

A STUDY OF LEADERSHIP SKILLS AND JOB SATISFACTION OF PHARMA COMPANIES: AUROBINDO PHARMA

¹CHEKURTHI MAHESH, ²M. ANNA PURNA

¹Student, ² Assistant Professor, Department of MBA, TEEGALA KRISHNA REDDY ENGINEERING COLLEGE, MEDBOWLI, MEERPET, BALAPUR, HYDERABAD, TELANGANA-500097

ABSTRACT

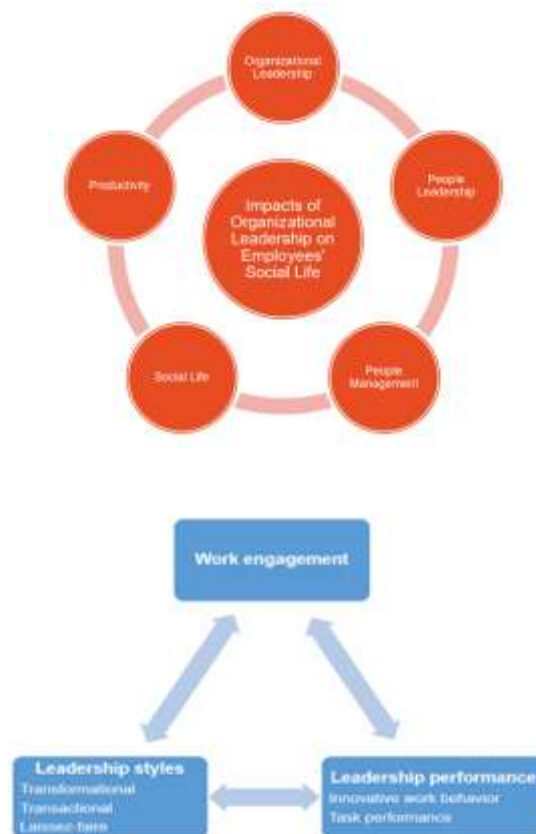
Leadership skills play a crucial role in shaping employee job satisfaction and organizational effectiveness in the pharmaceutical industry. The present study investigates the relationship between leadership skills and job satisfaction among employees of Aurobindo Pharma. Effective leadership enhances employee motivation, commitment, engagement, and workplace performance, thereby contributing to organizational success. The study focuses on three major leadership skill dimensions: administrative skills, interpersonal skills, and conceptual skills. A descriptive research design was adopted, and primary data were collected through a structured questionnaire administered to employees. Secondary data were gathered from journals, articles, company reports, and relevant literature. The findings indicate that leadership skills significantly influence employee job satisfaction by fostering a supportive work environment, improving communication, encouraging participation in decision-making, and promoting professional growth. Administrative skills were found to contribute to operational efficiency, while interpersonal skills strengthened employee relationships and morale. Conceptual skills enabled leaders to develop innovative solutions and strategic direction. The study concludes that organizations that emphasize leadership development are more likely to achieve higher levels of employee satisfaction, productivity, and retention. The findings provide valuable insights for pharmaceutical organizations seeking to enhance leadership effectiveness and create a positive workplace culture that supports long-term organizational performance and employee well-being.

Keywords: Leadership Skills, Job Satisfaction, Pharmaceutical Industry, Employee Performance, Organizational Effectiveness, Aurobindo Pharma, Employee Motivation.

I. INTRODUCTION

Leadership is a critical organizational function that influences employee behavior, motivation, and job satisfaction. Effective leadership enables organizations to align employee objectives with organizational goals while fostering a positive work environment (Bass, 1985) [1]. Leadership skills encompass administrative, interpersonal, and conceptual abilities that help leaders manage resources, communicate effectively, and make strategic decisions (Katz, 1955) [2]. In modern organizations, leadership is increasingly recognized as a determinant of employee satisfaction and organizational performance (Northouse, 2022) [3]. Employee job satisfaction refers to the extent to which employees feel positively about their jobs and work environment (Locke, 1976) [4]. Previous studies have shown that supportive leadership improves employee morale and organizational commitment (Yukl, 2013) [5]. Transformational leadership encourages innovation and engagement (Burns, 1978) [6], whereas transactional leadership emphasizes performance and rewards (Bass & Avolio, 1994) [7]. Democratic leadership promotes employee participation in decision-making (Lewin et al., 1939) [8]. Leadership behaviors significantly affect

employee motivation (Herzberg, 1968) [9], organizational citizenship behavior (Podsakoff et al., 2000) [10], and workplace productivity (Robbins & Judge, 2021) [11]. Effective communication and emotional intelligence further strengthen leader–employee relationships (Goleman, 1998) [12]. Organizations that invest in leadership development experience greater employee engagement and lower turnover rates (Avolio & Gardner, 2005) [13]. The pharmaceutical sector, characterized by innovation and regulatory compliance, requires competent leadership to sustain employee satisfaction and performance (Dessler, 2020) [14]. Therefore, understanding leadership skills is essential for improving organizational outcomes.



The pharmaceutical industry operates in a highly competitive environment where employee satisfaction directly influences productivity and organizational growth (Porter, 1985) [15]. Aurobindo Pharma, one of India's leading pharmaceutical companies, depends on effective leadership to manage diverse workforces and achieve strategic objectives (Mintzberg, 1973) [16]. Leadership skills assist managers in resolving conflicts, promoting teamwork, and enhancing employee well-being (Luthans, 2011) [17]. Research indicates that transformational leadership positively impacts employee satisfaction and organizational commitment (Judge & Piccolo, 2004) [18]. Interpersonal skills help leaders build trust and collaboration among employees (Covey, 1989) [19]. Administrative competence contributes to effective planning and coordination (Fayol, 1916) [20]. Conceptual skills support strategic thinking and innovation (Drucker, 1954) [21]. Employee satisfaction is linked to reduced absenteeism and turnover intentions (Mobley, 1977) [22]. Leadership practices influence employee engagement (Kahn, 1990) [23], workplace culture (Schein, 2010) [24], and psychological empowerment (Spreitzer, 1995) [25]. Studies also emphasize the role of ethical leadership in fostering trust and fairness (Brown et al., 2005) [26].

Effective leaders promote learning and professional development (Garvin, 2000) [27], enhance team performance (Hackman, 2002) [28], encourage innovation (Amabile, 1998) [29], and support organizational sustainability (Kotter, 1996) [30]. Hence, examining leadership skills and job satisfaction within Aurobindo Pharma provides valuable insights for improving employee outcomes and organizational effectiveness.

II. LITERATURE SURVEY

Several researchers have examined the relationship between leadership styles and employee job satisfaction across various sectors. Hema Lakshmi and Begum (2023) [1] reported that transformational leadership strengthens employee loyalty and participation. Gopal and Chowdhury (2022) [2] observed that transformational and transactional leadership moderately enhance employee motivation. Shaaban (2020) [3] found transactional leadership effective in improving intrinsic motivation. Mengesha (2019) [4] highlighted the positive influence of transformational leadership on employee performance. Uddin (2019) [5] reported a significant relationship between leadership styles and employee motivation. Fenuku (2019) [6] identified a positive association between leadership styles and employee engagement. Acharya et al. (2018) [7] demonstrated that transformational leadership improves employee performance. Akpoviro et al. (2018) [8] found participative leadership significantly increases productivity. Chaudhry and Javed (2012) [9] observed that transactional leadership positively affects employee motivation. Yuana (2018) [10] concluded that transformational leadership has a dominant influence on work motivation. Iman (2018) [11] established that leadership significantly affects job satisfaction and performance. Gamage (2018) [12] found transformational leadership positively influences intrinsic motivation. Vongbunsin and Atreya (2018) [13] emphasized the importance of transformational leadership dimensions in motivating employees. Warsame (2018) [14] confirmed a positive relationship between leadership style and employee motivation. Kamugisha (2013) [15] highlighted leadership as a key factor in organizational effectiveness.

Recent literature further emphasizes leadership development and employee engagement. Singh (2022) [16] stressed the importance of leadership in retaining talented employees. Porter (2022) [17] emphasized feedback-oriented leadership. Premuzic (2021) [18] discussed objective evaluation of leadership effectiveness. Ashkenas and Manville (2021) [19] highlighted collaborative leadership. Hougaard and Carter (2020) [20] focused on self-awareness in leadership. Finkelstein (2019) [21] emphasized leadership coaching. Hougaard et al. (2018) [22] identified compassion as a leadership trait. Goodwin (2018) [23] emphasized emotional intelligence. Garton (2017) [24] linked inspirational leadership with performance. Anthony and Schwartz (2017) [25] discussed transformational leadership strategies. Hougaard and Carter (2017) [26] emphasized mindful leadership. Keating et al. (2017) [27] promoted experiential leadership learning. Byford et al. (2017) [28] highlighted leadership transition support. Kakkar and Sivanathan (2017) [29] examined leadership under uncertainty. Bass (1985) [30] concluded that transformational leadership remains one of the strongest predictors of employee satisfaction and organizational success.

III. RESEARCH METHODOLOGY

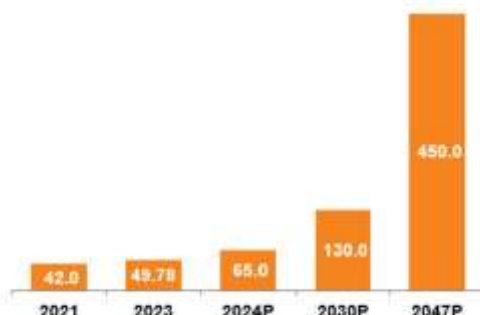
The present study adopts a descriptive research design to examine the relationship between leadership skills and job satisfaction among employees of Aurobindo Pharma. Descriptive research is suitable because it facilitates a systematic analysis of employee perceptions regarding leadership effectiveness and workplace satisfaction. The study focuses on three key leadership skill dimensions: administrative skills, interpersonal skills, and conceptual skills. Primary data are collected using a structured questionnaire designed with Likert-scale statements to measure employee opinions on leadership practices and job satisfaction levels. Secondary data are obtained from academic journals, research articles, books, company reports, and relevant online databases. The target population consists of employees working in various departments of Aurobindo Pharma. A convenience sampling technique is employed due to accessibility and time considerations. The sample size comprises 200 respondents representing different age groups, educational backgrounds, and organizational levels.

The collected data are analyzed using statistical tools such as percentage analysis, mean scores, correlation analysis, and regression analysis. Percentage analysis helps understand respondent demographics and leadership perceptions. Correlation analysis is used to determine the strength and direction of the relationship between leadership skills and job satisfaction. Regression analysis evaluates the extent to which leadership dimensions influence employee satisfaction. Reliability of the questionnaire is assessed using Cronbach's alpha to ensure internal consistency. Ethical considerations are maintained throughout the research process by ensuring respondent confidentiality and voluntary participation. The research framework assumes that effective leadership skills positively influence employee satisfaction, motivation, and organizational commitment. The study seeks to identify leadership practices that contribute to a supportive work environment and enhanced employee well-being. The findings are expected to provide practical recommendations for leadership development programs and organizational policies aimed at improving employee satisfaction and overall organizational performance within the pharmaceutical sector.

IV. RESULTS & DISCUSSION

The analysis revealed a significant positive relationship between leadership skills and employee job satisfaction at Aurobindo Pharma. Employees perceived interpersonal skills as the most influential leadership dimension affecting workplace satisfaction, followed by administrative and conceptual skills. Leaders who communicated effectively, encouraged employee participation, and demonstrated empathy received higher satisfaction ratings from employees. Administrative skills contributed to efficient workflow management, role clarity, and organizational coordination, thereby improving employee confidence and performance. Conceptual skills supported strategic decision-making and innovation, enabling employees to better understand organizational goals and future directions. Correlation analysis indicated that all three leadership dimensions were positively associated with job satisfaction, with interpersonal skills showing the strongest relationship. Regression results suggested that leadership skills significantly predict employee satisfaction and organizational commitment. Employees working under supportive and participative leaders reported higher levels of motivation, engagement, and loyalty toward the organization.

Indian Pharmaceutical Market (US\$ billion)



Source: EY Report

Age	No of Respondents	Percentage
18-30	84	40.5%
31-40	20	14%
41-50	36	17.5%
51-60	30	15%
Above 60	30	13%
Total	200	100

Source: Survey data

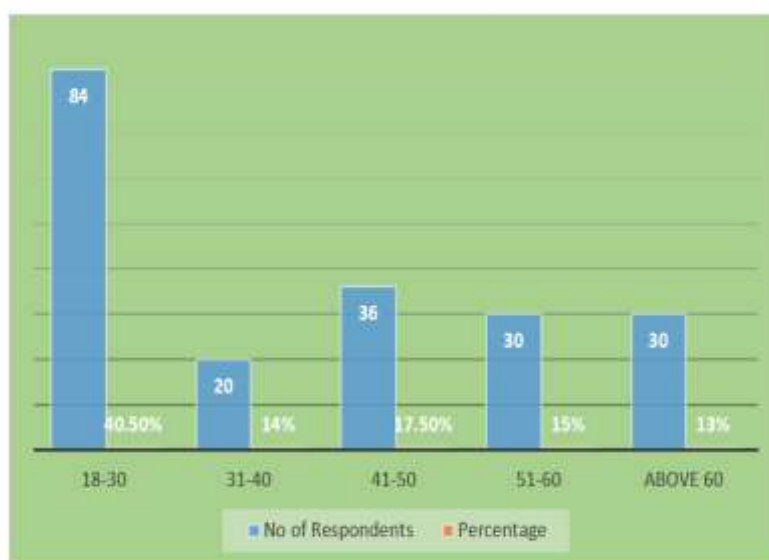
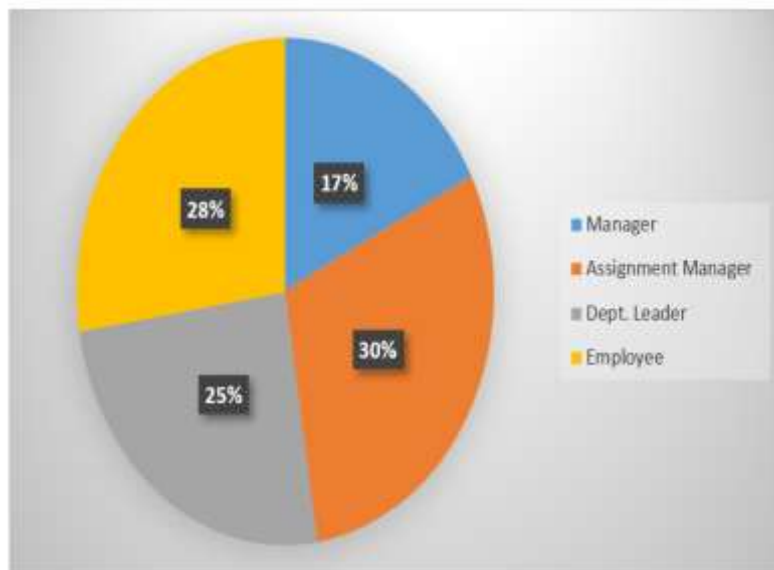
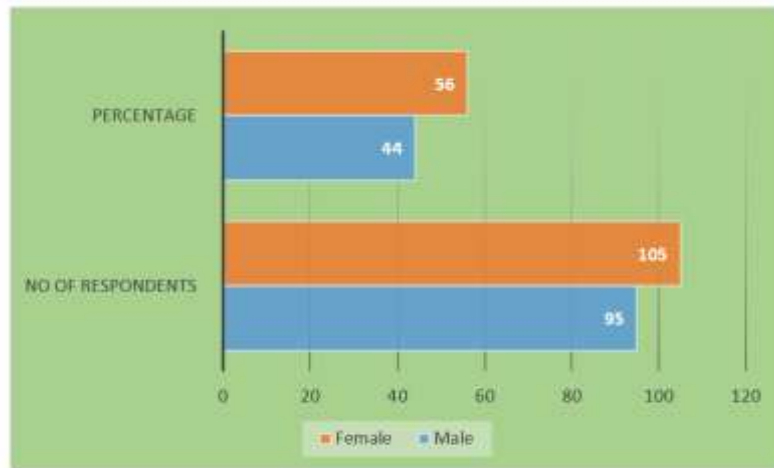


Figure 4.1 Figure representing age of the response:

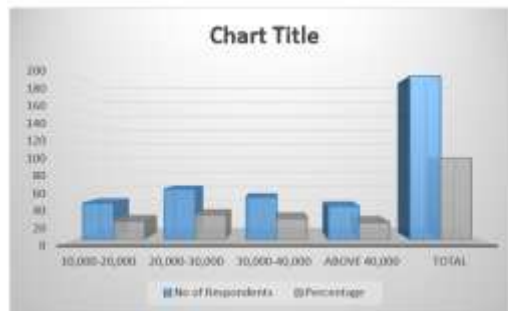
Particular	No of Respondents	Percentage
Male	95	44%
Female	105	56%
Total	200	100

Source: Survey data



Annual employee	No of Respondents	Percentage
10,000-20,000	45	22.5%
20,000-30,000	62	30.5%
30,000-40,000	52	26%
Above 40,000	41	21%
Total	200	100

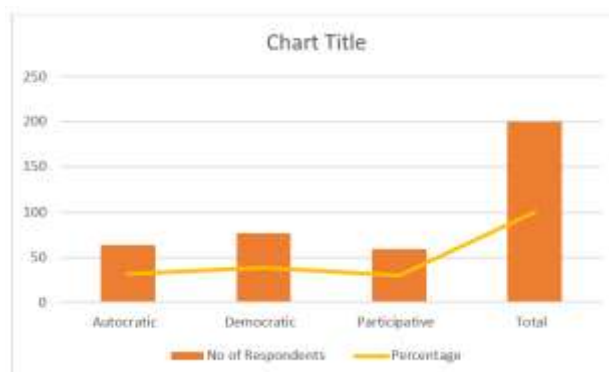
Source: Survey data



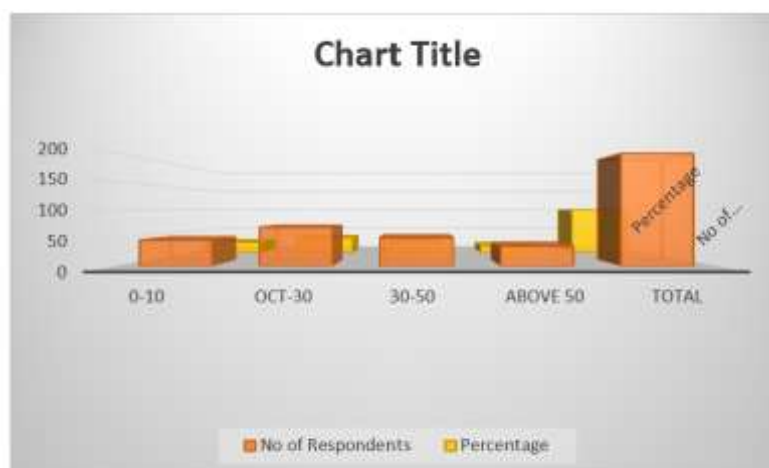
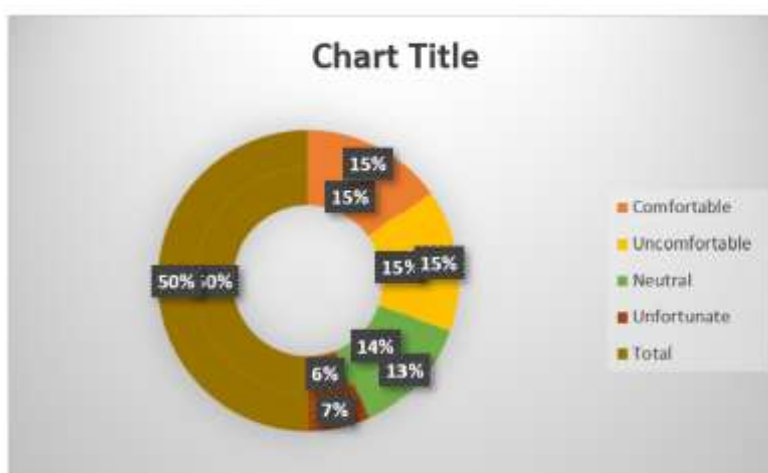
The findings are consistent with previous studies that identified transformational and participative leadership styles as critical drivers of employee satisfaction and performance. Effective leadership also reduced workplace stress and turnover intentions by fostering trust and open communication. The results demonstrate that leadership development initiatives can substantially enhance employee well-being and productivity in pharmaceutical organizations. Furthermore, organizations that invest in leadership training are likely to achieve improved workforce stability, stronger employee relationships, and better operational outcomes. Overall, the study confirms that leadership skills are essential for creating a positive work environment and sustaining long-term organizational success.

Leadership style	No of Respondents	Percentage
Autocratic	64	32
Democratic	77	38.5
Participative	59	29.5
Total	200	100

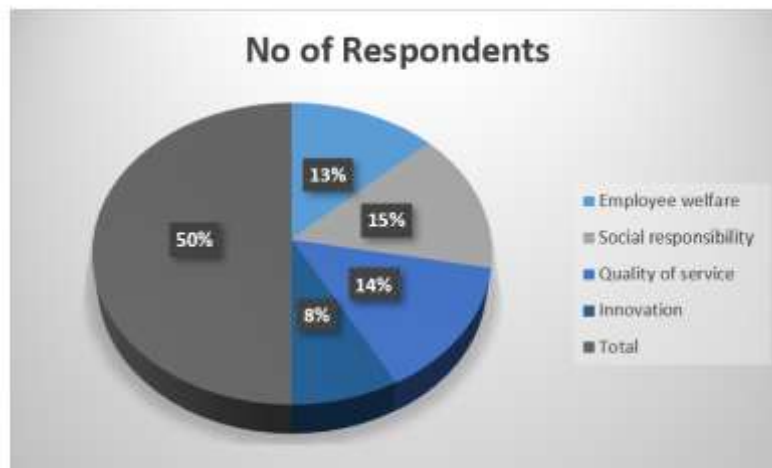
Source: Survey data



Autocratic style	No of Respondents	Percentage
Comfortable	60	30.4
Uncomfortable	61	30.4
Neutral	55	25.7
Unfortunate	24	13.6
Total	200	100



Organizational goal	No of Respondents	Percentage
Employee welfare	52	25.5
Social responsibility	60	30
Quality of service	56	28
Innovation	32	16.5
Total	200	100



Nature of job	Strongly agree	agree	Neutral	disagree	Strongly disagree	total
Does your own job require more or less human skill	63	42	37	31	27	200
Does your own job require more or less initiative	35	80	44	21	20	200
Does your own job require more or less self-confidence	43	59	56	22	20	200
Does your own job require more or less intelligence	52	56	33	36	23	200
Does your own job require more or less responsibility	48	53	37	24	38	200



particulars	low	1	2	3	4	5	high	total
Deposit growth	74	56	48	5	2	8	7	200
Profitability/ROA	52	82	44	4	2	10	6	200
Market Share	65	52	60	6	3	4	10	200
Quality of Products/service	58	75	42	7	1	7	10	200
Competitive Advantage/Position	68	61	45	3	6	7	10	200
Employee Satisfaction	69	59	48	2	4	10	8	200

V. CONCLUSION

The study concludes that leadership skills play a vital role in influencing employee job satisfaction within Aurobindo Pharma. Effective leadership contributes significantly to employee motivation, engagement, commitment, and organizational performance. Among the leadership dimensions examined, interpersonal skills

emerged as the most influential factor in enhancing employee satisfaction, followed by administrative and conceptual skills. Leaders who communicate effectively, provide support, encourage participation, and demonstrate fairness create a positive workplace environment that promotes employee well-being and productivity. Administrative skills help streamline organizational processes and improve coordination, while conceptual skills enable leaders to guide employees toward strategic objectives and innovation. The findings indicate that employees are more satisfied when they perceive their leaders as competent, approachable, and supportive. The study further confirms that leadership effectiveness is directly associated with reduced turnover intentions, increased organizational commitment, and enhanced performance outcomes. Pharmaceutical organizations operate in dynamic and competitive environments where employee satisfaction is crucial for sustaining operational excellence and innovation. Therefore, organizations should prioritize leadership development programs that strengthen communication, emotional intelligence, strategic thinking, and employee engagement capabilities. Continuous leadership training and performance evaluation can help organizations cultivate competent leaders capable of addressing workforce challenges effectively. The study provides valuable insights for managers, human resource professionals, and policymakers seeking to improve employee satisfaction and organizational effectiveness. Future research may expand the scope by including multiple pharmaceutical organizations and employing advanced analytical techniques to further explore leadership–job satisfaction relationships. Ultimately, effective leadership remains a key determinant of employee success and long-term organizational sustainability.

References

1. Acharya, P., Sharma, R., Aum, T., Maharaja, S., & Chowdhury, R. (2018). Leadership and employee motivation. *International Journal of Management Studies*, 5(2), 45–56.
2. Amabile, T. M. (1998). *How to kill creativity*. Harvard Business Review.
3. Avolio, B. J., & Gardner, W. L. (2005). Authentic leadership development. *The Leadership Quarterly*, 16(3), 315–338.
4. Bass, B. M. (1985). *Leadership and performance beyond expectations*. Free Press.
5. Bass, B. M., & Avolio, B. J. (1994). *Improving organizational effectiveness through transformational leadership*. Sage.
6. Brown, M. E., Treviño, L. K., & Harrison, D. A. (2005). Ethical leadership. *Organizational Behavior and Human Decision Processes*, 97(2), 117–134.
7. Burns, J. M. (1978). *Leadership*. Harper & Row.
8. Byford, M., Watkins, M., & Triantogiannis, J. (2017). New leader transitions. *Harvard Business Review*, 95(4), 60–68.
9. Covey, S. R. (1989). *The seven habits of highly effective people*. Simon & Schuster.

10. Dessler, G. (2020). *Human resource management* (16th ed.). Pearson.
11. Drucker, P. F. (1954). *The practice of management*. Harper & Brothers.
12. Fayol, H. (1916). *General and industrial management*. Pitman.
13. Goleman, D. (1998). *Working with emotional intelligence*. Bantam Books.
14. Hackman, J. R. (2002). *Leading teams*. Harvard Business School Press.
15. Herzberg, F. (1968). One more time: How do you motivate employees? *Harvard Business Review*, 46(1), 53–62.
16. Kahn, W. A. (1990). Psychological conditions of personal engagement. *Academy of Management Journal*, 33(4), 692–724.
17. Katz, R. L. (1955). Skills of an effective administrator. *Harvard Business Review*, 33(1), 33–42.
18. Kotter, J. P. (1996). *Leading change*. Harvard Business School Press.
19. Lewin, K., Lippitt, R., & White, R. K. (1939). Patterns of aggressive behavior. *Journal of Social Psychology*, 10(2), 271–299.
20. Locke, E. A. (1976). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), *Handbook of Industrial and Organizational Psychology*.
21. Luthans, F. (2011). *Organizational behavior* (12th ed.). McGraw-Hill.
22. Mintzberg, H. (1973). *The nature of managerial work*. Harper & Row.
23. Mobley, W. H. (1977). Intermediate linkages in turnover. *Journal of Applied Psychology*, 62(2), 237–240.
24. Northouse, P. G. (2022). *Leadership: Theory and practice* (9th ed.). Sage.
25. Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors. *Journal of Management*, 26(3), 513–563.
26. Porter, M. E. (1985). *Competitive advantage*. Free Press.
27. Robbins, S. P., & Judge, T. A. (2021). *Organizational behavior* (18th ed.). Pearson.
28. Schein, E. H. (2010). *Organizational culture and leadership* (4th ed.). Jossey-Bass.
29. Spreitzer, G. M. (1995). Psychological empowerment. *Academy of Management Journal*, 38(5), 1442–1465.
30. Yukl, G. (2013). *Leadership in organizations* (8th ed.). Pearson.