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**Impact of Organizational Culture and Leadership Style on Job Satisfaction of Executives in the Large Scale Apparel Industry in Sri Lanka**

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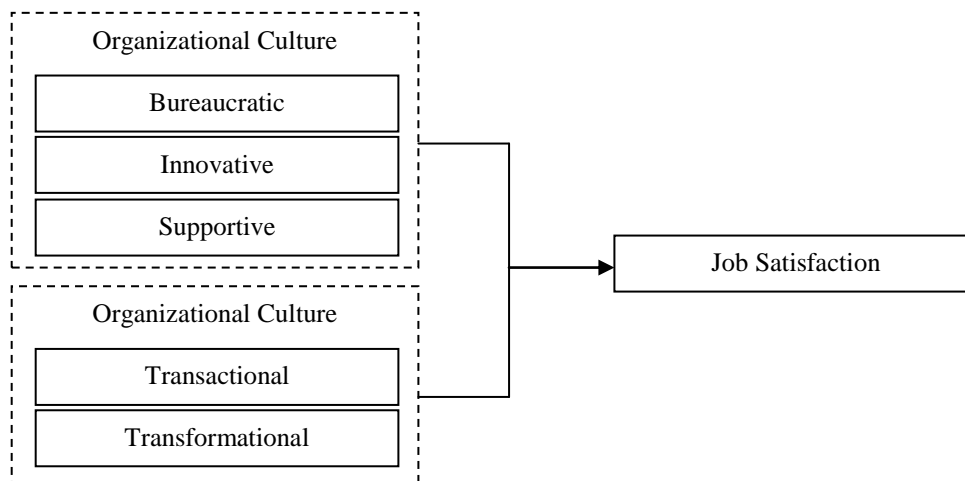
**Area of the Study**

This study attempts to identify the impact of organizational culture and leadership styles on job satisfaction of executive employees in large scale apparel industry in Sri Lanka.

**Problem**

There is a gap between empirical evidence and theoretical knowledge of how organizational culture and leadership styles impact on job satisfaction of the executive employees in large apparel industry in Sri Lanka.

**Conceptual Framework**



**Hypotheses**

- H<sub>1</sub>: Bureaucratic culture has a negative effect on job satisfaction of executive employees in large scale apparel industry in Sri Lanka.
- H<sub>2</sub>: Innovative culture has a positive effect on job satisfaction of executive employees in large scale apparel industry in Sri Lanka.
- H<sub>3</sub>: Supportive culture has a positive effect on job satisfaction of executive employees in large scale apparel industry in Sri Lanka.

**Method**

The data were collected from a randomly selected sample of 361 executive employees in large apparel industry by administering a structured questionnaire which consisted of 52 statements with 5 point scale. The data analysis included the univariate and bivariate analyses.

**Measures**

Organizational Culture: Questionnaire developed by Griffith and Elstakinin<sup>1</sup>

Leadership Styles: Questionnaire developed by Griffith and Elstakinin<sup>1</sup>

Job Satisfaction: Work (Nature of Work, Independence and Responsibility), Supervision (Supervision), Working Groups (Co-workers).

**Reliability**

Table: Cronbach’s Alpha Coefficients

	Instrument	Cronbach’s alpha
1	Organizational Culture	0.928
2	Leadership Styles	0.952
3	Job Satisfaction	0.976

**Data Analysis**

Table 2: Results of the univariate analysis

	BC	IC	SC	TSL	TFL
Valid	361	361	361	361	361
Mean	2.9806	3.7530	3.5699	2.6443	3.7165
Median	2.6	3.6667	3.5	2	4.2222
Mode	2.6	3	3	2	4.2222
Std. Deviation	0.8899	0.6541	0.5887	1.0608	1.0257
Variance	0.7919	0.4279	0.3466	1.1254	1.0521
Skewness	1.1004	0.4538	0.9599	0.9635	-1.1151
Std. Error of Skewness	0.1283	0.1283	0.1283	0.1283	0.1283
Kurtosis	-0.204	-1.0218	0.1872	-0.5826	-0.1937
Std. Error of Kurtosis	0.256	0.2560	0.2560	0.2560	0.2560
Minimum	1.8	3	3	1.625	1.5555
Maximum	5	5	5	5	5

Table 3: The Pearson’s Correlation between Independent Variables and Dependent Variable

	BC	IC	SC	TSL	TFL
Correlation	-.936	.503	.438	-.926	.906
Sig. (1-tailed)	.000	.000	.000	.000	.000

Correlation is significant at the 0.01 level (1-tailed)

Table 4: Results of Simple Regression Analysis of the Independent Variables

Variables	BC	IC	SC	TSL	TFL
Method	Linear	Linear	Linear	Linear	Linear
R Square	.876	.253	.192	.857	.821
Adjusted R Square	.876	.251	.190	.857	.821
F Significance	2.547	121.823	85.428	2.151	1.648
B-constant	6.623	.627	.855	5.799	.233
b-value	-1.047	.766	.741	-.869	.879

**Findings**

1. There is strong and negative relationship between bureaucratic and job satisfaction of the executives in the large scale apparel sector.
2. There is average and positive relationship between innovation and job satisfaction of the executives in the large scale apparel sector.
3. There is average and positive relationship between supportive culture and job satisfaction of the executives in the large scale apparel sector.
4. There is strong and negative relationship between transactional leadership and job satisfaction of the executives in the large scale apparel sector.

5. There is strong and positive relationship between transformational leadership and job satisfaction of the executives in the large scale apparel sector.
6. As Ra squared, 87.6% of the variance of job satisfaction is explained by the bureaucratic culture.
7. As Ra squared, 25.3% of the variance of job satisfaction is explained by the innovative culture.
8. As Ra squared, 19.2% of the variance of job satisfaction is explained by the supportive culture.
9. As Ra squared, 85.7% of the variance of job satisfaction is explained by the transactional leadership.
10. As Ra squared, 82.1% of the variance of job satisfaction is explained by the transformational leadership.

### **Conclusion**

It is concluded that among the three organizational culture types and two leadership styles, employer should consider especially on innovative and supportive cultural types and transformational leadership styles to work for employee satisfaction. Therefore, companies in the apparel sector have to upgrade innovative and supportive culture and practice transformational leadership style for the purpose of enhancing the employee job satisfaction.

Note:

1. Griffith, D & Elstak, M 2013, 'The impact of organizational culture and leadership styles on organizational commitment within SMEs', Maastricht School of Management, Suriname.



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