

**IMPACT OF LEADERSHIP STYLE ON JOB SATISFACTION OF
SALES REPRESENTATIVES IN PHARMACEUTICALS COMPANY
OF NEPAL**

Thesis Submitted in Partial Fulfillment as the Requirement for the degree of Master in
Business Studies (MBS)

By

Nisha Ghimire

Shanker Dev campus

Campus Roll No.: 3978/75

T.U. Regd. No.:7-2-0544-0057-2011

Exam Symbol No: 13664/19

Group: Marketing

Kathmandu Nepal

November, 2024

CERTIFICATION OF AUTHORSHIP

I hereby corroborate that I have researched and submitted the final draft of dissertation entitled **“Impact of Leadership Style on Job Satisfaction of Sales Representatives in Pharmaceuticals Company of Nepal”**. The work of this dissertation has not been submitted previously for the purpose of conferral of any degrees nor has it been proposed and presented as part of requirements for any other academic purposes.

The assistance and cooperation that I have received during this research work has been acknowledged. In addition, I declare that all information sources and literature used are cited in the reference section of the dissertation.

.....

Nisha Ghimire

Date:

REPORT OF RESEARCH COMMITTEE

Ms. Nisha Ghimire has defended research proposal entitled “**Impact of Leadership Style on Job Satisfaction of Sales Representatives in Pharmaceuticals Company of Nepal**” successfully. The research committee has registered the dissertation for further progress. It is recommended to carry out the work as per suggestion and guidelines of supervisor Asso. Prof. Suman Kamal Parajuli Submit the thesis for evaluation and viva-voce examination.

.....
Asso. Prof. Suman Kamal Parajuli
Dissertation Supervisor

Dissertation Proposal Defended Date:

.....

Dissertation Submitted Date:

.....

.....
Asso. Prof. Dr. Sajeeb Kumar Shrestha
Research Department

Dissertation Viva-voce Date:

.....

APPROVAL SHEET

We, the undersigned, have examined the thesis entitled “**Impact of Leadership Style on Job Satisfaction of Sales Representatives in Pharmaceuticals Company of Nepal**” Presented by Nisha Ghimire Candidate for the degree of Master of Business Studies (MBS Semester) and Conducted the Viva voce examination of the candidate. We hereby certify that the thesis is worthy of acceptance.

.....
Asso. Prof. Suman Kamal Parajuli
Dissertation Supervisor

.....
Internal Examiner

.....
Internal Expert

.....
External Expert

.....
Asso. Prof. Dr. Sajeeb Kumar Shrestha
Chairperson, Research Committee

.....
Joginder Goet
Acting Campus Chief

ACKNOWLEDGEMENTS

First and foremost, I want to express my gratitude to my honorific supervisor, Asso. Prof. Suman Kamal Parajuli who welcomed me as a student without reservation and patiently guided me during the research phase with his perceptive criticism, without him the thesis would not have been completed. I am deeply thankful to Asst. Professor Keshar Sign Khatri, Shanker Dev Campus for helping me with the analysis part specially in using formula in excel.

I would like to express my gratitude to Joginder Goet, Acting Campus Chief , Shanker Dev Campus, Tribhuvan University, who provided the friendly environment to write this thesis. I am also grateful to the entire Shanker Dev Campus and Tribhuvan University (TU) Faculty of Management for their wise counsel, insightful recommendations, and kind cooperation in making this thesis possible. It truly allowed me to get a once-in-a-lifetime research experience.

I want to express my heartfelt gratitude to the research participants for their cooperation and support in achieving my goal of participating in this study.

Nisha Ghimire

TABLE OF CONTENTS

<i>Title Page</i>	<i>i</i>
<i>Certificate of Authorship</i>	<i>ii</i>
<i>Report of Research Committee</i>	<i>iii</i>
<i>Approval Sheet</i>	<i>iv</i>
<i>Acknowledgements</i>	<i>v</i>
<i>Table of Contents</i>	<i>vi</i>
<i>List of Tables</i>	<i>viii</i>
<i>List of Figures</i>	<i>ix</i>
<i>Abbreviations</i>	<i>x</i>
<i>Abstract</i>	<i>xi</i>
CHAPTER I	1
INTRODUCTION	1
1.1. Background of the study	1
1.2. Problem Statement	2
1.3. Objectives of the study.....	3
1.4. Rationale of the study	3
1.5. Limitations of the Study.....	4
CHAPTER II.....	5
LITERATURE REVIEW	5
Introduction.....	5
2.1 Theoretical Review	5
2.1.1 The Evolution of Leadership Theories	5
2.1.2 Evolution of theory for analysis of Leadership style and Job satisfaction:	6
2.2 Empirical Review.....	7
2.1 Research Gap	11
CHAPTER III	13
RESEARCH METHODOLOGY	13
3.1 Research Design.....	13
3.2 Population and sample, and sampling design	14
3.3 Nature and sources of data, and the instrument of data collection	14
3.4 Methods of Analysis	15

CHAPTER IV.....	18
RESULTS AND DISCUSSION	18
4.1 Description of Respondent.....	18
4.2 Description Analysis	18
4.2.1 Description Analysis of leadership support	18
4.2.2 Demographic Description	19
4.1.1 Descriptive Analysis of Leadership style	20
4.1.2 Descriptive Analysis of Employee Job satisfaction	28
4.2 Descriptive statistic on Leadership	39
4.3 Descriptive statistic on Job satisfaction	40
4.4 Correlation Analysis	41
4.5 Discussion.....	43
CHAPTER V	45
SUMMARY AND CONCLUSION	45
5.1 Summary.....	45
5.2 Conclusion	46
5.3 Implications.....	46
REFERENCE.....	48
APPENDIX.....	51

LIST OF TABLES

Table 1 Age group of employees	19
Table 2 Gender wise employees	19
Table 3 Education level of employees	20
Table 4 Working Experience (in years).....	20
Table 5 Employee views are valued less while making organizational decision	21
Table 6 Management set their own goals and target themselves for their business	22
Table 7 Management closely monitors my team to ensure they are performing correctly.....	23
Table 8 Management discard suggestions made by team members	23
Table 9 Management wants to create an environment where team members take ownership of the project.....	24
Table 10 Frequent and supportive communication is practiced	25
Table 11 For major decision to be made, it must have the approval of everyone or the majority	26
Table 12 Management makes feel that each employee is proud to tell that I am part of this company.....	26
Table 13 Complete freedom is practiced solving problems by employees on their own	27
Table 14 In most situations, leader prefer input from workers.....	28
Table 15 Employee feel encourage to come up with new and better way of doing things	29
Table 16 Managers are friendly and cooperative to employee	29
Table 17 Managers and supervisors communicate the organization’s mission, vision and values	30
Table 18 I work in an environment that support employee involvement and teamwork	31
Table 19 There is peaceful and friendly working environment.....	31
Table 20 Employee are comfortable making suggestions for improvement	32
Table 21 When I do a good job, I receive the recognition for it, which I should receive	33
Table 22I am proud to tell people that I am part of this company.....	33
Table 23 Employees are rewarded for their excellent work	34
Table 24 I am being paid a fair amount for the work	35
Table 25 The benefit package we have is justifiable	35
Table 26 I enjoy my coworkers	36
Table 27 We get time flexibility in work schedule.....	37
Table 28 The working space is enough.....	38

Table 29 Power supply is properly provided	38
Table 30 Descriptive data of different leadership style	39
Table 31 Descriptive data of different leadership style	40
Table 32 Correlation Matrix	41
Table 33 Regression of Dependent variable	42
Table 34 Regression statistics	43

LIST OF FIGURE

Figure 1 Framework of Research.....	16
-------------------------------------	----

ABBREVIATIONS

AL	Autocratic Leadership
AM	Average mean
AWM	Average weightage mean
CC	Correlation coefficient
DL	Democratic Leadership
ES	Employee satisfaction
JS	Job Satisfaction
LFL	Laissez-faire Leadership
LS	Leadership style
MBS	Master in business studies
MR	Medical Sales Representative
Pharma	Pharmaceuticals
SD	Standard deviation
SR	Sales Representative

ABSTRACT

This research investigates the influence of leadership support on employee satisfaction within the pharmaceutical company sector, employing a descriptive and analytical research methodology. The study relies entirely on primary data collected through a questionnaire survey. A total of 200 questionnaires were distributed to employees in pharmaceutical company, of which 167 were returned, and 153 were deemed suitable for analysis due to incomplete responses. The data used to analysis include descriptive statistical methods, percentages, means, standard deviations, and correlations. The primary objectives of the study were to assess the current demographic representation in pharmaceutical, evaluate the effect of leadership style on employee satisfaction, and appraise the leadership style within the organization. The conclusion indicates that leadership style is a important component of human resource management. The results demonstrate a significant relationship between leadership style and sales representative satisfaction within the organization. Responses to various statements reveal that a majority of respondents, mostly Nepalese pharmaceutical company seems to practice democratic leadership. During analysis only democratic leadership score above 3, autocratic and liassez-faire are below 2 score. Based on data, average mean of democratic leadership is 3.64, autocratic leadership is 2.86 and liassez-faire leadership is 2.96. , Positive relation been obtained between leadership style and job satisfaction during correlation analysis.

Keyword: Leadership style, Job satisfaction, Pharmaceutical Company and Retention.

CHAPTER I

INTRODUCTION

1.1. Background of the study

Organizations in both industries need to keep their key workers in order to achieve and sustain a strategic edge. In terms of market, numerous companies have faced competition both domestically and internationally due to internationalization as well as new management approaches. The role of leaders in employee morale and is important because their types of leadership directly influence the emotions of the employee about the company. Employee satisfaction has been shown to be a driver for the enhancement of the work of workers, their efficiency and thus for corporate growth, because now a day most organizations devote their time in their office or workplace to make their working atmosphere friendly. To accomplish their priorities and strategies, organizations need teamwork between leaders/managers and workers. The leadership focus on pushing the workers to use their skills and abilities in their working activities to achieve the organization goals through effective leadership that affect their behavior and cause them willing to work.

Yes, leadership is considered a critical element in leading all organizational elements towards successful organizational objectives and it needs to include interaction with all organizational participants. Leaders set targets and guide their supporters to reach their predetermined goals and objectives. An organization's longevity rests in its capacity to sustain its effectiveness and in its readiness to accomplish its mission and priorities inside and beyond the organization, which are accomplished with the help of successful leadership. Nevertheless, in order for leadership to be effective, it is crucial that the leadership style is aligned with the motivational needs of the followers otherwise the performance would decrease. By definition, leadership is promptly related to human resources, whence this is considered today's key factor for the success of each company. Therefore, a company cannot be successful without skillful leadership, without initiation of follower's activity and without encouraging employee's high motivation and engagement.

In 2016, the combined emerging pharmaceutical markets of China, India, and Southeast Asia overtook Europe as the world's second-largest conglomerate in terms of pharmaceutical sales, after the US. Southeast Asia and East Asia, excluding China and Japan, are expected to report combined sales of over 260 billion dollars in 2025, ranking third behind North America and the European Union, according to global pharmaceutical sales projections. It was predicted that medical sales would increase in all of the major Southeast Asian pharmaceutical markets over the coming years, with Indonesia—the most populous country in the region—growing at the fastest rate. With a valuation of about 85.78 billion USD in 2018, the Chinese pharmaceutical industry was the largest medical market.

In Nepal pharmaceutical industry began in 1969 AD. First pharmaceutical company established was Chemidrug Industries Pvt. Ltd., Kathmandu in same date.. The first pharmaceutical company to begin production was Chemidrug Industries Private Limited (CDPL), which was Nepal's first pharmaceutical company to start operations in 1970.

In 1972, the RDRL production unit changed its name to Royal Drug Limited and began producing allopathic medications. The majority of Nepal's domestic pharmaceutical industries (Manoj, Everest, Lomus, and NPL) were founded in the early 1980s and early 1990s. Pashupati Chemical, Nepal Pharmaceutical, Himal Pharmaceuticals, Bagmati Pharmaceuticals, Rainbow Pharmachem, BHK Pharma, and Vijayadeep Pharmaceuticals are the seven major parent companies that were founded; however, nearly all of them have failed and closed. Nowadays, the pharmaceutical sector is expanding significantly.

1.2. Problem Statement

Employee job happiness is significantly influenced by the leadership style that a firm chooses to use. Salespeople have a vital role in Nepali pharmaceutical firms as a liaison between the company and its clients. They frequently deal with demanding targets, high-pressure work settings, and quickly shifting market conditions. Their motivation, performance, and retention are all directly impacted by their job happiness, and these elements are crucial to the success of the business.

Even though leadership is known to have a significant impact on employee outcomes, little empirical study has been done on how various leadership philosophies affect sales representatives' work satisfaction in pharmaceutical industry. In contrast to other international markets, Nepalese pharmaceutical businesses' distinct organizational,

cultural, and economic characteristics may have an impact on how effective leadership styles are. This knowledge gap makes it difficult for organizational leaders to implement the best leadership practices to improve worker performance, engagement, and retention.

The purpose of this research is to discover leadership styles and analyze their association with job satisfaction of sales representative in Nepalese pharmaceutical company. The present study seeks to respond to the following research questions:

- i.) Do the sales representative of sampled pharmaceutical's company are satisfied with their jobs?
- ii.) What is the relationship between leadership styles and job satisfaction in pharmaceutical company?
- iii.) Does the leadership style namely of Democratic, Autocratic and Liassez-faire leadership impact on job satisfaction of sales representatives?

1.3. Objectives of the study

The objectives of a study on the pharmaceutical industry can vary depending on the specific focus now to my research there are three. However, here are some common objectives that researchers may aim to achieve:

The general objective of this research are as followings:

- i.) To assess current situation of job satisfaction.
- ii.) To analyze the relationship between leadership styles and employee job satisfaction.
- iii.) To examine impact of Democratic, Autocratic and Liassez-faire leadership on job satisfaction.

1.4 Rationale of the study

This research will beneficial to readers to understand how the leadership style in the pharma market is essential for assessing a company's performance, culture, and ability to navigate challenges and opportunities successfully. It provides valuable insights for stakeholders, employees, investors, and other parties with an interest in the company's operations and future prospects.

My research will provide feedback to the Nepalese pharmaceutical companies that how the leadership style is responsible to determine the work ability, satisfaction and performance of medical representatives.

1.5 Limitations of the Study

There were few limitations while preparing the research which are listed as follows:

- Study is based on purely on primary view of the employees. Hence, it is individual survey data, i.e. not a fact tool-based data.
- Sample size will not be sufficient to generalize finding with each pharmaceutical company.
- Study provides general overview and trend of overall Nepalese pharmaceutical for leadership style and job satisfaction. For each company analysis it will be new research with lots of analysis and input. Hence this research is just trend and overall analysis of impact in pharmaceutical sector in Nepal by leadership.
- Management restriction and influence can be noticed. Hence some of the survey data were collected in real working situation in field by sales representative.
- Study area was limited to specific aspect of leadership style in the pharmaceutical market.

CHAPTER II

LITERATURE REVIEW

Introduction

In this chapter attempts have been made to provide the definition of job satisfaction of sale representatives, factor that influence, relationship and practical implication of job satisfaction of sale representatives. This chapter simultaneously deals with the motivation of job satisfaction, various aspects of employee's organizational satisfaction is depended on the employee's different kinds of commitment they made to their organization as a conceptual review of commitment, profiles, basis of commitment, models of commitment, managing employee commitment in the service sector, the relationship between job satisfaction and employee commitment.

2.1 Theoretical Review

2.1.1 The Evolution of Leadership Theories

Trait Theories of Leadership (1930s-1950s): Initial research on leadership was primarily centered around the notion that specific traits, such as intelligence, decisiveness, and charisma, were indicative of successful leaders. Scholars aimed to pinpoint characteristics that could forecast leadership effectiveness; however, this emphasis on traits resulted in a diminished focus on the impact of various leadership styles on employee satisfaction.

Behavioral and Contingency Theories: • The Ohio State Studies (1945-1950s) and the Michigan Studies (1950s) culminated in the recognition of two overarching leadership styles: task-oriented and relationship-oriented behaviors. Leaders who prioritized the needs of their team members (relationship-oriented) were frequently linked to enhanced job satisfaction, in contrast to those who concentrated exclusively on task achievement.

Blake and Mouton's Managerial Grid (1964) posited that effective leadership necessitated a balance between concern for production (task) and concern for individuals (relationships), indicating that leaders who maintained this equilibrium could promote greater job satisfaction among their employees.

Contingency Theories (1960s-1970s), including Fiedler's Contingency Model (1964) and Hersey and Blanchard's Situational Leadership Theory (1969), introduced the concept that

the success of a leadership style is contingent upon situational variables. These frameworks recognized that leadership style could affect job satisfaction, while also suggesting that the most suitable style might differ based on contextual factors, such as task complexity and employee maturity.

2.1.2 Evolution of theory for analysis of Leadership style and Job satisfaction:

Since the early 1900s, researchers have examined the relationship between leadership styles and job satisfaction, examining the effects of various leadership philosophies on worker morale and output. Early research concentrated on leadership paradigms that were more authoritarian or autocratic and in which managers had extensive control over their staff. Since workers were frequently unhappy with a lack of autonomy and engagement, these studies, especially those conducted in the 1920s and 1930s, started to show that such leadership styles might inhibit job happiness (Likert, 1961).

More democratic and participatory leadership models emerged in the middle of the 20th century, emphasizing employee participation, feedback, and group decision-making. This change was reflected in the research of scholars such as Lewin, Lippitt, and White (1939), who discovered that democratic leadership styles increased performance and satisfaction by fostering an atmosphere of mutual respect and trust.

Research on transformational and transactional leadership styles grew in the 1970s and 1980s. Bass (1985) observed that transformational leaders, who encourage and inspire their workforce, typically have a greater positive impact on job satisfaction than transactional leaders, who emphasize rewards and penalties. Similarly, research on laissez-faire leadership, which gives workers a lot of liberty but frequently lacks the framework required to effectively lead and inspire them, started at this time (Bass and Avolio, 1994).

With an emphasis on trust, moral conduct, and worker well-being, more recent research has continued to examine the effects of leadership philosophies like servant and authentic leadership on job satisfaction (Avolio and Gardner, 2005; Greenleaf, 1977). According to the prevailing agreement today, authoritarian and laissez-faire leadership styles are frequently linked to lower levels of job satisfaction, whereas democratic and transformational leadership styles typically produce the highest levels.

2.2 Empirical Review

Morris & Daniel (1996) conducted a study on “The Dimensions of Job Satisfaction in Pharmaceutical Sales: A Longitudinal Study”. The objective of the study was to identify the factors influencing job satisfaction in pharmaceutical sales and understand how satisfaction changes over time. The Methodology used for this study was Longitudinal study using surveys administered to pharmaceutical sales representatives over a period of several years. Finding of the study, compensation, work-life balance, and autonomy in managing territories were found to be significant predictors of job satisfaction. The more control reps had over their territories and schedules, the higher their satisfaction levels.

Ojokuku (2012) conducted research on the Impact of leadership Style on Organizational Performance: A Case Study of Nigeria Bank in Nigeria. The researchers used a sample size of sixty. Twenty randomly selected banks in Ibadan, Nigeria, were included in the study. Data was gathered in-person from branch managers, heads of operations, and heads of accountants using a structured questionnaire. To analyze the data, one hypothesis was developed and an inferential statistical tool was employed. The dimensions of the leadership style's significant impact on followers and performance were examined using regression analysis. The results demonstrated both a positive and a negative relationship between leadership style and performance. The leadership style jointly predicted a 23 percent variance in performance.

Sakiru (2013) conducted a research on title in Relationship between Employee Performance, Leadership Styles and Emotional Intelligence in an Organization in Malaysia. Sample size used by the researchers is 180. Data was collected using three instruments; Multifactor Leadership Questionnaire, ECP and parastatal performance evaluation process. ISSN: 2289-4519 Page 117 Work performance was taken and recorded using organization's performance evaluation process. ECP factors are used to measure emotional intelligence. Cronbach's alpha reliability coefficient is used for MQL factors. Linear regression analysis is used. These findings concluded that there is a substantial relationship between worker performance with emotional intelligent and leadership style.

Nasir (2014) did a research on The Relationship of Leadership Styles and Organizational Performance among IPTA Academic Leaders in Klang Valley Area in Malaysia. The study assessed the connection between organizational performance and The Relationship

of Leadership Styles and Organizational Performance among IPTA Academic Leaders in Klang Valley Area in Malaysia. s. Five Selangor public universities were selected. A sample size of about 201 academic leaders was selected. The survey was created using closed-ended questions. The Multifactor Leadership Questionnaire (MQL) and the Kouzes and Posner Leadership Practices Inventory-Individual Contribution Self Survey (1997) were modified survey instruments. The Likert scale was employed. SPSS version 20.0 was used to analyze every data set. Normal probability plots for variables and other visual presentation tools like box plots and histograms are used to test hypotheses based on the normality test. The questionnaire's consistency is tested using a pilot test. Reliability is assessed using Cronbach's alpha. The results showed that the behaviors of leaders are connected and have strong positive impact with the organization performance.

Leng (2014) did research on title in The Impact of Leadership Styles on Employee Commitment in Retail Industry in Malaysia. ample size used by the researchers is 384. The researchers used questionnaires as the research instrument. SAS software version 9.3 was used to run tests of reliability, Pearson correlation and linear regression. The findings concluded that there was a significant impact of leadership styles towards employee commitment.

Bahmanabadi (2015) conducted a study on “Case Study of the Impact of Leadership Styles on Bank Employees’ Job Satisfaction” The purpose of this study is to ascertain how employing transformational, relational, and transactional leadership styles affects job satisfaction directly. The investigation based on the Only one hundred survey questionnaires were given to the 100 respondents. Lisrel software was used to analyze the data using structural equation modeling. The study found that leadership style significantly improves job satisfaction for both employers and employees. When compared to transactional and relation-oriented leadership styles, the transformational approach contributes the most to job satisfaction.

Vasan (2018) conducted the study on Impact of Job Stress on Job Satisfaction among the Pharmaceutical Sales Representatives to determine the relation between stress and job satisfaction of sales representatives. The study used both descriptive and analytical process including primary and secondary data. According to the study, the pharmaceutical industry's sales representatives' job nature, work relationships, roles and responsibilities,

lack of career development, organizational structure, and climate all have an impact on their level of job stress. Therefore, the findings also showed that sales representatives' job satisfaction is negatively impacted by job stress.

DeLay and Clark (2020) performed the study on the relationship between Leadership styles and Job Satisfaction for radiologist. The objective of the study was to ascertain how technologists in magnetic resonance imaging (MR) departments perceive their job satisfaction in relation to managers' leadership styles (transformational, transactional, and laissez-faire). They used random sampling of 10000 participant through survey for the analysis. The finding of the study, Effective leadership models that promote greater job satisfaction and fulfillment among MR technologists are brought to light by this study. Crucially, MR departments with contented technologists can produce technologists who perform better on the job and provide better patient care. Future studies focusing on managers' opinions of job satisfaction and leadership styles may yield more details.

Arisman (2022) conducted the study on the Effect of Leadership Style and Motivation on Employee Performance with the objective to determine the effect of leadership style to motivate employee performance. Methodology of this study was literature review and retrace them in depth from 75 articles. Finding of the study, A key factor in motivating employee performance is leadership style, because contemporary organizations are experiencing significant changes as a result of the new reality of having fewer employees, heavier workloads, longer workdays, and a stronger focus on performance and decision-making. risk as well as adaptability.

Jeniza and Bong (2024) conducted the research on “Laissez-faire Leadership Style on Job Satisfaction: A Case Study on Pharmaceutical Salesperson” with the objective of to investigate the effects of a laissez-faire leadership style on the job satisfaction of pharmaceutical sales representatives working for multinational corporations (MNCs). The cross-sectional study was done by using primary data through data survey (data collection). Among salespeople with moderator experience, the study demonstrated the positive impact of a laissez-faire leadership style on job satisfaction.

Table 1

Review Summary

S.N:	Study	Author	Year	Finding
1	The Dimensions of Job Satisfaction in Pharmaceutical Sales: A Longitudinal Study	J. Andrew Morris, and Daniel C. Feldman	1996	Facilities like compensation, work-life balance support job satisfaction in positive way.
2	Impact of leadership Style on Organizational Performance: A Case Study of Nigeria Bank in Nigeria.	Ojokuku et al.	2012	Depending on leadership style there is direct impact in performance either positive or negative
3	Relationship between Employee Performance, Leadership Styles and Emotional Intelligence in an Organization in Malaysia	Sakiru, et al	2013	There is a substantial relationship between worker performance with emotional intelligent and leadership style
4	The Relationship of Leadership Styles and Organizational Performance among IPTA Academic Leaders in Klang Valley Area in Malaysia.	Nasir et al.	2014	Behaviors of leaders are connected and have strong positive impact with the organization performance.
5	The Impact of Leadership Styles on Employee Commitment in Retail Industry in Malaysia	Leng et al.	2014	there was a significant impact of leadership styles towards employee commitment.
6	Impact of Leadership Styles on Bank Employees' Job Satisfaction"	Bahmanabadi	2015	leadership style significantly improves job satisfaction for both employers and employees.

7	Impact of Job Stress on Job Satisfaction among the Pharmaceutical Sales Representatives to determine the relation between stress and job satisfaction of sales representatives.	Vasan M.	2018	Sales representatives' job satisfaction is negatively impacted by job stress.
8	Relationship between Leadership styles and Job Satisfaction for radiologist.	DeLay, L., & Clark, K. R.	2020	Effective leadership models that promote greater job satisfaction and fulfillment
9	The Effect of Leadership Style and Motivation on Employee Performance	Arisman	2022	A key factor in motivating employee performance is leadership style,
10	Laissez-faire Leadership Style on Job Satisfaction: A Case Study on Pharmaceutical Salesperson	Jeniza J and Bong C.C.,	2024	The study demonstrated the positive impact of a laissez-faire leadership style on job satisfaction.

2.1 Research Gap

Although the connection between leadership style and job satisfaction has been extensively researched in a variety of industries, little is known about the pharmaceutical industry, specifically with regard to sales representatives. These salespeople are essential to pharmaceutical businesses' success, but they also confront particular difficulties like high levels of stress, extended workdays, and pressure to hit sales goals. Despite their significance, not enough research has been done on how leadership style affects their level of job satisfaction in Nepal's pharmaceutical sector.

Nepal's organizational structures, management styles, and employee expectations are very different from those of Western or industrialized countries, where the majority of the research on leadership and work satisfaction currently available is conducted. Research on the unique leadership dynamics in Nepal's pharmaceutical sector, where organizational

culture may encourage autocratic leadership, is also lacking. This study gap also includes the impact of leadership on work-life balance and employee well-being, both of which are critical for lowering stress and enhancing job satisfaction in a high-pressure industry.

In conclusion, little is known about how leadership philosophies impact pharmaceutical salespeople's job happiness in Nepal. By filling this knowledge gap, pharmaceutical companies in Nepal may be able to develop and succeed while also improving employee happiness and leadership practices.

CHAPTER III

RESEARCH METHODOLOGY

One method for methodically resolving the research problem is research methodology. It could be viewed as a science that studies scientific research methods. "Research is a pursuit of truth with the aid of study observation, comparison, and experiment, the search for knowledge through objective and systematic method of finding solutions to a problem," according to Kothari. Finding the effect of leadership support on employee satisfaction in a pharmaceutical company in Nepal is the main goal of this study.

3.1 Research Design

Descriptive and causal research designs are employed to accomplish the study's goal. To assess how various leadership philosophies affected worker performance, some statistical tools were employed. Respondents' opinions regarding the influence of leadership style on employee performance in Nepal have been evaluated using primary data sources. The purpose of the questionnaire survey was to gather employee feedback regarding leadership style and performance.

To address the fact-finding and adequate information-searching related to the influence of leadership style on employee performance in the Nepalese service industry, this study uses a descriptive research design. Additionally, the cause-and-effect relationship between the dependent and independent variables has been examined using a causal comparative research design. A causal comparative research design has been used to perform regression analysis. To comprehend the forms, magnitudes, and directions of observed relationships, regression models have been employed. Employee performance is one of the study's dependent variables. Similarly, autocratic, laissez-faire, and democratic leadership styles are the study's independent variables.

This section focuses on the main issue of the study. The selection of appropriate research approach is based on the issues of the study and available of resources. The research approach can be qualitative and quantitative, inductive and deductive and so on. This study is based on primary data through the probability sampling survey.

The set of questionnaires contained total of a few different types of questions in mixed type options such as personal information, closed-end multiple choice, and five point Likert scale items. The first section was about personal information of the respondents such as their organization's name, their age, gender, academic qualification, position, department, monthly income, experience, and year of joining the organization.

The second part of the questionnaire is designed to measure the independent variables, i.e., Democratic, Laissez-Faire, and Democratic, and the dependent variable, i.e., employee performance. Ten questions for each leadership style and fifteen question for employee job satisfaction had been made. The leadership questions typically asked the respondent about the characteristics of the leadership style of their leader and the performance question asked the respondents about their performance under their leader. Moreover, a five-point Likert-scale was used as a measurement instrument.

3.2 Population and sample, and sampling design

The sample of this research is collected from the different pharmaceutical's employee in Kathmandu. The nonprobability sampling design is accepted for this research. Samples were collected from Nepal pharmaceuticals laboratory, Lomus pharmaceuticals, Deurali Janata pharmaceuticals, National healthcare, Asian pharmaceuticals, CTL pharmaceuticals, Time pharmaceuticals, Panas pharmaceuticals, Nova Genetica , Medrik pharmaceuticals.. Total 200 questionnaire been targeted with the yield of minimum 150 valid response to be collected.

3.3 Nature and sources of data, and the instrument of data collection

The primary data are collected from the field study and instrument of data collection is structured questionnaire. Sample is defined as the part of the population under study. Sampling is the process of selecting sample from population for the purpose of getting information. In this research probability sampling technique is used for the sample. In probability sampling, every element of population has some pre-assigned probability of being selected in the sample. The probability of being selected in the sample may be equal to each element of population. Altogether 200 questionnaires were distributed out of which only 167 were returned. Due to error and incomplete form 14 were excluded and only 153 respondents were included in this research. Hence,153 questions were used for the research purpose and response were measured for analysis.

3.4 Methods of Analysis

This study uses the descriptive statistical tools for analysis like:

1. Percentage, Frequency, Mean and Standard deviation:

Mean(μ)=Total weightage value / total number of respondent

Standard Deviation
$$\sigma = \sqrt{\frac{\sum(x_i - \mu)^2}{N}}$$

x_i = each value from respondent , μ = mean of the total respondent, N: total number of respondent

2. Correlation analysis:

$$r = \frac{n(\sum xy) - (\sum x)(\sum y)}{\sqrt{[n \sum x^2 - (\sum x)^2][n \sum y^2 - (\sum y)^2]}}$$

n	Quantity of Information
Σx	Total of the First Variable Value
Σy	Total of the Second Variable Value
Σxy	Sum of the Product of & Second Value
Σx^2	Sum of the Squares of the First Value
Σy^2	Sum of the Squares of the Second Value

3. Regression Analysis : Multipul regression analysis

$$y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \epsilon$$

β_0 : Intercept (the value of yyy when $x=0$ $x = 0$ $x=0$)

x_1, x_2 : Independent variables (predictors)

β_1, β_2 : Coefficients for each predictor

y : the dependent variable.

3.5 Research Framework and Definition of variable

The researcher is linked to current knowledge by the research framework. Guided by a relevant theory, researcher has given a basis for using survey scaled data to choice

research methods in-between leadership style as independent variable which alter the dependency of dependent variable as Employees job satisfaction in pharmaceutical company. A framework specifies to measure the correlation of independent variable and dependent various which impact the job satisfaction of pharmaceutical of sale representatives.

Figure: Framework of Research

Independent (Leadership style), Variable Dependent Variable (Job satisfaction)

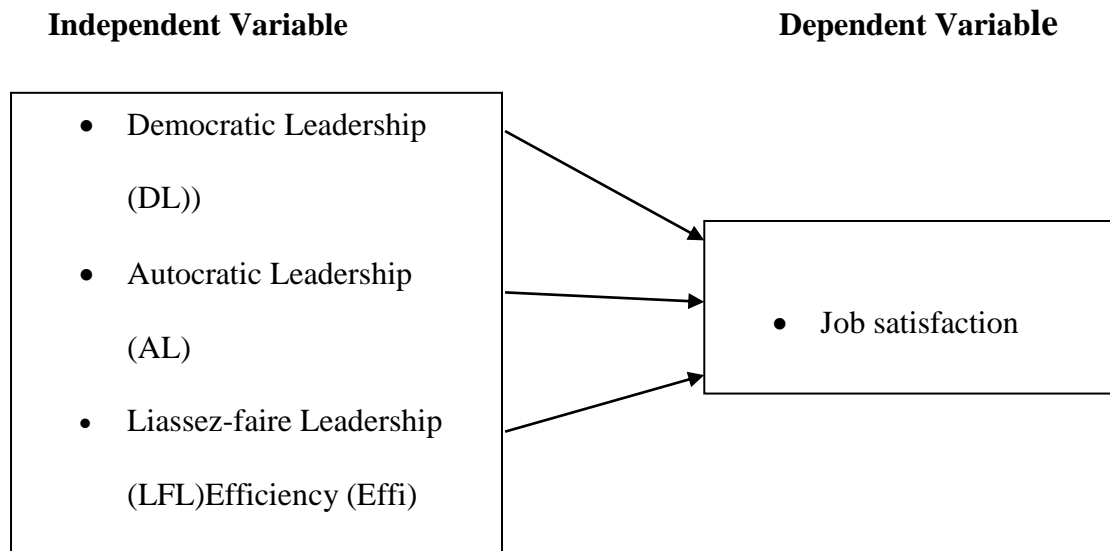


Figure 1 Framework of Research

(Source: Bahmanabadi, (2015)

In this study leadership style is an independent variable and employee satisfaction is dependent variable. The leadership style influence employee’s satisfaction or not is study. This study initially correlate dependent and independent variables and measures in strength through correlation and regression.

Democratic Leadership:

Often referred to as participative leadership, democratic leadership includes team members in the decision-making process. Leaders value the thoughts and ideas of others and promote candid conversation, constructive criticism, and teamwork. Although the leader has the last word, they frequently look for agreement and take their team's opinions into account before making choices.

Autocratic Leadership:

Under an autocratic leadership style, the team leader exercises authority and has total control over decision-making without consulting the group. Decisions are made by the leader alone, and followers are expected to follow orders. There is typically little to no discussion or cooperation, and communication is one-way.

Laissez-Faire Leadership:

This style of leadership involves leaders giving team members little direction and letting them come to their own conclusions. The leader provides resources and direction, but unless absolutely required, they stay out of the day-to-day activities. It's a style that gives workers the independence and autonomy to operate on their own.

Job satisfaction:

Job satisfaction is the degree of contentment or fulfillment that an employee experiences in their work. It's a mental state that represents how someone feels about their job, taking into account things like the type of work, the workplace, connections with coworkers and managers, chances for advancement, pay, work-life balance, and recognition. How well workers feel their needs and expectations are satisfied at work is reflected in their level of job satisfaction.

CHAPTER IV

RESULTS AND DISCUSSION

To analyze the data, there are various statistical, econometric and mathematical tools are used by researcher to find out result. First of all, raw data are to be arranged in a systematic order and they should be analyzed using various tolls to reach conclusion. The data of the study are presented on the various table and figures. The table and figure are mentioned on the basis of response of respondent on various statements which are presented as under.

4.1 Description of Respondent

Respondents of the study are from pharmaceuticals company targeted to managers and employees, and data collected from Nepal pharmacuetical labotory, Lomus pharmaceuticals, Deurali Janata pharmaceuticals, National Healthcare, Asian pharmaceuticals, CTL pharmaceuticals, Time pharmaceuticals, Panas pharmaceuticals, Nova Genetica, Medrik pharmaceuticals. The questionnaires were distributed employees with multi-choice option. The respond of respondent coding on the basis of Likert scale strongly agrees, agree, moderate, disagree, strongly disagree.

4.2 Description Analysis

Descriptive tools are used to explain the activities of fundamental characteristic of data. It also includes estimation, test of significance and trend. Frequency, means, medium, mode is taken in descriptive analysis.

4.2.1 Description Analysis of leadership support

The leadership role the important role in an organization for getting job done through others the study focused on bottom level employees in pharmaceuticals company. The responses of employees were taken from employees through questionnaire with multi-choice alternatives. The respondent's response described by the table and figure as:

4.2.2 Demographic Description

The respondent's leadership support situation on the basis of response can be shown as follows with their gender, education and age group.

Table 2

Age group of employees

Particular	Frequency	Percentage
21-30	87	56.86
31-40	46	30.07
41-50	20	13.07
Total	153	100

(Source: Survey2024)

The Table 1 shows the age group of employees in the pharmaceuticals. The age of employees is categorized into 3 that are 21-30, 31-40, 41-50. The participate 21-30 years are 87, 31- 40 years are 46, 41- 50 years are 19. The highest portion occupied by age 21-30 there are 87 employees with 57.22 percent. And lowest participant age group 41-50 there 19 with 12.55 percent. That means there is young participant in pharmaceuticals sector.

Table 3

Gender wise employees

Particular	Frequency	Percentage
Male	113	73.86
Female	40	26.14
Total	153	100

(Source: Survey2024)

The Table 2 shows the gender wise participant of male and female in survey of impact of leadership style on job satisfaction of sales representatives in pharmaceuticals company of Nepal .out of sample 152, there are male 113 and female 39 and portions 74.34 percent and 25.66 percent respectively.

Table 4

Education level of employees

Particular	Frequency	Percentage
Intermediate	4	2.61
Graduate	92	60.13
Post Graduate	37	24.18
Above Postgraduate	20	13.07
Total	153	100

(Source: Survey2024)

The Table 3 shows the education of participant in survey. Out of total sample 153, the education wise are intermediate level educated are 4, graduate is 91, post graduate 37, above postgraduate is 20. There is proportion of response on various statements, 2.63 percent, 59.86 percent, 24.34 percent and 13.15 percent. The highest portion of graduates in the pharmaceuticals working and lowest portion is on above graduate that is 13.15 percent. This shows maximum employees are graduate in pharmaceuticals.

Table 5

Working Experience (in years).

Particular	Frequency	Percentage
Less than 5 years	93	60.78
5 to 10 years	34	22.22
More than 10 years	26	16.99
Total	153	100

(Source: Survey2024)

The Table 4 shows the working experience of participant in survey. Out of total sample 152, the working experience is less than 5 years are 92, 5 to 10 years are 34 and more than 10 years 26. Shows that the maximum number of people are having less than 5 years of experience.

4.1.1 Descriptive Analysis of Leadership style

The study has asked employees various question with multi- alternative on Likert Scale measurement. The response of employees on question can be described in the following tables respectively.

Leadership Style

It entails inspiring others, fostering trust, and assisting coworkers in overcoming obstacles. Leaders who want to be more helpful to their teams should focus on member relationships, promote teamwork, and demonstrate commitment.

1. Employee views are valueless while marking organizational decision

Consequently, workers who participate in decision-making are more productive. Your employees are more motivated and dedicated to achieving results since they are aware of your company's needs and that you appreciate their contributions.

Table 6

Employee views are valued less while making organizational decision

Particular	Frequency	Percentage
Strongly agree	17	11.11
Agree	20	13.07
Moderate	69	45.10
Disagree	37	24.18
Strongly Disagree	10	6.54
Total sample	153	100

(Source: Survey2024)

The Table 4.9 explain about the employee's view on involving them to the organizational decision making and we found that 17 strongly agreed with percent 11.11 towards the above explained view likewise, 20 seems agree with percent 13.07, 69 are moderate with percent 45.10, 37 disagree with percent 24.18 and 10 seem strongly disagree with percent 6.64 regarding their opinion to make organizational decision. The above result shows that there are larger number of employees are satisfied with their organizational decision.

2. Management set their own goal and target themselves for their business.

Setting and achieving goals is crucial to the success of any business. They can help you stay focused, inspire staff, and establish goals for your company to strive for. Establishing goals can also give you a set of standards by which to judge the success of your company.

Table 7

Management set their own goals and target themselves for their business

Particular	Frequency	Percentage
Strongly Agree	19	12.42
Agree	46	30.07
Moderate	64	41.83
Disagree	24	15.69
Strongly Disagree	0	0
Total	153	100

(Source: Survey2024)

The Table 4.10 explain about employee's to gets target for their business to the organizational decision making and we found that 19 are strongly agree with percent 12.42 towards the above explain view likewise,46 seems agree with percent 30.07, 64 are moderate with percent 41.83, 24 disagree with percent 15.69 and no one seems strongly disagree regarding their opinion to make organizational decision. The above result shows that there are large goals of their company.

3. Management closely monitor team to ensure they are performing correctly
 Any project or program's effectiveness must be understood through monitoring and evaluation. Frequent evaluation enables you to pinpoint areas for improvement as well as achievements. Additionally, it guarantees accountability by enabling stakeholders to monitor advancement and hold one another accountable for accomplishing objectives. For the intended result, it is crucial to keep an eye on the task that has been assigned.

Table 8

Management closely monitors my team to ensure they are performing correctly

Particular	Frequency	Percentage
Strongly Agree	23	15.03
Agree	17	11.11
Moderate	47	30.72
Disagree	36	23.53
Strongly Disagree	30	19.61
Total	153	100

(Source: Survey2024)

The Table 7 explain about the manager’s role and technique to monitor their team member where 23 are strongly agreed with percent 15.03, 17 are agreed with percent 11.11, 47 moderate with percent 30.72, 36 disagree with percent 23.53 and 30 to strongly disagree with percent 19.61 part. Which means most of the managers are agreed that they are closely monitor their team member’s performance.

4. Management discard suggestions made by team members

In the Monitoring and Evaluation (M&E) process, recommendations are ideas or proposals for actions that ought to be carried out in light of the evaluation's findings. They are employed to enhance the program or intervention under evaluation and are founded on the analysis of data gathered throughout the evaluation process.

Table 9

Management discard suggestions made by team members

Particular	Frequency	Percentage
Strongly Agree	0	0
Agree	15	9.80
Moderate	31	20.26
Disagree	92	60.13
Strongly Disagree	15	9.80
Total	153	100

(Source: Survey2024)

Table 8 Explain about the suggestion acceptance by a manager from their team members and found that no one strongly agree, 15 are agreed with percent 9.8, 31 are moderate with percent 20.26, 92 are disagree with percent 60.13 and 15 are seem to strongly agreed with percent 9.8 on above explain acceptance of the team member’s suggestion.

5. Management wants to create an environment where team members take ownership of the project

To view every team member, select the dropdown menu next to members and guests. You can determine whether someone is a team member or team owner by looking at the role column on the right. to give someone ownership. After selecting the dropdown, select Owner. While forming a team, you can also designate someone as the team owner.

Table 10

Management wants to create an environment where team members take ownership of the project

Particular	Frequency	Percentage
Strongly Agree	55	35.95
Agree	40	26.14
Moderate	36	23.53
Disagree	22	14.38
Strongly Disagree	0	0
Total	153	100

(Source: Survey2024)

Above Table 9 explain about the manager’s acceptance regarding working environment determine the culture to take the ownership of their project and found that 55 are strongly agreed with percent 35.95, 40 agreed with percent 26.14, 36 are moderate with percent 23.53, 22 disagree with percent 14.38 and no one disagreed, which explain that maximum managers are agreed regarding the topic.

6. Frequent and supportive communication is practiced

Verbal communication is the most prevalent form of communication. like phone calls, video conferences, and in-person interactions. In the workplace, effective verbal communication is a critical soft skill.

Table 11

Frequent and supportive communication is practiced

Particular	Frequency	Percentage
Strongly Agree	36	23.53
Agree	87	56.86
Moderate	23	15.03
Disagree	7	4.58
Strongly Disagree	0	0
Total	153	100

(Source: Survey2024)

Table 10 explain about the frequent and supportive communication is practiced by the manager in an organization and when asked found that 36 are strongly agreed with percent 23.53, 87 are agree with percent 56.86, 23 are moderate with percent 15.03 and 7 them are disagree with percent 4.58 and on one is strongly disagree. The calculation of response of respondent on the various alternatives are varies out of them agree occupied highest score that is 87 respondents on it with 56.86 percent.

7. For major decision to be made, it must have the approval of everyone or the majority

More than half of the participants must concur for the decision to be considered a majority. Even if less than half of the participants selected the option, the option with the most votes wins in a plurality. Every voter receives a certain number of points through the points allocation process. The voter then assigns each option a certain number of points.

Table 12

For major decision to be made, it must have the approval of everyone or the majority

Particular	Frequency	Percentage
Strongly Agree	27	17.65
Agree	21	13.73
Moderate	44	28.76
Disagree	61	39.87
Strongly disagree	0	0
Total	153	100

(Source: Survey2024)

Table 11 explain about the major decision to be made with participation of the team member and when asked to managers we found that 27 are strongly agree with percent 17.65, 21agree with percent 13.73, 44 are moderate with percent 28.76 and 61 are disagree with percent 39.87 where none of them are seems strongly disagreed as explained. The above calculation shows that there are high number of respondents on the choice of disagree. That means that statement of major decision made by everyone.

8. Management makes feel that each employee is proud to tell that am part of this company

The term "employee to organization attachment" refers to the bond and allegiance that workers have to their place of employment, which includes motivation to help the business succeed, identification with its values, and dedication to its objectives.

Table 13

Management makes feel that each employee is proud to tell that I am part of this company

particular	Frequency	Percentage
Strongly agree	15	9.80
Agree	46	30.07
moderate	77	50.33
Disagree	15	9.80
Strongly Disagree	0	0
Total	153	100

(Source: Survey2024)

Table 12 is explained about the feeling of proud towards the working organization will define that the level of closeness towards their work and shows the satisfaction where 15 are strongly agree with percent 9.8, 46 are agree with percent 30.07, 77 are moderate with percent 50.33, 15 disagree with percent 9.8 and none are strongly disagreed. The results shows that there is larger number of employees are response on moderate and agree and strongly agree and disagree choice of alternative and remain on strongly disagree.

9. Complete freedom is practiced solving problems by employees on their own By allowing workers to work on their own projects that make them feel good while they're at work. Businesses can create a more upbeat and effective workplace culture, which will have a significant social impact.

Table 14

Complete freedom is practiced solving problems by employees on their own

Particular	Frequency	Percentage
Strongly Agree	0	0
Agree	31	20.26
Moderate	31	20.26
Disagree	91	59.48
Strongly Disagree	0	0
Total	153	100

(Source: Survey2024)

Table 13 explain about the freedom is being practice to solve the organizational problem and we found that no one are strongly agree, 31 are agree with percent 20.26, 31are moderate with percent 20.26, 91 are disagreed with percent 59.48, whereas none are strongly disagreed. Which shows that the complete freedom is not practiced solving problems by employees.

10. In most situations, leader prefer little input from workers In addition to establishing background requirements for when a decision is deemed major—that is, affecting the entire organization or the mission—a policy will give staff

and board members guidelines for deciding who should be involved in what types of decisions.

Table 15

In most situations, leader prefer input from workers

Particular	Frequency	Percentage
Strongly Agree	10	6.54
Agree	21	13.73
Moderate	61	39.87
Disagree	61	39.87
Strongly Disagree	0	0
Total	153	100

(Source: Survey2024)

Table 14 explain about the input of the employees do matter when asked there are 10 are strongly agree with percent 6.54, 21are seems agree with percent 13.73, 61are seems moderate with percent 39.87, 61 are disagreed with percent 39.87 and on one are seems strongly disagree. The largest number of employees are on moderate and disagree with the same percent 39.87, second larger number of employees are on agree that portion is 13.73 percent.

4.1.2 Descriptive Analysis of Employee Job satisfaction

1. Employee feel encourage to come up with new and better way of doing things
Employees are inspired to think of innovative and more effective ways to accomplish tasks. Organizing additional talks or workshops. Exchanging concepts with new individuals or groups. Contacting clients to solicit their opinions on concepts. Providing an opportunity for people to test their ideas. Requesting that individuals share their thoughts with a larger audience, even if only for inspiration.

Table 16

Employee feel encourage to come up with new and better way of doing things

Particular	Frequency	Percentage
Strongly Agree	97	63.40
Agree	25	16.34
Moderate	23	15.03
Disagree	8	5.23
Strongly Disagree	0	0
Total	153	100

(Source: Survey2023)

Table no 15 shows that when the question asked to the managers regarding their employees, will they feel encourage to come up with new and better way of doing things than their response was 97 were seems strongly agreed with percent 63.40, 25 seems agree with percent 16.34 , 23 of them are moderate with percent 15.03 and 8 are disagree with percent 5.23 out of 153 no one seems to be strongly disagree on above statement. Which mean that maximum representatives are strongly agree that they feel encourage to come up with new and better way of doing things during their working.

2. Managers are friendly and cooperative to employee

Managers are cordial and helpful to staff members. Managers, supervisors, and bosses are allowed to have friendships with their staff as long as they don't conflict with work-related issues. Although their friendship can continue outside of work, it cannot have an impact on a person's reputation or productivity.

Table 17

Managers are friendly and cooperative to employee

Particular	Frequency	Percentage
Strongly Agree	64	41.83
Agree	36	23.53
Moderate	22	14.38
Disagree	20	13.07
Strongly Disagree	11	7.19
Total	153	100

(Source: Survey2024)

Table 16 explain about on the information the traits of managers in their organization with their employee and we found that survey on 153 sales representatives, 64 seems strongly agree with percent 41.83, 36 are agree with percent with 23.53, 22 moderates with percent 14.38, 20 disagree with percent 13.07 and 11 seems strongly disagree with percent 7.19. Which means that major population towards their managers.

3. Manger and supervisors communicate the organization’s mission, vision and values

Managers and supervisors convey the mission, vision, and values of the company. Ensure that all employees understand the organization's vision and the goals that will help realize it. Obtain everyone's support. Respect the worker. Make use of multiple channels. Pick your stories carefully.

Table 18

Managers and supervisors communicate the organization’s mission, vision and values

Particular	Frequency	Percentage
Strongly Agree	91	59.48
Agree	35	22.88
Moderate	15	9.80
Disagree	5	3.27
Strongly Disagree	7	4.58
Total	153	100

(Source: Survey2024)

Table 17 explain about the managers and supervisor are communicating the organizational mission vision and value to their team members when asked to their team we found that 91were strongly agree with percent 59.48, 35 agreed with percent 22.88, 15 seems moderate with percent 9.8, 5 seems disagree with percent 3.27 and 7 strongly disagreed with percent 4.58 mean that they don’t get what their managers are think about their mission vision and values as explained above.

4. I work in an environment that support employee involvement and teamwork

I work in a setting that encourages collaboration and employee involvement. I recognize and value the fact that a team environment is efficient and productive. I am able to listen

to my teammates' needs, respect others, and make concessions. I can lead the team when needed, but when the circumstances call for it, I can also contribute equally.

Table 19

I work in an environment that support employee involvement and teamwork

Particular	Frequency	Percentage
Strongly Agree	107	69.93
Agree	23	15.03
Moderate	23	15.03
Disagree	0	0
Strongly Disagree	0	0
Total	153	100

(Source: Survey2024)

The above table no: 4.21 explain about the working environment that supports to the team work in the company when asked to team found that 107 seems strongly agree with percent 70, major 23 were agreed with percent 15 and 23 seems moderate with percent 15, and no one is disagree and on one are strongly disagree so major team members believe that they are getting good environment that supports teamwork.

5. There is peaceful and friendly working environment

The atmosphere at work is calm and welcoming. Open, sincere communication and helpful criticism are commonplace there, which encourages team members to work together and build trust. Employees are more satisfied with their jobs in such an atmosphere, which lowers stress and burnout.

Table 20

There is peaceful and friendly working environment

Particular	Frequency	Percentage
Strongly Agree	93	60.78
Agree	33	21.57
Moderate	16	10.46
Disagree	8	5.23
Strongly Disagree	3	1.96
Total	153	100

(Source: Survey2024)

Table 19 explain about the organizational working environment during working on when asked to the team members regarding that we found 93 were strongly agreed with percent 60.78 that they have peaceful and friendly working environment likewise 33 agree with percent 21.57, 16 moderates with percent 10.46, 8 were disagreed with percent 5.23 and 3 are strongly disagree with percent 1.96. Conclusion is there is a peaceful and friendly working environment.

6. Employee are comfortable making suggestions for improvement

Workers feel free to offer ideas for enhancements. Getting ready for the conversation - Arranging a private meeting Adopt a positive tone; describe and give examples. Promote the self-evaluation of employees Establishing objectives and standards Provide resources and assistance. Arrange a follow-up meeting.

Table 21

Employee are comfortable making suggestions for improvement

Particular	Frequency	Percentage
Strongly Agree	102	66.67
Agree	19	12.42
Moderate	19	12.42
Disagree	9	5.88
Strongly Disagree	4	2.61
Total	153	100

(Source: Survey2024)

Table 20 explain about the comfortable working environment for their employers to perform in a better way and to accept suggestions made by them when that been asked whether they are comfortable of 102 are strongly agree with percent 66.67 and 19 are agree with percent 12.42 and 19 are moderate with percent 12.42 and 9 are disagree with percent 5.88 and 4 are strongly disagree with percent 2.61. The total result shows that highest portion is occupied by strongly agree employee on the statement employee are comfortable making suggestions for improvement with second largest agree.

7. When I do a good job, I receive the recognition for it that I should receive

I get the credit I deserve for my efforts when I perform well. Even though I put in more effort than anyone else and have the results to show for it, why do I never receive the

credit I deserve? I want to advance, but in everything I do, less worthy people always get what I want.

Table 22

When I do a good job, I receive the recognition for it, which I should receive

Particular	Frequency	Percentage
Strongly Agree	55	35.95
Agree	48	31.37
Moderate	24	15.69
Disagree	24	15.69
Strongly Disagree	2	1.31
Total	153	100

(Source: Survey2024)

Table 21 explain about the praise pattern of the managers to their team members and when it was asked to employee, I got the result that 55 of them are strongly agree with percent 35.95, 48 were agree with percent 31.37, 24 were moderate with percent 15.69, 24 disagree with percent 15.69 and 2 seems strongly disagreed with percent 1.31 that they are getting recognition when they perform good job. It indicates that major employee seems positive towards they are getting recognition after they perform good job.

8. I am proud to tell people that I am part of this company

Telling people that I work for this company makes me proud. The term "employee to organization attachment" refers to the bond and allegiance that workers have to their place of employment, which includes motivation to help the business succeed, identification with its values, and dedication to its objectives. The top management of the company needs to treat everyone with respect and decency.

Table 23

I Am proud to tell people that I am part of this company

Particular	Frequency	Percentage
Strongly Agree	76	49.67
Agree	47	30.72
Moderate	17	11.11
Disagree	13	8.50
Strongly Disagree	0	0
Total	153	100

(Source: Survey2024)

Table 22 explain about the feelings of the employees towards their organization when asked to team regarding their feelings I found 76 strongly agreed with percent 49.67 that they are proud to be the part of this company 47 agreed with percent 31, 17 moderates with percent 11.11, 13 disagree with percent 8.50 and on one are strongly disagreed that they are proud to be the part of that company. It seems that major people are agree that they are feeling proud for being part of the company.

9. Employees are rewarded for their excellent work

Workers receive rewards for their outstanding work. Employees feel valued and appreciated when they perform well and receive rewards from the company. These emotions increase their loyalty and satisfaction, which reduces disengagement or turnover. More rewards follow from increased productivity and consistent high performance.

Table 24

Employees are rewarded for their excellent work

Particular	Frequency	Percentage
Strongly Agree	87	56.86
Agree	34	22.22
Moderate	21	13.73
Disagree	7	4.58
Strongly Disagree	4	2.61
Total	153	100

(Source: Survey2024)

Table 23 explain about the employees of are good work in the company of 87 are strongly agree with percent 57 and 34 are agree with percent 22 and 21 are moderate with percent 14 and 7 are disagree with percent 5 and 4 are strongly disagree with percent 3. The above reaction of employees shows that employee believe that the employee must be loyal to their organization.

10. I am being paid a fair amount for the work

I receive a reasonable wage for my labor. Happiness at work is more important than a high salary. Due to the fact that job satisfaction fosters calm and a sense of achievement,

both of which are critical for their professional development. People have found fulfillment and pride in their lives ever since they started pursuing their passions.

Table 25

I am being paid a fair amount for the work

Particular	Frequency	Percentage
Strongly Agree	46	30.07
Agree	62	40.52
Moderate	29	18.95
Disagree	9	5.88
Strongly Disagree	7	4.58
Total	153	100

(Source: Survey2024)

Table 24 explain about the importance of work to happiness of this employees. they are seeming 46 are strongly agree with percent 30.07, 62 are agree with percent 40.52, 29 are moderate with percent 18.95, 9 are disagree with percent 5.88 and 7 are strongly disagree with percent 4.58. That they are paid a fair amount of this company.

11. The benefit package we have is justifiable

Our benefits package makes sense. Valued workers are more dedicated, put in more effort, and remain with the company longer. As a result, they may become more self-assured and confident in their role within the organization. Give them chances to grow and develop, communicate openly, and express your appreciation for them.

Table 26

The benefit package we have is justifiable

Particular	Frequency	Percentage
Strongly Agree	67	43.79
Agree	49	32.03
Moderate	27	17.65
Disagree	3	1.96
Strongly Disagree	7	4.58
Total	153	100

(Source: Survey2024)

Table 25 explain about that the benefit package of this company feel confident in themselves to find about the 67 are strongly agree with percent 43.79, 49 are agree with percent 32.03, 27 are moderate with percent 17.65, 3 are disagree with percent 1.96 and 7 are strongly disagree with percent 4.58. Conclusion they all are valued employees work to company to provide opportunities for growth and development.

12. I enjoy my coworkers

I like my colleagues. A successful business organization is built on a foundation of teamwork, which is influenced by the higher management's business strategies and work culture. The way an employee behaves both personally and professionally determines how well they get along with their coworkers.

Table 27

I enjoy my coworkers

Particular	Frequency	Percentage
Strongly Agree	127	83.01
Agree	11	7.19
Moderate	13	8.50
Disagree	2	1.31
Strongly Disagree	0	0
Total	153	100

(Source: Survey2024)

Table 26 explain about the successful business organization of the company is 127 are seems strongly agree with percent 83.01, 11 are seems agree with percent 7.19, 13 are seems moderate with percent 8.50, 2 are seems disagree with percent 1.31 and on one are seems strongly agree. The highest employees enjoy with coworkers strongly agree with percent 83 and lowest is on strongly disagree with zero percent.

13. We get time flexibility in work schedule

Our work schedule allows for time flexibility. Employees can choose when they arrive at work, depart, or take a break thanks to a flexible daily schedule. Their duties, the objectives they must meet, and the number of hours they put in are all unaffected by these

agreements. The most adaptable workplace allows employees to come and go as they choose.

Table 28

We get time flexibility in work schedule

Particular	Frequency	Percentage
Strongly Agree	67	43.79
Agree	47	30.72
Moderate	18	11.76
Disagree	8	5.23
Strongly Disagree	13	8.50
Total	153	100

(Source: Survey2024)

Table 27 explain about the flexibility of work schedule in the company is about the 67 are seems strongly agree with percent 43.79, 47 are seems agree with percent 30.72, 18 are seems moderate with percent 11.76, 8 are seems disagree with percent 5.23 and 13 are seems strongly disagree with percent 8.50. There highest number of respondents on strongly agree with 43.79 percent and lowest disagree there are 8 respondents with 5.23 percent.

14. The working space is enough

For me, a structured and orderly atmosphere is the hallmark of the perfect workplace. I work best in an environment where tasks are clearly defined and expectations are clear. I can work on demanding projects with greater focus and attention to detail when I have a calm and organized workspace.

Table 29

The working space is enough

Particular	Frequency	Percentage
Strongly Agree	123	80.39
Agree	21	13.73
Moderate	7	4.58
Disagree	2	1.31
Strongly Disagree	0	0
Total	153	100

(Source: Survey2024)

Table 28 explain about the work environment of well- organized and structured atmosphere of 123 are strongly agree with percent 80.39, 21 are agree with percent 13.73, 7 are moderate with percent 4.58, 2 are disagree with percent 1.31 and no one are strongly disagreed. The result shows that highest number of employee’s response on strongly agrees are 123 with highest percent 80 percent and lowest response strongly disagree with 0 employees and 0 percent.

15. Power supply is properly provided

In addition to establishing background requirements for when a decision is deemed major—that is, affecting the entire organization or the mission—a policy will give staff and board members guidelines for deciding who should be involved in what types of decisions.

Table 30

Power supply is properly provided

Particular	Frequency	Percentage
Strongly Agree	57	37.25
Agree	27	17.65
Moderate	41	26.80
Disagree	11	7.19
Strongly Disagree	17	11.11
Total	153	100

(Source: Survey2024)

Table 29 explain about the staff member to determine to needs the involved of 57 are seems strongly agree with percent 37, 27 are seems agree with percent 18, 41 are seems moderate with percent 27, 11 are seems disagree with percent 7 and 17 are seems strongly disagree with percent 11. The result shows the most of respondent strongly agree on satisfied with power supply is properly provided to perform my work. lowest number of responses is 11 with 7 percent on disagree.

4.2 Descriptive statistic on Leadership

This section explores leadership style via descriptive analysis.

Table 31

Descriptive data of different leadership style

Statements	N	Average		SD	
		Mean	mean		
Employee views are valued less while making organizational decision	153	2.98	2.86	2.64	
Employee views are valued less while making organizational decision	153	3.39		2.99	
Management closely monitor team to ensure they are performing correctly	153	2.78		2.58	AL
Management discard suggestions made by team members	153	2.30		1.90	
Management wants to create an environment where team members take ownership of the project	153	3.84	3.64	3.47	
Frequent and supportive communication is practiced	153	3.99		3.54	DL
For major decision to be made, it must have the approval of everyone or the majority	153	3.09		2.77	
Management makes feel that each employee is proud to tell that am part of this company	153	3.40	2.96	2.96	
Complete freedom is practiced solving problems by employees on their own	153	2.61		2.20	LFL
In most situations, leaders prefer little input from workers	153	2.87		2.48	

Table reflect the analysis of leadership styles. Management seems to have the believe to be more towards Democratic with average mean 3.6. Average score for Liassez-Faire and Autocratic Leadership demonstrate low practices in pharmaceutical company with average meant 2.9 & 2.86 respectively. Detail interpretation been explained in 4.3.3 subchapter previously.

4.3 Descriptive statistic on Job satisfaction

Job satisfaction section hold 15 question which reflect employee satisfaction through average weightage mean.

Table 32

Descriptive data of different leadership style

Statement	N	W. Mean	SD
Employee feel encouraged to come up with new and better way of doing things	153	4.38	3.96
Managers are friendly and cooperative to employee	153	3.80	3.51
Managers and supervisors communicate the organization's mission, vision and values	153	4.29	3.91
I work in an environment that support employee involvement and teamwork	153	4.55	4.09
There is peaceful and friendly working environment	153	4.34	3.93
Employee are comfortable making suggestions for improvement	153	4.35	3.96
When I do a job, I receive the recognition for it that I should receive	153	3.85	3.49
I am proud to tell people that I am part of this company	153	4.22	3.80
Employees are rewarded for their excellent work	153	4.26	3.87
I am being paid a fair amount for the work	153	3.86	3.48
The benefit package we have is justifiable	153	4.08	3.70
I enjoy my coworkers	153	4.72	4.24
we get time flexibility in work schedule	153	3.96	3.64
The working space is enough	153	4.73	4.25
Power supply is properly provided	153	3.63	3.36
Total Average Weightage mean		4.20	

Table 30 lag the weightage average mean 4.2 which demonstrate that on an average employee agree they are satisfy with leadership of pharmaceutical company. Among all the aspect employes disagreement were noticed in " managers and supervisors communicate the organization's mission, vision and value" and "employer are

comfortable making suggestions for improvement", "I am being paid a fair amount for the work", "The benefit package we have a justifiable". Rest, they demonstrated their satisfaction in other aspects mentioned above.

4.4 Correlation Analysis

This research seeks to illustrate the connection between different types of leadership, and the satisfaction levels of employees. To fulfill the objectives of this study, a correlation analysis was conducted.

Table 33
Correlation Matrix

	DL	AL	LFL	JS
DL	1			
AL	-0.612	1		
LFL	0.591	-0.496	1	
JS	0.837**	-0.651**	0.582*	1

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

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

During correlation matrix analysis, positive relation of job satisfaction been observed by Leadership style DL and LFL but negative style by AL. Strong positive relation was demonstrated with democratic leadership with the value 0.8374. negative value of AL flag that it has negative effect on job satisfaction.

Table 33
ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1	29.83	3	9.94	139.66	.000 ^b
Regression					
Residual	10.61	149	0.07		
Total	40.44	152			

a Dependent Variable: JS

b Predictors: (Constant), DL, AL, LFL

In Table 33, the high F-value (139.66) indicates that at least one of the model's predictors has a meaningful relationship with the dependent variable and that the regression model explains a sizable portion of the variation in the dependent variable.

Because of the extremely low p-value (0000), the regression model is highly significant overall. This means that there is almost little chance that any of the independent variables in the model have no influence, or that the null hypothesis is correct. The null hypothesis may thus be safely rejected, and it can be concluded that there is a significant relationship between the independent and dependent variables.

The residual sum of squares (SS = 10.61) represents the unexplained variation, and the small residual MS (0.07) suggests that the model fits the data well, with relatively little unexplained variation.

Table 34

Coefficients^a

	Coefficients	Standard Error	t Stat	P-value
Constant	2.4978135	0.227624834	10.9733787	0000
DL	0.53557546	0.047481231	11.2797299	0000
AL	-0.121035229	0.032435202	-3.7316009	0.0003
LFL	0.050681967	0.029143738	1.73903457	0.0840

a. Dependent Variable: JS

In Table 34, when all other independent variables are held constant, the standardized coefficient in the table shows how much the dependent variable fluctuates with an independent variable. Given the impact of leadership style in the table, the unstandardized coefficient are 0.53 with DL, 0.12 with AL and -0.12 with LFL, indicating a positive correlation between job satisfaction with DL and LFL, but negative correlation with AL. When analysis done how leadership style affects employee satisfaction, it is proven to be significantly influenced by leadership style DL (T=11.2797), nominally by LFL(T=1.739), but negatively with low impact by AL (T= -3.7316). This demonstrates how employee satisfaction in pharmaceutical company in Nepali is affected by leadership style.

Statistics usually indicate statistical significance when the p-value is less than 0.05 (or 0.01, depending on the significance level used). The DL leadership style has a highly significant impact on the dependent variable, as evidenced by the p-value for this style

being incredibly small (0.0000), or nearly zero. Likewise, the AL leadership style's p-value is tiny (0.000270004), indicating that AL's detrimental impact is likewise statistically significant. At the 5% level, LFL is not statistically significant, as seen by the LFL leadership style's p-value of 0.0841, which is higher than the traditional 0.05 cutoff. At a more permissive 10% significance threshold, this p-value can be regarded as moderately significant even though it is not significant at the conventional level.

Table 34

Regression statistics

Multiple R	0.85887748
R Square	0.737670526
Adjusted R Square	0.732388725
Standard Error	0.266836422
Observations	153

The value of multiple regression between leadership style and employee satisfaction is 0.8588, this indicates a high level of prediction. R square column represents coefficient of determination which is the proportion of variance in the dependent variable that can be explained by the independent variable. Here the value of R square is 0.7376 which means that 73.76% variation in employee satisfaction is explained by leadership style and remaining 26.24% is explained by another factor. Similarly adjusted R square is 0.73.23 which means 73.23 % variation in employee satisfaction is explained by different behavioral factor after adjusting the degree of freedom. Model summary also indicates the standard error of estimate of 0.2668.

4.5 Discussion

According to the employee experience analysis, there is a worrying trend: just a tiny number (22.22%) of employees have more than five years of experience in the pharmaceutical marketing industry, while a substantial share (60.78%) have less than five years. This suggests a poor degree of staff retention and a high turnover rate, which could be caused by a number of things like challenging career advancement, job discontent, or a lack of opportunities for professional advancement in the industry. Dirani & Hussin (2016) also reported that 56% or employee had less than 5 years' experience.

The majority of employees in the pharmaceutical marketing industry are usually happy with their jobs, as seen by the average mean score of 4.2. With 83% of workers strongly agreeing that they enjoy working with their coworkers, this statement on coworker relationships was the most widely accepted. On fair compensation, however, there was the least amount of agreement, with only 30.06% of workers believing they were compensated fairly for their labor. This implies that although workers cherish their interactions with coworkers and the workplace culture, there can be issues with pay and remuneration procedures that want addressing. Jeniza and Bong (2024) demonstrated overall pharmaceutical salesperson were satisfied in their job.

Correlation and regression analysis supported various leadership philosophies affect workers' job satisfaction. Democratic Leadership (DL) places a major emphasis on cooperation and feedback, it is directly linked to improved employee satisfaction. Authoritarian Leadership (AL) had a negative influence, diminishing satisfaction by promoting a controlling environment. Although employees respect autonomy more than they do the framework that laissez-faire leadership (DL) provides, LFL has a beneficial but less pronounced influence. These information suggest that, each leadership style had relation with job satisfaction of sale representative. Sakiru, Enoho, Kareem and Abdullahi (2013) during their research conducted statistically significant relationship between employee performance and leadership style.

CHAPTER V

SUMMARY AND CONCLUSION

5.1 Summary

Within the management process, there are different leadership philosophies that assist others in accomplishing organizational objectives. Every organization has its own goals, and achieving these goals depends heavily on the leadership style used. Two important motivators that affect employee job satisfaction are the leadership style that employees prefer and the assistance that leaders offer. Employee job satisfaction within the company is significantly impacted by a leader's support. This study looks at how employee satisfaction is affected by leadership style.

Organizations frequently deal with issues pertaining to the behaviors and styles of leaders. Supporting employees in their work processes has a positive impact on their job satisfaction. According to the study's literature review, democratic leadership is generally preferred by staff members and is also successful in assisting them in achieving organizational objectives. In order to achieve organizational success, other leadership philosophies like contingency, autocratic, and traditional leadership are also crucial. Using primary data gathered from a sample size of 153 employees from different pharmaceuticals, the study employs a descriptive research design. Descriptive statistics, including means, frequencies, percentages, and standard deviations, are used for analysis. Practically speaking, management employs a variety of leadership philosophies, and these philosophies have an impact on worker satisfaction. When workers are happy with their organization's leadership style, they are more dedicated and perform better. According to the study, most workers agreed with questions about their job satisfaction, especially those about benefits packages, indicating that they were highly satisfied. Additionally, workers expressed pride in their affiliation with the company, demonstrating a high level of job and organizational satisfaction. Regarding their professional experiences, workers overwhelmingly concurred that they were loyal to their employer, enjoyed interacting with coworkers, took organizational issues personally, and were hesitant to leave the company. High levels of commitment to the organization's objectives and job satisfaction are evident in these responses. The majority of respondents had positive opinions about the leadership in their company, and the majority of the feedback on leadership style was generally positive.

5.2 Conclusion

According to the study, job satisfaction within an organization are significantly impacted by leadership style. Employee job satisfaction during the work process are improved by a democratic leadership style. In response to the statements, most participants selected "agree," "strongly agree," or "neutral"; over 50% of participants selected "agree" or "strongly agree." This implies that many workers think that a supportive leadership style makes it easier for them to perform their jobs in the company.

According to the study, majority sales representative are men in the pharmaceutical marketing industry, with a higher percentage of male employees (73.86%) than female employees (26.14%). Most employees are graduates, with a minimum educational intermediate by very few (below 3%). Low retention is indicated by the fact that the majority of employees are not working more than 5 years in same company. This can be due to upgrade opportunities in market with high competition between pharmaceutical companies. With 56.86% of employees aged 21–30 and 30.07% aged 31–40, the majority of staff members are younger. The majority of workers, according to the survey, are happy with their jobs; the most common response was "I enjoy my coworkers" (83%). Most people disagree, though, with the notion that management keeps a close eye on their teams to guarantee their performance. Additionally, the study discovered a strong correlation between job satisfaction and leadership style, showing positive relation.

Leadership style is found to be a critical factor influencing employee satisfaction across a range of positions in Nepal's pharmaceuticals company. Thus, encouraging democratic leadership in the pharma sector is crucial to reaching the targeted degree of employee satisfaction to motivate for the performance.

5.3 Implications

- This study can be implemented in an organization to change the leadership style according to situation and support employee's well-being through their job satisfaction.
- This study flags the overall leadership style, this can be used as trend analysis and each pharmaceutical company can use it to find the actual practice within them.
- The organization should try to set suitable leadership style to increase the satisfaction of employees and job performance.

- The management should consider the expectation of employee from their leaders and support to them to achieve desired outcome.
- Pharmaceutical company should work on the strategy to retain employee for long term
- The study shows democratic leadership styles impact on the satisfaction level of employees is positive. The response of employee on the asked statement is supportive. But the satisfaction level should be link with motivation of employee consider give more appropriate result.
- Further study can be done with large sample size for individual company which can flag other leadership style also and research can do for correlation with other leadership style with job satisfaction.

REFERENCE:

- Adhikari, D. R., & Pandey, D. L. (2018). *Research Methodology*. Kathmandu: Asmita Books Publisher & Distribution.
- Dirani, A. E., & Hussin J. H. (2016). Employee Retention in the Pharmaceutical Companies: Case of Lebanon. *IOSR Journal of Business and Management*, 1(4), 58-75
- Arisman.,(2022). The Effect of Leadership Style and Motivation on Employee Performance. *Jurnal Multidisiplin Madani (MUDIMA)*, 2(5), 2389-2404
- Andrew Morris, Daniel C. F.,(1996) . The Dimensions of Job Satisfaction in Pharmaceutical Sales: A Longitudinal Study. *The Academy of Management Review*, 21(4), 986-1010
- Avolio, B. J., & Gardner, W. L. (2005). Authentic leadership development: Getting to the root of positive forms of leadership. *The Leadership Quarterly*, 16(3), 315–338. <https://doi.org/10.1016/j.leaqua.2005.03.001>
- Bahmanabadi, S. (2015). Case Study of the Impact of Leadership Styles on Bank Employees' Job Satisfaction. *Journal of Business and Management*, 141-145
- Bass, B. M. (1985). *Leadership and performance beyond expectations*. Free Press.
- Bass, B. M., & Avolio, B. J. (1994). *Improving organizational effectiveness through transformational leadership*. Sage Publications.
- Bohn, J. G., & Grafton, D. (2002). The relationship of perceived leadership behaviors to organizational efficacy. *Journal of Leadership and Organizational Studies*, 9(2). doi:10.1177/107179190200900206. (access date: July 2020)
- Blake, R. R., & Mouton, J. S. (1964). *The managerial grid: The key to leadership excellence*. Gulf Publishing Company.
- DeLay, L., & Clark, K. R. (2020). The Relationship Between Leadership Styles and Job Satisfaction: A Survey of MR Technologists' Perceptions. *American Society of Radiologic Technology*.
- Dotse, J., & Asumeng, M. (2014). Power distance as moderator of the relationship between organizational leadership style and employee work attitude: an empirical study in Ghana. *International journal of management science and business research*, 3(5)m, 2226-8235

- Fiedler, F. E. (1964). A contingency model of leadership effectiveness. *Advances in Experimental Social Psychology*, 1, 149–190. [https://doi.org/10.1016/S0065-2601\(08\)60051-9](https://doi.org/10.1016/S0065-2601(08)60051-9)
- Greenleaf, R. K. (1977). *Servant leadership: A journey into the nature of legitimate power and greatness*. Paulist Press.
- Hersey, P., & Blanchard, K. H. (1969). Life cycle theory of leadership. *Training and Development Journal*, 23(5), 26–34.
- Nasir, H. M., Nordin, R., Seman, S. A. A. & Rahmat, A., (2014). The Relationship of Leadership Styles and organizational performance among IPTA Academic Leaders in Klang Valley Area, Malaysia. *Business & Entrepreneurship Journal*, 3(2), 45-65.
- Nguyen, C. (2020). The impact of training and development, job satisfaction and job performance on young employee retention. SSRN.
- Ngodo, O.E. (2008). *Procedural Justice and Trust: The Link in the Transformational Leadership – Organizational Outcomes Relationship*.
- Sakiru, O. K., Enoho, D. V., Kareem, S. D. & Abdullahi, M., (2013). Relationship between employee performance, leadership styles and emotional intelligence in an organization. *IOSR Journal Of Humanities And Social Science (IOSR-JHSS)*, 8(2), 53-57.
- Spector, Paul. (1985). Measurement of Human Service Staff Satisfaction: Development of the Job Satisfaction Survey. *American Journal of Community Psychology*. 13. 693-713. <http://dx.doi.org/10.1007/BF00929796>
- Likert, R. (1961). *New patterns of management*. McGraw-Hill.
- Leng, C. S., Xuan, C. L., Sin, N. K., Leng, W. K., Yan, W. W., (2014). The Impact of Leadership Styles on Employee Commitment in Retail Industry.
- Lewin, K., Lippitt, R., & White, R. K. (1939). Patterns of aggressive behavior in experimentally created social climates. *Journal of Social Psychology*, 10(2), 271–299. <https://doi.org/10.1080/00224545.1939.9713366>
- Northouse, P. G. (2018). *Leadership: Theory and practice* (8th ed.). Sage Publications.
- Stogdill, R. M. (1974). *Handbook of leadership: A survey of theory and research*. Free Press.
- Ojokuku, R., Odetayo, T. & Sajuyigbe, A. (2012). Impact of Leadership Style on Organizational Performance: A Case Study of Nigerian Banks. *American Journal of Business and Management*, 1(4), 202-207.

- Omolayo, B. (2007). Effect of Leadership Style on Job-Related Tension and Psychological Sense of Community in Work Organizations: A Case Study of Four Organizations in Lagos State, Nigeria. *Bangladesh e-Journal of Sociology*, 4(2), 30-37.
- Vasan M., (2018). Impact of Job Stress on Job Satisfaction among the Pharmaceutical Sales Representatives. *Research Journal of Pharmacy and Technology*, 11(9): 3759-3764.
- Jeniza J., Bong C. C., (2024). Laissez-faire Leadership Style on Job Satisfaction: A Case Study on Pharmaceutical Salesperson. *Centre for Research and Development, Asia Metropolitan University*, 1, 48-66.

APPENDIX I

SELF ADMINISTERED QUESTIONNAIRE

Impact of leadership on Job satisfaction of sales representative in Pharmaceuticals company of Nepal

Section A1: Demographic variables

AGE:

Sex: Male() Female ()

Education Level:

Experience in pharmaceutical
marketing:

For each of the statement below, tick that indicates the degree to which you agree or disagree. Give your immediate impressions. There is no right or wrong answers.

S.No:	Section A2: Leadership style Questionnaire	Strongly agree	Agree	Moderate	Disagree	Strongly Disagree
	Weightage	5	4	3	2	1
1	Employee views are valued less while making organizational decision					
2	Employee views are valued less while making organizational decision					
3	Management closely monitor team to ensure they are performing correctly					
4	Management discard suggestions made by team members					
5	Management want to create an environment where team members take ownership of the project					
6	Frequent and supportive communication is practiced					
7	For major decision to be made, it must					

	have the approval of everyone or the majority					
8	Management makes feel that each employee are proud to tell that am part of this company					
9	Complete freedom is practiced solving problems by employees on their own					
10	In most situations, leaders prefer little input from workers					
S.No	Section A3:Job satisfaction Questionnaire	Strongly agree	Agree	Moderate	Disagree	Strongly Disagree
1	Employee feel encouraged to come up with new and better way of doing things					
2	Managers are friendly and cooperative to employee					
3	Managers and supervisors communicate the organization's mission, vision and values					
4	I work in an environment that support employee involvement and teamwork					
5	There is peaceful and friendly working environment					
6	Employee are comfortable making suggestions for improvement					
7	When I do a job, I receive the recognition for it that I should receive					
8	I am proud to tell people that I am part of this company					
9	Employees are rewarded for their excellent work					

10	I am being paid a fair amount for the work					
11	The benefit package we have is justifiable					
12	I enjoy my coworkers					
13	we get time flexibility in work schedule					
14	The working space is enough					
15	Power supply is properly provided					

IMPACT OF LEADERSHIP STYLE ON JOB SATISFACTION ...

By: Nisha Ghimire

As of: Nov 28, 2024 12:22:38 PM
11,931 words - 31 matches - 6 sources

Similarity Index

5%

Mode:

sources:

168 words / 1% - Internet from 20-Nov-2021 12:00AM

ugspace.ug.edu.gh

96 words / 1% - Internet from 11-Jan-2023 12:00AM

elibrary.tucl.edu.np

95 words / 1% - Internet from 31-Oct-2021 12:00AM

ladijournal.com

87 words / 1% - Internet from 13-Nov-2009 12:00AM

dgss.wsu.edu

75 words / 1% - Internet from 20-Nov-2022 12:00AM

www.researchgate.net

68 words / 1% - Internet from 15-Jul-2020 12:00AM

www.doccity.com

paper text:

i ABSTRACT This research investigates the influence of leadership support on employee satisfaction within the pharmaceutical company sector, employing a descriptive and analytical research methodology. The study relies entirely on primary data collected through a questionnaire survey. A total of 200 questionnaires were distributed to employees in pharmaceutical company, of which 167 were returned, and 153 were deemed suitable for analysis due to incomplete responses. The data used to analysis include descriptive statistical methods, percentages, means, standard deviations, and correlations. The primary objectives of the study were to assess the current demographic representation in pharmaceutical, evaluate the effect of leadership style on employee satisfaction, and appraise the leadership style within the organization. The conclusion indicates that leadership style is an important component of human resource management. The results demonstrate a significant relationship between leadership style and sales representative satisfaction within the organization. Responses to various statements reveal that a majority of respondents, mostly Nepalese pharmaceutical company seems to practice democratic leadership. During analysis only democratic leadership score above 3, autocratic and liassez-faire are below 2 score. Based on data, average mean of democratic leadership is 3.64, autocratic leadership is 2.86 and liassez-faire