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**The Impact of Leadership Style of Supervisors’ on Employees’ Job Performance in Apparel Sector in Sri Lanka**

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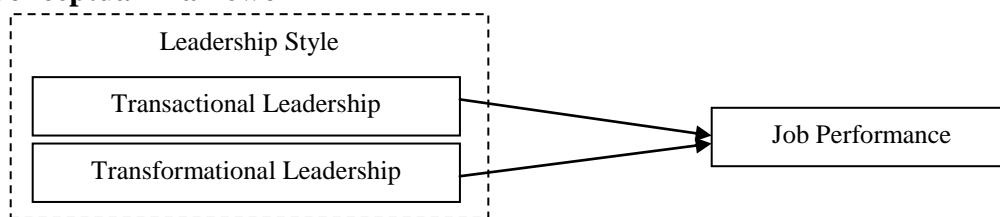
**Area of the Study**

As a significant determination of the job performance of employee, this study is to discuss the impact of the leadership style of supervisors’ on employees’ job performance in apparel sector in Sri Lanka.

**Problem**

The main objective of this study is to find out the impact of leadership style of supervisors on the job performance of the employees in the apparel sector.

**Conceptual Framework**



**Hypotheses**

- H<sub>1</sub>: There is a significant relationship between leadership style of the supervisor and job performance of employee.
- H<sub>2</sub>: Transactional leadership has positive relationship with employees’ performance.
- H<sub>3</sub>: There is positive relation between transformational leadership and employees’ performance.

**Method**

The data were collected from a randomly selected sample of 155 operational level employees in the apparel sector by administrating a structured questionnaire, which consisted of 30 questions/ statement with 5 point scale. The data analysis included the univariate and bivariate analyses.

**Reliability**

Table 1: Result of Cronbach’s Alpha

Instruments	Cronbach’s Alpha
Transactional Leadership style	0.743
Transformational Leadership style	0.732
Job performance	0.736

**Data Analysis**

Table 2: Univariate Analysis

	Transactional LS	Transformational LS	Job Performance
Mean	3.5452	3.6086	3.7462
Median	3.5000	3.5833	3.7500
Mode	3.33	4.00	4.00
Std. Deviation	.49722	.49093	.52062
Variance	.247	.241	.271

Skewness	.047	.082	.140
Std. Error of Skewness	.195	.195	.195
Kurtosis	.472	-.351	.336
Std. Error of Kurtosis	.387	.387	.387

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

	Transactional LS	Transformational LS
Correlation	0.375	0.547
Sig. (1-tailed)	0.000	0.000

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

Table 4: Result of Regression Analysis

Variable	Transactional	Transformational
Method	Linear	Linear
R square	0.141	0.299
Adjusted R square	0.135	0.294
F	25.066	65.250
Significance	0.000	0.000
B-Constant	0.358	0.516
b- value	0.500	0.642

### Findings

1. There is average and positive relationship between transactional leadership style of supervisor and employees’ job performance in the apparel sector.
2. There is average and positive relationship between transformational leadership styles of supervisor and employees’ job performance in the apparel sector.
3. As R squared, 13.5% of the variance of employees’ job performance is explained by transactional leadership styles of supervisors.
4. As R squared, 29.4% of the variance of employees’ job performance is explained by the transformational leadership styles of the supervisors.

### Conclusion

According to the correlation coefficients, and simple regression analyses, both styles of leadership of supervisors are important to determine the job performance of the employees. However, transformational leadership style of the supervisor is more significant than the transactional style when comparing these two leadership styles in the context to determining the job performance of employees in this sector.



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