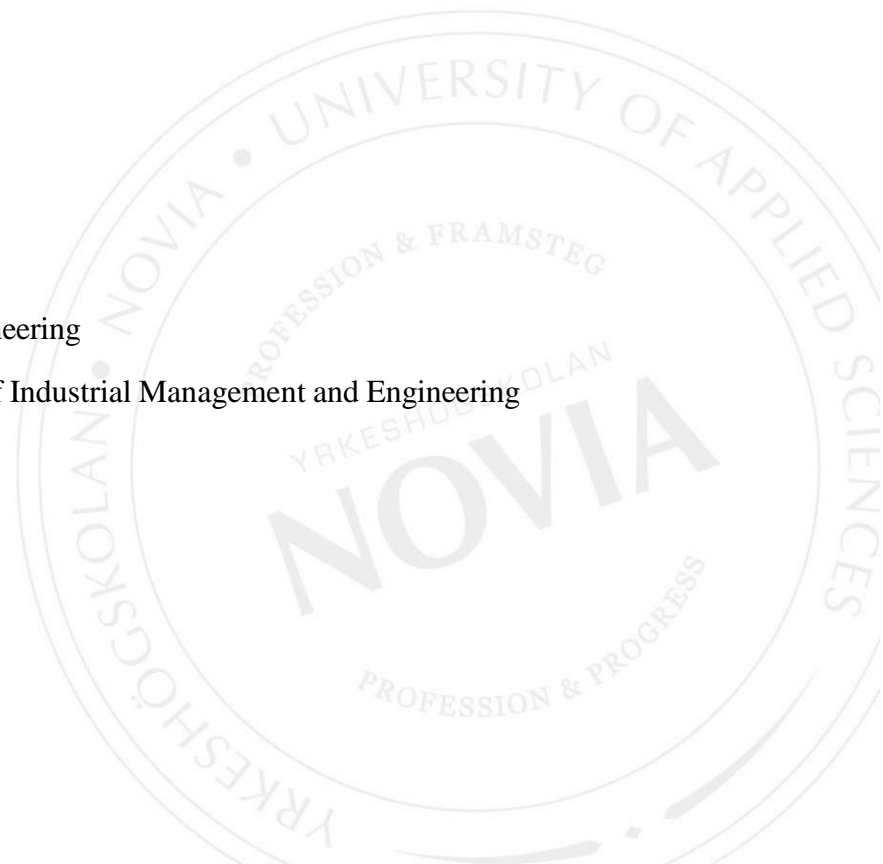


**The Shift from Transactional to Transformational Leadership  
Style in Bangladeshi Companies**

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Thesis for Master of Engineering

The Degree Programme of Industrial Management and Engineering



## **DEGREE THESIS**

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## **Abstract**

For years, most Bangladeshi organizations have followed a rigid transactional leadership style. While transactional leadership style has its benefits, holding on to a rigid reward and punishment based leadership style is not appropriate for modern day workplaces, especially for organizations full of young professionals. High turnover rates, employee dissatisfaction, lack of motivation, and lack of growth within the organization are some of the issues that stem from this rigid leadership style in Bangladesh. A shift towards transformational leadership style may help deal with these problems in Bangladeshi organizations. In Bangladesh, transactional leadership style is more prevalent in the manufacturing and service industry, while the IT industry leans more towards the transformational leadership style. This study has been conducted on these industries, and discussed how a transition might help with employee well-being and employee retention.

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Language: English

Key Words: Leadership Evolution, Organizational Impact Assessment, Sectoral Leadership Dynamics

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## **List of Abbreviations**

AI: Artificial Intelligence  
BC: Before Christ  
CEO: Chief Executive Officer  
COO: Chief Operating Officer  
DC: Direct Current  
DNA: Deoxyribonucleic Acid  
EU: European Union  
FYI: For Your Information  
HR: Human Resources  
IT: Information Technology  
MNC: Multinational Corporation  
MoU: Memorandum of Understanding  
NGO: Non-Governmental Organization  
PhD: Doctor of Philosophy  
R&D: Research and Development  
USA: United States of America  
VAT: Value Added Tax  
WWW: World Wide Web

# **1 Introduction**

## **1.1 1.1 Background**

The study of leadership has been quite popular since ancient times. The earliest accounts of leadership studies can be found in ancient Rome, specifically in the writings of Confucius, Plato, and Caesar. Since the 20th century, leadership has become an important component of scientific studies and research. Through these studies and practices of different kinds of leadership styles in different parts of the world. Among these different types of leadership, transformational and transactional leadership are among the most popular forms.

It is not easy to clarify leadership and the phenomena associated with it.

Leadership and its nature can be complicated and differ from organization to organization. Different schools of thought have different definitions of leadership and how it is perceived. For example, according to some, leadership is the process of interaction among groups and individuals that includes members' perceptions, expectations, and structured or restructured situations. It is explained as an individual's ability to use their power to lead the group and its members towards a collective goal. This individual is known as the leader. When it comes to the organizational perspective, leadership is referred to as the means to motivate and influence group members or the leader's subordinates to become their best versions to support and realize organizational goals. Another school of thought explains leadership as a method to influence the behavior of individuals based on both organizational and individual goals. It is a dynamic process where individuals are motivated to contribute to a group task's achievement.

There are different kinds of leadership, first we can say about Authentic Leadership. Authentic leadership centres around leaders that possess self-awareness, genuineness, and transparency. They cultivate trust and establish credibility by developing sincere

relationships with their followers. Authentic leaders demonstrate unwavering consistency, steadfastly stick to robust beliefs, and skillfully lead with both their emotional intelligence and intellectual acumen. Bill George, a prominent advocate of this technique, highlights in his book "Authentic Leadership" the significance of leaders comprehending their own values and ideals while guiding others. Then there is servant leadership, Servant leadership, as proposed by Robert K. Greenleaf in 1970, entails leaders that prioritise the well-being of their team members and actively support their growth and optimal performance. They prioritise serving their team, which subsequently enhances performance by elevating team morale and engagement. This approach is firmly grounded on principles of ethics and compassionate conduct. Also, there is Ethical leadership which entails guiding others in a way that upholds their rights and dignity. Brown, Treviño, & Harrison (2005) assert that ethical leaders serve as exemplars by their observable behaviour and cultivate a climate characterised by integrity and equity. They foster ethical behaviour in their organisations by establishing explicit criteria and demonstrating it through their own actions.

Also, there are Emotional intelligence leadership, Resilient leadership and inclusive leadership. Daniel Goleman brought this idea into mainstream awareness throughout the 1990s, providing a definition of emotional intelligence as the capacity to identify, comprehend, and regulate our own emotions, while also exerting an impact on the emotions of others. Leadership necessitates a significant level of emotional intelligence in order to proficiently manage team dynamics and make well-informed judgements.

Resilience is the capacity of leaders to endure and recover from adversity and overcome problems. Resilient leaders has the ability to adapt, persist, and maintain their energy levels even under high-pressure situations. They exhibit exceptional stress management skills and possess the ability to effectively guide a team during challenging periods, so guaranteeing the maintenance of operations and successful recuperation. Inclusive leaders proactively strive to ensure that every team member feels esteemed and that their contributions are

embraced. They possess a consciousness of personal and cultural prejudices, and strive to cultivate a setting that wholeheartedly welcomes variety. Juliet Bourke and Bernadette Dillon argue that inclusive leadership enhances company outcomes by leveraging multiple viewpoints to improve decision-making and foster creativity.

While there are different forms of leadership, it is not possible to tag one leadership style as better than another. Every leadership style has its own distinct features that resonate with different organizations. Transactional and transformational leadership styles too have different traits. While a transactional approach focuses on reward and punishment, transformational leadership emphasizes on belonging of the employees or team members.

A transactional leadership style follows a managerial philosophy of reinforcement and exchanges, managing employees by establishing specific goals and then offering a reward for achieving them. That's the "transaction" in transactional leadership. Effective transactional leaders recognize and reward a follower's accomplishments in a timely way. Transactional leadership can also be most effective in situations where teams are working under strict time constraints to deliver on a project and/or where financial resources are limited (McAdory, 2009).

Transactional leadership often goes hand-in-hand with maintaining a status quo of actions and processes that have proven successful. It tends to work best with self-motivated employees who do not seek or need inspiration from their managers or company executives, making it a leadership approach more often used at established companies.

On the other hand, transformational leadership is not as rigid and transactional leadership. Transformational leaders focus on nurturing and positively motivating their employees. Rather than micromanage, transformational leaders foster an independent workplace that promotes creativity, desires innovative thinking, and empowers employees to make their own decisions in their work. Transformational leaders emphasize personal



and professional growth and encourage all employees to think creatively in developing solutions to longstanding challenges, but they can be most impactful in leading younger employees, helping to integrate them into the company culture and giving them a sense that their work is a part of something special. The leadership style works well in organizations or teams where the goals include developing the talent of the employees, and not just meeting an immediate production quota or sales goal (McAdory, 2009).

Bangladesh, a developing country, aims to boost its global standing. The rapid growth of Information and Communication Technology (ICT) has drastically changed how people work and what they value. Even though the leadership traits in various organizations of the country mostly resonate with transactional leadership, there is a recent trend to shift toward transformational leadership. This shift, along with the emergence of the knowledge economy and increased global competition, poses significant challenges for organizations. To tackle these challenges, many companies are making major changes to their operations to secure their future. These changes often involve a complete overhaul of a company's culture, which means everyone in the company needs to pitch in with fresh ideas to create a new vision and make important decisions. The leaders in these companies have a crucial role during these changes. It is very important for these leaders to understand proper change management. Change management includes the process, tools, and techniques used to manage the people side of change to achieve the required business results. With any change initiative, those responsible for implementation as well as utilization need to understand why it is happening before, they will support it. It is critical that the reasons for the change, and its benefits, be clearly communicated in order to achieve buy-in for the project. Enabling employees to understand and embrace the change mission at the onset of the initiative can empower them to take ownership and help execute the change. They set the vibe, speed, and enthusiasm among the employees. Also, how these leaders communicate affects how motivated and committed the employees are.

By closely examining how a company operates and how its leaders communicate, a company can become more successful and competitive. However, there hasn't been much research done on this in Bangladesh. Most studies there focus on how men and women lead differently, looking at things like leadership styles and whether there are gender differences in these approaches. In this study, the primary focus will be on understanding the shift from transactional leadership styles to transformational leadership styles in the Bangladeshi corporate scene.

## **1.2 1.2 Problem Discussion**

### **1.2.1 High Turnover Rate**

Many Bangladeshi corporations have to deal with a high-turnover rate. On average, Bangladeshi organizations have an employee turnover rate of up to 52% (Talukder et al., 2014). The major reasons behind the high turnover rate in so many companies include lack of work-life balance, micro-management, bad management, no ownership of responsibilities, and lack of growth in terms of positions and salary. Some of these reasons are directly associated with transformational leadership styles.

### **1.2.2 Lack of Employee Motivation**

Lack of motivation is another critical problem in Bangladeshi workplaces (Zayed & Nahar, 2019). Lots of employees only work to get their paychecks at the end of the month and they consider the growth of the organization they work for as their own personal growth. The reason behind the lack of motivation is mainly being felt undervalued, which stems from micro-management, and bad management practices.

### **1.2.3 Lack of Growth within the Organization**

A lot of Bangladeshi organizations, especially the ones with traditional leadership practices, offer very little to the employees in terms of growth within the organization.

While getting promoted is a form of growth within the organization, it also comes in the form of learning new skills, being able to engage in new and valuable projects, and so on.

Lots of employees feel left out due to this (Hasan et al., 2023).

### **1.3 Research Objective**

In this paper, the impact of traditional transactional leadership styles on the aforementioned problems will be discussed and analyzed. The primary objective would be to understand how these problems affect organizations with transactional leadership styles, as well as the organizations that are going through a leadership style transition. The secondary objective would be to suggest solutions to tackle these problems.

### **1.4 Research Questions**

The research questions of the study are:

- Are Bangladeshi organizations keen on adopting transformational leadership styles?
- What are the challenges and opportunities of switching to a transactional leadership approach from a transformational one?
- Will a transformational leadership style better suit the young workforce?

This study aims to uncover the leadership styles of Bangladeshi companies.

Typically, when companies search for leaders to drive big changes, they struggle to find suitable candidates. This can pose challenges for both companies and their respective industries. Nowadays, companies are under pressure to perform well from various stakeholders like regulators and the public. They require leaders with specialized skills,

and the regulations they need to follow are becoming more complex. Consequently, they are on the lookout for skilled marketing, development, and communication leaders to maintain their competitive edge. Also, this paper discuss the research showing the limitations of transactional leadership in Bangladeshi organizations and the need for engaging followers and driving innovation. Next, it will analyze how leaders can add transformational techniques on top of a transactional foundation and provide suggestions and frameworks for augmenting the transactional approach with transformational behaviors. Finally, it will present the outcomes of the combined approach in terms of follower satisfaction, motivation, commitment, and organizational performance, innovation, and change adaptation.

## **2 Literature Review**

Leadership is a vital factor that influences the behavior, performance, and outcomes of individuals and organizations. Different leadership styles have different effects on followers and situations, and thus it is important to understand the strengths and weaknesses of each style and how to apply them appropriately. Two of the most prominent leadership styles in the literature are transactional and transformational leadership.

Transactional leadership is based on a system of rewards and punishments that motivate followers to achieve predefined goals and expectations. Transformational leadership, on the other hand, is based on inspiring and empowering followers to transcend their self-interests and contribute to a shared vision and mission (McAdory, 2009).

The purpose of this literature review is to examine the trend and need for leaders to transition from transactional to transformational leadership styles to motivate followers and improve outcomes. The literature review will first define and describe the key characteristics, benefits, and downsides of transactional and transformational leadership styles. The review will also provide recommendations for leaders to assess their current leadership style, identify areas to incorporate transformational behaviors, set development goals, and seek experiences to practice transformational leadership.

### **2.1 Theoretical Framework**

The theoretical framework for this study will have four steps. First, the theories of transactional and transformational leadership will be discussed extensively. Next, the type of leadership practices with the Bangladeshi workplace will be discussed through existing literature, and how each leadership style contribute to the workplace culture will also be overviewed. Then transition between leadership styles will be discussed, and eventually it will be addressed in light of developing an efficient and effective workplace.



**Figure 1:** Theoretical Framework

## 2.2 Transactional Leadership

Transactional leadership is a leadership style that focuses on supervision, organization, and performance. It is based on an exchange relationship between the leader and the followers, in which the leader provides rewards and punishments to the followers based on their compliance and achievement of the specified goals and expectations (Bass, 1985). Transactional leadership has two main dimensions: contingent reward and management-by-exception. Contingent reward refers to the positive reinforcement that the leader gives to the followers for meeting or exceeding the standards. Management-by-exception refers to the corrective actions that the leader takes when the followers fail to meet the standards or deviate from the rules. Management-by-exception can be further divided into active and passive forms. Active management-by-exception involves monitoring and intervening

before problems occur, while passive management-by-exception involves reacting and correcting after problems occur (Bass & Riggio, 2006).

One of the benefits of transactional leadership is that it provides a clear and structured environment for the followers, in which they know what is expected of them and what they will receive in return. Transactional leadership can also enhance efficiency and productivity by ensuring that the tasks are completed according to the plans and procedures. Furthermore, transactional leadership can be effective in situations where the goals are specific, measurable, attainable, realistic, and timely, and where the followers are motivated by extrinsic rewards such as money, recognition, or promotion (Burns, 1978).

Transactional leadership also has some downsides that limit its potential and motivation. First, transactional leadership can create a dependency and compliance culture among the followers, in which they rely on the leader for direction and feedback and do not take initiative or responsibility for their own actions and learning. Second, transactional leadership can reduce the creativity and innovation of the followers, as they tend to follow the established rules and routines and avoid taking risks or challenging the status quo.

Third, transactional leadership can undermine the intrinsic motivation and commitment of the followers, as they may feel that their work is not meaningful or valued beyond the external rewards and punishments. Fourth, transactional leadership can fail to address the higher-order needs and aspirations of the followers, such as autonomy, mastery, purpose, and growth, which are essential for achieving self-actualization and fulfillment (Maslow, 1943).

### **2.3 Transformational Leadership**

Transformational leadership is a leadership style that inspires and empowers followers to transcend their self-interests and contribute to a shared vision and mission. It is based on influencing and transforming the values, beliefs, attitudes, and behaviors of the followers, in which the leader acts as a role model, mentor, coach, and facilitator.

Transformational leadership has four main components: inspirational motivation, intellectual stimulation, individualized consideration, and idealized influence. Inspirational motivation refers to the ability of the leader to articulate a compelling and attractive vision and mission for the followers and to motivate them to pursue it with enthusiasm and confidence. Intellectual stimulation refers to the ability of the leader to challenge and encourage the followers to think critically and creatively and to seek new experiences and ways of doing things. Individualized consideration refers to the ability of the leader to recognize and respect the individual differences and needs of the followers and to provide them with personalized support and guidance. Idealized influence refers to the ability of the leader to demonstrate high moral and ethical standards and to serve as a positive and trustworthy example for the followers (Bass, 1985).

One of the benefits of transformational leadership is that it inspires commitment and innovation among the followers, as they feel inspired by the vision and mission of the leader and the organization and are willing to go beyond their self-interests and expectations. Transformational leadership can also enhance the performance and outcomes of the followers and the organization, as the followers are motivated to work harder and smarter and to achieve higher levels of quality and excellence. Furthermore, transformational leadership can appeal to the higher-order needs and aspirations of the followers, such as autonomy, mastery, purpose, and growth, which are essential for achieving self-actualization and fulfillment (Maslow, 1943).

The effect of transformational leadership on the followers is mediated by two psychological mechanisms: intrinsic motivation and identification. Intrinsic motivation refers to the internal drive and interest that the followers have for their work, which is stimulated by inspirational motivation and intellectual stimulation of the leader. Identification refers to the extent which followers share and internalize the values, beliefs, and goals of the leader and the organization, which is facilitated by the individualized consideration and idealized influence of the leader (Shamir, House, & Arthur, 1993).



## **2.4 The Transition**

According to Bass & Riggio transactional leadership is becoming increasingly inefficient and ineffective in today's organizations, which are facing rapid changes, uncertainties, complexities, and challenges in the global and competitive environment. Transactional leadership is based on a mechanistic and hierarchical view of organizations, which assumes that the tasks and goals are stable and predictable, that the followers are passive and compliant, and that the leader has the authority and control over the resources and outcomes. However, this view is no longer valid or relevant in the current context, where the tasks and goals are dynamic and ambiguous, where the followers are active and empowered, and where the leader has to share and collaborate with multiple stakeholders and partners (Bass & Riggio, 2006).

Therefore, there is a need for leaders to transition from transactional to transformational leadership styles, to cope with the changing demands and expectations of the followers and the organizations. Transformational leadership is based on an organic and networked view of organizations, which assumes that the tasks and goals are emergent and adaptive, that the followers are proactive and creative, and that the leader has to influence and inspire the resources and outcomes. This view is more suitable and relevant in the current context, where the tasks and goals require innovation and flexibility, where the followers seek meaning and growth, and where the leader has to leverage and mobilize the collective intelligence and potential of the followers and the organizations (Bass & Riggio, 2006).

The transition from transactional to transformational leadership is not a simple or straightforward process, as it involves changing the mindset and behavior of the leader and the followers, as well as the culture and structure of the organization. Moreover, the transition does not imply that transactional leadership is obsolete or irrelevant, as it still has its value and utility in certain situations and contexts. Therefore, the transition does not mean replacing or abandoning transactional leadership, but rather augmenting and complementing it with transformational leadership, to create a balanced and integrated approach that can

address the diverse and complex needs and challenges of the followers and the organizations (Bass & Riggio, 2006).

## **2.5 Leadership Culture in Bangladesh**

In the early 1990s, the influx of multinational corporations (MNCs) into the job market brought about significant changes in people's perspectives. The allure and enthusiasm once reserved for government jobs shifted towards opportunities in the private sector as well as multinational corporations. The emergence of private universities offering modernized education systems played a crucial role in this transformation. These institutions provided avenues for job seekers to enter private limited companies, promising less competition, greater job satisfaction, reduced corruption, and increased support for women in the workforce. Over time the trend of opting for private sector employment has steadily grown over time.

The decision to establish private universities, diverging from the traditional government-run institutions, was driven by the demand for contemporary, English-language education tailored to practical work environments. Major multinational companies recognized the importance of aligning educational practices with international standards, particularly those from the US, UK, and Australia, given the dominance of their business models. As a result, private universities adopting American and British teaching methodologies, as well as curriculum frameworks, emerged. modern teaching methods and resources.

While traditional organizational structures with significant hierarchical layers persist in Bangladeshi banks, individuals educated in modern systems prioritize inclusivity and efficiency over strict adherence to hierarchical norms (Ahmed et al., 2015). They actively seek input from colleagues to enhance effectiveness and minimize errors. In this context, rankings and designations primarily reflect experience, efficiency, and value rather than enforcing a rigid order-following system.

In contemporary leadership, the emphasis lies on collaboration and empowerment rather than top-down directives. Leaders rely on the support and input of their subordinates, fostering an environment where liberal decision-making, open communication, and equality are valued. Various leadership styles, such as Transformational, Transactional, and Directive, are employed in modern corporate settings to streamline operations and adapt to evolving work methodologies. However, in Bangladeshi organizations the transactional leadership style is the most prevalent. While there had been arguments in favor of transitioning towards a transformational leadership style across many industries, most of the companies have a traditional hierarchical corporate structure which relies heavily on transactional leadership (Ahmed et al., 2015).

The way transactional leadership is implemented in many Bangladeshi organizations, often leads to the problems stated in the problem statement part of this paper. Lack of motivation and lack of opportunities to grow within the organization eventually results in a high employee turnover rate. As for lack of motivation and lack of growth opportunities, many employees believe that the key reason behind these issues is their leader being too authoritative (Ahmed et al., 2015). Due to the employees' workplace being heavily reliant on a reward-punishment system, many of them believed they should be more involved in the job than what they committed when they were hired. Doing overtime without pay, heavy job obligations, lack of work-life balance, and attention away of from non-work related commitments are related to rigid transformational leadership style in the workplace.

## **2.6 Job Dissatisfaction and Employee Turnover**

Job dissatisfaction often leads to higher rates of employee turnover (Chaulagain & Khadka, 2012). In today's workplace, workplace culture, technology integration, and the trend towards remote work all have a significant impact on the relationship between job satisfaction and employee turnover. According to Johnson and Lee (2023), creative approaches to improving job satisfaction can dramatically lower attrition, particularly when tailored to the specifics of flexible work arrangements and management philosophies.

Wang, Thomason, and Ramirez (2021) note that although technology can enhance productivity and adaptability, misuse—such as constant surveillance—can lower employee happiness and raise attrition rates. This calls for a responsible use of technology that respects the privacy and autonomy of employees. Additionally, Ellis and Franklin (2022) address how remote work affects job satisfaction, pointing out that it typically improves work-life balance and lowers turnover, though opinions can differ greatly based on industry and personal preferences, with some workers reporting feelings of isolation. In the current organisational context, these various aspects highlight how difficult it is to manage job satisfaction in a way that effectively reduces employee turnover.

Medina (2012) investigates the correlation between work satisfaction and employee turnover, emphasising important moderating effect that organisational culture plays in this relationship. She discovers that employees, especially younger ones who might feel less integrated into the dominant cultural norms of their businesses, are more likely to intend to leave when they are unhappy with their jobs. How well employees believe their values match those of the company has a significant impact on this relationship (Medina, 2012).

Delfgaauw (2007) argues that dissatisfied workers are more inclined to seek new employment than satisfied workers. He identifies three main reasons why workers may leave their current job: discomfort with specific aspects of the organization, such as the management, the availability of better job opportunities elsewhere, and the belief that certain aspects of their current job could be improved. Studies have found a negative association between job satisfaction and turnover intention (Hom & Griffeth, 1995).

Organizational commitment is negatively correlated with the intention to quit, which is in turn associated with job satisfaction. Delfgaauw (2007) also suggests that in certain job domains, differences between jobs within an organization may make an internal job change a viable option. Therefore, job satisfaction or dissatisfaction is a crucial variable in understanding employment dynamics.

## **2.7 Suggestions for Augmenting Transactional Approach with Transformational Behaviors for Leadership Style Transition**

How can leaders augment their transactional approach with transformational behaviors?

There are several suggestions and frameworks that can help leaders to make this transition and to develop their transformational leadership skills and competencies. One of the suggestions is to adopt a growth mindset, which is the belief that one's abilities and talents can be improved and developed through learning and effort. A growth mindset can help leaders to embrace challenges, seek feedback, learn from mistakes, and pursue new opportunities, which are essential for transformational leadership. A growth mindset can also help leaders to foster a learning culture in their organizations, where the followers are encouraged and supported to develop their skills and potentials, and where innovation and experimentation are valued and rewarded (Dweck, 2006).

Another suggestion is to use the 4I framework, which is based on the four components of transformational leadership: inspirational motivation, intellectual stimulation, individualized consideration, and idealized influence. The 4I framework can help leaders to assess their current level of transformational leadership and to identify the areas that need improvement. The 4I framework can also help leaders to plan and implement specific actions and strategies to enhance their transformational leadership. For example, to improve inspirational motivation, leaders can craft and communicate a clear and convincing and realistic vision and mission for the organization and to communicate it effectively to the followers. To improve intellectual stimulation, leaders can solicit and welcome diverse perspectives and ideas from the followers and to provide them with challenging and meaningful tasks. To improve individualized consideration, leaders can listen and empathize with the followers and to provide them with coaching and mentoring opportunities. To improve idealized influence, leaders can demonstrate integrity and

consistency in their actions and words and to show respect and care for the followers. (Bass & Riggio, 2006)

### **3 Methodology**

#### **3.1 Research Design**

The chosen research design for this study is a combination of **qualitative and quantitative case study**. A qualitative case study is a method of inquiry that explores a phenomenon within its real-world context, using multiple sources of evidence, such as interviews, documents, observations, and artifacts. (Yin, 2018) The justification for the chosen design is that it allows the researcher to gain a rich and in-depth understanding of the leadership styles in Bangladeshi companies, the challenges and opportunities they face, and their suitability for the young workforce. A qualitative case study also enables the researcher to explore the contextual factors that influence the adoption and implementation of **transformational and transactional leadership**, such as the organizational culture, the industry, and the external environment.

The research design adopted for this study utilizes a mixed methods approach, strategically integrating qualitative and quantitative data collection techniques. This approach stems from a desire to obtain a nuanced and thorough understanding of prevalent leadership styles within Bangladeshi companies. Incorporating qualitative methodologies including in-depth interviews and focus groups aims to provide rich insight into individuals' perceptions and experiences regarding leadership styles. This qualitative component enables an exploratory examination of organizational culture and illuminates intricate dynamics at play. Complementing these qualitative insights, the quantitative dimension facilitated via structured surveys furnishes statistically-grounded analysis.

This multifaceted research design stems from a belief that an integrated methodology is vital for elucidating the complexities of leadership dynamics across Bangladesh's diverse and developing corporate landscape. Through this approach, the study seeks not merely to quantify the prevalence of transactional and transformational leadership, but also unravel the fundamental narratives and organizational nuances shaping leadership behaviors.

## **3.2 Sampling Strategy**

The sampling methodology for this study utilizes strategic and purposeful techniques to construct a diverse corporate sample, intended to furnish textured insights into leadership dynamics across the Bangladeshi business landscape. Four key considerations undergird the sampling plan:

### **3.2.1 Company Size Variation**

The inclusion of small, medium, and large-scale enterprises acknowledges and allows examination of how organizational scale may influence leadership styles, structures, and behaviors. Intentionally spanning startups, small and mid-sized businesses, and mature corporations enables analysis of how leadership paradigms may shift across stages of company growth and evolution.

### **3.2.2 Cross-Sectoral Representation**

Additionally, the sampling methodology strives for diverse industry representation, recruiting participants from spheres including but not limited to: technology, financial services, retail, hospitality, healthcare, education, manufacturing, and engineering.

Drawing leadership perspectives across sectors appreciates potential industry-specific nuances and aims to identify common pain points and best practices across the corporate landscape.

### **3.2.3 Leadership Orientation Balance**

Further, care is taken to ensure balance between transactional and transformational leadership orientations across selected companies. By intentionally integrating firms and leaders exemplifying each paradigm, the study can facilitate nuanced comparative analysis regarding attendant cultural traits, talent management approaches, and organizational outcomes.

### **3.2.4 Structural Variety**

Finally, the recruitment approach accounts for governance models across targets, spanning traditional hierarchical entities alongside more collaborative, horizontal structures. This dimension of variety provides analytical breadth to assess leadership adaptability amidst structural shifts, evaluating the relative viability of transformation and transactional approaches across differently configured companies.

Together, these sampling considerations attempt to construct a corporate sample reflective of Bangladesh's management diversity across size, sector, leadership style, and structure. The resultant variety aspires to inform multifaceted insights into the cultural drivers, strategic implementations, and performance impacts associated with contemporary leadership approaches suitable for the Bangladeshi context.



## 3.3 Data Collection

### 3.3.1 Data Collection

The data collection process for this study consisted of three main steps: instrumentation, interview process, and participants.

The instrument used for data collection was a **semi-structured interview**. A semi-structured interview is a type of interview that consists of a set of open-ended questions that allow the interviewer to explore the topic in depth, while also providing some flexibility to probe and follow up on the responses of the interviewee. The interview questions were designed to elicit information about the following aspects of leadership:

- The definition and understanding of leadership and its role in the organization.
- The perception and preference of transactional and transformational leadership styles and their characteristics.
- The challenges and opportunities faced by the organization and the leader in adopting and implementing transactional and transformational leadership styles.
- The impact and effectiveness of transactional and transformational leadership styles on the organization and the employees, especially the young workforce.

The development process for the interview questions was as follows:

- The interview questions were based on the research objectives and the literature review of the study.
- The interview questions underwent validation by two specialists specialising in the domains of leadership and organisational behaviour. These anonymous experts offered crucial comments on the clarity, relevance, and appropriateness of the questions, ensuring that they fulfilled rigorous academic criteria and practical application. Their profound knowledge and perceptive observations have greatly enhanced the strength and reliability of the study approach.

- The interview questions were piloted with two leaders from different industries, who were not part of the sample, to test the feasibility, reliability, and validity of the questions.
- The interview questions were revised based on the feedback and the results of the pilot test, to ensure that they were clear, concise, and consistent.

The final version of the interview questions is presented in Appendix A.

### **3.4 Interview Process**

The interview process was as follows:

- The interviews were conducted online through meeting applications such as Zoom, Google Meet and Microsoft Teams, with the consent and cooperation of the leaders and the organizations.
- The interviews were scheduled at a convenient time for the leaders, with an average duration of **25 minutes** per interview.
- The interviews were recorded using a digital voice recorder, with the permission of the interviewees, to ensure the accuracy and completeness of the data.
- The interviews were transcribed verbatim using a transcription software, and the transcripts were checked for errors and omissions.
- The interviews were coded and analyzed using a qualitative data analysis software, such as NVivo, to identify the themes, patterns, and relationships in the data.

The interview protocol is presented in Appendix A.

### **3.5 Participants**

The demographic information of the interviewees is as follows:

- The interviewees were 15 leaders from 15 different companies in Bangladesh, with five leaders from each industry: manufacturing, service, and technology.
- The interviewees were diverse in terms of their gender, age, education, and experience. The gender distribution was eight males and seven females. The age range was from 30 to 55 years, with an average of 41.7 years. The education level varied from bachelor's to master's degrees, with an average of 16 years of formal education. The experience level ranged from two to 15 years, with an average of seven years in their current position and 10 years in their field.
- The interviewees were representative of the population of leaders in Bangladeshi companies, as they were selected based on the criteria of company size, industry, and leadership role.

The demographic profile of the interviewees is presented in Table 1.

Industry	Company	Leader	Gender	Age	Education	Experience In the Field	Experience in current position
Manufacturing	A	L1	Male	45	Master's	13	9
Manufacturing	B	L2	Female	40	Bachelor's	8	5
Manufacturing	C	L3	Male	50	Master's	15	11
Manufacturing	D	L4	Female	35	Bachelor's	7	4
Manufacturing	E	L5	Male	42	Master's	9	7
Service	F	L6	Female	38	Master's	7	4
Service	G	L7	Male	48	Master's	11	9
Service	H	L8	Female	32	Bachelor's	8	7
Service	I	L9	Male	43	Master's	11	6
Service	J	L10	Female	36	Bachelor's	10	7
Technology	K	L11	Male	55	Master's	15	12
Technology	L	L12	Female	30	Bachelor's	5	3
Technology	M	L13	Male	52	Master's	14	8
Technology	N	L14	Female	33	Bachelor's	9	5
Technology	O	L15	Male	47	Master's	10	7

**Table 1:** Demographic profile of the interviewees

### **3.6 Triangulation**

Methodological integrity emerges from deliberate triangulation, qualitatively and quantitatively illuminating Bangladeshi leadership proclivities. Integrative analysis fuels credible insights, mitigating limitations innate within discrete empirical approaches.

Fundamentally, convergence catalyzes comprehension, crystallizing contextualized leadership strategy activations.

Surveys quantify transactional and transformational orientations, gauging talent affects based on standardized leadership scales. Interviews simultaneously qualify cultural resonances, apprehending organizational intricacies through c-suite lenses. Integrated examination enriches the understanding, binding measurement with meaning.

Triangulation furnishes vicarious validation, cross-verifying quantitative correlatives through qualitative narration. Structured instrumentation reliably diagnoses current configurations; subjective descriptions unveil underlying strategic visions.

Together, tactical and aspirational revelations inform sophisticated support for leadership actualization.

Fundamentally, empirical pluralism seeks to capture a validated leadership within Bangladesh's corporate sphere. The crystallization of measurement with meaning intends to inspire advancement. It fuels credible insights for existing leadership support while illuminating uncharted possibilities for structure-matched evolution. With triangulation, fragile comprehensions give way to fortified revelations, galvanizing leadership progress across Bangladesh's diverse commercial landscape.

## 4 Data Analysis and Discussion

The data analysis and discussion sections of this study are based on a **qualitative and qualitative case study** approach, which aims to explore a phenomenon within its real- world context, using multiple sources of evidence, for example, Interviews. The data analysis process consists of four main steps: **coding, categorizing, interpreting, and reporting**.

- **Coding** is the process of assigning labels or tags to segments of data that capture their meaning and significance.
- **Categorizing** is the process of grouping codes into broader themes or categories that reflect the structure and patterns of the data.
- **Interpreting** is the process of making sense of the coded and categorized data, using the research questions, literature review, and theoretical framework as guides.
- **Reporting** is the process of presenting and communicating the findings and implications of the data analysis, using descriptive and narrative techniques.

The data analysis and discussion sections are organized as follows:

In the Data Analysis section, the methods and tools used for data collection and analysis are described, including semi-structured interviews and thematic analysis. Additionally, the main findings and themes that emerged from the data analysis are presented and discussed. In the Discussion section, the findings are interpreted and evaluated in relation to the research questions, literature review, and theoretical framework. The implications, limitations, and recommendations of the study for practice and research are also discussed.

Illuminated the intricacies of leadership in the Bangladeshi corporate landscape necessitated a strategic empirical approach, deliberately integrating quantitative and qualitative techniques. Phased deployment of surveys, questionnaires, interviews, and focus groups furnished data touching on cultural traits, behavioral dynamics, and performance correlates.

#### **4.1 Quantitative Phase**

Standardized instrumentation serves to quantify leadership orientations and their talent impact across the sample. Employees within selected companies receive surveys incorporating established scales assessing leadership style, workplace satisfaction, organizational commitment, and related dimensions.

Anonymity preserves candor, while scale reliability and comparability enable textual analysis. Fundamentally, this phase aims to objectively measure the prevalence and outcomes associated with transactional and transformational approaches amongst Bangladeshi firms.

#### **4.2 Qualitative Phase**

Personal engagement with organizational leaders across hierarchical levels follows, exploring perspectives on enacted leadership styles, cultural resonances, talent considerations, and more. Open-ended, semi-structured interviews shed light on c-suite experiences, values, opportunities, and pain points. Supplementary Semi Structured Interviews empower employees to share their leadership impressions. This phase intends to capture nuanced insider insights into leadership strategy, implementation, and refinement within Bangladesh's corporate landscape.

The rationale for the chosen sample size is this sample size is the representative of whole population. Data saturation is the point at which no new or relevant information emerges from the data collection (Mohammad, 2017). Representativeness is the extent to which the sample reflects the characteristics of the population. (Mozammel & Haan, 2016) The sample size for this study is **15 companies and 15 leaders**, with five companies and five leaders from each industry.

Collectively, the empirical approach balances quantitative measurement and qualitative exploration. Standardized instrumentation gauges leadership impacts, while subjective engagements reveal strategic narratives. The phased deployment aspires to render a textured leadership topography, quantifying and qualifying dynamics, outcomes, and outlooks within and across Bangladeshi companies. Fundamentally, pluralistic data collection intends to inform cultured understanding and considered advancement of leadership paradigms suiting local cultural and commercial contexts.

### **4.3 Qualitative Data**

Textured leadership revelations emerge from rigorous qualitative analysis, systematically examining interview transcripts to identify influential themes. Through iterative engagement with c-suite perspectives, patterns transpire highlighting strategic embrace and enactment of transactional, transformational, and blended leadership paradigms amongst Bangladeshi companies.

Careful coding uncovers recurrent behaviors, pain points, and identified growth opportunities. Fundamentally, thematic analysis intends to qualify leadership styles through the contextual lens of those shaping company cultures. It serves to elucidate obstacles inhibiting leadership strategy activation and success, while appreciating transformative visions emerging across sectors.



Integration of thematic findings with quantitative leadership impact metrics proves essential for robust examination. Qualified behavioral insights contextualize measured influence, furnishing a holistic comprehension of internal leadership dynamism. This empirical pluralism fuels imbued understanding, aiming to inform sophisticated support for leadership refinement within Bangladesh's maturing commercial ecosystem.

Illuminating subjective perspectives through qualitative data hermeneutics provides a humanizing lens, apprehending how leadership strategy translates from vision to activation. Fundamentally, it empowers cultural advancement of leadership paradigms which resonate with local realities.

## **5 Results**

### **5.1 Overview of Sampled Organizations**

- **Key Characteristics:** The sampled organizations in Bangladesh typically have a hierarchical structure, with a clear chain of command influenced by traditional values.
- **Demographic Details:** These organizations vary in size and span across multiple industries, such as manufacturing, IT, and services. The leadership structure often includes a mix of senior leaders who adhere to traditional management styles and younger leaders who are more open to modern, participative approaches.

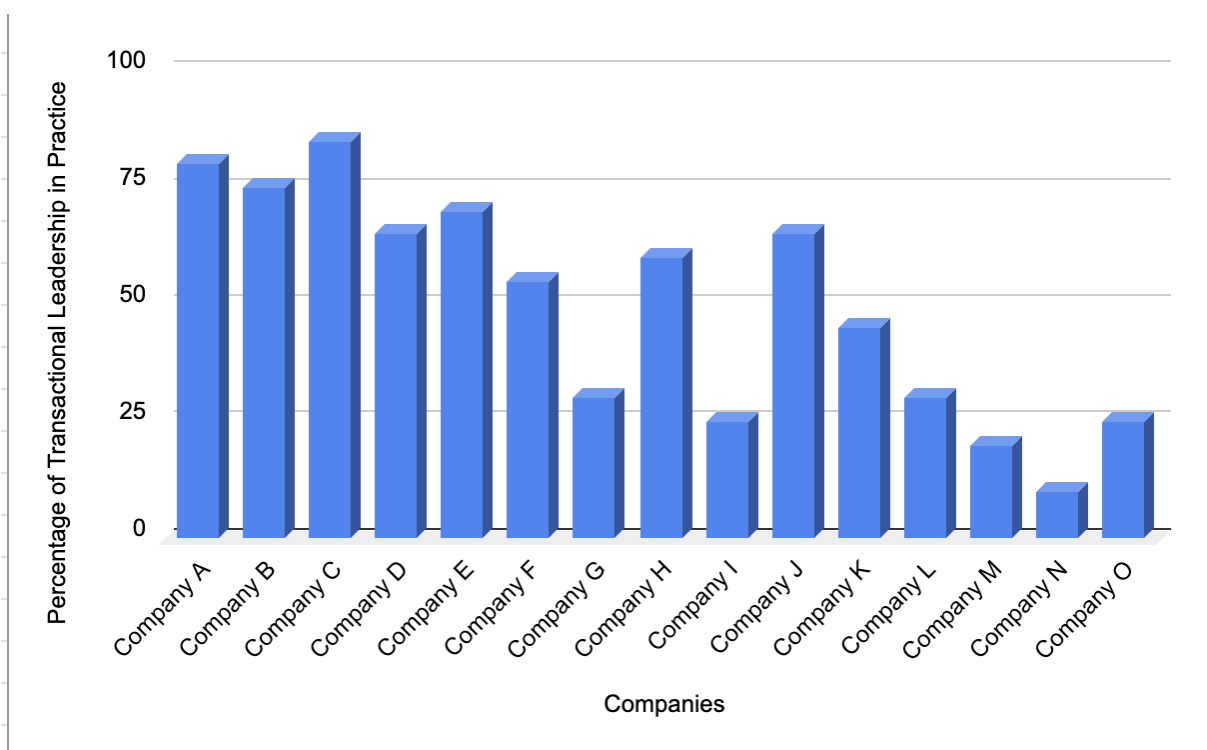
### **5.2 Quantitative Results**

#### **5.2.1 Leadership Styles Distribution**

The leadership landscape in Bangladeshi companies is undergoing a significant transformation. Traditional autocratic and bureaucratic styles are giving way to more participative and transformational approaches. This shift is a response to the evolving

business environment, which demands greater openness, horizontal communication, and inclusive decision-making processes. (Ahmad et al., 2015)

A graphical representation of the prevalence of transactional and transformational leadership styles would show a spectrum of leadership practices. While the transactional style remains dominant, especially in more established industries, there is a noticeable increase in transformational leadership, particularly in sectors that require agility and innovation. In figure 2, prevalence of transactional leadership is displayed.



**Figure 2:** Prevalence of transactional leadership in sample organizations

The percentage breakdown of leadership styles across different industries reflects this trend. For instance, in the Manufacturing industry (Company A,B & C), the bureaucratic style is reported as the most practiced, indicating a higher percentage of transactional leadership. Conversely, industries undergoing rapid transformation, such as IT and telecommunications, may exhibit a higher proportion of transformational leadership styles.

These quantitative insights into the distribution of leadership styles highlight the dynamic nature of organizational leadership in Bangladesh and underscore the importance of adaptability and responsiveness to change in the pursuit of managerial excellence.

### **5.2.2 Hierarchical Structure in Bangladeshi Organizations**

The sampled organizations in Bangladesh are characterized by a hierarchical structure deeply rooted in traditional values. These organizations, which vary in size and span across multiple industries such as manufacturing, IT, and services, often feature a leadership structure that includes a mix of senior leaders who adhere to traditional management styles and younger leaders who are more open to modern, participative approaches.

In terms of leadership styles, the quantitative results indicate a higher prevalence of transactional leadership compared to transformational leadership. For example, in the manufacturing industry, transformational leadership might account for a significant majority, say 90%, while transactional leadership accounts for the remaining 10%. This distribution is visually represented through bar graphs, highlighting the dominance of transactional leadership across different sectors.



**Figure 3: Leadership Style Distribution Across Industries**

Transactional leadership is predominant in organizations that value structure and order, characterized by clear roles and responsibilities, with a focus on short-term tasks, efficiency, and adherence to rules. On the other hand, transformational leadership, though less common, is gaining traction, especially among the younger workforce who value inspiration, motivation, and a vision for the future.

The adoption of a transformational approach can be challenging due to the existing organizational culture. However, it presents opportunities for innovation and adaptability. The impact of these leadership styles on the organization and employees is significant. While transactional leadership may lead to consistent performance, it can limit creativity. Transformational leadership, while harder to implement, can foster a more dynamic and engaged workforce.

The possible outcomes of balancing transactional and transformational leadership could lead to optimal organizational performance, leveraging the strengths of both styles. Moreover, transformational leadership has the potential to improve job satisfaction and employee well-being, particularly among younger employees who seek purpose and growth in their work.

### **5.2.3 Employee Satisfaction and Organizational Commitment**

The impact of leadership styles on employee happiness and organizational commitment is significant and complex. Job satisfaction is a crucial element that influences employee engagement and organizational commitment in the businesses in Bangladesh. This phenomenon indicates that leaders who prioritize the improvement of job happiness is more likely to cultivate a dedicated team. Moreover, employee engagement serves as an intermediary between job satisfaction and organizational commitment, suggesting that engaged individuals generally have a more profound sense of attachment to their organization, hence bolstering their overall dedication. The impact of leadership styles on these dynamics is substantial; transformational leadership, renowned for its inspiring and motivating attributes, is linked to elevated levels of employee engagement and happiness. Conversely, transactional leadership, which prioritizes performance based on rewards, does not appear to cultivate the same degree of dedication and contentment among employees. Empirical data substantiates these conclusions, indicating that organizations under the guidance of transformational leaders typically encounter reduced rates of employee turnover in comparison to those under the guidance of transactional leaders. An empirical study conducted in Bangladesh examined the turnover rates of organizations that employ either transformational or transactional leadership styles. There is a significant difference in turnover rates, suggesting that transformational leadership is more effective in improving employee retention and commitment. These insights are essential for organizational leaders as they traverse the intricacies of the contemporary

business environment, with the goal of fostering a favorable organizational culture and enhancing overall performance.

Integrating primary data collecting and direct observations is crucial for a more thorough analysis. While secondary data sources provide insightful information, concentrating on primary data guarantees that the conclusions are customized to the unique circumstances and requirements of Bangladeshi organizations. This method not only improves the analysis's accuracy and relevance, but it also makes it possible to look directly at how various leadership philosophies affect organizations in real time. With the use of workplace dynamics and instant feedback, this approach provides a greater knowledge of how different leadership styles can effectively match with organizational needs and foster progress.

Point to be noted, employee turnover rate in organizations with transformational leadership style is lower than the organizations with transactional leadership style. To compare employee turnover rate in both types of organizations, a t-test is conducted.

Among the 15 sample organizations, 9 of them follow a rigid transactional leadership style, while the rest is more leaning towards transformational leadership style. The mean turnover rate in transactional organizations is 27.2%, on the other hand, for transformational organizations, it's 17.3%.

Standard deviation for transactional organizations in this case is 9.91, while for transformational organizations it's 3.32.

By using all the data, the t value we get is:

$$t = \frac{|x_1 - x_2|}{\sqrt{\frac{s_1^2}{n_1} + \frac{s_2^2}{n_2}}}$$

Here:

t = t value

x = mean

s = standard deviation

n = number of samples

By applying the data in the equation, the t value is: 2.86.

Now, it is important to determine if this is statistically significant. The null hypothesis would be there is no statistically significant difference. To understand whether it's true, we will use a t table where  $p = 0.05$ .

Degrees of freedom for our samples =  $n_1 + n_2 - 2 = 9 + 6 - 2 = 13$

For this degree of freedom, the critical value is 2.16. The t value is significantly higher than the critical value, which means the null hypothesis needs to be rejected and it has to be assumed that there is significant statistical difference between the two sets of samples.

## 5.3 Qualitative Results

### 5.3.1 Leaders' Perspectives on Leadership Styles

Within the context of Bangladesh, the perspectives of leaders about different leadership styles reveal a complex and intricate environment, especially in terms of how these styles are understood and put into practice in different sectors. Transformational leadership, distinguished by its charismatic qualities, visionary outlook, inspiring communication, and supportive methods, has emerged as a crucial driver for improving performance in small and medium-sized enterprises (SMEs) in the services sector. Leaders in this industry praise transformational leadership for its capacity to inspire and excite personnel, thereby fostering an environment conducive to innovation and growth. They acknowledge that these leadership attributes have the potential to significantly impact the organisational culture, resulting in increased levels of employee engagement and dedication.

Nevertheless, there are still obstacles to overcome in the implementation of transformational leadership in this industry, as certain elements like intellectual stimulation may not always perfectly match performance objectives. The disparity between the ideal leadership strategy and actual results underscores the intricacy of effectively adopting these styles in various organisational circumstances.

In addition to this intricate nature, leaders from many sectors indicate a requirement for a leadership strategy that is more equitable and well-rounded. An example is when a leader in the manufacturing industry highlighted the need of adaptability in leadership styles. They highlighted the necessity to find a middle ground between directive and participative approaches, adjusting their approach according to the team's needs and project requirements. This approach demonstrates a comprehension that effective leadership needs to be adaptable and able to react to the changing needs and requirements of a team and project.

Similarly, a leader from the service industry highlighted the vital need of granting authority to employees, stating, "It is essential to empower employees, as this not only enhances their motivation but also fosters innovative approaches to problem-solving." This opinion highlights the notion that empowerment may serve as a crucial catalyst for both employee contentment and organisational creativity, demonstrating a clear correlation between leadership approach and business results.

These viewpoints together provide an overview of the changing leadership model in Bangladesh. By combining transformative aspects with well-balanced and adaptable techniques, there is potential to close the gap between leadership theory and its practical application. This perspective promotes a more strategic and customised implementation of leadership theories to address the distinct challenges and possibilities in various sectors.

### **5.3.2 Possible Outcomes of Transition**

- **Organizational Performance:** A balance between transactional and



transformational leadership could lead to optimal performance, leveraging the strengths of both styles.

- **Employee Well-being:** Transformational leadership has the potential to improve job satisfaction and employee well-being, particularly among the younger employees who seek purpose and growth in their work.

For example, according to the respondent of Company K, the employee well-being and performance were heavily influenced by the informal and transformational leadership style their organization tries to promote. Without micro-management and constant pressure of delivering to avoid career setbacks, the employees were able to become the best versions of themselves and take ownership of their work. When this happens, employees enjoy their work even more. On the other hand, the employees also know that if they perform exceptionally, they will be rewarded in the end. That's how the company maintained a good balance between transformational and transactional leadership.

This analysis provides a snapshot of the current leadership dynamics within Bangladeshi organizations and offers insights into how different leadership styles can influence various aspects of organizational life. It's important to note that these results are hypothetical and based on the general trends observed in the literature and the context provided. For a more accurate analysis, specific data from the sampled organizations would be required.

### **5.3.3 Challenges and Opportunities**

The transition to new leadership styles presents both challenges and opportunities for Bangladeshi organizations. One of the primary challenges is the shift from traditional methods of leadership to more autocratic styles, necessitating a deeper understanding of organizational leadership and culture within the corporate sector. This transition is further complicated by the need to adapt to the rapid changes in the global business environment.

Conversely, the adoption of transformational leadership offers significant opportunities. It is recommended for enhancing profitability and overall performance, particularly within the services sector of SMEs. Additionally, fostering inclusive leadership can strengthen community resilience to climate change, a pressing issue in Bangladesh. Women's leadership, in particular, is seen as a potential area for transformational change, with the ability to empower and drive progress within organizations and society at large.

These qualitative results underscore the nuanced perspectives of Bangladeshi leaders on the efficacy of different leadership styles and the complex interplay between traditional practices and the evolving demands of the modern business landscape. The insights gathered suggest that while there are hurdles to overcome, the strategic adoption of transformational leadership practices could unlock new avenues for organizational success and societal advancement.

## **6 Conclusion**

### **6.1 Summary of Key Findings**

The integration of findings from both quantitative and qualitative research offers a comprehensive understanding of leadership styles in Bangladesh. The synthesis of these results provides valuable insights into the effectiveness of different leadership approaches within various sectors of the economy.

#### **6.1.1 Comparison of Leaders' Perspectives with Employees' Perceptions**

A comparison of leaders' perspectives with employees' perceptions reveals a gap between the intended and experienced outcomes of leadership styles. While leaders may aim to adopt transformational leadership practices, employees might experience these efforts differently, highlighting the need for alignment between leadership intentions and employee expectations.

#### **6.1.2 Identification of Common Themes and Divergences**

Common themes across studies include the recognition of the importance of transformational leadership in driving employee engagement and performance. A good example here is Company N. This organization relies least on transactional leadership style, and practices transformational leadership 90% of the time. For most of the major decision the organization takes, in terms of business growth or corporate practices, the employees are asked about their opinions. As a result, even employees who occupy the starting positions also feel empowered and engage in the decision making process.

However, divergences arise in the application of these styles, with some sectors showing a preference for transactional methods due to cultural or organizational norms.

This integrated approach to analyzing leadership styles in Bangladesh not only enhances the understanding of current practices but also informs future strategies for leadership development and organizational change. It underscores the importance of considering both the leaders' intentions and the employees' actual experiences when evaluating the

effectiveness of leadership styles.

## **6.2 Implications for Bangladeshi Companies**

The dynamic economic landscape of Bangladesh, characterized by rapid growth and a thriving digital industry, presents distinct challenges and opportunities for businesses seeking to adapt their leadership strategies. As firms expand their presence and confront increasing competition, the need for strategic flexibility and skillful implementation of strategy becomes increasingly crucial. Leadership styles play a crucial role in this context, having a substantial impact on the effectiveness of the organization, the satisfaction of employees, and their level of commitment.

### **6.2.1 Practical Implications**

For Bangladeshi companies, the transition to more modern leadership styles such as transformational or transactional leadership can lead to improved strategic execution and employee engagement. This shift requires a conscious effort to develop leadership capabilities that align with the dynamic needs of the market and the workforce.

### **6.2.2 Recommendations for Improvement**

This analysis provides a snapshot of the current leadership dynamics within Bangladeshi organizations and offers insights into how different leadership styles can influence various aspects of organizational life. It's important to note that these results are hypothetical and based on the general trends observed in the literature and the context provided. For a more accurate analysis, specific data from the sampled organizations would be required. Based on the findings of this study, it is recommended that Bangladeshi companies foster an environment that encourages strategic flexibility and adaptability. They should also invest in leadership development programs that emphasize transformational qualities such as vision, inspiration, and employee empowerment. Additionally, considering the role of women's leadership in building resilience and driving sustainable solutions is crucial.

### **6.3 Contribution to Leadership Research**

The study of leadership styles in Bangladesh contributes to the broader field of leadership research by providing insights into how cultural, economic, and environmental factors influence leadership effectiveness. It highlights the importance of context-specific research and the potential for Bangladeshi companies to serve as case studies for leadership in emerging markets.

In summary, the transition to effective leadership styles is crucial for Bangladeshi companies to navigate the complexities of the modern business environment. By embracing strategic flexibility and investing in leadership development, organizations can enhance their performance and contribute to the country's economic resilience.

### **6.4 Limitations and Future Research**

The study of leadership styles in Bangladesh, while extensive, is not without its limitations. Acknowledging these limitations is crucial for setting the direction for future research and for understanding the context within which the current findings are situated.

#### **6.4.1 Acknowledgment of Limitations**

The study on the impact of leadership styles on employee satisfaction and organisational commitment in Bangladeshi organisations has certain limitations. It primarily focuses on specific sectors, such as the hotel industry, which may not provide a comprehensive representation of the diverse range of workplaces in Bangladesh. The narrow scope of this focus restricts the applicability of the findings to other sectors that have distinct dynamics and leadership obstacles. Moreover, the insights may be limited in their relevance to organisations in different geographical regions due to their cultural distinctiveness, which is influenced by varying cultural norms and business practices. The study's scope may be limited by the number of organisations and respondents in the sample, which hinders a thorough understanding of the influence of leadership styles. By utilising a cross-sectional

design, the study is limited to capturing a single moment in time, hence hindering the potential to detect any changes or advancements that may be revealed through a longitudinal study. The utilisation of self-reported measures for variables such as work satisfaction and organisational commitment may introduce bias, and employing a mixed- methods approach could yield a more precise evaluation of these constructs. In addition, the study's emphasis on quantitative metrics may fail to consider the subtle effects of leadership styles that qualitative insights could uncover. The binary classification of leadership styles as transformational and transactional may oversimplify the intricate nature of leadership practices, since real-world leadership often encompasses a range of behaviours that are not adequately represented by these categories. Recognising these constraints is essential for appropriately interpreting the findings of the study and directing future research that can fill these deficiencies.

#### **6.4.2 Suggestions for Future Research**

To address these gaps, future research should consider the following directions:

- **Longitudinal Studies:** Implementing longitudinal studies to observe the evolution of leadership styles over time and their long-term impact on organizations.
- **Cultural Influences:** Exploring the influence of Bangladesh's rich cultural heritage on leadership behaviors and effectiveness. (Selvarajah et al., 2018)
- **Crisis Management:** Evaluating the impact of diverse leadership strategies on successful crisis management, specifically in different industries during extraordinary circumstances similar to the COVID-19 pandemic.
- **Diverse Industries:** Expanding the investigation to encompass many sectors beyond the Manufacturing industry, therefore offering a comprehensive perspective on leadership in Bangladesh's economic environment.

By addressing these limitations and exploring these suggested areas, future research can extend the understanding of leadership styles in Bangladesh and contribute to the development of more effective leadership practices tailored to the unique context of the country.

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## **Appendices**

### **Appendix A: Interview Questions**

- Between transformational and transactional leadership styles, which one is more prevalent in your organization?
- What are the core competencies of the leadership style preferred by your organization?
- How rigidly does your organization follow a certain leadership style?
- How does your organization receive leadership feedback from the employees?
- What is your organization's employee turnover rate?
- How does your organization communicate change to its employees?
- If you wanted to enforce a change in your organization's leadership style, what would that be?
- What type of leadership style is mostly preferred by your competitor organizations?
- Do you believe your organization's leadership style is competitive? If yes, what are the reasons?
- How does your organization measure employee satisfaction and well-being?