



RESEARCH ARTICLE

THE INFLUENCE OF LEADERSHIP STYLES ON EMPLOYEE MOTIVATION AND LOYALTY: A STUDY OF THE CORPORATE SECTOR IN BANGLADESH

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ARTICLE DETAILS

Article History:

Received 18 June 2025

Revised 20 July 2025

Accepted 26 August 2025

Available online 29 September 2025

ABSTRACT

This study investigates the influence of transactional and transformational leadership styles on employee motivation and loyalty within the corporate sector of Bangladesh. A quantitative survey of 200 executives from various corporations revealed a predominance of transactional leadership (75%) over transformational leadership (25%), with no evidence of laissez-faire leadership. The research employed regression analysis to examine the relationships between leadership styles and employee outcomes. Results indicate that both transactional and transformational leadership styles positively impact employee motivation and loyalty, with transactional leadership demonstrating a stronger correlation, particularly in fostering employee loyalty. Performance-based incentives and vision-driven encouragement emerged as the most influential factors. The findings suggest that Bangladesh's reward-oriented corporate culture aligns well with transactional leadership approaches. However, the study emphasizes the importance of balancing both leadership styles to optimize employee engagement and organizational performance in Bangladesh's evolving corporate landscape. This research contributes to the leadership literature by providing empirical evidence from an emerging economy context and offers practical implications for organizations seeking to enhance employee motivation and loyalty in the Bangladeshi corporate sector.

KEYWORDS

Corporate entities, Employee's motivation and loyalty, Transformational leadership, Transactional leadership, Laissez-faire leadership

1. INTRODUCTION

1.1 Background

In a rapidly changing business landscape, strong leadership is critical in shaping employee behavior, motivation, and the effectiveness of companies. Transactional and transformational leadership, in contrast, are two of the most studied as they concern the effects of leadership on employee outcomes. Transactional leadership is about organizational structures and processes, and reward/punishment mechanisms. On the other side, transformational leadership focuses on inspiration, creativity, enthusiasm, vision, and personal development to accept that increase in motivation and commitment.

The corporate environment of Bangladesh had been largely revolutionized by the pervasive economic development and globalization. Leadership effectiveness is imperative in supporting performance improvement as businesses grow and become more complex and help ensure employee engagement. However, few global theories available clear representations of the specificities of the corporate context in Bangladesh.

This study aims to address this gap by exploring the link between transactional and transformational leadership types and corporate sector employee motivation and commitment in the context of Bangladesh. This exploration will examine how these forms of leadership potentially increase employee productivity and eventually that of the organization

collectively, thereby offering vital insights for managers and policy makers in trying to heighten leadership growth through strategic planning.

1.2 Statement of the Problem

In the corporate realm, leadership is one of the many factors that influence the performance and motivation of employees. As an instance, various leadership behaviors like transactional leadership, transformational leadership and laissez faire leadership impact employee engagement and organizational results. While transactional leadership operates on pre-established incentives and strategies, transformational leadership is about generating creativity, innovation, communal goals as well as development on a personal level. Though these two forms of leadership have been arguably in practice, little or no research was conducted to determine their impact on the motivation and commitment of the employees in context of the corporate culture of Bangladesh.

The research will finally analyze the different types of leadership traits especially discuss transactional and transformational leadership and how it leads to employee motivation and commitment in corporate organizations. That is, to investigate the relationship between leadership practice and employee engagement, particularly determining which kind of leadership resulted in the greatest increase in employee satisfaction and engagement. Research of this sort can shed light on their authentic leadership styles, and help organizations to apply what they can do to maintain a highly engaged and driven workforce.

Quick Response Code



Access this article online

Website:
www.csmj.com.my

DOI:
10.26480/csmj.02.2025.50.55

1.3 Significance of the Study

The financial strength of the state largely depends on the corporate sector. Corporate activity is an expression of metal capital investment and power in national economies, and as such corporations must operate and make public policy in a way that achieves sustainable performance, with appropriate strategies for the leadership of their organizations. The findings from this study can assist in examining some optimum leadership styles which would be in accordance with organizational goals and formulate an adaptive corporate ecosystem which was only feasible in systems thinking.

The study explores the link among dual styles of innovative leadership and employees' willingness to perform well and commitment for better organizational productivity, therefore providing useful insights for professionals to reshape internal processes in their firm which can ultimately lead to improve overall organizational performance. This study also contributes to the government agencies for provision of supportive policies aimed to promote public-private partnership. A healthy relationship between the sectors can yield stabilization where there is unrest and economic policies that are inclusive and visionary.

The ultimate objective of this study is to contribute to a policy resource space for policymakers and corporate leaders by producing recommendations that would promote long-run prosperity, innovation and sustainable development in the corporate context of Bangladesh.

1.4 Objectives of the study

The objectives of the study were the following:

- To explore the different leadership styles utilized in the corporate sector.
- To assess how various leadership styles influence employee loyalty and motivation within corporate organizations.

1.5 Research Question

- What types of leadership styles are practiced within the corporate sector?
- How do these leadership styles affect the corporate employee's loyalty and motivation?

2. LITERATURE REVIEW

Four major dimensions of transformational leadership, idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration were listed (Avolio et al., 1997). Idealized influence leadership leads leaders to convey a compelling vision and inspire the followers to overcome self-interest and achieve common good (Dionne et al., 2004). They are role models who are respected not for their position but for their ethics and risk taking (Bass and Riggio, 2006). It also increases team spirit and organizational commitment to visions, provides a view of the attractive future both personally and organizationally and contributes to intellectual stimulation and increases creativity and innovation which challenge assumptions and redefine problems (Antonakis et al., 2003; Bass and Riggio, 2006; Nicholason, 2007; Bass and Riggio, 2006). Finally, developmental change is through individualized consideration of mentoring followers to achieve developmental change (Bass and Riggio, 2006).

Therefore, some researcher indicate the necessity for leaders who are change-centred and create an image of what is possible by articulating a vision which motivates followers and fosters innovative solutions via the promotion of a leadership style that emphasises a participative approach (Anderson and King, 1993). According to a study, transformational leaders encourage followers to go beyond what is expected of them by stimulating intellectual curiosity and personal growth (Bass, 1985). According to Blickle, in agreement with Drucker, contemporary organizations prefer hierarchical structures in which authority is replaced by persuasion as the main management tool (Blickle, 2003; Drucker, 1999).

Transformational leadership theory — which was introduced by Burns — seemed especially salient as this competency underlined the leaders' capacity to catalyze change in organizations as well as engendering significant personal transformations with followers (Burns, 1978). This kind of leadership builds strong relationships between leaders and

followers, inspiring followers to be confident and motivated to meet their performance objectives. According to Howell and Avolio, transformational leaders serve as change agents empowering followers to process divergent ideas and innovate, which are key actions undertaken in transitional periods (Howell and Avolio, 1993).

It is therefore imperative to align employee commitment with the success of the organization. Buchanan describes commitment as fidelity to and identification with shared values (Buchanan, 1972). Participatory management styles are proven to develop the best organizational commitment as compared to autocratic methods (Gaertner, 1999). This is because Kanter believes that by including employees in the process of change reduces their uncertainty and helps to create a commitment through clarifying expectations (Kanter, 2001). A group researcher, leadership styles that utilize human capital to gain competitive advantages (Swanepoel et al., 2008).

Leadership also involves the motivation and empowering of employees. Zeffanne emphasized the need to get rid of the demotivators like exercise inappropriate management styles and suggested involvement through participative leadership style (Zeffanne, 2003). A group researcher claim that "giving the power to followers to decide creates a task-oriented space that promotes learning and growth (Gardner et al., 2005)."

Data driven governance for organizational excellence According to Anuku and Achien, accountability and transparency are principal ingredients required for efficient realisation of planned goals (Anuku and Achien, 2001). Governance is extended beyond national borders and includes law enforcement, policy implementation and stakeholder relations (Enabunene, 2005). A group researcher define governance as making effective use of authority over resources to meet goals (Ogundele et al., 2005).

Another popular approach is trait theory, which identifies inherent traits a leader must have, such as self-confidence and morality, and behavioral theory, which is concerned with the relationship between the leader and the followers. Depending on the leader's style, they can use motivational skills or coercive (Omozeje, 2005). Some researcher explains, we should nurture that leadership potential, rather than depend on natural attribute alone (Kotter, 1990).

In both political and corporate contexts, ethical leadership is critical for sustainable outcomes. A group researcher states that ethical leaders are more likely to receive promotions in their work setting due to their dedication to moral foundations and for working well with followers (Rubin et al., 2010). The other is empowerment, which is a second focus of leadership; Gibson et al. (2006), and refer to it as giving individuals the freedom to use their resources efficiently.

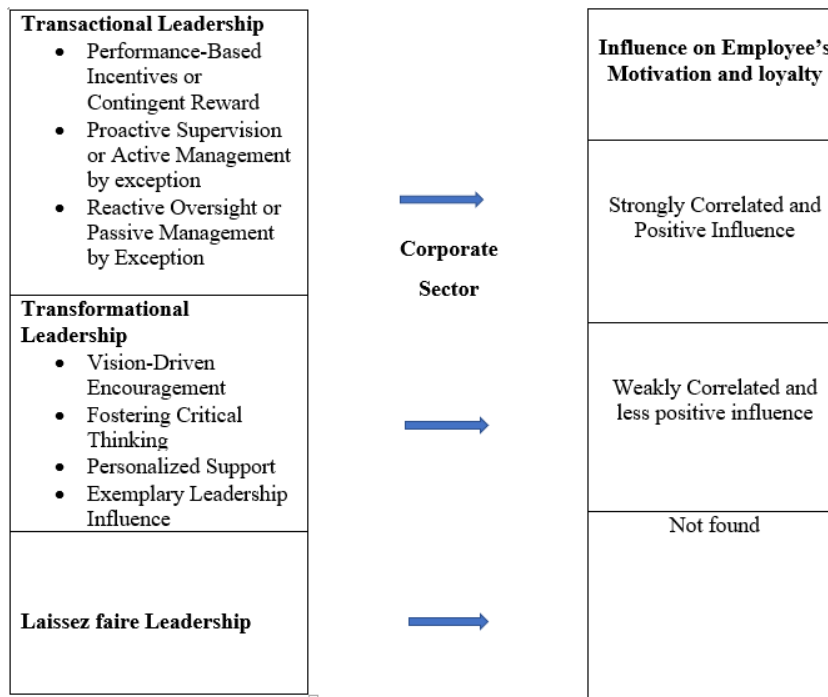
To summarize, transformational leadership incorporates vision articulation, follower empowerment, ethical conduct, and participatory management to foster organizational success. While these principles establish the bedrock of a well-functioning society, its governance builds on them to promote transparency, accountability, and collaboration through all layers of an organization or the apparatus of state.

2.1 Theories of Leadership

Although there are numerous theories about leadership, the following are the main ones:

The initial leadership theories were developed mainly from two fundamental views, trait theory and behavioral theory. Trait Theory argues that great leaders have certain inborn qualities that set them apart from others regardless of the situation. Behavioral theory proponents, on the other hand, put an emphasis on what leaders do and how leaders interact with subordinates, finding that traits alone aren't enough to consider without looking at behavioral patterns in specific situations. According to the website of the Northern Kentucky University (NKU), leadership is a multi-faceted, multi-functional and complex phenomenon and smoke in which while the research about leadership has been increased, many different theories and approaches are paid attention progressively including situational, contingency, charismatic, transactional, transformational and laissez-faire. However, many of these recent models are in fact derivatives of the seminal theories. Transactional, transformational, and laissez-faire leadership styles are three leadership styles that have been particularly prominent and are elaborated on in the following sections.

2.2 Theoretical Framework



3. CHAPTER THREE: METHODOLOGY OF THE STUDY

3.1 Research Method

A quantitative research method was employed in this study to allow for the systematic measurement and statistical analysis of relationships between leadership styles and employee outcomes. This approach was chosen because it enables the use of structured instruments, such as surveys, to gather data from a large sample, ensuring objectivity, replicability, and the ability to generalize findings across the corporate sector of Bangladesh.

3.2 Data used

Here, both primary (such as survey and interview data) and secondary (such as books, journals, newspapers, and articles) data have been used.

3.3 Research Area and sample size

Two hundred executives working in corporate sector such as (Horizon Tech Ltd., BRB, Meghna Group, Renata etc.) voluntarily participated in this study.

3.4 Research Questions

Research questions were created based on a number of findings from the literature review, including three leadership styles (such as transformational, transactional, laissez - faire) and their influence on employee loyalty and employee motivation.

3.5 Sampling

Purposive sampling was used to meet the study's goals. This non-probability technique involved selecting participants with specific relevance to the research objectives.

3.6 Data Collection Tool

Questionnaire and survey process through google forms has been applied here so that respondents can easily understand and response to my asking.

3.7 Data analysis process

To process the data for this study, statistical techniques such as Likert scale analysis, Pearson's regression, and correlation were used. Responses collected via structured surveys were quantitatively analyzed to identify relationships between different leadership styles and employee motivation and loyalty.

3.8 Data analysis tools

Statistics were used Statistical Package for Social Sciences (SPSS) to analyze Data though the collected Data was tested against the expectations.

3.9 Ethical Issues

In order to conduct this study, ethical issues were properly addressed and followed. The company's administration had granted permission for the data collection. All respondents who requested anonymity were allowed to remain so for the purposes of this study.

4. CHAPTER FOUR: FINDINGS AND DISCUSSIONS

4.1 Findings Result

Table 2: Descriptive Overview of Principal Attributes		
Attributes (Leadership Attributes)	Mean	Standard Deviation
Performance-Based Incentives	5.4560	0.87264
Proactive Supervision	3.2565	0.90017
Reactive Oversight	3.6878	0.85504
Vision-Driven Encouragement	6.3050	0.75482
Fostering Critical Thinking	4.6250	0.83880
Personalized Support	4.4075	0.82925
Exemplary Leadership Influence	4.9825	0.66192
Employee Motivation	4.9043	0.78588
Employee Loyalty	5.0200	0.92590

Note: All items used a 5- point Likert Scale with (1= Strongly Disagree and 5= strongly agree)

Table 2 displays the average responses for each key variable, alongside standard deviations for leader behavior and employee outcomes. These consist of elements of transactional and transformational leadership, as well as employee motivation and loyalty. In terms of transactional aspects, Performance Based Incentives achieved the maximum mean score of 5.4560, which indicates that respondents recognized and valued reward-based leadership practices. On the other hand, the means for Proactive Supervision and Reactive Oversight were lower, 3.2565 and 3.6878 respectively, suggesting neither positive nor negative perceptions toward monitoring-oriented styles of leadership.

Among the elements of Transformation, Vision-Driven Encouragement scored the highest mean at 6.3050, signifying those respondents agree with the transformational trait of leaders inspiring followers based on vision. Other transformational elements, such as Fostering Critical

Thinking (mean = 4.6250), Personalized Support (mean = 4.4075), and Exemplary Leadership Influence (leadership by example; mean = 4.9825) were also rated relatively high, signaling positive attitudes towards thoughtful, supportive, and principled leadership though.

Employee outcome variables were also positively average. Employee Motivation was recorded at 4.9043, and Employee loyalty was measured as 5.0200, indicating that in general participants felt involved and devoted in their roles in the company. The minimum and maximum standard deviations, 0.66192 and 0.92590, suggest reasonable agreement among the respondents, and that only moderate variability certified that the participants were applying different weights to the importance of the constructs.

Table 3 portrays the results from regression analysis about the relationship between two leadership styles (transactional and transformational) with two job satisfaction measures (motivation and employee loyalty).

Table 3: Regression Analysis Depicting the Impact of Transactional and Transformational Leadership Styles on Employee Satisfaction Metrics		
Criterion Variables	Employee Motivation	Employee Loyalty
Transactional Leadership		
• Performance-Based	.191**	.263**
• Proactive Supervision	.062*	.032*
• Reactive Oversight	-.088*	.087*
Transformational Leadership		
• Vision-Driven Encouragement	.266**	.121*
• Fostering Critical Thinking	.266**	.351**
• Personalized Support	.179**	.016*
• Exemplary Leadership Influence	.104*	.028*

Sample size (N) = 200; denotes significance at the $p < .05$ level, * at the $p < .01$ level. Beta is the standardized regression coefficient.

4.2 Transactional Leadership and Employee Satisfaction

Within the transactional leadership category, Performance-Based Incentives (or Contingent Reward) showed a positive and significant relationship with both employee motivation (.191) and employee loyalty (.263), indicating that rewards tied to performance play a key role in enhancing satisfaction levels.

Proactive Supervision (Active Management by Exception) had a weaker but still statistically significant connection with employee motivation (.062) and loyalty (.032), suggesting a minor positive impact from closely monitoring tasks and correcting errors when necessary.

Reactive Oversight (Passive Management by Exception) showed a negative connection to employee motivation (-.088) but generated a weak positive relationship with employee loyalty (.087). This implies that a hands-off approach, where leaders intervene only after problems occur, may hinder motivation but has a minimal role in influencing loyalty.

4.3 Transformational Leadership and Job Satisfaction

In terms of transformational leadership, Vision-Driven Encouragement showed a strong association with motivation (.266) and a more modest yet positive effect on loyalty (.121). Similarly, Fostering Critical Thinking was positively linked to both outcomes (.266 for motivation, .351 for loyalty), highlighting the value of encouraging innovation and independent thinking.

Personalized Support, reflecting the leader's attention to individual needs, also demonstrated meaningful relationships: .179 with motivation and .016 with loyalty. Meanwhile, Exemplary Leadership Influence, or leading by example, had the smallest impact among the four transformational

dimensions (.104 for motivation, .028 for loyalty), though it still showed statistical relevance.

Overall, the findings suggest that transformational leadership components, particularly intellectual stimulation and visionary encouragement, are more strongly linked to both employee motivation and loyalty. Meanwhile, performance-based rewards under transactional leadership also play a significant role, especially in strengthening employee loyalty.

Table 4: Prevalence of Leadership Styles in the Corporate Sector		
Leadership Styles	Frequency	Percentage
Transactional Leadership	150	75
Transformational Leadership	50	25
Laissez- faire Leadership	Not Found	

4.4 Analysis of Results

Bangladesh has witnessed phenomenal economic growth since independence, driven primarily by the forces of globalization. The nature of work is changing and will never be the same again. In this context, character-driven leadership is an even more important dynamic. When placed in the context of Bangladesh's diverse cultural landscape, historical intricacies, and socio-economic divides, it is a key contributor to organizational behavior.

The study finds that effective leadership leads to increased employee engagement. For department leaders seeking a more engaged response from their teams, they must balance their use of transformational and transactional leadership styles. Results showed a strong and statistically significant relationship between employee engagement and these leadership styles, to the greatest extent for transformational leadership.

The research goes on to demonstrate that transactional leadership is particularly successful in reinforcing employees' sense of obligation towards their organizations. It also underscores how crucial strong leadership is to keeping employees motivated. Incorporating a transformational vision into a structure that emphasizes the systematic, goal-oriented approach of transactional leadership is highly beneficial in motivating employees to do their best. Both leadership styles were found to improve motivation with transactional leadership being better at motivating employees to be accountable and engaged.

In addition, the findings highlight the importance of transparent communication and regular encouragement from the supervisors and imply that workers usually need to engage in successful leader-member relationship to maintain high levels of motivation. This observation aligns with previous surveys of leadership behavior in many areas using the Multifactor Leadership Questionnaire (Bass and Avolio, 1994; Bass, 1995). A strong positive effect on various motivational factors was evidenced by personalized guidance and attention from leaders.

To corroborate previous results, the current study finds that below-average employees are rated significantly lower in scores by their managers when they are less participative and tend to refrain from using motivational leadership techniques. The goal-orientated practices of transactional leadership, including feedback and goal clearing, were therefore regarded as significantly boosting levels of motivation (Bass and Avolio, 1994; Loke, 2001; Bass, 1998; Avolio, 1999; Shim et al., 2002; Waldman et al., 1990; Lok and Crawford, 1999; Howell and Avolio, 1993).

Moreover, the study reinforces other research that we have all seen that rewarding agreed incentives really boosts employee motivation. Transactional leadership involves a give-and-take; employees are rewarded for fulfilling certain expectations. In contrast, transformational leadership aims to engage the followers' self-interest toward achieving group goals. Both styles of leadership resulted in motivation and commitment among corporate protesters.

5. CONCLUSION

This study aimed at examining the impact of transactional and transformational leadership styles on employee motivation and commitment in Bangladeshi corporate sector. The results suggest that

both leadership Types are important to influence Employee Attitudes with transformational leadership having a stronger overall impact also particularly in terms of motivation. Yet transactional features like performance-based rewards were equally found to contribute significantly toward fostering employee commitment.

Redefining engagement finds its core in visits that underscore visionary leadership alongside defined organizational models and structured managerial practices, optimizing the engagement process for the success of the organization. Motivated and committed teams are more likely to be developed by leaders who inspire, encourage innovation and provide personalized support. Moreover, repeat communication, right as rain, and tailor-making to adaptable needs are crucial to organization success.

As Bangladesh's corporate environment continues to grow and adapt, these findings will be of practical significance to managers and decision-makers who are looking to build and deepen the strength of their workforce through effective leadership. By supporting a more human-centered model for leadership, and through the lens of balance, we will drive productivity but also find ourselves in a better position for sustainable growth in the organization and long-term satisfaction for its employees.

RECOMMENDATIONS

- a) Since transactional leadership styles serve as extrinsic motivators, managers and leaders can make concentrated efforts to embrace them more.
- b) There must be genuine attempts by leaders and managers to be more inclusive and cooperative. When it comes to transactional issues, the goal should be productive troubleshooting, rather than blame assignment. Leaders are also advised to instill high teamwork, founded on faith in each other, and caring for others on a real level.
- c) Sometimes top executives aren't connected to reality and need the urge to follow the right words with actions to spark a change in the behavior of those below them. From being a closed or distant manager to those that foster collaboration and participative decisions.
- d) The findings of this study necessitate a framework calling for promotion opportunities, equitable benefits, and professional development. This system can reinforce employees' commitment to the organization, decrease employee turnover, and significantly improve performance and quality of services rendered.
- e) Managers who enhance their interpersonal capabilities will establish trust while creating respect through connections made with other people.
- f) To establish a relationship based on trust, the managers might adopt an advocacy attitude.

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