



Journal of Entrepreneurship & Business Strategies (JEBS)

VOLUME 1 ISSUE 2 (2025)



PUBLISHED BY
E-PALLI PUBLISHERS, DELAWARE, USA

The Role of Leadership Styles and Customer Satisfaction in Increasing Revenues in Retail Business in Bangladesh

Sufal Chandra Goldar^{1*}

Article Information

Received: July 20, 2025

Accepted: November 05, 2025

Published: December 31, 2025

Keywords

Customer Satisfaction, Employee Motivation, Retail Sector in Bangladesh, Revenue Growth, Transformational Leadership

ABSTRACT

The study investigates the relationship between leadership type and employee's motivation, satisfaction of customers as well as revenue generation in retail sector of Bangladesh. The retailing in Bangladesh is changing at a fast pace, but few study has been conducted to examine the impact of leadership styles on employees performance and customer satisfaction as well as business outcome such like situation. The primary aim of this research is to address this gap in the literature, by investigating how type of leadership practiced which are more common among retail managers in Bangladesh and its impact on employee performance and customer experience. This study employs quantitative approach. A random survey of structured questionnaires on 400 respondents comprised of managers, employee, HR personnel and customers in major cities Dhaka and Chittagong is undertaken. The findings suggest that the transformational leadership is the highest and most effective form of leadership style practiced in retail business of Bangladesh, which helps a lot to enhance employee enthusiasm, performance and service quality. Transactional leadership is beneficial to operational discipline, while laissez-faire leadership is probably to undermine the performance of both personnel and service levels. However, customer satisfaction or willingness to refer does not always result in repeating the purchase or increasing loyalty. The study comes despite increasing sales and profits, but suggests that loyalty, customer retention, and the share of market remain low. The findings of the study further suggest that retail firms operating in Bangladesh can develop customer loyalty and sustainable revenue drive by using transformational leadership.

INTRODUCTION

Retailing in Bangladesh has experienced dramatic changes from small, generally unorganized shops to large, organized shopping centers and chain outlets. Its also moving with the times, not just economically but in terms of social and human appetites. With its youthful population, high dynamism as well as a growing middle class enjoying increased purchasing power, it is clear that the importance of the trade sector for the economic life of Nigeria is growing. "It is investing, making competitive and supplying a new way of life with the weekend shopping (Mahmud *et al.*, 2023). The expansion of retail industries in Bangladesh is inherently linked with general economic transformation in the country. Retail trade is a service industry comprising an essential source of economic growth in the country (14–15% of wholesale trade and retail). This continual contribution is also indicative of the landscaped retail as not just an economic driver, but symbolic in terms of how form and growth were tied to time and temporal acts of creation (Manik, 2023).

In the retail sector, transformational leadership is a powerful vehicle for improving employee motivation and creating favorable organizational culture and customer service. It also motivates them from the inside out as opposed to the outside in, so they feel more invested and motivated to put forth their best efforts. That leadership creates a purpose and sense of belonging. Conversely,

transactional leadership driven more by a system of reward and punishment in return for an employee's level of performance –doesn't quite register as high on the same scale (Sihite *et al.*, 2024) Transformational leadership is more about how one inspires individuals, giving them a vision and guidance to go there. Leaders in this style are inspiring, igniting passion and devotion from their teams. On the other hand, transactional leadership is more about reaching goals through rewarding success and correcting where it's lacking. It's about setting clear expectations and conveying a sense of closure. And then there's servant leadership, where the leader's job is basically to serve and support their team – and through doing so, to build trust and encourage collaboration (Montano *et al.*, 2023). The style of leadership a business utilises can have a direct influence on customer satisfaction, and as a consequence, revenue growth. Transformational leadership in particular, takes the lead by keeping a clear vision through inspirational motivation, stimulating teams and challenging it to innovate through individualized support. This method makes certain that projects deliver not only to objectives, but every time exceed client expectations in value and long-term application. Satisfied customers tend to remain loyal, become repeat buyers and recommend services to friends which results in higher profitability (Samy, 2025). Effective retail is indispensable to increasing customer satisfaction and ensuring that easy shopping is the norm. While good staff and solid

¹ Department of Management Studies, Patuakhali Science and Technology University, Patuakhali, Bangladesh

* Corresponding author's e-mail: bookmanrtin@gmail.com

operations are necessary, they are not sufficient for better wait experiences for customers on their own. Retail efficiency, like having a smart store layout, well-placed products, and knowledgeable staff greatly enhances the overall shopping experience. The takeaway is that while both competency and efficiency are essential, efficiency tends to have a more immediate and noticeable impact on how customers feel and interact with the store. The subtle things make the most difference in having a positive experience (V & Agrawal, 2024). Thus, the purposes of this study include investigation of how leadership styles in business retails, retail businesses of Bangladesh could impact customer satisfaction and how these factors collectively influence overall revenues.

LITERATURE REVIEW

More than one recent research has been done to investigate the influence of leadership styles on customer satisfaction and indirectly on profit in different ways within Bangladesh's retailing industry. Nonetheless, Alam and Noor (2020) have reported that leadership styles alone do not strongly determine customer loyalty and revenue growth in the state of Bangladesh retail superstore; rather service quality and store image have more impact. Store layout, trustworthiness, staff interactions, and equitable policies are all key drivers for gaining loyalty among Generation Y shoppers in particular. A good corporate image also acts as a bridge, and with further dedication to excellent service, it is conducive to the store's overall reputation being improved, then customer loyalty and attachment increase. Another study by Samad *et al.* (2023) indicated that one of the prominent factors contributing to revenue growth in retail sector in Bangladesh is customers' satisfaction. There are six predominant key drivers which determine how satisfied customers are: shop management, demographics, competitive superiority, ease of shopping, marketing strategy and shopping habits. Among them, store management (for example, staff behavior and product quality) had the highest impact. Conversely, pricing, promotions and add-on services are frequently cause for frustration. In the end, through strong management and a customer-first approach, retailers develop loyalty, repeat purchases and increased revenue. Then a significant study by Uddin *et al.* (2024) viewed that leadership behaviors, empowering and transformational leadership, had positive effects on customer satisfaction through motivating employees to engage in extra-role behaviors over performing their normal job duties for better service. Micromanagement, on the other hand, is a demotivator and can cause customer satisfaction to decrease. The research has demonstrated that both employee engagement and customer experience can be enhanced in the retail sector by enhancing leadership effectiveness, along with developing a culture of the customer. Another study by Hossin *et al.* (2024) also found that in Bangladesh, leadership style significantly influences both customer satisfaction levels and revenue growth. Transactional leadership is observed

to be the best as it helps in inspiring the employees and results where there are higher motivations, better service quality, more customer satisfaction and increased sales. Transactional leadership, in contrast, makes sure things are running smoothly by setting clear goals and rewards enough to keep the revenue train chugging along. But hands-off leadership is also the least effective — because of its lack of direction and opportunity to provide poor service. Karim *et al.* (2023) examined four leadership styles- transformational, charismatic, democratic and transactional-leadership and observed that all the four positively influence on employee performance. Transactional leadership was the most potent, with charismatic, democratic and transformational leadership following. Incentive driven, visionary, participative and inspirational leaders that can improve employees' skills and commitment which will lead to better performance. The research suggests a combination of participative and supportive style is significant for enhancing productivity and sustaining competitiveness in Bangladesh's telecom industry. Overall, Alam concentrated on service quality and store image, while Samad *et al.*, (2023) emphasized managerial behavior and customer orientation. Uddin *et al.*, (2024) and Hossin *et al.*, (2024) focused on transformational leadership as a motivating and customer-centered approach, whereas Karim *et al.*, (2023) examined transactional and charismatic styles and their performance impacts in another sector. However, none of these studies that have taken place in retailing compared the different leadership styles on similar types of retail industry or focused on how they all together affect employee motivation customer satisfaction and revenue growth. Thus, this study seeks to address this gap in the literature by undertaking a comparative and decoupled examination of how types of leadership matters particularly transformational leadership impact employee motivation and customer satisfaction, and which further support business growth in Bangladesh's retail industry. In bridging theory and evidence-based research techniques, and contrasting leadership styles in a single model, this study has provided insights on the role of effective leadership in improving an organization's customer experience and business performance.

Research Questions

From the background of this study, the key research questions emerge as follows:

1. What are the dominant leadership styles in retail managers in Bangladesh, and how do these influence employees' extrinsic motivation and customer service quality?
2. In what ways does satisfaction of customer by leadership practice lead to loyalty, repeated purchase and sales as well as increased in revenues in the retail industry?

Objectives

The following specific objectives guide the study:

1. To find out the most popular leadership styles by

retail managers in Bangladesh.

2. To test the impact of leadership styles on employees' motivation and their capacity to serve customer more effectively.

3. To determine the influence of customer satisfaction on loyalty and repurchase purchase in retail industry.

4. To assess the influence of satisfied consumers, which are led by good leadership methods in increasing sales and profits.

Theoretical Framework

The idea of transformational leadership was developed by James V. Downton in 1973 and expanded and popularized during the 1980s by Bernard M. Bass (McCall, 1986). Transformational Leadership is when you provide inspiration and motivation to the employees by making sure they know the vision, letting them find purpose, helping them think beyond what they are currently capable of. It is more than managing workers, it is about connecting with employees on their level and making sure they feel valued and enabled to succeed. In retail, where businesses compete publicly around the clock for growth and customer happiness, this sort of leadership can make all the difference. In relation to the four objectives of this paper, transformational leadership is central. It can help to provide trends regarding leadership styles practiced by retail managers of Bangladesh and number of times the transformational leadership is regional is prevalent. Secondly, it has trickle-down effects on how motivated the employees are and when they're feeling inspired, that's when they go above and beyond in delivering stellar customer service. Taking a step back, this leads to higher customer satisfaction: Happy, motivated employees provide a more pleasant shopping experience. Thus, these satisfied customers eventually become loyal and keep coming back, thus propelling sale as they shoot through the keeps. However, when we consider the effect of transformational leadership on employee engagement, customer satisfaction and success in business more generally the evidence can reveal this style of leadership is essential to retail growth.

MATERIALS AND METHODS

The study method is quantitative in nature in order to explore the impact of leadership styles on employees' motivation, customer satisfaction and overall business performance in Bangladesh retail sector. The study deals with retail service businesses in the urban cities

of Bangladesh including Dhaka and Chittagong with specific reference to organized retail stores i.e. chain store, supermarket or a shopping mall. Primary data was collected by using a well-constructed survey questionnaire, addressed to 400 respondents involving the managers/ employees of retail industry human resource professionals and customers. The survey also used 5-point Likert scale to measure participants' perceptions of leadership, staff motivation, client satisfaction, and business results. The Cochran's sample size formula was used to calculate the sample size, in order to ensure that the sample were statistically significant by consideration of margin of error, confidence level and variability within the population. The formula serves to estimate the sample size for large population and also guarantees the credibility of study results. A size of 400 (four hundred) was decided by targeting to allow for non-responses and to ensure that the data collected would be inabundant. The questionnaire reliability used to assess the survey Instrument was determined by computing Cronbach's Alpha and yielded a value of 0.86. A Cronbach's Alpha of 0.70 or more is considered acceptable by accepted norms to assist with the internal consistency and reliability of the scale. Since the value is above 0.86, the questionnaire presented in this study can be considered to have a high reliability for measuring the intended constructions. Participants from differing positions and organizations were included using stratified random sampling in order to represent a range of perspectives. Statistical analysis Data was analyzed using SPSS version 25, where descriptive statistics including means, proportions and frequency distributions were employed to summarise responses and to examine the relationships between leadership styles, employee motivation, customer satisfaction and retail performance. All experiment protocols were approved by the University authority, and ethics were followed at all levels of study. The participants were given information about the aim of the study and their participation was voluntary. The procedure was carried out discreetly. This methodological approach seeks to offer significant insights about the impact of leadership style on employee performance, customer satisfaction and overall business me trics in retail sector of Bangladesh.

RESULTS AND DISCUSSION

Demographic Information

The table 1 provides a comprehensive demographic breakdown of individuals based on age, gender,

Table 1: Demographic Information

		Frequency	Percentage
Age	20-30	130	32.5%
	31-40	170	42.5%
	41-50	100	25%
Gender	Female	197	49.25%
	Male	203	50.75%

Education	Bachelor	220	55%
	Masters	180	45%
Job Role	Manager	72	18%
	Supervisor	92	23%
	Customer	74	18.5%
	Sales Staff	80	20%
	HR Officer	78	19.5%
Experience	1-10 years	205	51.25%
	11-20 years	195	48.75%

education, job roles, and work experience. According to the age, it is found that the most aged people are those ranged between 31-40 years old, with a number of 170 individuals followed by those ranging from 20-30 years old which are found in an amount of 130 individuals and fewer couples (100) belong to the age group of 41-50 weeks. In terms of gender, the male are 203 and females 197 and that is close to same representation between sexes. Regarding education, most of them have a Bachelor's degree (220), and 180 of them attended university demonstrating an educated sample. Supervisors (92) are the most common job role followed by Sales Staff (80), HR Officers (78) and Consumers (74) and Managers (72). This spread indicates a variety of professional positions among the sample. The last feature

of the experience perspective is the age-ratio based on 205 and 195 personnel who carry out practice for 1-10 years, just as for 11-20 years respectively. This is indicative of a mix of respondents that includes beginners to mid-level prospects. And data vividly demonstrates this rich tapestry of workers in all their engagements and stages of career.

Leadership Styles Are Most Commonly Used by Retail Managers

Figure 1 illustrates a synthesis of these statistical variables and how factors like autonomy to supervise, employee involvement, motivation are linked through these statistics. This figure visually summarizes the degree of similarity between, and variation in, job-related attributes.

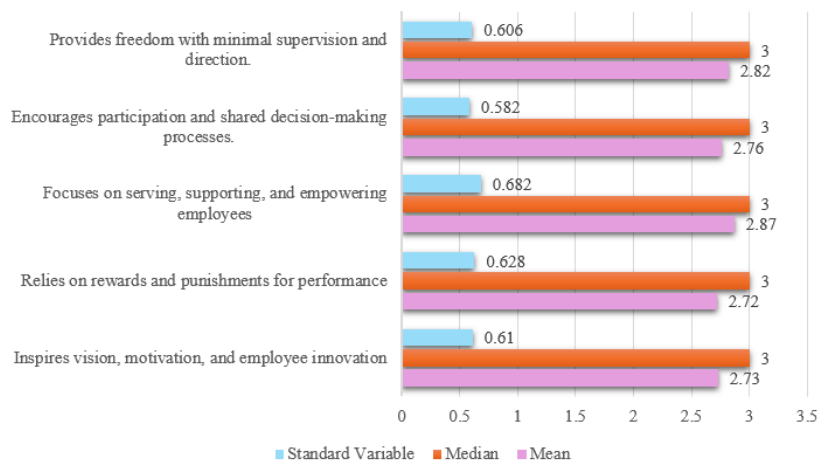


Figure 1: Leadership Styles Are Most Commonly Used by Retail Managers

The distribution frequency of leadership characteristics adopted by retail managers in Bangladesh is shown in Figure 1, where mean, median and SD values are given. The most commonly used style is Transformational leadership, with a mean of 2.87 (median = 3, SD = 0.682), which suggests managers value empowering and supporting employees greatly. This is consistent with the study of Hossin *et al.* (2024), who also stressed that transformational leaders enhances employees' motivation as well as service quality. Mean for Transactional Leadership = 2.72 (median = 3, SD = .628), indicating moderate use of rewards and punishments for meeting expectations as a main method primarily used in operations

to ensure consistency. However, the frequency of transactional leadership is not as high as transformational leadership, which is in line with Alam and Noor's (2020) study that reports the existence of transactional type more towards maintaining stability rather than promoting innovation. Laissez-faire leadership scored the lowest, with an average of 2.82 (median = 3, SD = 0.606), suggesting that it has infrequent application and entails almost no guidance and decision-making. This is in congruence with Karim *et al.* (2023), who discovered the relationship between laissez-faire leadership and negative employee performance and customer service quality. Ultimately, while transformational leadership seems to

be the prevalent and preferred way that leaders engage employees, both transactional and laissez faire-based leadership operations are utilised but to a lesser extent though; however, the latter has been found to be effective the least in previous research.

Leadership Styles Influence Employees' Motivation and Their Ability

Table 2 shows the mean, median and standard variables scores for several dimensions of performance at work success and job satisfaction. The figure displays the way

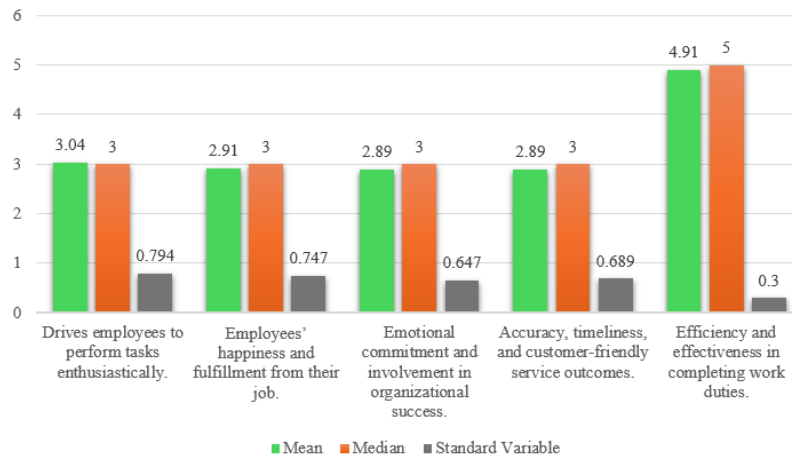


Figure 2: Leadership Styles Influence Employees' Motivation and Their Ability

in which certain measures, namely, job enthusiasm strong emotional commitment (customer se service outcomes) is measured under each of these statistics.

Figure 1 depicts various factors in the workplace and how each of them affect employees motivation or performance. The item “Drives employees to perform tasks enthusiastically” comes the top, and its mean is 3.04 (median = 3, SD = 0.794), indicating that enthusiasm for tasks has a moderate but positive effect on employee performance. This observation is consistent with the results reported by Uddin *et al.* (2024), who contend that enabling leadership, which encourages followers and their enthusiasm, is essential to increase employee motivation and performance. Like-wise, ‘Employees’ happiness and fulfillment from their job’ indicates a mean of 2.91 (median = 3, SD = 0.747), which means that it has some moderate influence on satisfaction and is less influential to performance than enthusiasm. Alam and Noor (2020) also articulate this point by arguing that although happiness and job satisfaction are important for well-being, but they do not really motivate in the same manner as intrinsic enthusiasm does. “Emotional commitment and the identification with organizational success” average: 2.89 (median = 3, SD = 0.647), indicating that this has moderate impact on the employee engagement in goal achievement. This result is consistent with Karim *et al.* (2023), who emphasize the importance of leadership behaviours for generating emotional attachment. Although transformational leadership is emphasised as a strong antecedent of employee engagement, emotional attachment is dependent on how employees can identify themselves with the organisation. “Accuracy, speed and customer-friendly service results” scores a mean of 2.89 (median = 3, SD = 0.689) highlighting the relevance for operational performance. But head-room factors

like efficiency play much less role in motivation than passionate or happy engagement does. Samad *et al.* (2023) confirm this, emphasizing that service quality is important to satisfy the customer but not necessarily to ensure that efficient operations also motivate staff – their motivation often comes from leadership and internal factors. Finally, “Efficiency and effectiveness in the performance of work” is one of the most appreciable factors (Mean = 4.91; Median = 5, and SD = 0.3), that is, employees have high standards in these influences. This aligns with Uddin *et al.* (2024), who argue that transformational leadership oriented towards empowerment and autonomy, directly enhances employees’ effective and efficient performance.

Customer Satisfaction Affects Loyalty and Repeats Purchases in the Retail Sector

Figure 3 compares the mean, median, and standard variable values for customer satisfaction and loyalty metrics related to retail experiences. The chart highlights factors such as meeting customer expectations, long-term commitment to a retailer, and customer recommendations. It illustrates the distribution and central tendencies of these key customer behavior indicators.

Figure 3 portrays the various dimensions that leads to customer satisfaction and loyalty. The same goes with attending to or exceeding customer shopping expectations, which has an average of 4.76 and falls just short of the median at 5, affirming that it is commonly perceived as important. Perceived store reliability and service consistency : The highest mean is 5, with low variability (SD=0.411), indicating high consensus on the importance of reliability in retailer’ confidence. Long term definite purchase from the same retailer also has a mean and median of 5, indicating high customer loyalty. Customers promoting the store well to others

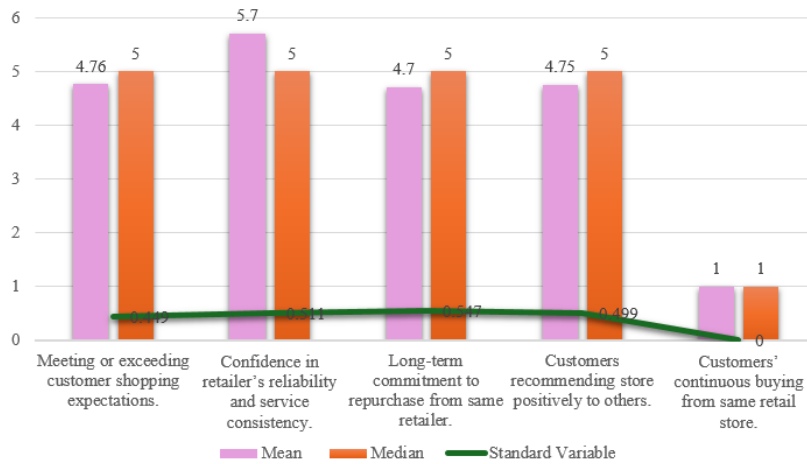


Figure 3: Customer Satisfaction Affects Loyalty and Repeats Purchases in the Retail Sector

sounds like a mean of 4.75, meaning no most customers would recommend the store but with some variation in responses. Finally, Customers' repeated visit to the same retail store is particularly low with a mean of 1, indicating among all factors that these variables are not salient. Samad *et al.* (2023), who stress that the most essential factor to loyalty and repeat purchasing is customer satisfaction, which tallies with the high scores of variables like service reliability or long-term repurchase intention. Similarly, Uddin *et al.* (2024) maintain that trust and loyalty are based on a customer's confidence in the retailer's service consistency, which is supported by our high loadings for confidence in reliability. Nevertheless, Alam and Noor (2020) mentioned that service quality by itself

cannot drive loyalty or repeat purchase; context-specific factors such as store image and customer engagement also matter. This jives with our low continuous purchase score, indicating that satisfied customers may be confident in the solution, but another driver such as pricing or competitive replacements has larger sway on long-term repurchase.

Satisfied Customers, Guided by Good Leadership Practices, Contribute to Boosting Sales and Revenue

Figure 4 presents indicators such as customer retention, sales growth, and financial earnings from customer purchases. The data highlights the stability and central trends of these retail success factors, providing insight



Figure 4: Satisfied Customers, Guided by Good Leadership Practices, Contribute to Boosting Sales and Revenue

into overall business performance. The Figure 4 showcases the most important numbers concerning customer interaction and retail sales. The proportion of lasting customers has mean of 0 and median of 1 which means that generally speaking there is a little retention. However, mean of sales volume (8.413) and total financial earnings from the purchase of customers had medians of 5, an evidence that there was a lot in the quantity of products sold and by the amount

achieved., respectively. The retailer's industry sales ratio has a mean value of 4.76, indicating that the market share of the retailer has not increased as its sales growth did. Finally, the total amount of revenue projected to be gained from a single customer is quite low, with an average of 0 and median of 1, showing little revenue coming from [an] individual customer. The growth rate in terms of sales and earning follows the trends from Samad *et al.* (2023) that customers are satisfied means more sales.

The low customer retention is consistent with Alam and Noor (2020) who argue service quality plays a critical role in securing long-term loyalty. The lower proportion of market share also conforms to Hossin *et al.* (2024), who argue that operational tactics are important in building market share. We now discuss the reasons underlying each of these findings in detail: The low revenue from MUS finally plays a significant role and is consistent with other studies (Karim *et al.* (2023, demonstrate the necessity of establishing long-term business relationships for growing customer life time value.

Findings

The research collected data from 400 (retail managers, employees and customers) of different age categories in Bangladesh. The maximum were belonged to age group 31-40 years(42.5%) followed by those of age group 20-30 years (32.5%). Members of male (50.75 %) and female (49.25 %) were almost equal. Over half the sample had attended university (55%), or possessed a master's degree (45%).

The most frequently-used leadership style among retail managers is transformational, which strongly emphasizes on empowerment and support to staff. Transactional leadership, which is used primarily for consistency purposes, is employed to a moderate degree and laissez-faire leadership the least so, with negative effects on human performance and customer service. Employee engagement has the highest effect on motivation, and work performance while happiness and emotional commitment have moderate effects. But operational efficiency has less motivation role, employee function highly in duty fulfilment and is positivity affected by transformational leadership. It is also very important to meet the expectations of customers in order to ensure satisfaction (with 91% respondents agreeing). Consumers express high trust in the dependability of the retailer and the consistency of service, which are important for developing loyalty. Although most shoppers on the channel are recommenders of the store, their level of repurchase from the given retailer is not high which means that loyalty does not necessarily translate in repeat purchases. The findings reveal impressive sales and financial performance but, very low customer loyalty with little revenue per consumer. It simply cannot spur the same demand or market share at this time to give them a better place on the shelf. These findings underscore the need for customer satisfaction and long-term relationships in continued growth.

Recommendations

Based on the study findings the significant recommendations are given below:

1. Retail managers would profit from using a transformational leadership style that empowers employees and creates enthusiasm and motivation among them, since this lead to higher levels of employee enthusiasm, performance and customer satisfaction.
2. In order to cultivate customer trust and generate

a more repeat sale, retailers also need to strengthen the quality of customers service in terms of responsiveness, empathetic and accurate services as well as limit the discrepancy problem between transaction success fase with transaction growth percentage.

3. Although it is less for motivation, efficiency operations--optimizing service procedures and store configuration can provide a better customer experience that will bring potential customers back.

4. Retailers need to build sustainable relationships with consumers by encouraging long-term loyalty, personalized experiences and ongoing interaction that drives lifetime value.?’

5. Distributors need expand their market share through the implementation of more targeted marketing strategy, build brand image and making price wars in order to get more space.

Limitations

This study is informative, but there are some caveats. First of all, the research only includes mainly urban retailers in Bangladesh so it might not be generalize able to rural or other area. Second, there might exist some bias and errors of self-reported survey data. For this study to be extended, data can be collected across various geographical locations and different time periods to investigate the longer-term impacts of leadership styles on customer loyalty in terms of sales increase. Besides, the externalities (like market competition) are hardly analysed.

CONCLUSION

This research emphasises the importance of leadership in influencing employee performance and customer satisfaction in the retail industry of Bangladesh. Leading change is identified as the most suitable leadership to increase employees' enthusiasm and quality in service delivery, with its focus on vision, empowerment and personalized support. On the contrary, laissez-faire leaders yield less successful results by adversely affecting employee performance and service quality. These employee-related effects are borne out as customer experiences that will drive strong levels of satisfaction and recommendations for the store. Yet despite good product reviews, repeat purchasing and customer retention are not quite where they should be - clearly satisfaction alone is not going to ensure long-term success. Retailers thus need strategies that can help to ensure happy customers are also loyal ones, whether it is through repeated serving or loyalty tools.

REFERENCES

- Hossin, M., Azam, S., & Hossain, S. (2024). Leadership style preferences in Bangladesh's SMEs: A study on transformational, transactional, and laissez-faire leadership. *Business, Management and Economics Engineering*, 22(02), 278–296. <https://doi.org/10.3846/bmee.2024.19944>

- Karim, M. M., Bin Amin, M., Ahmed, H., Hajdu, Z., & Popp, J. (2023). The influence of leadership styles on employee performance in telecom companies of Bangladesh. *Problems and Perspectives in Management*, 21(3), 671–681. [https://doi.org/10.21511/ppm.21\(3\).2023.52](https://doi.org/10.21511/ppm.21(3).2023.52)
- McCall, M. W. (1986). Leadership and performance beyond expectations, by Bernard M. Bass. *Human Resource Management*, 25(3), 481–484. <https://doi.org/10.1002/hrm.3930250310>
- Montano, D., Schleu, J. E., & Hüffmeier, J. (2023). A meta-analysis of the relative contribution of leadership styles to followers' mental health. *Journal of Leadership & Organizational Studies*, 30(1), 90–107. <https://doi.org/10.1177/15480518221114854>
- Samad, M. A., Abdullah, J., Shihab, M. A., & Islam, M. J. (2023). Factors influencing customer satisfaction in a retail chain store in Bangladesh. *Asian Journal of Managerial Science*, 12(2), 1–9. <https://doi.org/10.51983/ajms-2023.12.2.3559>
- Samy, P. K. (2025). Examining the influence of leadership styles on customer satisfaction within project-based organizations in the United Arab Emirates (UAE). *Journal of Information Systems Engineering and Management*, 10(48s), 243–253. <https://doi.org/10.52783/jisem.v10i48s.9499>
- Sihite, M., Soegiarto, I., Ilmi, M., & Ilham, I. (2024). The impact of leadership style, employee motivation, and organizational culture on job performance of start-up employees. *International Journal of Business, Law, and Education*, 5(2), 1736–1749. <https://doi.org/10.56442/ijble.v5i2.730>
- Uddin, M. J., Som, H. M., Hashim, R. A., & Rahman, T. (2024). Effect of leadership behaviors and job satisfaction on organizational citizenship behavior of private commercial banks in Bangladesh: A conceptual framework. *International Journal of Academic Research in Business and Social Sciences*, 14(4), 31–44. <https://doi.org/10.6007/IJARBSS/v14-i4/21071>