

Impact of Leadership Styles on Job Satisfaction of the Employees in the Pharmaceutical Industry of Bangladesh

Md Nurul Hasan¹, Md. Sahidur Rahman²

ABSTRACT

Literature on leadership explored that successful leadership greatly influences the employees' attitudes, perceptions, and level of job satisfaction. When leaders fail to satisfy the requirements and expectations of their team members, then a negative work environment and various issues may arise that cause job dissatisfaction. In Bangladesh, leave facilities, job security, realistic payment, and the welfare of pharmaceutical industry employees are important facets of job dissatisfaction. Yet leadership styles are essential for inspiring and heightening the employees' job satisfaction. As a result, the researcher's current quantitative study aimed to investigate how different leadership styles affect employee job satisfaction within the pharmaceutical sector in Bangladesh. Data was gathered from employees in this sector using two distinct questionnaires and a convenience sampling method, adhering to ethical guidelines and institutional approvals. The gathered information was analysed using SPSS 20.0 and SMART PLS 4.0 to identify the relationships among the variables. This study's results indicate that transformational and laissez-faire leadership styles significantly influence job satisfaction among employees in Bangladesh's pharmaceutical industry. Additionally, it was discovered that supervisors' attitudes, recognition of achievements, and empathy serve as crucial indicators of job satisfaction in this sector.

Keywords: Leadership styles, employees, job satisfaction, pharmaceutical industry.

Manuscript Received : Oct. 1, 2024; Revised Manuscript Received : Oct. 29, 2024, Accepted : Nov. 5, 2024.

1. INTRODUCTION

The pharmaceutical industry is a leading technologically developed sector in the country, as stated by the Bangladesh Association of Pharmaceutical Industries (BAPI). This sector fulfils 98% of the medicinal demand of the local market, worth USD 3.2 billion in 2021. The pharmaceutical companies of Bangladesh started their evolving journey just after the early eighties. Since then, it has become the country's second most significant source of income. The leading pharmaceutical companies, including Beximco Pharmaceuticals Ltd., Incepta Pharmaceuticals Ltd., Opsonin Pharma Ltd., Square Pharmaceuticals, Reneta Limited, etc., are exporting medicine to more than 150 countries worldwide, including Australia,

Canada, the UK, the USA, the EU, and the Middle East. This sector employs around 1,77,000 employees, including pharmacists, medical promotion officers, and technical and management staff (Raihan et al., 2022). In addition, the success of pharmaceutical companies largely depends on their practical, highly trained, and qualified employees (Sultana, 2016). Hence, employee management is crucial for the pharmaceutical industry in Bangladesh, and supervisors or leaders of this sector play a significant role in effective employee management. Different studies on employee management have concluded that leadership style varies significantly due to individual differences. Sometimes, individual differences between leaders will have little impact, and others will have a dramatic or notable impact on their outcomes (Wilkinson, 2018).

For example, research indicates that in some organisations, the practice of ill-suited leadership styles is a hurdle for employees and generates dissatisfaction. When employees are dissatisfied (unhappy or stressed) in the workplace, their performance will likely be poor (Lie et al., 2010). Besides, transformational leadership may impact employees' mental health or well-being (Abolnasser et al., 2023). Hence, leaders must accept and apply effective leadership styles in varying situations or contexts (Al-Maaitah et al., 2021). Another study affirmed that leadership is complicated and needs close investigation (Tosun et al., 2022). Leadership philosophies and their effect on employee satisfaction decide whether a company succeeds or fails (Muttalib et al. (2023). The employees of the Bangladesh pharmaceutical industry are confronted with several challenges related to the job environment, leave facilities, rational payment, and welfare, which require some degrees of supervision and leadership (Rahman et al., 2013; Arafat et al., 2015). It also assumes that people with higher job satisfaction act positively than those with lower job satisfaction (Robbins, 2005). Yet, job satisfaction is associated with various job consequences (Spector, 2000), such as job performance and productivity (Geybauer, 2009). Research suggests that leadership styles significantly impact employee well-being and job satisfaction. Consequently, leaders' leadership style and commanders' satisfaction influence job consequences (Spector, 2000).

Concomitantly, research conducted on the employees of the pharmaceutical industry in Bangladesh found employees' job satisfaction as a key component for the success of this industry (Islam, 2019). On the contrary, job dissatisfaction factors in this field are job insecurity, retirement benefits, provident funds, social status, workload, and the high target (Tanvir & Shahi, 2012). A recent survey was carried out on five prominent pharmaceutical firms in Bangladesh, including Popular Pharma, Incepta Pharma, Reneta Ltd., Beacon Pharma, and Sk+F Pharma, revealing that the turnover intention among entry-level sales roles, such as medical promotion officers in the pharmaceuticals sector has reached a concerning level. Lack of motivation from the immediate supervisor is one of the significant contributors to job dissatisfaction (Efti, 2023). Moreover, Square Pharmaceuticals Ltd., a leading pharmaceutical company in the country, continues to have opportunities to enhance the job satisfaction of its workforce (Tasnim, 2022). As a result, this research explores how different leadership styles affect employees' job satisfaction. Nevertheless, the present

study could benefit both organisational leadership and researchers engaged in related studies.

2. OBJECTIVES

The specific objectives of the study are as follows:

- a. To investigate the impact of transformational leadership style on the job satisfaction level of employees in Bangladesh's pharmaceutical industry.
- b. To assess the impact of transactional leadership style on the job satisfaction level of the employees in Bangladesh's pharmaceutical industry and
- c. To examine the impact of laissez-faire leadership style on the job satisfaction level of employees in Bangladesh's pharmaceutical industry.

3. REVIEW OF LITERATURE

3.1 Leadership Styles

According to Yukl (2013), leadership style refers to the way and attitude of giving necessary guidelines, executing decisions, and motivating individuals. Lewin (1939) and a group of researchers first introduced significant research on leadership styles recently and identified different leadership styles. This research highlighted autocratic, laissez-faire and participative leadership as the primary styles. Recent studies have shown that transactional, transformational, and laissez-faire styles are widely recognised. These styles have become critical subjects for numerous scholars and thinkers (Rahman et al., 2012; Abasilim et al., 2018). To improve work outcomes, managers should cultivate appropriate leadership styles in institutional settings (Rahman et al., 2014). Numerous studies indicate that, when contrasted with other leadership approaches, the transformational style notably improves employee performance, commitment, and job satisfaction (Banks et al., 2016). Transformational leadership generates a dynamic interest, positive attitude, and passion or develops intrinsic motivation in employees, which affects work performance (Minh Ha et al., 2019). Employees' job satisfaction can improve by adopting transformational leadership or a combination of transactional and transformational approaches (Nwaorgu, 2021). Burns (1978) introduced transactional leadership as a means of transferring power and benefits in his book, 'Leaders'. On the other hand, transactional leaders motivate employees through punishment and reward techniques (Saleem, 2015). Promotions and salary increments are two rewards. Job termination and pay reduction are potential punishments (Jansen et al., 2009). According to earlier research, there are circumstances in which this leadership style may not work well (Bryant, 2003). Consequently, employees' productivity and satisfaction will eventually suffer under transactional leadership (Hater & Bass, 1988; Hartog, Muijen, & Koopman, 1997). A leader or supervisor who practices laissez-faire leadership allows staff members' independence and provides hardly any guidance. Besides, employees are expected to exercise autonomy in setting goals, making choices, and resolving problems (Khan et al., 2014). According to a study, a laissez-faire approach might be adequate when things are peaceful, but managers must be stern and forceful when chaotic (Day et al., 2017). Therefore, leadership styles refer to a clear and measurable

explanation of leaders' different approaches or behaviours when guiding and influencing others within a group or organisation.

An empirical investigation involving private university students in Chattagram concluded a positive correlation between performance and transformational leadership elements (Rahman & Ferdousy, 2012). Research also identified a link between the servant leadership approach, organisational citizenship behaviour, and job satisfaction (Howladar et al., 2021). A study concluded that the productivity of ready-made garments (RMG) is significantly related to Bangladesh's transformational and transactional leadership style (Tareque, 2021). According to a study on talent management and laissez-faire leadership in Bangladesh's pharmaceutical industry, this leadership style is neither absent nor invariably despised by followers. This research demonstrates how talent management techniques benefit from laissez-faire leadership (Ali & Ullah, 2023).

3.2 Job Satisfaction

Generally believes that happiness, performance at work, and productivity are all directly correlated with contentment. Job satisfaction of the employee denotes doing the job he enjoys, doing it effectively, and receiving recognition for one's endeavours (Aziri, 2011). Spector (1997) developed the "Job Satisfaction Measuring Scale" to estimate the contentment of the employee, focusing on benefits, salary, promotion, supervision, and job nature. Akhila (2018) has shown in her study that leadership styles display an effective influence on employees' job satisfaction. A contented employee is committed to his work, executes directions well, cares for himself and others, and feels safe (Szymon et al., 2020). Therefore, employees' sense of accomplishment and success is called job satisfaction.

3.3 Pharmaceutical Industry

The pharmaceutical industry is a global sector comprising companies and organisations discovering, developing, producing, and distributing drugs, biologics, vaccines, and medical devices (IFPMA, 2021). This industry also intends to prevent, diagnose, treat, or manage diseases and medical conditions. This includes many activities, like basic research, regulatory approval processes, clinical testing, preclinical testing, applied research, manufacturing, marketing, sales, and distribution of pharmaceutical products (WHO, 2021). According to a study done in the pharmaceutical industry in Yemen, leaders' leadership style impacts employee job satisfaction (Hussain & Alharafsheh, 2023). Herman and Qiu (2024) researched building resiliency and essential principles for the pharmaceutical industry in the USA. They concluded that contentious emphasis on principle-based leadership can build resilience, improve mental well-being, and help to achieve long-term success. Therefore, the pharmaceutical industry is the economic sector that encompasses the research, development, manufacturing, and commercialisation of drugs and medications for human or veterinary use.

4. HYPOTHESES DEVELOPMENT

4.1 Transformation Leadership and Job Satisfaction

Transformational leadership, as described by Bank et al. (2016), is a leadership approach that promotes shared vision as well as stimulates innovation to attain remarkable outcomes. Transformational leadership shows an engaging and encouraging association between leaders and their subordinates (Purwanto et al., 2019). Besides, transformational leadership generates a dynamic interest, positive attitude, and passion or develops intrinsic motivation in employees, which affects work performance (Minh Ha et al., 2019). As a result, the hypothesis outlined below was formulated:

H₁: Transformational leadership style has a positive impact on job satisfaction of the employees in the pharmaceutical industry of Bangladesh.

4.2 Transactional Leadership and Job Satisfaction

The term 'transaction' pertains to an exchange. Transactional leadership is mainly focused on the rewards and punishments of the subordinates. In response, leaders expect commitment, productivity, and allegiance from their subordinates (Suprapti, 2020). This approach has little effect on employee job satisfaction (Almaaitah et al., 2021). Employees are given less freedom of choice in the case of a transactional leader (Shrestha, 2019). Concurrently, this leadership cannot afford job satisfaction (Prameswari, 2020). In contrast, the transactional style performs better regarding employee loyalty, turnover, and organisational efficacy. (Jekelle, 2021). Employees are inclined to adopt transactional leadership briefly because of the reward and punishment systems (Saleem, 2015). For example, athlete coaches, many high-level military officials, and CEOs of large international organisations are well-known transactional leaders. Hence, the hypothesis was developed as follows:

H₂: Transactional leadership style has a positive impact on job satisfaction of the employees in the pharmaceutical industry of Bangladesh.

4.3 Laissez-faire Leadership and Employee Job Satisfaction

Khan et al. (2014) define managers as taking a hands-off approach, giving staff members little guidance or oversight and letting them make decisions independently. Laissez-faire leadership can encourage creativity and innovation in highly trained and motivated workers. This leadership has both advantages and possible pitfalls. According to a study on talent management and laissez-faire leadership in Bangladesh's pharmaceutical industry, this leadership style is neither absent nor invariably despised by followers. This study supports that talent management techniques benefit from laissez-faire leadership (Ali & Ullah, 2023). Thus, the following hypothesis was considered:

H₃: Laissez-faire leadership style has a positive impact on job satisfaction of the employees in the pharmaceutical industry of Bangladesh.

5. RESEARCH FRAMEWORK

The research framework is shown in Figure 1

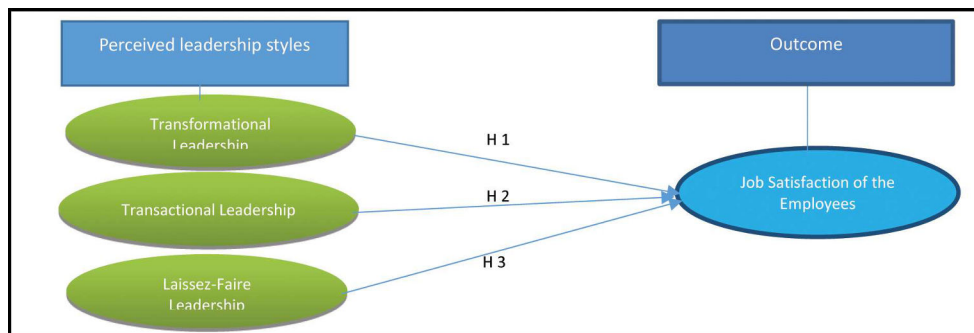


Figure-1: Research Framework

6. RESEARCH METHODOLOGY

The present study followed a quantitative research paradigm for analysing data to show sufficient empirical support for testing the association between the variables (Cooper & Schindler, 2008). This study's dependent and independent variables were job satisfaction and leadership styles. Social exchange theory was used to explain the study's research variables. Two well-structured questionnaire sets for junior, mid, and top-level officers of eight pharmaceutical companies in Bangladesh (medical promotion/representative officers, human resource officers, pharmacists, administrative officers, production executives, etc.) were used as respondents' employees. All respondents to this research participated voluntarily. The data collection procedure took nearly four months. Data were collected through both primary and secondary sources. This study used the purposive sampling technique for selecting the pharmaceutical companies, a non-probability sampling category (Ribe, 2011; Som, 1995). Eight (08) pharmaceutical companies were chosen purposefully from all over the country, considering the ranking of the top four (4), medium two (2), and smaller two (2) companies. A convenience sampling method was adopted to collect information from 206 employees working in pharmaceutical firms in Bangladesh. Two separate questionnaire sets containing a cover letter were used for data collection. A cover letter includes an objective, informed consent, and confidentiality statement for the study. Employees' age, sex, educational qualification, marital status, income range, service length, the name of the company type, and the present company appointment were intended to be incorporated in the questionnaire set. A sample size of 100 is deemed appropriate for partial least squares analysis to achieve reliable outcomes. In their study on Bangladesh, Rubel and Kee (2015) noted that they only obtained 30% of the expected responses yet delivered satisfactory results. It was determined from prior research that a sample of 206 employees for the present study was sufficient and valid. Besides, a qualitative approach, such as a focused group discussion (FGD), which comprises different categories such as

medical promotion officers, human resources officers, pharmacists, and administrative officers from two pharmaceutical companies, was conducted before the pre-test of the participant employees for questionnaire standardisation. Each of the FGDs was composed of 12-15 employees. A field observation was also considered while gathering data.

7. INSTRUMENT DEVELOPMENT

This study utilised the Multifactor Leadership Questionnaire (MLQ5X), introduced by Bass and Avolio and published in 1995, to analyse the leadership styles within pharmaceutical companies in Bangladesh. The instrument comprises 36 items (for instance, 1. My supervisor expresses an optimistic view about the future, 2. My supervisor tends to avoid making decisions, etc.) and assesses three distinct leadership styles. In this instrument, 20 items measure transformational leadership, 12 measure transactional leadership, and four measure laissez-faire leadership. A five-point rating scale was utilised, where one indicates “not at all” and 5 indicates “too frequently”) to gauge the response to each statement in the questionnaire. Concurrently, a standardised job satisfaction (JS) questionnaire consisting of 11 items was employed, as developed by Ather and Nimlathasan (2006); examples include 1. I enjoy a better relationship with my manager, 2. Overall, I feel satisfied, etc. A five-point Likert scale was also applied to evaluate the answers from respondents, starting from “strongly disagree” = 1 to “strongly agree” = 5. The pre-test and pilot test were applied before the final implementation of the instrument. All collected survey data were analysed and interpreted using SPSS 20.0 and Smart PLS-SEM 4 for final summarisation.

8. DATA ANALYSIS AND RESULTS

The respondents' gender, marital status, age, religion category, monthly income, education, and experience in the pharmaceutical business were all covered in the demographic part. Detailed demographic information of the participants is displayed in Table 1. Near about one-fourth of the respondents (25.24%) reported being between the ages of 25 and 30 years, more than half of the respondents (56.31%) reported being between 31 and 40 years, while the remaining respondents (2.43% and 16.1%) reported being the ages between below 25 years and above 40 years, respectively. Besides, 79% of respondents indicated they were male, and 21% stated they were female. More than two-thirds of the respondents (68%) were found married. Table 1 displays further demographic data as follows:

Table 1: Respondents' Demographic Information-Descriptive Analysis

Demographic Information	Frequency (N=206)	Percentage (%)
Work Experience		
0-5 service years	62	30.10%
6-10 service years	78	37.86%
11 service years and above	66	32.04%

Employee Position in the Company		
Junior level	22	10.7%
Mid-level	140	68%
Top-level	25	12.1%
Others	19	9.20%
Education		
Bachelor	36	17.40%
Masters	141	68.10%
MPhil	25	12.10%
PhD	00	00
Other	03	1.46%
Monthly Income		
Below 20 thousand	05	2.43%
20- 30 thousand	14	6.80%
31 – 40 thousand	84	40.78%
41- 60 thousand	22	10.68%
61 thousand and above	79	38.35%
Income not mentioned	02	.97%
Type of Company		
Allopathic	168	81.6%
Ayurvedic	28	13.6%
Unani	-	-
Herbal	10	4.9%
Homeopathic	-	-
Company Appointment		
HR	52	25.2%
Admin	72	35%
Marketing	41	19.9%
Production	32	15.5%
Costing	9	4.4%

Source: Researchers' own calculation, 2024

Table 2 shows the average and standard deviation of the research variables. The variables' items were rated using a five-point Likert scale. All variables had an average score exceeding 3.0, except laissez-faire leadership. The analysis of five-scale data findings had the lowest standard deviation, 0.478, for transactional leadership, and transformational leadership had the greatest mean value, 4.066.

Table 2: An Overview of the Latent Constructs

Constructs	Mean	SDL	N
Transformational Leadership	4.066	.557	206
Transactional Leadership	3.407	.478	206
Laissez-Faire Leadership	2.118	.897	206
Job Satisfaction	4.048	.544	206

Source: Researchers' own calculation, 2024

In Table 3, the Cronbach's alpha values exceeded 0.7 or 0.8, suggesting a strong level of internal consistency in the responses. The composite reliability (CR) value that surpasses 0.7 is viewed as satisfactory (Nunnally, 1978). The composite reliability score range of the research findings was between 0.846 and 0.954 and was found to be significant. So, the present study covers the criteria of convergent validity.

Table 3: Construct Reliability and Validity Overview

	Cronbach's Alpha	Composite Reliability(ρ_a)	Composite Reliability(ρ_c)	Average Variance Extracted(AVE)
Job Satisfaction	0.881	0.889	0.914	0.681
Transformational leadership	0.928	0.933	0.941	0.667
Transactional Leadership	0.913	0.954	0.938	0.791
Laissez-faire Leadership	0.794	0.846	0.905	0.826

Source: Researchers' own calculation, 2024

In Table 4, the Fornell-Larcker criterion was utilised to illustrate the discriminant validity of the study. Following the guidelines established by Fornell and Larcker (1981), the square root of the AVE for each construct was assessed against the correlation values between that construct and other constructs. All AVE values of constructs positioned on a diagonal and exceeding the off-diagonal values, indicating correlation values, were displayed in Table 4. The computed AVE values higher than correlational values demonstrated the current study's discriminant validity.

Table 4: Discriminant Validity: A Fornell-Larcker Criterion Check

	Job Satisfaction	Transformational Leadership	Transactional Leadership	Laissez-faire Leadership
--	------------------	-----------------------------	--------------------------	--------------------------

Job Satisfaction	0.825			
Transformational Leadership	0.822	0.817		
Transactional Leadership	0.233	0.299	0.889	
Laissez-faire Leadership	-0.458	-0.403	-0.212	0.909

Source: Researchers' own calculation, 2024

According to Henseler et al. (2015), Table 5 proves discriminant validity since the HTMT value is less than 0.90.

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

	Job Satisfaction	Transformational leadership	Transactional Leadership	Laissez-faire Leadership
Job Satisfaction				
Transformational leadership	0.894			
Transactional Leadership	0.244	0.318		
Laissez-faire Leadership	0.534	0.456	0.243	

Source: Researchers' own calculation, 2024

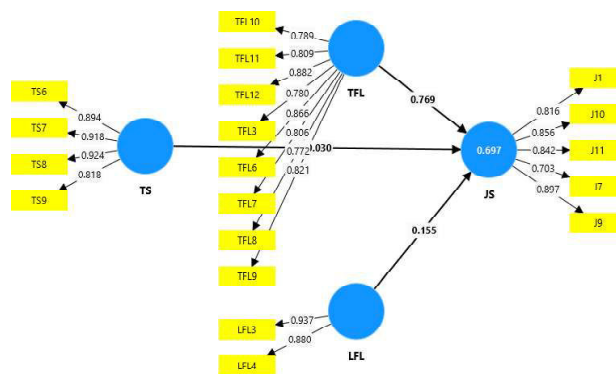


Figure-2: Measurement Model

Source: Researchers' own calculation, 2024

(Here, TFL=Transformation Leadership, TS= Transactional Leadership, LFL=Laissez-Faire Leadership and JS=Job Satisfaction)

Table 6 presents an R^2 value of 0.697, indicating that the three leadership styles, which serve as independent variables, explain 69.7% of the variance in the dependent variable, such as job satisfaction.

Table-6: R^2 Value

	R^2	Adjusted R^2
Job Satisfaction	0.697	0.692

Source: Researchers' own calculation, 2024

In Table 7, SRMR should be less than 0.08, which is preferable because RMR can sometimes be hard to interpret (Byrne & Byrne, 1994). The NFI (normed fit index) produces values ranging from 0 to 1. NFI nearer to 1 is considered a better fit. More than 0.9 NFI scores generally signify an intense match. (Bonett & Bentley, 1980). So, an NFI value of 0.740 indicated moderately well for the model fit.

Table 7: **Fit of the Model**

	Saturated model	Estimated model
SRMR	0.076	0.076
d_uls	1.086	1.086
d_g	0.856	0.856
Chi-square	885.213	885.213
NFI	0.740	0.740

Source: Researchers' own calculation, 2024

9. ASSESSING STRUCTURAL MODEL

According to Duarte and Raposo (2010), a structural model illustrates a study's anticipated relationship between independent and dependent variables. One of the main objectives of smart PLS is forecasting (Hair et al., 2014). Understanding the theoretical model is facilitated by the importance of each path estimation and the explained variance (R^2) of the endogenous variables (Chin, 2010). The statistical significance of the path coefficients was determined through bootstrap analysis after evaluating the path estimations. 500 resampling is advised when using bootstrapping to estimate the parameter, according to Chin (1999). In his research, Hayes (2009) recommended using bootstrapping of 5000 resamplings and 1000 resamplings. In this work, bootstrapping was done using 1000 resampling to test the acceptability of the regression coefficients. One endogenous construct (job satisfaction) was observed to have an R^2 score of 0.697 for the exogenous construct, i.e., leadership styles. This indicated that the variance was influenced by the three-dimensional exogenous variables, which include transformational, transactional, and laissez-faire leadership styles. According to Cohen (1988), the R^2 value can be considered moderate, where an R^2 of 0.02 to 0.12 is considered weak, 0.13 to 0.25 as moderate, and

0.26 and above as strong. An R^2 score of 0.697 suggests that these three leadership styles can explain 69.7% of the variation in job satisfaction. Nevertheless, two characteristics of leadership styles showed significant effects (P -values < 0.05) on employee satisfaction. In contrast, the transactional leadership style showed no significant impact on employees' job satisfaction in the pharmaceutical sector of Bangladesh (Table 8).

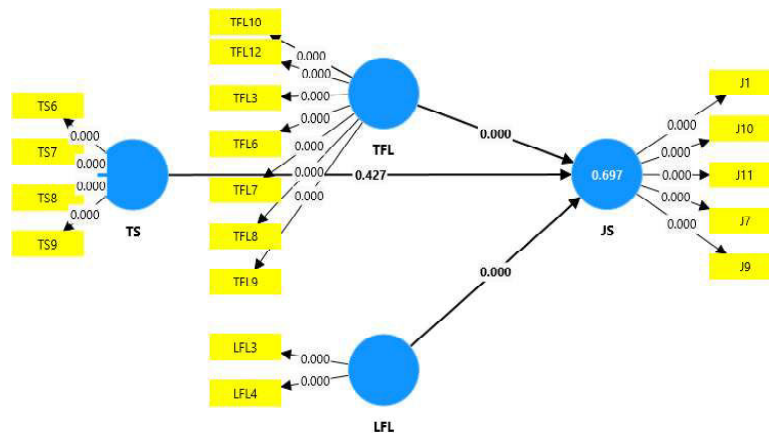


Figure-3: Structural Model

Source: Researchers' own calculation, 2024

(Here, TFL=Transformation Leadership, TS= Transactional Leadership, LFL=Laissez-Faire Leadership, and JS=Job Satisfaction)

Table 8: **Path Coefficient and Hypothesis Testing**

Hypothesis	Direct Path	Std. Beta	Std. Error	t-value	P-Values	Decision
H_1	Transformational Leadership->Job Satisfaction	0.849	0.030	25.965	.000	Supported
H_2	Transactional Leadership->Job Satisfaction	-0.053	0.038	0.794	0.427	Not Supported
H_3	Laissez-faire Leadership->Job Satisfaction	-0.156	0.042	3.727	.000	Supported

Source: Researchers' own calculation, 2024

The following conclusions can be made in light of the data shown in Table 8: (1) A statistical T-value of 25.96, which is greater than 1.96, and a P-value of 0.000, which is less than 0.05, show that the transformational leadership style has a positive and substantial impact on job satisfaction among employees in Bangladesh's pharmaceutical industry. In other

words, a higher transformational leadership style is associated with higher job satisfaction, whereas a lower transformational leadership style is associated with lower job satisfaction. (2) A P-value of 0.427, which is higher than 0.05, a T statistic of 0.794, which is lower than 1.96, and a positive path coefficient of 0.026 all indicate that the transactional leadership style has an insignificant impact on job satisfaction for employees in Bangladesh's pharmaceutical sector. It would appear from this that differences in transactional leadership style have little effect on job satisfaction. (3) A P-value of 0.000, which is less than 0.05, a T statistic of 3.727, which is greater than 1.96, and a negative path coefficient of -0.154 demonstrate that the laissez-faire leadership style significantly impacts job satisfaction in Bangladesh's pharmaceutical industry. These findings suggest that a laissez-faire leadership style is linked to higher job satisfaction.

10. DISCUSSION

According to the research's first findings, a substantial positive association ($r = 0.769$) exists between employee job satisfaction and transformational leadership style in Bangladesh's pharmaceutical sector. The first hypothesis was confirmed, with findings aligning with earlier studies (Munir et al., 2012; Fatima et al., 2011). According to the second hypothesis, the transactional leadership strategy does not considerably impact workers' job satisfaction in Bangladesh's pharmaceutical industry. PLS-SEM and SPSS analyses both resulted in the rejection of this hypothesis. This conclusion is supported by other studies (Hartog et al., 1997; Hater & Bass, 1988; Bryant, 2003). Employee work satisfaction in Bangladesh's pharmaceutical business was significantly correlated with laissez-faire leadership approaches. These findings echo earlier research (Jamaludin & Chek, 2024). It was noted that a laissez-faire leadership approach positively affected employees' overall satisfaction in highly technical and task-oriented roles (Chaudhry & Javed, 2012). Most of the jobs included in this study were in technical and skilled areas, such as production, marketing, costing, and HR specialists. Additionally, employers who adopt a laissez-faire leadership style engage their employees in the decision-making process, which fosters a sense of ownership, encourages initiative in fulfilling tasks, and ultimately contributes to the organisation's success (Anugwu & Okolocha, 2023). Finally, the current findings also explored that supervisors' attitudes, recognition of achievement, and empathy are essential factors for employees' job satisfaction in Bangladesh's pharmaceutical industry.

11. LIMITATIONS OF THE STUDY

Current research includes a few unavoidable abridgements, which could be areas for further work. Firstly, from a methodological perspective, a standard method variance was inevitable as this study was conducted using self-reported data from a limited number of employees in the pharmaceutical sector. Secondly, all the respondents were considered officers from various pharmaceutical companies rather than other categories such as workers, office assistants, operators, clerks, etc. Thus, the findings may face simplifying difficulties in the future for other employees in this sector. Thirdly, convenience sampling

has several drawbacks, even though it could be an affordable and practical option to gather data. For example, the participants who are easily accessible might not necessarily accurately reflect the target population. Fourthly, this study considers only one job satisfaction driver, which is leadership style, but other job satisfaction drivers, such as employees' workload, tangible benefits, and working environment, were not considered.

12. RECOMMENDATIONS FOR FUTURE WORKS

The weaknesses of any study outline the necessity for further work. Firstly, this study used a convenience sample technique with a generalisation issue. Future researchers in the pharmaceutical industry could investigate job satisfaction and leadership style in this field by employing simple random sampling. Secondly, since eight pharmaceutical companies in Bangladesh were considered to conduct the current study, this methodology process limits the scope of the findings. Even though future researchers may apply this study outcome to other aspects of social norms, thirdly, this study considered only three variables that could impact job satisfaction. Future studies may look into more factors or mediating variables. Fourthly, the small sample size might only accurately reflect some populations. Therefore, a larger sample size should be considered for future researchers to get more valid findings.

13. CONCLUSION

According to the study's findings, three important leadership philosophies in Bangladesh's pharmaceutical industry are linked to job satisfaction. Employers can improve employee work satisfaction by implementing transformational and laissez-faire leadership styles. The primary goal of this study was to evaluate the effects of various leadership philosophies on worker job satisfaction in Bangladesh's pharmaceutical sector. The results of Smart PLS-SEM show significant relationships between job happiness, laissez-faire leadership, and transformative leadership. The standardised coefficients of the model, $\hat{\alpha}=0.849$, also show that the transformational style contributes more than the transactional and laissez-faire leadership styles. These findings also support the previous conclusions (Shibru & Darshan, 2011; Darshan, 2011). A total of 206 respondents participated in the current survey, which does not represent the country's entire population. Nevertheless, the research's findings may help better understand employee perceptions. Employers and leadership of any organisation can utilise the implications of the present study to manage their workforce. Future researchers may also benefit from these helpful suggestions for overriding project implementations.

REFERENCES

- Abasilim, U., Gbervbie, D., & Osibanjo, O. (2018). Does leadership styles relate with personnel commitment in private organisations in Nigeria? Paper presented at the 14th European Conference on Management, Leadership and Governance, HU University of Applied Sciences, Utrecht, Netherlands.
- Abolnasser, M., Abdou, A., Hassan, T., & Salem, A. (2023). Transformational leadership, employee engagement, job satisfaction, and psychological well-being among hotel

- employees after the height of the COVID-19 pandemic: A serial mediation model. *International Journal of Environmental Research and Public Health*, 20(4), e2998. <https://doi.org/10.3390/ijerph20042998>[Accessed 23 Jun. 2024]
- Akhila, N. (2018). *Impact of leadership styles on employee job satisfaction and organisational commitment – A study in the construction sector in India* (Master's thesis, Western Kentucky University, Bowling Green, Kentucky).
- Akter, S., Alam, M., & Rubel, M. R. B. (2016). *Perceived Organizational Support and Accounting Professionals' Performance in Bangladesh: Mediating Role of Organizational Commitment*. <https://core.ac.uk/download/234627064.pdf>
- Ali, M., & Ullah, M. (2023). Role of laissez-faire leadership in talent management: Evidence from the pharmaceutical industry of Bangladesh. *Heliyon*, 9(6), e17945. <https://doi.org/10.1016/j.heliyon.2023.e17945>[Accessed 23 Jun. 2023].
- Al-Maaitah, D., Majali, T., Alsoud, M., & Al-Maaitah, T. (2021). The role of leadership styles on staff job satisfaction in public organisations. *Journal of Contemporary Issues in Business and Government*, 27(1), 2251-2261.
- Al-Nashmi, M., & Farhan, M. (2017). Transformational and Transactional Leadership Impact on Organisational Performance in the Pharmaceutical Industry in Yemen. *The Journal of Social Studies*, 23(4), 143-163.
- Ather, S., & Nimalathasan, B. (2006). Association between quality of work life (QWL) and job satisfaction (JS): A study of academic professionals of private universities in Bangladesh. *The Chittagong University Journal of Business Administration*, 21, 9-23.
- Aziri, B. (2011). Job satisfaction: A literature review. *Management Research and Practice*, 3(4), 77-86.
- Bass, B., & Avolio, B. (1995). MLQ multifactor leadership questionnaire. Redwood City, CA: Mind Garden.
- Banks, G. C., McCauley, K. D., Gardner, W. L., & Guler, C. E. (2016). A meta-analytic review of authentic and transformational leadership: A test for redundancy. *The Leadership Quarterly*, 27(4), 634-652.
- Bentler, P., & Bonett, D. (1980). Significance tests and goodness of fit in the analysis of covariance structures. *Psychological Bulletin*, 88(3), 588-606.
- Bryant, S. E. (2003). The role of transformational and transactional leadership in creating, sharing and exploiting organisational knowledge. *Journal of Leadership & Organizational Studies*, 9(4), 32-44.
- Burns, J. M. (1978). *Leadership*. Harper & Row.
- Byrne, B. (1994). Testing for the factorial validity, replication, and invariance of a measuring instrument: A paradigmatic application based on the Maslach Burnout Inventory. *Multivariate Behavioral Research*, 29(3), 289-311.

- Cohen, J. (1988). *Statistical power analysis for the behavioral sciences* (2nd ed.). Hillsdale, NJ: Lawrence Erlbaum Associates, Publishers.
- Cooper, D., & Schindler, P. (2011). *Business research methods* (11th ed.). McGraw-Hill/Irwin.
- Chin, W. (2010). How to write up and report PLS analyses. In V. E. Vinzi, W. W. Chin, J. Henseler, & H. Wang (Eds.), *Handbook of partial least squares: Concepts, methods and applications*, Springer, 655-690.
- Duarte, P., & Raposo, M. (2010). A PLS model to study brand preference: An application to the mobile phone market. *Quality & Quantity*, 44(5), 813-832.
- Efti, Y. (2023). Medical representative turnover intention: A growing concern in Bangladesh's pharmaceuticals industry. *The Financial Express*.
- Fatima, S., Tabassum, A., & Ahmad, S. (2011). Impact of transformational leadership on job satisfaction in the banking sector. *Journal of Business Studies Quarterly*, 3(4), 26-34.
- Gebauer, J., & Lowman, D. (2009). Closing the engagement gap: How great companies unlock employee potential for superior results. New York: Portfolio.
- Hair, J., Hult, G., Ringle, C., & Sarstedt, M. (2014). A primer on partial least squares structural equation modeling (PLS-SEM). SAGE Publications.
- Haque, A. U., Faizan, R., Zehra, N., Baloch, A., Nadda, V., & Riaz, F. (2015). Leading Leadership Style to Motivate Cultural-Oriented Female Employees in IT Sector of Developing Country: IT Sectors' Responses from Pakistan. *International Journal of Academic Research in Business and Social Sciences*, 5(9), 280-302.
- Hartog, D. N., Muijen, J. J., & Koopman, P. L. (1997). Transactional versus transformational leadership: An analysis of the MLQ. *Journal of Occupational and Organizational Psychology*, 70(1), 19-34.
- Hater, J. J., & Bass, B. M. (1988). Superiors' evaluations and subordinates' perceptions of transformational and transactional leadership. *Journal of Applied Psychology*, 73(4), 695-715.
- Henseler, J., Ringle, C., & Sarstedt, M. (2009). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43(1), 115-135.
- Herman, M., & Qiu, B. (2024). Building resiliency: Essential leadership principle for 2024. *Pharmaceutical Executive*, 45(1), 28-29.
- Howladar, M. H. R., Rahman, M. S., & Uddin, A. (2021). Servant leadership and its impact on job satisfaction and organisational citizenship behaviour: Evidence from private

- commercial banks in Bangladesh. *Journal of Business and Management*, 23(1), 1-12. <https://doi.org/10.5539/ijbm.v23n1p1> [Accessed 10 Aug. 2012].
- Hussain, A., & Alharafsheh, M. (2023). The impact of leadership styles on organisational performance for Yemeni pharmaceutical companies: The mediating role of job satisfaction. *American Journal of Business Management, Economics and Banking*, 9, 33-43. <https://americanjournal.org/index.php/ajbmeh/article/view/411> [Accessed 23 Jun. 2024].
- Islam, N., Tabassum, A., Nahian, A., Islam, T., Abbas, S., Huda, R., & Mubassira, Q. (2019). An evaluation of job satisfaction of the restaurant employees in Bangladesh. Paper presented at the International Conference on Business, Education, Innovation and Social Sciences (ICBEISS), Seri Pacific Hotel, Kuala Lumpur, Malaysia.
- Jansen, J. J., Vera, D., & Crossan, M. (2009). Strategic leadership for exploration and exploitation: The moderating role of environmental dynamism. *The Leadership Quarterly*, 20(1), 5-18.
- Jamaludin, J., & Chek, B. (2024). Laissez-faire leadership style on job satisfaction: A case study on pharmaceutical salespersons. *Proceedings of Science and Management*, 1, 48-66. Centre for Research and Development, Asia Metropolitan University.
- Judge, T. A., Piccolo, R. F., & Ilies, R. (2004). The forgotten ones? The validity of consideration and initiating structure in leadership research. *Journal of Applied Psychology*, 89(1), 36-51.
- Khan, H., Hayyat, A., Ziaullah, M., Rehman, Z., & Shafiq, M. (2024). *Brain drain in Pakistan's pharmaceutical industry: Factors and solutions*. Weley.
- Khan, A., & Adnan, N. (2014). Impact of leadership styles on organisational performance. *International Journal of Management Sciences*, 2(11), 501-515.
- Liu, J., Siu, O., & Shi, K. (2010). Transformational leadership and employee well-being: The mediating role of trust in the leader and self-efficacy. *Applied Psychology*, 59(3), 454-479.
- Lewin, K., Lippitt, R., & White, R. (1939). Patterns of aggressive behaviour in experimentally-created "social climates." *Journal of Social Psychology*, 10, 271-299.
- Minh Ha, N., & Luong, T. (2019). The role of transformational leadership toward work performance through intrinsic motivation: A study in the pharmaceutical field in Vietnam. *Journal of Asian Finance, Economics and Business*, 6(4), 201-212.
- Munir, R., Azam, R., & Khan, S. (2012). Transformational leadership and job satisfaction: A study of the banking sector in Lahore, Pakistan. *International Journal of Business and Social Science*, 3(7), 259-265.
- Muttalib, M., Rahman, A., & Khalid, S. (2023). The impact of leadership styles on employee satisfaction: A case study analysis. *Journal of Business Management*, 11(2), 110-125.

- Purwanto, A., Asbari, M., & Budi Santoso, P. (2019). Influence of transformational and transactional leadership style toward food safety management system. *Journal of Business Innovation*, 7, 180-185.
- Rahman, M. S., & Ferdausy, S. (2012). An empirical study on components of transformational leadership and job performance of private university students in Chattagram. *International Journal of Business and Management*, 7(18), 155-162. <https://doi.org/10.5539/ijbm.v7n18p155>[Accessed 10 Aug. 2012].
- Rahman, S., Ferdousy, S., & Bhattacharjee, S. (2014). Assessing the relationships among transformational leadership, transactional leadership, job performance, and gender: An empirical study. *ABAC Journal*, 34(3), 71-91.
- Ribe, L. (2011). Leadership styles and organisational effectiveness: A study of the impact of leadership styles on organisational performance in non-profit organisations (Unpublished doctoral dissertation). University of Phoenix.
- Robbins, S. (2005). *Organisational behaviour*. Upper Saddle River, NJ: Prentice-Hall.
- Saleem, H. (2015). The impact of leadership styles on job satisfaction and the mediating role of perceived organisational politics. *Procedia-Social and Behavioral Sciences*, 172, 563-569.
- Som, A. (1995). Organisational response to liberation: Impact of environmental change on organisational structure and culture (Unpublished doctoral dissertation). *Indian Institute of Management, Ahmedabad*.
- Spector, B. (2000). The corporate culture survival guide: Sense and nonsense about culture change. *Academy of Management Perspectives*, 14(1), 156-157.
- Szymon, T., Manuela, I., & Marina, Z. (2020). Employees' job satisfaction and their work performance are elements influencing work safety. *CzOTO*, 2(1), 18-25.
- Tareque, M. I. (2021). The relationship between leadership styles and productivity in the Ready-Made Garment (RMG) sector of Bangladesh. *Journal of Management and Sustainability*, 11(2), 45-54. <https://doi.org/10.5539/jms.v11n2p45> [Accessed 23 Jun. 2024].
- Tasnim, M. (2022). Assessing job satisfaction levels at Square Pharmaceutical Company. *Bangladesh Journal of Business Research*, 10(4), 90-105.
- Tasnim, Z. (2022). A report on "An extensive study on the employee job satisfaction in SQUARE Pharmaceuticals Ltd (CHQ Branch)". *BRAC Business School, BRAC University*.
- Tanvir, A., & Shahi, M. (2012). Factors affecting job satisfaction, motivation and turnover rate of medical promotion officer (MPO) in the pharmaceutical industry: A study based in Khulna city. *Asian Business Review*, 1(1). Retrieved from file:///C:/Users/User/Downloads/2.7.pdf.pdf [Accessed 23 Jun. 2024].

- Tosun, C., Parvez, M., Bilim, Y., & Yu, L. (2022). Effects of green transformational leadership on employee green performance through the mediating role of corporate social responsibility: Reflections from North Cyprus. *International Journal of Hospitality Management*, 103. <https://doi.org/10.1016/j.ijhm.2022.103218> [Accessed 23 Jun. 2024].
- Wilkinson, D. (2018). Leader differences and their impact on leadership outcomes. *The Oxford Review*.
- Yukl, G. (2013). *Leadership in organisations* (8th ed.). Upper Saddle River, NJ: Pearson.

Md Nurul Hasan¹

The Centre for Higher Studies and Research,
Bangladesh University of Professionals,
Dhaka, Bangladesh
(E-mail: nrl_hasan@yahoo.com; msrahman@cu.ac.bd)

Md. Sahidur Rahman, PhD²

Department of Management, University of
Chittagong, Chattogram, Bangladesh
(E-mail: nrl_hasan@yahoo.com; msrahman@cu.ac.bd)