulness mediates the relationship of Charismatic Leadership and Employees Organizational Citizenship Behavior
- 4- Does Employee Mindfulness mediates the relationship of Transformational Leadership and Employees Organizational Citizenship Behavior

Literature Review

Leadership

Great Chinese thinker, Confucius didn't present any definition of leadership, he insisted that leaders are to be virtuous and they need to look after the people living around them and the primary purpose of a leader is serving people (Silva, 2016). The nature of leadership is multidimensional and because of this it's very problematic to deliver a general definition of the concept, which would comprise all of its aspects (Alonderiene & Majauskaite, 2016). Leadership is an influencing process that occurs between leaders and their followers and this process is result-oriented (Day & Antonakis, 2012). Leadership is regarded as an art, having able to motivate group of employees or people for working for the sake of attaining a common goal (Ward, 2020).

A person who selects, equips, trains, & influence more than one or one follower with different skills and abilities the person also focuses the followers to willingly & enthusiastically, spiritual-

ly, emotionally and physically follow and achieve the missions & objectives of the organization by coordinated effort (Gandolfi & Stone, 2018). Leadership is a process of influencing activities performed by an organized group of people for attaining set goals (Stogdill, 1950). Effective leadership is frequently demonstrated in terms of consequences that reflect basic citizenship between the followers (Piccolo, Buengeler, & Judge, 2018).

Gandolfi & Stone (2016) defined leadership styles as a leader to inspire his followers or group of personnel of the organizations to use various intended means for achieving mutually agreed better future state than the present one. Leadership style denotes to characteristics behaviors of a leader while motivating, guiding, directing, and managing the group of people (Cherry K. , 2020). The leadership style can be defined as the behavior of the leader at the work place, or it can be said that how a leader interacts with his subordinates at the work place. In the organizations there are employees with different backgrounds and different mind sets. So a leader must be very much conscious while choosing a leadership style. Behavioral patterns adopted by a leader for influencing follower's behavior are regarded as leadership styles (Business Jargons, 2019).

Employee Mindfulness

Mindfulness can be regarded as present state of mind which is not sidetracked by the future or the past and also having intellectual existence in the meanwhile (Iqbal & Nadeem, 2018). Mindfulness can be defined as consciousness state of employees categorized by awareness and attention paid to experience and events which are presently happening (Amanda Christensen-Salem, Fred O. Walumbwa, Mayowa T. Babalola, Liang Guo, & Everlyne Misati, 2020). Mindfulness helps the employees in cutting off from their habitual thinking and habitual behavior in order to create further openness to different practices (Charoensukmongkol, 2016). Mindfulness can be described as the awareness which comes with paying attention to purpose and uncovering the moment by moment experiences nonjudgmentally (Luken & Sammons, 2016).

Mindfulness means being aware of and attentive to what is happening in the current moment externally and internally (Stedham & Skaar, 2019). Employees with mindfulness recognize their outside feelings and interior beliefs without trying to evade them or intellectually classifying them as good or bad (Taylor & Millear, 2016). Mindfulness employees can be categorized as observers, describing and acting with awareness and nonjudgmental in their internal experiences and they don't react to their internal experiences (Walsh & Arnold, The bright and dark sides of employee mindfulness: Leadership style and employee well-being, 2020). Mindfulness is regarded as one's attention and awareness to his immediate experience (Baron L. , 2016).

Organizational Citizenship Behavior

Employees who show Organizational Citizenship Behavior are the asset of any organization and no organization wants to lose these types of employees. Organizational Citizenship Behavior is a flexible individual behavior that is not explicitly or directly recognized by the formal reward system, and in aggregate it promotes effective functioning in an organization (Organ D. W., 1988). All of the organizations are in dire need of such employees who exhibit Organizational Citizenship Behavior, like helping other employees a team, undertaking additional work, escaping needless clashes, respecting the rules and regulations with true spirit, and wholeheartedly bearing

work-related damages and turbulences that occurs from time to time (Robbins & Judge, Organizational Behavior, 2008).

In the past few years Organizational Citizenship Behavior is the utmost widely considered concept in the literature of organizational behavior and is considered critical and as well as beneficial to the organizations (Wei, Han, & Hsu, 2014). Organizational Citizenship Behavior denotes the discretionary performance of employees at the workplace which goes above and beyond from the assigned job duties of an employee (Organ, Podsakoff, & P.M. & MacKenzie, 2006). OCB can be defined as a multidimensional concept which represents helping behavior of employees, employee sportsmanship, loyalty of employees towards the organization self-development, individual initiative of employees and civic virtue (Kasekende, Nasiima, & Otengei, 2020). OCB are the behaviors depicted by employees which are not formally rewarded by the management of an organization and these behaviors are discretionary in nature (V.Kloutsiniotis & M.Mihail, 2020). OCB are the behaviors depicted by employees by their own will and these are volunteer in nature which enhance the efficiency of an organization (Chih-ChingTeng, AllanChengChiehLu, Zhi-YangHuang, & Chien-HuaFang, 2020).

Leadership Styles

Charismatic Leadership

Charismatic term came from Charis which is an ancient Greek word, the meaning of the Charis are life, grace and kindness, the people who are charismatic in nature are considered as virtuous and graceful (Luenendonk, 2020). Leaders with charismatic style of leadership represent vision and mission in the shape of lateral goals and outcomes which are desired by society (Gebert, Heinitz, & Buengeler, 2016). The charismatic leaders can attract attention, influence others, provide vision, respond to circumstantial and environmental indications, emphasize on collective identity and motivate their followers in emotional and intellectual (Grabo & Vugt, 2016).

Leaders with charismatic leadership style can lead from the front by exhibiting exemplary action which the followers can infer as involving abundant personal risk, self-sacrifice and devotion (Tuan & Thao, 2017). Charismatic leadership can be described as an interaction between the leaders and their subordinates which results in followers' self-esteem aligned with the mission and vision shared by the leader, follower's incorporation of values and goals shared by the leader, solid personal and ethical commitment to leader's goals and values and a followers' willingness for transcending their individual interest for the team or organization (Shamir & Howell, 2018).

Charismatic leader is a person who can influence his subordinates of employees of an organizations by using his personal charm, his communication skills and persuasiveness (Lee S. , 2020). Charismatic leaders are those leaders who are very good at gaining the emotional attachment of the employees in an organization and the charismatic leaders are very much important for a company as the charismatic leaders are able to keep the organization moving forward even in the time of crisis. The leaders who are regarded as charismatic leaders are basically really good in communication skills, these leaders are eloquent verbally and they also have the ability to communicate with their followers on a very deep level of emotions (Riggio, 2012).

Transformational Leadership

Leaders with transformational leadership exhibit the behaviors like giving consideration to the needs of their followers, paying attention to them, supporting the followers, coaching the followers and giving due care to them (Dóci, Hofmans, Nijs, & Judge, 2020). Transformational leadership is defined as a leadership style which encourages employees' mutual interest and it supports the employees in reaching joint goals moreover, leaders with transformational leadership style are an inspiration for the employees, they increase knowledge and learning of the employees and encourage the employees to be inventive with tools of problem solving (Para-González, Jiménez-Jiménez, & Martínez-Lorente, 2018).

Transformational leaders inspire their subordinates to perform further than their expectations; they give employees freedom of exploring, discussion, making their own decisions, problem solving and task performance (Agha, Noorderhaven, & Vallejo, 2016). Transformational leaders focus on development of the subordinates for the aim of carrying out leadership roles (Banks, McCauley, Gardner, & Guler, 2016). Transformational leaders are having the trust and respect of their followers and they are motivated to perform more than their formal duties for achieving the goals set by the organization (Baomah, Laschinger, Wong, & Clarke, 2017).

Transformational leaders give motivation to the employees to satisfy their self-actualization needs by exercising additional efforts, they raise the spirits of employees for acquiring new skills and they show respect towards the developmental needs of their subordinates (Dong, Bartol, Zhang, & Li, 2016). Transformational leaders develop their subordinates in order to make sure that everyone is able to contribute and is able to perform well towards the collective goals (Eberly, Bluhm, Guarana, Avolio, & Hanna, 2017). Transformational leaders can convince the employees about the importance of organizational goals and they can also convince them for contribution towards achievement of these organizational goals, they also encourage the employees to critically examine the current way of doing things for the sake of improvement (Ng, 2017).

Transformation leadership is a process where the followers and their leaders raise each other to the higher levels of motivation and morality (Burns, 1978). Transformational leaders are the leaders who always think about the success of other team members along with the success of the company. Transformational leaders are the leaders always try to transform their subordinates, they give empowerment to their individual subordinates and they are the ones who develop their individual subordinates in to becoming a leader in themselves (Lea, 2020).

Theoretical Reflection

Social Exchange Theory was proposed by George Homans in 1958 and the theory states that social behavior of a person is the outcome of a process of exchange. The theory interprets that people evaluate the worth of relation by subtracting the cost from the benefit and they make the relations accordingly. When the benefits are greater than the costs the people want to make positive relation and when the costs are greater than the benefits then the people will end the relation.

According to this theory we determine our interaction with others based upon our expectation about the rewards and punishments from the others. In an organization when the employees are not treated well then the employees in exchange will show the negative behavior like increased absenteeism, increased turn over, decreased productivity, decreased efficiency, increased organi-

zational politics and increased hostile environment. But when the employees in an organization are treated with respect and care they feel honored and they will show the positive behavior at the work place like decreased absenteeism, decreased turn over, increased productivity, increased efficiency, decreased organizational politics and increased organizational citizenship behavior.

Hypothesis

Based upon the social exchange theory and the literature the following hypothesis are being derived.

H1 Charismatic Leadership is positively related to employee Organizational Citizenship Behavior

H2 Transformational Leadership is positively related to employee Organizational Citizenship Behavior

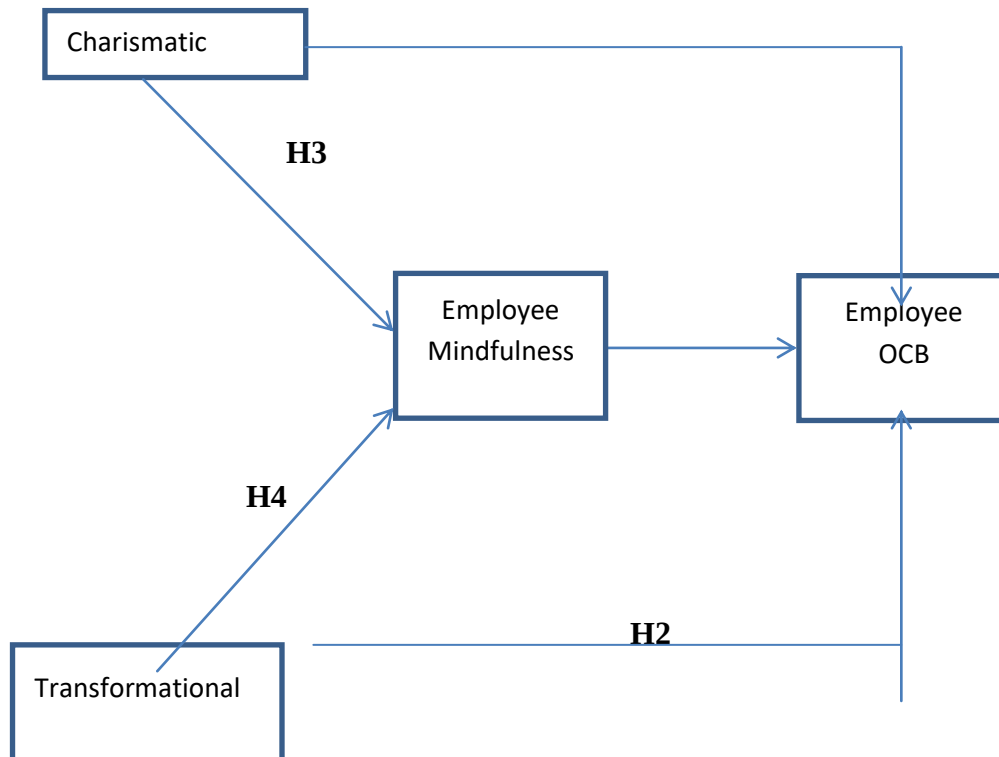
H3 Employee Mindfulness mediates the relationship between Charismatic Leadership and employee Organizational Citizenship Behavior

H4 Employee Mindfulness mediates the relationship between Transformational Leadership and employee Organizational Citizenship Behavior

Conceptual Framework

Leadership Styles

H1



Research Methodology

For the purpose of obtaining the data from the participants, we have used survey method. Instrument was developed using Google Forms and the online survey questionnaire link was shared through email/Whatsapp and data has been gathered.

A 05 point likert scale ranging from 1 Strongly Agree to 5 Strongly Disagree was developed by adopting items from various studies. The first independent variable of the study i.e. Charismatic leadership was measured by 07 items scale adopted from the study of (Afif G. Nassif, Rick D. Hackett, & Gordon Wang, 2020). A 07 item scale for measuring second independent variable of the study i.e. transformational leadership was taken from the study of (Buila, Martínezb, & Matutec, 2019). For measuring the mediating variable employee mindfulness a 3 items scale was being taken from the study of (Petchsawang & McLean, 2017). The dependent variable of the study Employee Organizational Citizenship Behavior has been measured by 05 item scale used by (Ali & Siddiqui, 2019). In the present study individual employee of electronic media industry of Islamabad/Rawalpindi was our unit of Analysis. In the present study the list of all licensed electronic media channel has been obtained from the **official website of PEMRA** and Islamabad/Rawalpindi based channels were shortlisted as population of the study. Following are the details of employees of Islamabad/Rawalpindi based channels in Table 1:-

Table 1

Sr.	Name of Channel	HQr	No. of Employees	No. of Isb/Rwp based employees
1	PTV	Islamabad	5647	3569
2	ATV	Islamabad	3983	2107
3	AVT Khyber	Islamabad	200	41
4	Khyber News	Islamabad	230	45
5	K-2	Islamabad	224	46
6	Rohi TV	Islamabad	150	37
7	Such TV	Islamabad	215	64
8	Roze TV	Islamabad	189	45
9	Sohni Dharti	Islamabad	123	35
10	Mashriq TV	Islamabad	113	38
11	Pushto One	Islamabad	195	47
12	N-Vibe	Islamabad	179	41
13	Oxygene	Islamabad	168	35
Grand Total			11,616	6,150

Source: official website of PEMRA

Sample Size

We have used non probability sampling technique and convenient sampling method was used for sampling. A total of 361 responses were received out of them 37 responses were from the employees having the education level less than Graduation so these responses were not included in the study as the medium of the questionnaire was English and also the responses were collected

through Google Forms. So for the validity of the research these 37 responses were not included and only 324 number of responses were included in the study.

Data Analysis

Statistical Package for the Social Sciences (SPSS) 19.0.0 has been used for data analysis. The tests which are being conducted include reliability analysis also called Cronbach Alpha, Descriptive statistics which include Mean, Median, Mode, Standard Deviation, Skewness and Kurtosis. Correlation analysis was performed to check the degree of relatedness among the variables, Regression analysis was performed to see the impact of the independent variables on the dependent variable and Baron & Kenny method was performed for checking the mediation effects of the mediating variable. The descriptive tests for frequencies were also performed for demographics i.e. Gender, Age, Qualification, Management Level (ML), Department and Experience.

Table 2: Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	268	82.7	82.7	82.7
Female	56	17.3	17.3	100.0
Total	324	100.0	100.0	

The Table 2 shows that a total of 324 numbers of responses were collected from both male and female employees working in the Electronic Media Industry of Islamabad Rawalpindi Pakistan. Out of the total 324 responses, 268 responses were given by the male employees and 56 number of responses were provided by the female employees. The table also reveals about the percentage of the male and female responses. The 82.7 Percent responses came from the male employees and 17.3 percent responses were obtained by the female employees.

Table 3: Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
0-25	67	20.7	20.7	20.7
26-35	90	27.8	27.8	48.5
36-45	96	29.6	29.6	78.1
45+	71	21.9	21.9	100.0
Total	324	100.0	100.0	

The Table 3 shows that the data was collected from 324 respondents belonging to different age groups. Sixty Seven (67) numbers of responses were collected from respondents belonging to age group 0-25 which are 20.7 percent of the total respondents, 90 responses were provided by the respondents belonging to the age group 26-35, which is 27.8 percent of the total sample size. 96 numbers of responses came from the respondents belonging to the age group 36-45 and it is 29.6 percent of the sample. 71 responses were obtained from the people aged 45+ and this is 21.9 percent of the total sample

Table 4: Qualification

	Frequency	Percent	Valid Percent	Cumulative Percent
Graduate	103	31.8	31.8	31.8
Masters	220	67.9	67.9	99.7
PHD	1	.3	.3	100.0
Total	324	100.0	100.0	

The table 4 depicts that out of 324 the graduate respondents were 103 which are 31.8 percent of the total population. The number of master degree holder respondents is 220 which is 67.9 percent of the total. Only 1 respondent from the total is a PHD degree holder which is 0.3 percent of the total.

Table 5: ML

	Frequency	Percent	Valid Percent	Cumulative Percent
First Line	142	43.8	43.8	43.8
Middle	178	54.9	54.9	98.8
Top	4	1.2	1.2	100.0
Total	324	100.0	100.0	

The table 5 shows that 324 responses were collected from the respondents who were from different management level (ML). 142 responses were collected from first line employees which is 43.8 percent of the total. The table reveals that 178 number of responses came from the middle level management which is 54.9 percent of the total. Only 4 responses were provided by the top level management which is 1.2 percent of the total responses.

Table 6: Department

	Frequency	Percent	Valid Percent	Cumulative Percent
Design	9	2.8	2.8	2.8
Engineering	3	.9	.9	3.7
Finance	19	5.9	5.9	9.6
HR	29	9	9	18.5
International Relations	1	.3	.3	18.8
Marketing	9	2.8	2.8	21.6
News/Current Affairs	136	42	42	63.6
Production	118	36.4	36.4	100.0
Total	324	100.0	100.0	

The table 6 shows that the responses collected were from different departments. Nine (09) number of responses came from Design Department which is 2.8 percent of the total sample, 3 number of responses came from Engineering which is 0.9 percent of the total sample, 19 number of respondent were from Finance department which is 5.9 percent of the total sample size, there were 29 number of responses which came from HR department and this was 9 percent of the total sample size, only 1 respondent was from International Relations which is 0.3 percent of the

total sample size, Nine (9) number of responses came from Marketing department which is 2.8 percent of the total sample, the highest number of responses according to table 3.5 came from News Current Affairs department. The responses which came from News Current Affairs were 136 which is 42 percent of the total sample which is the highest one, and 118 number of responses came from Production department which is 36.4 percent of the total sample.

Table 7: Experience

	Frequency	Percent	Valid Percent	Cumulative Percent
0-2	9	2.8	2.8	2.8
2-4	40	12.3	12.3	15.1
4-8	98	30.2	30.2	45.4
8-12	106	32.7	32.7	78.1
12-15	47	14.5	14.5	92.6
Over 15	24	7.4	7.4	100.0
Total	324	100.0	100.0	

In the table 7 it can be seen that the respondents were from diverse experience groups having. Total number of the respondents was 324. Out of the total 324 respondents, 9 respondents were having the experience from 0-2 years which is 2.8 percent of the total. The 40 number of the respondents were from 2-4 years of experience which is 12.3 percent of the total. The respondent who were having the experience of 4-8 years were 98 which is 30.2 percent of the total. The highest number of responses are 106 which came from the respondents having experience from 8-12 years, this is the 32.7 percent of the total. Forty Seven (47) responses came from the employees having the experience from 12-15 years, which is 14.5 percent of the total. The respondents who had over 15 years were 24 which is 7.4 percent of the total sample size.

Reliability Analysis Test Cronbach Alpha for all of the variables

Table 8: Reliability Statistics

Variable	Cronbach's Alpha	N of Items
Charismatic Leadership	.877	7
Transformational Leadership	.862	7
Employee Mindfulness	.708	3
Employee Organizational Citizenship Behavior	.782	5

Table 8 reveals that Cronbach Alpha is having value of 0.877 for first independent Variable of the study i.e. Charismatic Leadership which is acceptable as it falls between 0.70 and 0.95. It verifies that the scale is reliable to performs statistical tests on SPSS

In table 8 it can also be seen that 0.862 is vale of Cronbach Alpha for the second independent variable of the study i.e. Transformational Leadership which is acceptable as it falls between 0.70 and 0.95. It can be said that the scale is reliable to performs statistical tests on SPSS

The value of Cronbach Alpha in table 8 is 0.708 for the mediating variable of the study Employee Mindfulness which is acceptable as it falls between 0.70 and 0.95. It reinforces that the scale is reliable to performs statistical tests on SPSS

The table 8 shows that the value of Cronbach Alpha for the dependent variable of the study i.e. Employees Organizational Citizenship Behavior is .782 which is acceptable as it falls between 0.70 and 0.95. It proves that the scale is reliable to perform statistical tests on SPSS.

Results and Findings

Table 9: Descriptive Statistics

	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
EOCB	324	3.86	1.00	4.86	2.7879	1.07391	1.153	.288	.135	-1.067	.270
CL	324	3.86	1.00	4.86	2.8364	1.07806	1.162	.177	.135	-1.177	.270
TL	324	4.00	1.00	5.00	3.0247	1.13187	1.281	-.109	.135	-1.076	.270
EM	324	3.80	1.00	4.80	2.7259	1.03437	1.070	.181	.135	-1.034	.270
Valid N	324										

The table 9 shows that the for the sample of 324, descriptive statistics of all the variables are shown with the values of range, mean, standard deviation, Skewness and Kurtosis. The dependent Variable i.e. Employees Organizational Citizenship Behavior is taken as Employee Organizational Citizenship Behavior after computation. It value of the range lies at 3.86, the value of mean is 2.7879, value of the variance is 1.153, standard deviation's value is 1.07391 and the data for Employees Organizational Citizenship Behavior lies within 1.00 and 5.00 meaning that the responses of the items of Employees Organizational Citizenship Behavior lie within 1 to 5.

The value of Skewness for Employees Organizational Citizenship Behavior is .288 which lies between -3 to +3 so this is acceptable and the value of kurtosis is -1.067 which lies between -10 to +10 and this is also acceptable according to (Megan & Trisha, 2013). The independent Variable i.e. Charismatic Leadership is taken as CL after computation. It value of the range lies at 3.86, the value of mean is 2.8364, value of the variance is 1.162, standard deviation's value is 1.07806 and the data for CL lies within 1.00 and 4.86 meaning that the responses of the items of CL lie within 1 to 5.

The value of Skewness for Charismatic Leadership is .177 which lies between -3 to +3 so this is acceptable and the value of kurtosis is -1.177 which lies between -10 to +10 and this is also acceptable according to (Megan & Trisha, 2013). The other independent Variable i.e. Transformational Leadership is taken as TL after computation. It value of the range lies at 4.00, the value of mean is 3.0247, value of the variance is 1.281, standard deviation's value is 1.13187 and the data for TL lies within 1.00 and 4.86 meaning that the responses of the items of TL lie within 1 to 5. The value of Skewness for TL is -.109 which lies between -3 to +3 so this is acceptable and the value of kurtosis is -1.076 which lies between -10 to +10 and this is also acceptable according to (Megan & Trisha, 2013).

The Mediating Variable i.e. Employee Mindfulness is taken as EM after computation. Its value of the range lies at 3.80, the value of mean is 2.7259, value of the variance is 1.070, standard deviation's value is 1.03437 and the data for EM lies within 1.00 and 5.00 meaning that the responses of the items of Employees Organizational Citizenship Behavior lie within 1 to 5. The value of Skewness for EM is .181 which lies between -3 to +3 so this is acceptable and the value of kurtosis is -1.034 which lies between -10 to +10 and this is also acceptable according to (Megan & Trisha, 2013).

Table 10: Correlations

		CL	TL	EM	EOCB
CL	Pearson Correlation	1	.132 [*]	.002	.763 ^{**}
	Sig. (2-tailed)		.017	.969	.000
	N	324	324	324	324
TL	Pearson Correlation	.132 [*]	1	.641 ^{**}	.215 ^{**}
	Sig. (2-tailed)	.017		.000	.000
	N	324	324	324	324
EM	Pearson Correlation	.002	.641 ^{**}	1	.088
	Sig. (2-tailed)	.969	.000		.114
	N	324	324	324	324
EOCB	Pearson Correlation	.763 ^{**}	.215 ^{**}	.088	1
	Sig. (2-tailed)	.000	.000	.114	
	N	324	324	324	324

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

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

The table 10 demonstrates the correlation among all of the variables after analyzing the obtained data from the sample i.e. 324. Like the first hypothesis of our study that CL has a positive relation with Employees Organizational Citizenship Behavior the result of the correlation confirms our hypothesis as the value of correlation came as .763 and is significant at 0.01 which is two tailed. This shows that there is a strong correlation between CL and Employees Organizational Citizenship Behavior. As for our second hypothesis of our study that TL has a positive relation with Employees Organizational Citizenship Behavior, the result of the correlation seconds our hypothesis as the value of correlation is showing the value of .215 and is significant at 0.01 which is two tailed.

It confirms that there is a correlation among TL and Employees Organizational Citizenship Behavior. Coming towards the third hypothesis of our study which states that EM mediates the relationship between CL and Employees Organizational Citizenship Behavior and the results of our correlation tells us that our third variable is also accepted as the correlation is 0.01 (two tailed). As far as the fourth and final hypothesis is concerned which states that EM mediates the relationship between TL and Employees Organizational Citizenship Behavior and the results of our correlation tells us that our third variable is also accepted as the correlation is 0.01 (two tailed).

Regression Analysis for H1

The H1 of the study states that Charismatic Leadership is positively related to Employees Organizational Citizenship Behavior. Linear regression analysis for the H1 was performed and the following is the table and discussion about first hypothesis of the study:-

Table 11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.763 ^a	.583	.581	.66923

a. Predictors: (Constant), CL

The table 11 depicts model summary, it tells us about the relationship among the independent and dependent variable, R in the model summary table shows linear correlation among the model predicted and observed values study's dependent variable and large value of R indicates the strong relationship and the value of R is always from -1.00 to +1.00. R square is the predictive power of our model, it tells us that how much we can predict about the dependent variable through independent variable. The value of R Square tells us about how much our model can explain the change in the dependent variable due to the independent variable (Fernando, 2020). The value of R square is always between 0 to 100% where 0% tells that the model doesn't predict the variability of the dependent variable and 100% reveals that the model fully explains the variability of the dependent variable (Minitab, 2013). The adjusted R Square in the model summary is the corrected version of the R Square of the table which is adjusted for the number of predictors of study's model. In table 4.3 the value of R is .763 which is on the higher side and this means that there is a strong relationship between Charismatic Leadership and Employee Organizational Citizenship Behavior. The value of R Square is .583 which means that our model explains 58.3% of variability in Employees Organizational Citizenship Behavior due to the CL. The table of coefficient for this regression is given below:

Table 12: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.676	.104		6.528	.000
	CL	.735	.035	.763	21.204	.000

a. Dependent Variable: EOCB

The beta value in the table 12 of coefficients explains about the change occurring in the dependent variable due to 1 unit change in the independent variable of the study. The positive value of the beta indicates that there will be increase in the dependent variable due to one unit change in independent variable whereas the negative value of the beta shows that there will be decrease in the dependent variable when there is one unit change in independent variable. The table 4.4 shows that the value of the beta is .763 which is a positive value and it means that when there will be 1 unit change in CL then there will be .763 unit change in Employees Organizational Citizenship Behavior due to this change. The relationship among the CL and Employees Organiza-

tional Citizenship Behavior is found positive and it is also significant as the value in the table for significance is .000.

Regression Analysis for H2

In the second hypothesis of the study it is stated that Transformational Leadership is positively related to employee Employees Organizational Citizenship Behavior. Linear regression analysis for the H2 was performed and the following is the table and discussion about second hypothesis of the study:-

Table 13: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.215 ^a	.046	.043	1.01169

a. Predictors: (Constant), TL

In table 13 the value of R is .215 which is on the positive side and this means that there is a positive relationship between TL and Employees Organizational Citizenship Behavior. The value of R Square is .046 which means that our model explains 4.6% of variability in Employees Organizational Citizenship Behavior is due to the TL. The table of coefficient for this regression is given below:

Table 14: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.140	.158		13.510	.000
	TL	.207	.052	.215	3.955	.000

a. Dependent Variable: EOCB

The table 14 shows that the value of the beta is .215 which is a positive value and it means that when there will be 1 unit change in TL then there will be .215 unit change in Employees Organizational Citizenship Behavior due to this change. The relationship among the TL and Employees Organizational Citizenship Behavior is found positive and it is also significant as the value in the table for significance is .000.

Mediation Analysis with Regression (Baron & Kenny)

As per the study conducted by Baron & Kenny (1987) before checking for the mediation whether there is full mediation, partial mediation or no mediation, some conditions need to be met. Firstly there should be a significant relationship among the dependent and independent variables. Secondly there must be a significant relationship among the mediating and independent variable. Thirdly there must be a significant relationship among the mediating and dependent variables. After the before mentioned conditions are present then there can be three circumstances and they can be in the shape of full mediation, partial mediation and no mediation. So for the first part of

three conditions, they have been already met and we have seen that all of the variables are having significant relationships. So now we will check the mediation linkage of EM between CL, TL and Employees Organizational Citizenship Behavior.

Mediation Analysis for H3

The third hypothesis of our study states that employee mindfulness mediates the relationship among Charismatic Leadership and Employees Organizational Citizenship Behavior. Regression analysis for the H3 was performed by using the method of Baron & Kenny and the following is the table and discussion about the third hypothesis of our study:-

Table 15: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.763 ^a	.583	.581	.66923
2	.768 ^b	.590	.588	.66426

a. Predictors: (Constant), CL

b. Predictors: (Constant), CL, EM

In the table 15 it can be clearly seen that there are two models present. Model 1 states the relationship among the first independent variable of the study i.e. Charismatic Leadership (CL) and the dependent Variable of the study Employees Organizational Citizenship Behavior (EOCB) and the model 2 of the table 4.7 describes the relationship among the independent variable Charismatic Leadership (CL) and the dependent variable Employees Organizational Citizenship Behavior (EOCB) when there is a mediating variable Employee Mindfulness (EM) is present.

In model 1 R Square is .583, this value means that the model explains the 58.3% of the variability in Employees Organizational Citizenship Behavior is due to the Charismatic Leadership. The model 2 tells us about the mediating effect of Employee Mindfulness (EM), as we can see that when there is a mediator present i.e. Employee Mindfulness (EM) the value of R Square is raised from .583 to .588 which means that now the model explains the 58.8% variability in Employees Organizational Citizenship Behavior is due to Charismatic Leadership and Employee Mindfulness. For more detailed discussion the table of coefficient is shown following:-

Table 16: Coefficients^a

Model		Unstandardized coefficients		Co-Standardized Coefficients Beta	t	Sig.	Collinearity Statistics	
		B	Std. Error				Tolerance	VIF
1	(Constant)	.676	.104		6.528	.000		
	CL	.735	.035	.763	21.204	.000	1.000	1.000
2	(Constant)	.438	.142		3.076	.002		
	CL	.735	.034	.763	21.357	.000	1.000	1.000
	EM	.079	.033	.086	2.416	.016	1.000	1.000

a. Dependent Variable: EOCB

The table 16 has two models; model 1 show that there is a significant relationship among Charismatic Leadership (CL) and Employees Organizational Citizenship Behavior (EOCB). In the model 2 of table 4.8 the mediating variable Employee Mindfulness is added and it can be seen

that there still is significant relationship among the variables. In model 1 where there is no mediating variable the value of beta for Charismatic Leadership is .763 which means that due to one unit change in Charismatic Leadership there will be .763 units change in Employees Organizational Citizenship Behavior. In model 2 there is also a significant relationship among Charismatic Leadership and Employees Organizational Citizenship Behavior with the addition of mediating variable the value of beta for Charismatic Leadership is .701 and the value of beta for EM is .086. The table also shows the VIF for the variables and the values of VIF are less than 10 so they are acceptable and showing that there is no Collinearity among the variables.

In both of the above mentioned models the relationships among the independent variable and dependent variable are significant even after the mediating variable is included, this situation is regarded as a case of partial mediation as per (Baron & Kenny, 1987). According to which that after the addition of mediator the relationship among independent and dependent variable remain significant and also the mediator and dependent variable are in significant relationship at 0.05 or below and in our model its 0.000. Thus we can say that Employee Mindfulness partially mediates the relationship between independent variable i.e. Charismatic Leadership dependent variable i.e. Employees Organizational Citizenship Behavior.

Mediation Analysis for H4

The fourth hypothesis of our study states that employee mindfulness partially mediates the relationship between Transformational Leadership and Employees Organizational Citizenship Behavior. Regression analysis for the H4 was performed by using the method of Baron & Kenny and the following is the table and discussion about the third hypothesis of our study:-

Table 17: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.215 ^a	.046	.043	1.01169
2	.225 ^b	.051	.045	1.01101

a. Predictors: (Constant), TL

b. Predictors: (Constant), TL, EM

In the table 17 it can be clearly seen that there are two models present. Model 1 states the relationship among the second independent variable of the study i.e. Transformational Leadership (TL) and the dependent Variable of the study i.e. Employees Organizational Citizenship Behavior (EOCB) and the model 2 of the table 4.7 describes the relationship among the independent variable Transformational Leadership (TL) and the dependent variable Employees Organizational Citizenship Behavior (EOCB) when there is a mediating variable Employee Mindfulness (EM) is present. In model 1 R Square is .753, this value means that the model explains the 75.3% of the variability in Employees Organizational Citizenship Behavior is due to the Transformational Leadership. The model 2 tells us about the mediating effect of Employee Mindfulness (EM), as we can see that when there is a mediator present i.e. EM the value of R Square is raised from .753 to .773 which means that now the model explains the 77.3% variability in Employees Organizational Citizenship Behavior is due to Transformational Leadership and Employee Mindfulness. For more detailed discussion the table of coefficient is shown following:-

Table 18: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		Statistics
		B	Std. Error	Beta	t	Sig.	Tolerance VIF	
1	(Constant)	2.140	.158		13.510	.000		
	TL	.207	.052	.215	3.955	.000	1.000	1.000
2	(Constant)	2.227	.174		12.793	.000		
	TL	.259	.068	.269	3.805	.000	.590	1.696
	EM	-.077	.065	-.085	-1.195	.233	.590	1.696

a. Dependent Variable: EOCB

The table 18 has two models; model 1 show that there is a significant relationship among Transformational Leadership (TL) and Employees Organizational Citizenship Behavior (EOCB). In the model 2 of table 4.10 the mediating variable Employee Mindfulness (EM) is added and it can be seen that there still is significant relationship among the variables. In model 1 where there is no mediating variable the value of beta for Transformational Leadership is .215 which means that due to one unit change in Transformational Leadership there will be .215 units change in Employees Organizational Citizenship Behavior. In model 2 there is also a significant relationship among Transformational Leadership and Employees Organizational Citizenship Behavior with the addition of mediating variable the value of beta for Transformational Leadership is .269 which means that in the presence of the mediator, when there will be one unit change in Transformational Leadership there will be .269 units change in Employees Organizational Citizenship Behavior.

The table also shows the VIF for the variables and the values of VIF are less than 10 so they are acceptable and showing that there is no Collinearity among the variables.

In both of the above mentioned models the relationships among the independent variable and dependent variable are significant even after the mediating variable is included, this situation is regarded as a case of partial mediation as per (Baron & Kenny, 1987). According to which that after the addition of mediator the relationship among independent and dependent variable remain significant and also the mediator and dependent variable are in significant relationship at 0.05 or below and in our model its 0.000. Thus we can say that Employee Mindfulness partially mediates the relationship between independent variable i.e. Transformational Leadership dependent variable i.e. Employees Organizational Citizenship Behavior.

Hypothesis Results

H1 Charismatic Leadership is positively related to Employees Organizational Citizenship Behavior

The results which are obtained through the analysis of our data especially from the regression and correlation analysis, it is proved that Charismatic Leadership is positively related to Employees Organizational Citizenship Behavior

H2 Transformational Leadership is positively related to employee Employees Organizational Citizenship Behavior

The results which are obtained through the analysis of our data especially from the regression and correlation analysis, it is proved that Transformational Leadership is positively related to Employees Organizational Citizenship Behavior

H3 Employee Mindfulness mediates the relationship between Charismatic Leadership and employee Employees Organizational Citizenship Behavior

The results which are obtained through the analysis of our data especially from the regression and correlation analysis, it is proved that partially Employee Mindfulness mediates the relationship among Charismatic Leadership and Employees Organizational Citizenship Behavior

H4 Employee Mindfulness mediates the relationship between Transformational Leadership and employee Employees Organizational Citizenship Behavior

The results which are obtained through the analysis of our data especially from the regression and correlation analysis, it is proved that Employee Mindfulness partially mediates the relationship among Transformational Leadership and Employees Organizational Citizenship Behavior.

Discussion

The main objective of this study was to examine the relationship between Charismatic Leadership, Transformation Leadership and Employee Organizational Citizenship Behavior in the context of electronic media industry of twin cities i.e. Rawalpindi and Islamabad of Pakistan. Secondly the study was also aimed towards seeing the mediating effect of Employee Mindfulness in the relationship among Charismatic leadership and Employees Organizational Citizenship behavior as well as the mediating effect in the relationship of Transformational Leadership and Employees Organizational Citizenship behavior. The data of the study was obtained from the employees working in the electronic media industry of twin cities i.e. Rawalpindi/Islamabad, Pakistan. The detailed discussion on the hypothesis is given as under:-

H1 Charismatic Leadership is positively related to employee Employees Organizational Citizenship Behavior

As per the first hypothesis of the study which tells that Charismatic Leadership is having a significant relationship with Employees Organizational Citizenship Behavior is proved true. The results of the regression and correlations reveal that there is a significant and positive relation among Charismatic Leadership and Employees Organizational Citizenship Behavior. Our study suggest that when the employees work under a leader who uses the charismatic style of leadership, are prone to exhibit Employees Organizational Citizenship Behavior at work. The managers in the media industry must be informed and they must be trained that in order to achieve organizational effectiveness and if they want that employees work as a team and if they want that their employee must help each other then they should use the charismatic leadership style. When the manager uses charismatic leadership style then the employees are in emotional attachment with the leader. When the employees feel emotional attachment towards a leader then they will be willing to do much more work and they will be willing to go extra mile for the leader. The employees will be delighted to lend helping hand to the charismatic leader and they will be performing with full energies and they will try level best to do their work as efficient as possible

H2 Transformational Leadership is positively related to Employees Organizational Citizenship Behavior

The second hypothesis of the study, which describes that Transformational Leadership style is having a significant relationship with Employees Organizational Citizenship Behavior, is also proved true. The results of the study suggest that when leaders use Charismatic leadership style and Transformational leadership style then the employees tend to demonstrate Organizational Citizenship Behavior. The results of the regression and correlations reveal that there is a significant and positive relation among Transformational Leadership and Employees Organizational Citizenship Behavior. Our study suggest that when the employees work under a leader who uses the Transformational style of leadership, are prone to exhibit Employees Organizational Citizenship Behavior at work. The managers in the media industry must be informed and they must be trained that in order to achieve organizational effectiveness and if they want that employees work as a team and if they want that their employee must help each other then they should use the Transformational leadership style. The employees in the organization feel strong bonding with the leaders who use transformational style of leadership as they are the one who help their subordinates in the time of need. They are very much concerned about the good performance of their subordinate and they do all of the efforts to help their subordinates in achieving their goals. The employees are always ready to work with transformational leaders and they are always happy to work extra for these type of leaders. The employee when asked by the transformational leaders to perform a specific task they perform over and above of their limits and they don't care about the office time and they even don't care about the nature of job or task. They employees for completion of the given task will not care for their job duties and will do work over and above of their job duties

H3 Employee Mindfulness mediates the relationship between Charismatic Leadership and Employees Organizational Citizenship Behavior

Now coming towards the third hypothesis of the study, the third hypotheses of the study denotes that the Employee Mindfulness partially mediates the relationship between Charismatic Leadership and Employees Organizational Citizenship Behavior. The results of the study show that the Employee mindfulness partially mediates the relationship among Charismatic Leadership and Employees Organizational Citizenship Behavior.

H4 Employee Mindfulness mediates the relationship between Transformational Leadership and Employees Organizational Citizenship Behavior

The fourth and final hypothesis of the study states that Employee Mindfulness partially mediates the relationship between Transformational Leadership and Employees Organizational Citizenship Behavior. The results of the study show that the Employee mindfulness partially mediates the relationship among Transformational Leadership and Employees Organizational Citizenship Behavior.

Theoretical Implications

This study has contributed in the existing literature in a significant manner by analyzing the impact of Charismatic Leadership, Transformational Leadership on Employees Organizational Citizenship Behavior and it also analyzed the mediating role of Employee Mindfulness among the

relationship of the said variables. A study conducted by Jiao & Richards (2011) revealed that leaders who use positive leadership styles lead their employee to exhibit greater Organizational Citizenship Behavior. Our study confirmed the results presented by (Jiao & Richards, 2011).

Practical Implications

The present research is very useful for the employees and especially for the managers working in the electronic media industry of twin cities i.e. Rawalpindi and Islamabad, Pakistan. The study demonstrates that, if the leaders want that their employees should exhibit Organizational Citizenship Behavior then they should rely on adopting the positive leadership style. Managers should not be using the abusive style of leadership or coercive style of leadership rather they should make good examples of good relations with employees.

Limitations of Research

The focus of our study was the individuals working in the electronic media industry of Rawalpindi and Islamabad, Pakistan which leads to the limited generalizability of our research. The results of the present study cannot be generalized to the other cities of the country. Due to the ongoing pandemic convenient sampling technique was used.

Future Direction

The future research can be conducted in the other demographics of Pakistan as well as in any other country for a better generalizability of the study conducted. The present study due to lack of time and resources was only able to concentrate on only two positive leadership styles, the other positive leadership styles could also be examined.

Conclusion

The study found that Charismatic Leadership and Transformational Leadership is positively related with Employees Organizational Citizenship Behavior and also Employee Mindfulness plays mediating role between the relationship of the said variables. Positive leadership styles can lead to increased employee satisfaction and literature shows that the satisfied employees are prone to show organizational citizenship behavior which in turn leads to greater productivity. Social Exchange Theory which was proposed in 1958 by George Homans, it described that a person's behavior is the result of a process of an exchange.

Below is the **filtered bibliography containing only the references actually used in the current document**. I removed the uncited entries and the duplicate Walsh & Arnold entry. The document cites sources across the literature review, methodology, results, and theoretical implications.

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