

# Journal of HRM Perspectives

Impact of Emotional Dissonance on Work Stress: Study of  
Frontline Employees in Service Industries

*P. A. D. W. Sulakkana and T. D. Weerasinghe*

Impact of Perceived Transformational Leadership on Productivity  
of Information Technology Professionals in Sri Lanka: Mediating  
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Impact of Telecommuting on Individual Employment Decisions:  
A Perspective of Sri Lankan IT Expats in Singapore

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The Growth Driven by Multifaceted Leadership Styles

*J. M. D. Sameera Sulochana Abeywardena, Samantha Rathnayake and  
Ravi Bamunusinghe*

# **JOURNAL OF HUMAN RESOURCE MANAGEMENT PERSPECTIVES**

Insights on Human Resource Management Practices



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## **Editorial**

You are holding the second issue of 2020 of the Journal of HRM Perspectives (JHRMP) published by the Standing Committee on Applied Research and Knowledge Centre of the Chartered Institute of Personnel Management Sri Lanka, Inc. It gives me immense pleasure in writing this message as the Editor-in-Chief. Management thoughts are growing exponentially in this globalized business environment. While appreciating the past success of ‘HRM Perspectives’ we would also recognize that today's accelerating pace of change is putting pressure on our organizations to be at the forefront of HR management thinking since every organization runs with people. HRM Perspectives is a peer-reviewed bi-annual journal that provides a platform to researchers, academicians, professionals, and students in all areas of Human Resource Management to share research achievements, their perspectives, and practical experience.

This issue of Journal of HRM Perspectives throws light on the various areas of Human Resource Management and showcases and consists total number of five papers. Moreover, we have given an opportunity for our own students and members of the CIPM to use this journal as a platform to publish their own research findings. We are glad to say both members and the students made 100% contribution to the journal and the contributors of the journal are combination of both academics and HR professionals from the industry. The changes made with regard to the appearance and the contents and composition of the journal from this year in order to adhere the international journal standards. Our efforts will continue to explore broader horizons of knowledge and for that we want the cooperation from all of you by submitting your scientific papers online. As Editor of “Journal of HRM Perspectives (JHRMP)” I anticipate that this issue would be of immense value and will be definitely useful to both HR Professionals and academics in their practice or thinking process. This collection will also offer a window for new perspectives and directions in the area of HRM the readers’ mind for long. To achieve progress and to meet objectives we have to cross numerous milestones.

We look forward to develop JHRMP into its fullest potential and request researchers who are associated with research on Human Resource Management to contribute research articles in the form of original research, case reports, and reviews for consideration of publication in the future volumes of the Journal of HRM Perspectives. It is planned to submit the new journal to National Science Foundation, Sri Lanka to obtain Sri Lanka Journal online indexing service.

We welcome any suggestions for improvement in the Journal.

Wish you happy reading!

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## Impact of Emotional Dissonance on Work Stress: Study of Frontline Employees in Service Industries

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**Abstract:** There is a major global shift in economies which makes the service sector to emerge than ever before. In a competitive service economy, frontline employees have to play a crucial role in leading businesses to success by satisfying all the customers. Hence, organizations impose different rules to display emotions to which its employees are expected to adhere. Every employee doesn't feel the same and they are not in the same emotion when they work. Sometimes organizational expectations (display rules) and emotional status of employees at the moment tend to clash, that leads to emotional dissonance which is a major cause of work stress, which has been identified as a research gap in the extant literature to investigate further. Hence, bridging the lacuna in research, the current study was initiated with the purpose of assessing the impact of emotional dissonance on work stress of frontline employees of service sector organizations in Sri Lanka.

Current study is a cross-industry descriptive research in which a standard questionnaire was used to collect primary data through an off-line questionnaire survey. Standard measurement scales were used to assess the constructs in the conceptual framework. This is a quantitative-explanatory research for which primary data were collected from a sample of 141 frontline employees working in service sector organizations selected at the convenience of the researchers. Collected data were analyzed with the aid of SPSS by employing correlation and the regression analysis. A significant positive association was found between emotional dissonance and work stress. Moreover, findings revealed a significant positive impact of emotional dissonance on work stress of frontline employees. Thus, it could be recommended that, the service sector organizations should focus on building deep acting skills within employees because that is the sustainable solution for employee stress cause by emotional dissonance. Further, as short term solutions organizations can give recognition for the work they are doing, praise them and reward them financially and non-financially.

**Keywords:** *Display Rules, Emotional Dissonance, Work Stress of Frontline Employees*

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### Introduction

Service sector is emerging than other sectors in the world economy over the last few decades. Hence, most of the people work as service sector employees who directly deal with their customers. For those employees emotions play an important role determining how they function during the work day. 'Emotional

labor' and 'emotional dissonance' reflect how challenging it can be for employees to maintain a helpful and caring attitude when inside, they may be dealing with negative personal issues or work issues.

In customer service, sometimes employees have to deal with very rude people. Then it gets very hard to control the emotions, but still they have to do their

job (people who are working at airlines, banks, fast food outlets, hotels & etc). Every day they have to handle and deal with dozens of customers from the routine to disgruntled people. No matter what personal and work issues and emotions they have to deal with, they have to put on a happy face for excellent job reviews. They need to be able to regulate their emotions, and that is called 'emotional labor'. In other words, it is a way of emotional regulation in which employees control their emotions and feelings at work.

Front-line service employees are generally expected to express emotions such as happiness and sympathy. In service industry, showing such emotions is an important thing to maintain loyal customers to sustain the business. Those emotional job demands were associated with long-term effects such as burnout, depression, absenteeism, and lower job satisfaction, as most of the service interactions are face-to-face, including physical proximity that accounts for verbal and non-verbal emotional signs, generalization from voice-to-voice to face-to-face service encounters (Hopp, 2009).

Excessive energy, strength or resource requirements on individuals cause employees to fail, stressed or become exhausted as burnout. Maslach and Jackson (1984) stated that burnout is a state of physical and psychological exhaustion. Maslach's theory divides burnout into three dimensions. The first dimension is 'emotional exhaustion', which refers to the organization's excessive emotional demands on the individual during interpersonal interaction, where the individual is unable to manage, leading to exhaustion of emotional resources. Second is the 'depersonalization' dimension, where individuals lose feelings toward customers. That is, the employees either pay no heed to the customers, or view

them as objects, producing indifference or emotional distance. The final dimension is the 'reduced personal accomplishment' dimension, where individuals lose their motivation for their jobs, significantly reducing feelings of competence or a sense of professional accomplishment (Maslach & Jackson, 1984).

## Research Problem

Growth of the service industry has prompted the importance of employees' emotional labor. Emotional labor required by organizations can negatively affect on individual wellbeing such as their job satisfaction, attendance, turnover, sabotage, job performance and the mental and physical health of the employees. Emotional labor also cause stress of employees which can further developed into burnout as well. Also, it will cause dissatisfaction and turnover intentions among employees. Though there could be other reasons for being stressed at work, emotional dissonance is one of the biggest issues that happen to effect on employees in that matter. If the stress of employees is not dealt with, eventually it could be converted into severe mental disorders including depression. Furthermore, if an organization doesn't identify the emotions of its employees and doesn't provide any support for them to cope with the internal feelings, their manipulated behaviour toward customers as per the organizational requirement, will negatively effect on those employees' wellbeing which is ultimately become a cost to the organization.

Even though 'work stress' and the 'stress at work' have been investigated adequately in previous research studies in the domain of Human Resource Management (HRM), a very little attention has been given to examine the effect of emotional dissonance on work stress of employees, especially, for frontline employees in service industries.

It could be identified as an empirical gap in up-to-date literature. Moreover, in Sri Lanka a contextual gap is found where only a very few number of studies have attempted to study the current scenario emphasized in this research. Hence, having identified those gaps, to bridge the lacuna in the context and literature, in the current study below mentioned research problem is raised.

***What is the impact of emotional dissonance of frontline employees in service sector on their work stress?***

## **Literature Review**

Last two decades of the twentieth century witnessed a major global shift in the distribution of employment away from agriculture & industry to the service sector. With this transition, it has been the creation of a relatively new labor market characterized by work roles that emphasize interactions between front-line service workers and customers. As a consequence, a new type of work demand, that of emotional labor, has emerged as a key component of interactive service delivery. This work requires constant interaction with customers, and the requirement to regulate emotions at work. It is not unusual to experience constant abuse from angry customers, and in these situations the service providers must maintain organizational standards with respect to customer service and adherence to the organizational value that the customer is always right (Dollard, 2003).

Emotional labor can be defined as the regulation of both feelings and expressions to support the display rules promoted by an organization and its goals (Zhan *et al.*, 2016; Grandey, 2000). With a very sound focus on customer service, employees in the hospitality and tourism industry engage in emotional labor to comply with 'organizational display rules' and create a service oriented culture for

their valued customers. With organizations focusing to uphold the service quality interactions between customers and employees and developing research interest in organizations' attempts to manage and direct employee emotional displays, literature looking in to the impact and influence of emotional labor has acquired interest since the early 1990s (Morris & Feldman, 1996).

Ashforth and Humphrey (1993) explained that spontaneous and authentic emotions and emotional labor has a huge impact on task effectiveness. Eventhough, deep and surface acting are strategies of emotional labor, employees sometimes feel organization desired emotions without acting or changing their emotions as per the organizations' display rules. If we get a front desk employee of a hotel as an example, if he already feeling happy and positive he doesn't have to act according to the display rules of the hotel and he will serve better when interacting with customers.

Further, Morris and Feldman (1996) stated that emotional labor is constructed around the organization's expectations for employee-customer interactions such as how often they interact, how long they are interacting and how intense their interaction is impacts an employee and influence employee emotional labor. Also, the display rules of the organization influence and regulate employee expressions and emotional labor.

According to the concusions of Hochschild (1983), Morris and Feldman (1996) and Grandey (2015), when people put an effort in surface and deep acting it causes emotional dissonance and identified as manifestations of emotional labor among employees. In most of the extant literature some constructs such as emotional intelligence and emotion exhaustion has excluded since they can't be measured and it is grounded for separate theories and concepts. Thus,

some papers have included surface and deep acting, emotional dissonance, emotive effort since they can be measured (Lee, 2019).

In most service sector organizations it is important to treat customers with friendliness and courtesy regardless of the customers' behavior. Also, this is perceived as an important part of the job they are doing. The effort involved in managing one's emotions in return for a wage has been labeled 'emotional labor' (Hochschild, 1983 as cited in Goussinsk, 2011). When we deal with the customers as a service sector employee we have to put an effort and have a planning as well as we need a control to express organizationally desired emotions (Morris & Feldman, 1996). According to Goussinsky (2011) in some cases employees doesn't have to put an effort to show unfelt emotions because they genuinely feel the emotions that they are required to display (Diefendorff *et al*, 2005; Tschan *et al*, 2005; Zapf *et al*, 1999).

The most examined employee outcome of emotional labor (Chu *et al.*, 2012; Hu *et al.*, 2017; Hur *et al.*, 2013; Kim, 2008; Lee & Ok, 2012; Li *et al.*, 2017; Lv *et al.*, 2012; Newnham, 2017; Rathi *et al.*, 2013) was burnout and its three components which are emotional exhaustion, depersonalization and diminished personal accomplishments. The mostly used theoretical set of ideas were the COR theory (Hobfoll, 1989) to explain the nexus between emotional labor and burnout. For example, Hu *et al.*, (2017) found a strong, significant association among 'emotional labor' and 'level of thier emotional exhaustion'.

Hu *et al.*, (2017) explained that engaging in emotional labor can threaten the employee resources and those resources can be depleted when they are expended toward meeting the requirements of emotional labor. Also, Hur *et al.*, (2013)

found emotional exhaustion is one of the main outcomes of surface acting mostly in the flight attendants.

Hur *et al.*, (2013) argued that when they have to show the emotions that they don't actually have they may feel distress or strain that will lead to emotional exhaustion. Li *et al.*, (2017) found that showing emotions that employees don't actually have can deplete their resources that can also lead to emotional exhaustion. Lee and Ok (2012) also showed that; when employees faking their emotions while interacting with customers, their cognitive resource is depleted and it is leading to emotional exhaustion.

There are some other employee outcomes of emotional labor such as well-being (Sandiford & Seymour, 2002) and employee creativity and stress (Geng *et al.*, 2014). Geng *et al.*, (2014) extended his search on the employee related outcomes of the emotional labor. As a result he examined employee creativity and job stress in frontline employees. According to the results they showed that deep acting positively influence the employee creativity while surface acting prevent them from accomplishing the creativity. They successfully used the depletion of cognitive resources and the cognitive appraisal theory of stress (Lazarus & Folkman, 1984) to explain their results while developing their model. As an example, they showed that surface acting depletes cognitive resources which employees using for their other tasks like creativity, so surface acting can be appraised as a hindrance stress.

In most of the service sector jobs, companies expect from the service providers such as nurses, clerks, call center agents to express positive emotions when they interacting with the customers even though they actually feel no specific emotion at all (Wegge *et al*, 2009). Furthermore, Wegge *et al.*, (2009) found that the personality of employees and the

aggressiveness of customers are potential antecedents of emotional dissonance. Emotional dissonance is one facet of emotional work.

Generally, there is no total agreement on how to describe emotion at work but most researchers explained it as a multidimensional construct that include different facet like alternativeness to emotional display rules and emotions of other people, the more or less dynamic display of emotions or cognitive processes involved in producing fake emotions or not showing specific emotions. Based on the work of Hochschild (1983) these processes are often described as surface acting (e.g. managing only the displaying part of emotions by faking or concealing feelings) or deep acting (e.g. when employees try to engage fully to their prescribed work role by influencing what they really feel according to the client's perspective). According to these emotional dissonance experiences are referred to as surface acting (Tschan *et al.*, 2005) because successful deep acting might lead to reduce the dissonance experience. So, emotional dissonance is a concept that can be found in theories of emotion work and it is a strain reaction toward a specific stressor.

There are some potential benefits of emotion work like high income for service providers (e.g. waiters) and high quality service for customers as well as some problems such as emotional exhaustion and emotional dissonance. Employees have to show empathy and sympathy when they interact with clients and it will cause emotional dissonance makes mismatch between felt emotions and organizationally desired expressions of emotions. On the one hand, there is some evidence that often display of positive emotions corresponds positively with job satisfaction and feelings of self-accomplishments. On the other hand there is some evidence that employees who are experiencing emotional dissonance at

work are normally less satisfied with their job and have higher emotional exhaustion (Wegge *et al.*, 2009).

Emotional dissonance is a main phenomenon in call center work as well. Even though, there is no direct face to face contact with customers, those employees typically need to be friendly customers with the call center. Zapf *et al.*, (2003) found that compared to the employees working in similar service sector jobs call center agents are required to express less negative emotions. Also, the performances of the agents are often monitored by the organization (e.g. by making test calls, recording calls). Likewise, organization can detect deviation of performance easily (Holman, 2003). Earlier research on emotion work in call centers has shown that there are some interesting variables that can affect to the amount and intensity of emotional handling process like the frequency and duration of interactions or the degree of observing of interactions (Holman, 2003).

According to the meta-analysis of Thoresen *et al.*, (2003) workers high on 'Negative Affectivity' (NA) regularly report lower job satisfaction while workers high on 'Positive Affectivity' (PA) are typically more satisfied. NA is identified as having a negative sight on life which is generally followed by the experience of negative emotions, health disorders and burnout like emotional exhaustion. PA reflects a common positive prospect on life and is followed by experiencing positive emotions regarding problem solving.

According to a newly developed method that assesses the forms of customer related stressors like verbally aggressive customers, Dormann and Zapf (2004) found in three samples of service workers that customers who shouting at service workers is a strong stressor which is positively causing burnout and experiences of emotional dissonance.



According to the theory of action regulation (Zapf, 2002), or theories related to the use of volition in emotion regulation, the presence of emotional dissonance can be negatively affected to the work motivation and health of the service providers. The reason for this is emotional dissonance functions demand extra effort as it is a regulation problem and it can drain the emotional resources as time goes (Zapf, 2002). Moreover, the willful presentation of positive emotions and controlling one's own feelings continuously is very demanding. Volitional emotion control demand more energies and, as a result, their performances can be decreased. Altogether, it is very clear that emotional dissonance is positively correlated with emotional exhaustion and health problems of service agents.

Central to the theories of emotional labor is the concept that organizations make emotional display rules that decide what emotions should be expressed with interacting with customers by the employees (Morris and Feldman, 1996). For human service employees, the emotional display rules generally consist of the demand to express positive emotions and to conceal negative emotions when interacting with the customers (Diefendorff *et al.*, 2006). A new study that examined and compared emotional display rules across various cultures (e.g. The USA, Singapore, France, Israel) indicated that since display rules with service members are being forecasted by culture dimensions (e.g. power distance and collectivism), the requirement to completely suppress negative emotions when interacting with customers, consistent through cultures (Grandey *et al.*, 2010). Various studies have revealed that demands to go along with certain display rules cause to emotional exhaustion and burnout only if they result in a disturbing inconsistency between the expressed emotions and the

emotions that actually being felt (Holman 2003). This difference between expressed emotions and the internal feelings of emotions has been defined as 'emotional dissonance' (Hochschild, 1983; Morris & Feldman, 1996).

Emotional dissonance is considered the most important facet of emotional labor in accounting for difference in emotional exhaustion among employees (Grandey, 2002; Dollard *et al.*, 2003; Zapf, 2002). A common finding is that it has many negative outcomes for service providers, like symptoms of stress such as psychometric disorders, stress, depression and lower satisfaction (Abraham, 1999, 2000; Heuven & Bakker, 2003; Zapf, 2002). Researchers have explained that a consistent sense of mismatch between real and expressed emotions signifies a threat to service workers' emotional autonomy and creates emotions of 'being a fake' (Holman *et al.*, 2002) and of estrangement from self (Hochschild, 1983). Hochschild argued that when employees do not "own" their feelings, they get more psychological problems from emotional labor. So, it is one's view of the emotions is distressing not always the emotion work itself.

Being a target of persistent hostility from customers', demands constant emotion control, which may deplete one's resources in the long run (Grandey *et al.*, 2004). More incidents may results in more efforts to control emotions and may increase emotional dissonance through consistent use of faking positive emotions and concealing actual emotions.

Studies have showed that when employees are met with abuse form customers and when felt anger is experienced, they tend to show emotions that they do not actually feel (Grandey *et al.*, 2002 ; Holman, 2003) and that customer rudeness is seriously related with emotional dissonance (Dormann & Zapf, 2004; Tschan *et al.*, 2005). Consequently, it is assumed that persistent encounters with misbehaving

customers should cause a strong sense of difference between display and actually felt emotions, which in turn can lead to a decreased sense of well-being.

As a support for the above view, a study about flight attendants showed that emotional dissonance fully mediated the relationship between emotionally charged interactions with drunk, demanding and aggressive passengers and emotional exhaustion (Heuven *et al.*, 2006).

To find whether emotional dissonance mediates the connection between customer aggression and job induced tension, a sample of call center workers were used. Call center work generally requires high levels of strong interpersonal interactions with customers (Deery *et al.*, 2002) and past researches have shown that call center workers often become targets of customer aggression and abuse, while they are also highly anticipate to display emotions that comply with organizational display rules, to 'appear happy and glad to serve' in spite of any discrepancy of emotions they may have (Deery *et al.*, 2002; Grandey *et al.*, 2004). Anyway, because work in call center organization is distinguished by low autonomy (Grandey *et al.*, 2004; Zapf *et al.*, 2003) was examined on two other samples of employees from a wide range of service sector jobs.

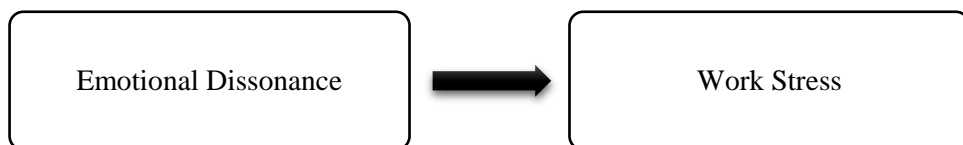
Furthermore, evidence found in the extant literature relating to all the relationships assessed while controlling for some

demographic variables and negative affectivity. Negative affectivity is appeared to be a solid and enduring aspect of personality that is expressed by the tendency of individuals to experience negative emotions over time and through situations, to dwell on the negative side of the world and of themselves and to have a negative world view (George, 1992; Watson & Clarke, 1984). Various researches (Burke *et al.*, 1993; Podsakoff *et al.*, 2003) showed that such disposition can influence self-report views of organizational stressors and thus should be regulated before assessing the effect of environmental stimuli of affective reactions. In studies done on service workers, negative affectivity has been identified to relate to job induced strain and emotional exhaustion (Grandey *et al.*, 2005), as well as to both reported frequency and stress appraisal of customer verbal aggression (Grandey *et al.*, 2004).

Building on the above theoretical reasoning and empirical evidence the following hypotheses were advanced.

- H1a:** There is a significant relationship between emotional dissonance and work stress of frontline employees in the service industry.
- H1b:** There is a significant impact of emotional dissonance on work stress of frontline employees in the service industry.

The above hypothesized relationships are depicted in figure 01; conceptual framework of the study.



**Figure 01: Conceptual Framework of the Study**

*Source: Researchers, 2020*

## Materials and Methods

Current study was planned to carry out according to the quantitative approach as a cross-sectional, field study. Hypothetico deductive methodology was predominantly applied. The target population of this study was employees in Sri Lanka who deal with end customers when they are providing services. As the total number of respondents in the population is unknown, convenience sampling techniques would be more appropriate to be used to select the study sample. A total of 141 employees were selected at the convenience of the researchers, considering the unit of analysis as a ground level service sector employee (as cited in Nannully, 2016).

Measurement scales of two constructs/variables in the conceptual framework were adopted from previous researchers in the domain of 'emotional-work studies'. The questionnaire used to assess the independent variable; emotional dissonance was based on the questionnaire developed by Diefendorff *et al.*, (2005). All the items were scored on a five point Likert scale ranging from 1 for "Strongly disagree" to 5 for "Strongly agree". The questionnaire used to assess the dependent variable; employee work stress was based on the questionnaire developed by Cavanaugh *et al.*, (2000). There are 11 items scored on a five point Likert scale ranging from 1 for "Strongly disagree" to 5 for "Strongly agree". Primary data were collected via an off-line questionnaire survey.

The collected primary data were analyzed with the aid of Statistical Package for Social Sciences (SPSS). Frequencies and Descriptive statistics were used to elaborate the sample composition and the individual behavior of two variables. Validity and reliability of the measurement scales and the primary data set were ensured through the Confirmatory Factor Analysis (CFA) and the Cronbach's Alpha coefficient of internal consistency. Further, correlation analysis, regression analysis, and ANOVA test were done to test the advanced hypotheses and to draw conclusions.

## Data Analysis

The final sample of the current study (n=141) consisted of 51.8% (n=73) males and 48.2% (n=68) females. 24.8% of the sample is less than 24 years (n=35) and 36.2% of the sample is between 24 and 30 (n=51). Also 16.3 % of the sample is between 30 and 36 while 12.8% of the sample is between 36 and 42 years of age. 35.5% of the sample is married (n=50) and 64.5% of the sample is single (n=91). Table 1 exhibits the demographic composition of the sample.

Internal consistency statistics were used to ensure the reliability of measurement scales (for each dimension and for each construct) which was assessed through the cronbatch's alpha coefficient with the aid of SPSS. Further, the data was tested for normality and linearity before proceed with the hypotheses testing.

**Table 01: Demographic Composition of the Sample**

	Variable	Count	Percentage
<b>Gender</b>	Male	73	51.8
	Female	68	48.2
<b>Civil Status</b>	Married	50	35.5
	Single	91	64.5
<b>Age</b>	Less than 24 years	35	24.8
	24-30 years	51	36.2
	30-36 years	23	16.3
	36-42 years	18	12.8
	More than 42 years	14	9.9

*Source: Survey Data, 2020*

### Correlation Analysis

To examine the relationship between Emotional dissonance and employee work stress a scatter plot is constructed. According to scatter plot linear relationship was found among two variables. As the relationship is linear, researchers used 'Pearson correlation coefficient' to assess the strength of association among above mentioned two constructs / variables. As shown in table 02; Pearson correlation coefficient is 0.472 suggesting that there is a moderate

positive relationship between emotional dissonance and employee work stress. As the significant value (0.00) is less than desired level of significance/baseline (0.01) at 95% confidential level, the found correlation coefficient (0.472) is statistically significant.

Hence, there are statistical evidence to claim for a significant relationship between emotional dissonance and work stress of frontline employees working in service industries.

**Table 02: Results of Correlation Analysis**

	Work Stress	Emotional Dissonance
Work Stress	Pearson Correlation	1
	Sig. (2-tailed)	<b>.472**</b>
	N	141

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

*Source: Survey Data, 2020*

## Regression Analysis

In the current research simple regression was used to test the research model and develop the regression equation. Then

take the coefficient of determination to measure the marginal contribution of variables in the research model. The R Square value of the computed research model is given in table 03.

**Table 03: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.472 <sup>a</sup>	<b>.223</b>	.217	.46346

a. Predictors: (Constant), Emotional Dissonance

*Source: Survey Data, 2020*

According to the model summary given in table 03; the R Square value is 0.223. Thus, it could be statistically claimed that, 22.3% of a variance in the dependent

variable (employee stress) is explained by the fitted regression (using the considered independent variable) model while other factors remain constant.

**Table 04: ANOVA**

Model	Sum of Squares	df	Mean Square	F	Sig.
1					
Regression	8.562	1	8.562	39.859	<b>.000<sup>b</sup></b>
Residual	29.857	139	.215		
Total	38.419	140			

a. Dependent Variable: Work Stress

b. Predictors: (Constant), Emotional Dissonance

*Source: Survey Data, 2020*

**Table 05: Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.362	.220		10.720	<b>.000</b>
	Emotional Dissonance	.367	.058	.472	6.313	<b>.000</b>

a. Dependent Variable: Work Stress

*Source: Survey Data, 2020*

As per the table 04; the fitted second regression model is significant as Sig value is 0.000 which is less than 0.05. Hence, H1b is accepted, and it could be

claimed that the fitted regression model is significant at the confidence interval of 95%.

**Table 06: Residual Statistics**

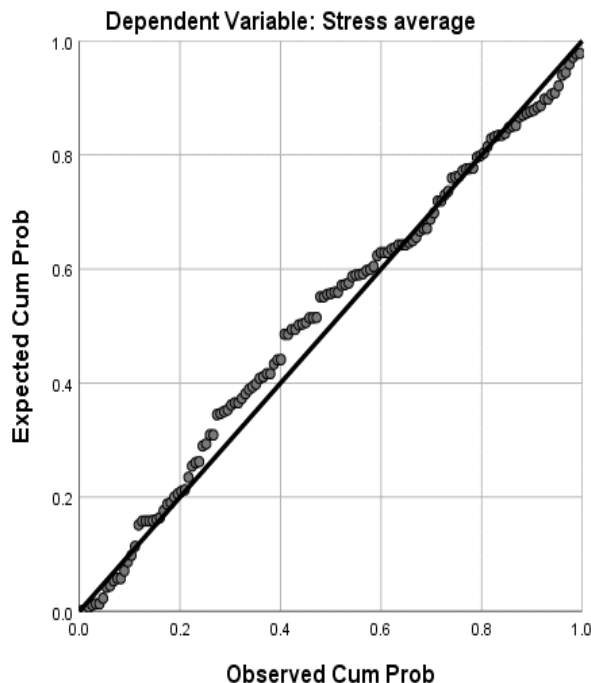
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.7290	4.1983	3.7305	.24730	141
Residual	-1.47670	.93388	.00000	.46181	141
Std. Predicted Value	-4.050	1.892	.000	1.000	141
Std. Residual	-3.186	2.015	.000	.996	141

a. Dependent Variable: Work Stress

Source: Survey Data, 2020

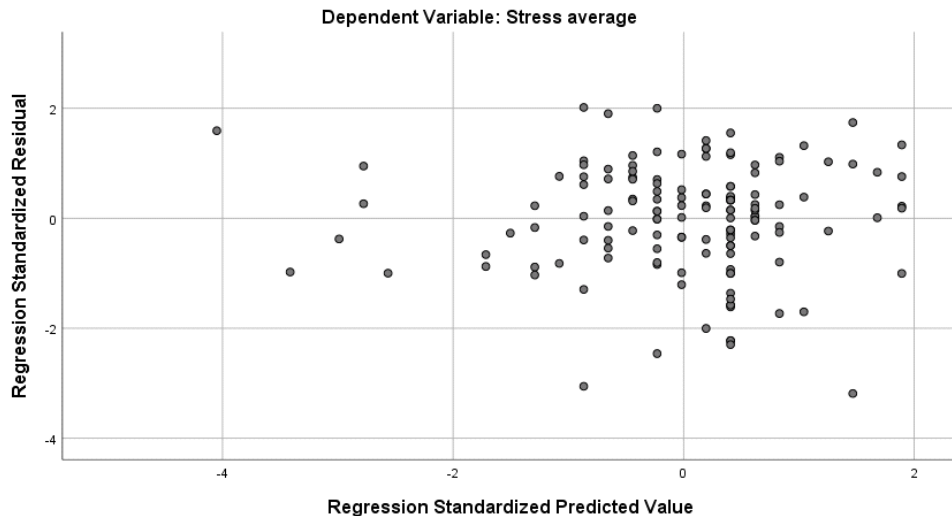
Following is the constructed regression equation; where X stands for emotional dissonance, and the work stress of front-line employees in service sector is given by Y.

$$Y = 2.362 + 0.367X$$



**Figure 02: Normal P P Plot of Regression Standardized Residual**

Source: Survey Data, 2020



**Figure 03: Scatterplot of Residuals**

*Source: Survey Data, 2020*

A straight, diagonal line in a normal probability plot indicates a normally distributed data set. The data are plotted against a theoretical normal distribution in such a way that the points should form an approximate straight line. Deviations from the straight line indicate deviations from normality. According to figure 02, the points on the normal probability plot of 141 normal random numbers from a nearly linear pattern, and according to the figure 03 the dots are scattered indicating that the residuals are normally distributed, and there is no pattern. Hence, the regression model is fitted enough to do future predictions.

Having considered the above mentioned statistical evidence two alternative hypotheses (H1a and H1b) advanced in the current study were accepted. In conclusion, it could be stated that Emotional Dissonance is a significant predictor variable of Employee Stress. Also according to the table 06 the mean value of error term/Residual is centered around 'zero' and it suggests that, this

model is fitted enough to do future predictions.

## Results and Discussion

In this research, the purpose of the study was to assess the impact of emotional dissonance on employee stress. The results were intended to be used to acquire a better understanding of what relationship exists between emotional dissonances and employee stress.

The sample consisted with 141 employees selected by using convenience sampling techniques. The researcher used a questionnaire to gather primary data needed for the study and the questionnaire was developed referring literature related to the subject and questionnaire developed by an earlier researcher. The study utilized a quantitative method and it is cross – sectional study. The questionnaire consisted with three sections. First section consisted with the questions related to personal information of employees. Section 2 related to emotional dissonance,

section 3 of the questionnaire consisted with questions related to employee stress.

SPSS (Statistical Package for the Social Science) was used to analyze the gathered data. To interpret the analyzed data and to obtain results, graphical charts, descriptive statistics, histograms, correlation and coefficient and simple regression analysis were used. To present personal information pie charts and bar charts were used. To test the relationship between variables, correlation analysis is used. Simple regression analysis was used to identify the significance of the relationship (coefficient analysis) and the degree of the impact of independent variable on dependent variable and it is analyzed by using adjusted R square value.

It is found that there is a positive moderate relationship between emotional dissonance and employee stress. As the significant value 0.000 (2-tailed) is smaller the desired level of significance (0.05) at 95% confidential level, the found correlation coefficient (0.472) is statistically significant. So, there is statistical evidence to claim H1a that there is a significant relationship between emotional dissonance and employee stress. Moreover, Bakker and Heuven (2006) also found in their studies that emotional dissonance has a relationship with employee stress. Further, the discrepancy between felt and expressed emotions are likely to result in higher levels of stress and burnout of employees (Grandey *et al.*, 2004).

The simple regression analysis describes that emotional dissonance has a positive significant impact on employee stress. Also, there are some evidences that employees who are experiencing emotional dissonance at work are normally less satisfied with their job and have higher level of stress and emotional exhaustion (Wegge *et al.*, 2009). This study showed a statistically significant

relationship among emotional dissonance and employee stress, only 22.3% of emotional dissonance is impacted on employee stress. Which means, there might be other 77.7% of unexplained factors/variables not considered in the conceptual framework of the current study which has an impact on employee stress. Moreover, the mean values of residuals/error term demonstrate that the regression model is fitted enough to predict the future scenarios of the same relationship.

## Conclusion

Purposes of the current study were to assess the impact of emotional dissonance on employee stress in service industry and to provide recommendations to decrease the stress through the findings. Two hypotheses were advanced and test by collecting primary data in order to achieve the above purposes. Data was collected from the 141 ground level employees using the questionnaire. Collected data was analyzed through the SPSS software and found that, there is a significant relationship between emotional dissonance and employee stress, also emotional dissonance positively impact on employee stress.

The main objective of this study was achieved as it has found a positive significant impact of emotional dissonance on frontline employees' work stress in the service industry. The findings of this study are useful for identifying the reason in order to take action for reducing the stress. Further, this study is useful for the various professionals in the service industry, especially for the organizations which the core business is providing various services to customers face to face, to get the insights from the results and recommendations for this analyzed problem. In addition to that, this provides the information to review and revise their HRM practices, increase employee



satisfaction and retention related in a way of with the support from further researches. And also this provides variety of information related to this context for who are interested. Furthermore, this study provides theoretical and practical knowledge with the research guide for the university students and other person who are interested to learn.

## Implications

Each and every organization should pay their highest attention on employees because employee satisfaction is the primary factor of customer satisfaction. If employees are in stress, that condition make them to do a poor job when they interacting with customers. There are a wide variety of practices can used to help employees to relieve the stress they feel such as give recognition to their work,

praise them, giving them financial and non-financial rewards, provide counseling services, help them to build deep acting skills etc.

It is important to help employees to provide a satisfactory service to customers because they are the creators of customer satisfaction. For companies to succeed in a highly competitive marketplace positive display rules should be imposed. If employees can display friendly gestures and genuine emotions when they serve customers it will benefit the company while it is very healthy for employee too. Hence, companies should focus on building deep level of [greater degree of] acting skills within employees as it is a sound, sustainable and healthy solution for the issue of work stress of frontline employees.

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# Impact of Perceived Transformational Leadership on Productivity of Information Technology Professionals in Sri Lanka: Mediating Effect of Organizational Commitment

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**Abstract:** Today, the IT industry in Sri Lanka hiring cost of IT professionals is rising day by day. Therefore, the problem is how employers could motivate IT professionals to achieve organizational goals and how to lead employees to improve productivity. The leadership style of a leader will not only effect on achieving organizational goals, but also employee performance. But in management research area the Transformational Leadership had played an extensive role and it influences on employee productivity. This study attempts to assess the impact of perceived transformational leadership on productivity of IT professionals in Sri Lanka with the mediating effect of organizational commitment. For the quantitative survey, a total of 202 questionnaires were collected using simple random sampling technique and the sample size of this research is based on Krejcie & Morgan's (1970) formula. Sample size is determined as 270 based on calculation for a general population and 90% confidence level and 5% of standard margin error. The population of this study was IT Professionals in Sri Lanka, who are directly working in ICT organizations. The effective response rate is 75% and the results show that the productivity of IT professionals is moderate and positively influenced by transformational leadership. In addition to that, organizational commitment was found to be a partial mediator between transformational leadership and employee productivity. Thus, research findings remind organizational managers should work as leaders and explore the transformational leadership styles to improve the productivity of employees and thereby it will eventually improve employee's organizational commitment. The results of this research are thought to be very helpful in future studies and it can be conducted as a case study for other organizations. Correspondingly, it can be conducted based on other leadership styles with IT professionals and depending on the industry area leadership styles can be changed and it will be beneficial for the development of employee productivity.

**Keywords:** *Transformational Leadership, Organizational commitment, Employee productivity*

## Introduction

"If you are a successful, it is because somewhere, sometime someone gave you a life or an idea that started you in the right direction" (Gates, 2018). Over the past years there have been many paradigms shifts that proven the existing status quo. Humankind massed their future growth to develop their lives taken through from someone and discovered the right path to sustain the true success. In current organization context the question is do our

leaders adequately play their role in making productivity on staff to make a better work place.

It is evident that a good leader is easy to spot. He creates your team members successful and highly motivated. Stay loyal and prepare to go for an extra mile to get the task done, but the question is how exactly to become a leader? Some person can take the team to the highest level and this is where Transformational leadership comes in. The Transformational

Leadership approach asks fundamentally different questions about what it means to be employees, what is certainly meant by growth and seek to find what power and value distributions are needed to enhance both individual and group employee productivity. Still empirical studies argue that the essence of a Transformational Leader is diverse from the generic Leader. If a manager practices Transformational leadership, the person be able to motivate people to grasp their goals and drive them towards beyond their usual limits. Intelligent leaders use multiple intelligences such as creation of inspiring motivation by linking organizational commitment and employee goals and tasks by a context and help employees to see how they can contribute for their and organization success (Malasinghe, 2015).

Literature has been figured out because of the globalization in modern era, IT companies are in crucial context to gain competitive advantages based on their human resource skills. Managing employees from various backgrounds and different stress levels is a difficult task and it depends on the style of leadership that organizations have (Albion & Gagliardi, 2007). Productivity in IT industry argue that there are certain factors employees face when performing the duties such as, long work hours, usage of new technology, projects completion deadlines, relationships with the superiors & subordinates, pay and compensation and nature of job functions. For these reasons, transformational leadership fundamentally nurtures more job satisfaction through organization commitment, given its ability to convey entrepreneurship and intellectual stimulation (Givens, 2008).

Empirical evidences are found that the current practice of leadership does not appear to solve any of the major issues facing the world today and differences are still approached through negative conflict (Malasinghe, 2015). Transformational

Leadership regarding the topic of organizational performance suggests that this variable is one of the most important for leaders to consider when attempting to build and improve their operations (Kroll, 2016). Despite the importance of employee productivity few investigators have sought to understand what facilitates desired outcomes when it comes to improve the productivity of employees (Kroll, 2016). Thus, above highlighted matters led to look at the impact of where Transformational leadership can make remarkable improvements through organization commitment in building employee productivity and sustaining values in an organizational system.

## Research Problem

Evidences shows that recent changes in IT field such as 24x7 roster operation on critical services, have not yet significantly supported on employee productivity concern (Edyvean, 2017) and this has leads to a question whether Transformational Leadership style and its characteristics can support or not on improving employee productivity. Due to the lack of empirical knowledge and theories found in the field of IT, a special focus was created to assess the mediating effect of organizational commitment between Transformational Leadership and employee productivity.

IT Professionals have their unique characteristics. Thus, it has been proven that identifying objective measures of IT professionals are difficult (Banker & Kemerer, 1989). They are more perceptual than factual as their jobs are more complex (Guhathan, 2008). However, IT organizations are dependent on skills and performance of its workforce, therefore it is very important to check “How far IT professionals in Sri Lanka have been adopted by Transformational leadership and its impact on their productivity with

the mediating effect of organizational commitment”

## Research Questions

The research questions focus on the problems associated with the study. Thus, the primary research questions are briefly specified as follows,

1. What is the relationship between perceived Transformational leadership style and Employee Productivity?
2. What is the relationship between perceived Transformational leadership style and Organization Commitment?
3. What is the relationship between Organizational Commitment and Employee Productivity?
4. What is the mediating effect of Organizational Commitment between perceived Transformational leadership style and Employee Productivity?

## Research Objectives

The research problems and questions are focused impact of Transformational leadership styles on Employee Productivity, mediating effect of Organization Commitment. This study attempts to explore the extent to which in Sri Lankan Information Technology field seen from IT professional's perspective. Therefore, the key objectives of the study are as follows:

- To assess the relationship between perceived Transformational leadership style and Employee Productivity.
- To assess the relationship between perceived Transformational leadership style and Organization Commitment.

- To assess the relationship between Organization Commitment and Employee Productivity.
- To assess the mediating effect of Organizational commitment between perceived Transformational Leadership style and Employee Productivity.

## Literature Review

### Transformational Leadership Style

At the end of the 20th century, the leadership expert “James Mac Gregor Burns” first introduced the concept of transformational leadership. Burns emphasized the importance of this contemporary kind of leadership and later became more concerned with it as the world is witnessing rapid and enormous changes.

It was evident that the world is changing very fast with the help of Information technology industry. During last ten years, information technology and globalization brought drastic transformations in people, their expectations and their behaviours in the organizations. Thus, the managers, supervisors cannot lead employees in the same way they did in past. They need to step up and show the way more than guiding and they need to get personally involved in critical activities. At this stage there is more than one proper leadership style which is important in aware the employees and how to apply right style in right moment (Casse & Claudel, 2011). Thus, a special focus was highlighted that leaders are essential for accomplishing effective organizational outcomes and they achieve this through the exercise of several behaviours or styles towards their followers.

According to theories, there are four dimensions of Transformational leadership such as **idealized influence, inspirational motivation, individualized**



**focus and creativity & innovation**  
(Avolio et al., 1999).

- a) **Idealized influence** refers leaders, who acts as strong role models for their subordinated due to their exceptional performances and prioritize subordinates needs and offer a vision (Metwally & El-bishbishy, 2014).
- b) **Inspirational motivation** refers to the manner in which leaders motivate and inspire their followers to achieve ambitious goals and optimistically view the future. They encourage them to exceed their own expectations to achieve levels of performance and have a collective vision that they can articulate to followers (Bass, 1985).
- c) **Individualized focus** is the development of followers through coaching, mentoring and shows great concern for their followers. Treat them as individuals and get to know them well listen to their concerns and ideas. (Ogola, 2017).
- d) **Creativity & innovation** is concerned with the role of leaders in challenging creativity and innovation among their followers. The leader encourages followers to explore new ways of doing things, learning opportunities and solving difficult problems (Metwally & El-bishbishy, 2014).

## **Organizational Commitment**

The concept Organizational commitment has grown in popularity in the literature on industrial and organisational psychology. Organizational commitment is employees psychologically attachment to the organization. It predicts work variables such as turnover, organizational citizenship behaviour and job

performance. Interest in organizational engagement was mainly stimulated by its proven adverse turnover relationship. Committed staff were discovered to be less likely to leave an organization than uncommitted staff.

Some of the factors such as role stress, empowerment, job and security unemployability and distribution of leadership shown to be connected to the workers' sense of organizational commitment (Angle & Perry, 1991). Organisational commitment is an attitude echoes feeling such as attachment, identification and loyalty to the organisation as an object of commitment (Morrow, 1993). It is a core predictor of employee's attitude to the organization and is a strong indicator of employee turnover behaviour.

The word "Commitment" has been identified repeatedly throughout the different studies as an important factor in understanding employee productivity in organizations. According to literature there are different approaches to "Organizational Commitment" and it can be categorized at least three related factors (Mowday & Steers, 1979),

- a) A strong belief in and acceptance of the organization's goals and values.
- b) A willingness to exert considerable effort on behalf of the organization.
- c) A strong desire to maintain membership in the organization.

In this manner it involves dynamic relationship between employee and organization such that they are prepared to give something of themselves in order to contribute to the organization's success. But this study further needs to be investigated that employees will also be committed to other aspects of their working environment, such as family or political reasons.

Most of the large software companies outsource their operations to some developing countries to reduce labour cost and improve the productivity. Therefore, leadership style especially transformational leadership is very much important to motivate employee's commitment to the organization (Akram et al., 2011). Furthermore, Organizational commitment is a kind of belief that connects employees' feelings and values with organization values (Buchanan, 1974). It is an individual countenance of loyalty and dedication on a job role in an organization (Kanter, 1968). Organizational commitment specifies that employee goal is similar or matching with organizational goals and it can inspire employees' productivity and loyalty (Chen & Aryee, 2007). There are some values in organization. If employees trust and accept the organization values, they work hard with the commitment and help to achieve organizational goals (Chen & Hong, 2005). It is evident that employee's high organizational commitment is beneficial for organization and it indicates that employers have identified them. (Jiang & Huang, 2002).

Ghosh (2014) found it had been expected that several measures of employee productivity would be sensitive to differences in the levels of commitment of the members of the organization. Thus, it was hypothesized that organizations members were strongly committed would have both high participation and high production. Such organizations relatively show low turnover of employees, high operating efficiency, low absenteeism and innovative behaviours. Organization commitment is generally assumed to be a desirable quality that should be adopted by employees. There has been comparatively little research in Sri Lanka related to this study. Alongside, examining the link between organizational commitment, transformational leadership style and employee productivity will be an

influential scope towards IT industry in Sri Lanka.

## Employee Productivity

Employee productivity sometimes denoted as workforce productivity is an assessment of the efficiency of a worker or group of workers. Productivity can be assessed in terms of an employee's production over a particular time span. Typically, for staff doing comparable job, the productivity of a specified employee will be evaluated relative to an average. Because much of any organization's achievement depends on its workforce's productivity, worker productivity is a significant factor for companies (Bartelsman & Doms, 2000).

All organizations strive to be more efficient, but it is complex and needs a holistic strategy that targets all stages of company, from better management and powerful leadership to developing the organizational and job structure, while paying close attention to employee engagement and productivity. Increase the productivity at an organization or work place is a central priority in the business. Through improvements it is possible for organizations to achieve growth, boost profitability and defend the competition. But starting to tackle work of productivity it is more challenge to measure the improvements. This is because many facts effects and they are interlinking and dependent. It is evident that leadership and best management practices playas central role in unlocking this puzzle. But it is equally important the impact of employees, their engagement, well-being and their interaction with the work place environment (Connor, 2017).

Productivity of employees is very crucial factor for the company's achievement in today's competitive economic environment. Organizations have now understood that human capital is the main

asset. Due to various factors employees get stress in the working environment and their productivity is getting down.

Successful organizations recognize the significance of workplace productivity. Being productive can assist the company to boost and use the human resource competencies, capabilities it has. Most productive firms have happy and healthy staff who are the foundation of organisation. Andy (2014) listed three viewpoints why productivity is important (Table 2.1). But however, if company doesn't give the incentive to the employees to increase productivity, Employee want to start looking for another job because the lifeblood of that company is running out.

### **Transformational Leadership and Employee Productivity**

Research on leadership importance began in the 1920s with analyses that confirmed leadership skills significance in making differences in the productivity of employees. During the 1950s and 1960s, several studies were conducted to investigate how managers could use their leadership traits to increase work satisfaction among employees (Metwally & El-bishbishy, 2014). Data on the impact of transformation leadership clearly indicate that this approach has significant implications for followers and collectively transforms employees into organizational performance (Hoxha, 2015).

Giroux and McLarney (2014) provide an expanded assessment of the climate impact of transformation leadership, noting that this result has systemic consequences for employees, customers and shareholders. Motivated employees who work in a supportive environment provide more effective customer service, boost organizational performance and lead to financial gains for shareholders. The quality of the relationship between the

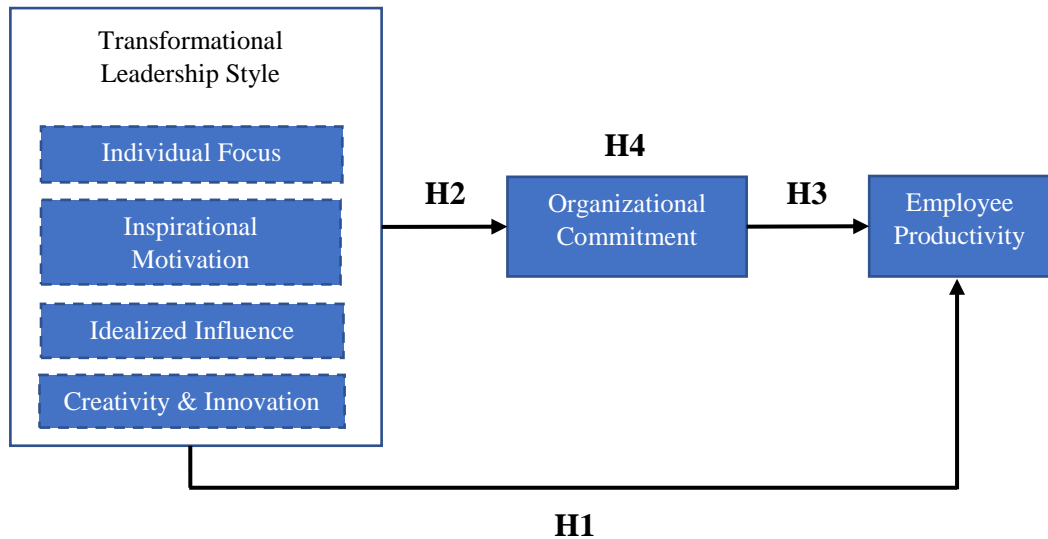
leader and employee has a major impact on the self - confidence and job satisfaction of employees. Leaders who are polite and respectful or supportive of their subordinates lead to higher levels of employee productivity than those who are either indifferent to their subordinates or unconcerned with them (Metwally & El-bishbishy, 2014).

A review of the relevant literature reveals that different relationships theorists have generated between transformation leadership and employee productivity from their own research and that leadership behaviour has been found to be positively related to productivity and therefore managers need to adopt appropriate leadership behaviour due to its significant impact on employee productivity (Bodla & Nawaz, 2010) and the literature suggested that transformational leadership style should be adopted to improve workers performance.

Finally, the aim of this study is to extend the investigation of transformational leadership characteristics and evaluate its impact on previously studied context for leadership including four characteristics, which is on employee productivity.

### **Conceptual Framework**

The framework is based on the findings presented in chapter two literature review. Since the research follows a deductive strategy, the conceptual framework has been developed in line with theoretical and empirical justifications. The model provides the framework for the research design and data analysis. The following framework presented in figure 01 serves as a foundation to the model of the mediating effect of organizational commitment between Transformational Leadership Style and Employee Productivity.



**Figure 01: Conceptual Framework**

## Hypotheses of the Study

From the above literature review, found that many factors were affecting the Transformational Leadership and using the above Conceptual framework model, the following hypotheses were developed:

1. **H1:** There is a significant relationship between perceived Transformational leadership styles and Employee productivity.
2. **H2:** There is a significant relationship between perceived Transformational leadership style and Organization Commitment.
3. **H3:** There is a significant relationship between Organization Commitment and Employee Productivity.
4. **H4:** Organizational commitment is a mediator between perceived Transformational Leadership and Employee Productivity.

## Sampling Method

This research finds the relationship between perceived Transformational leadership style on employee productivity of IT professionals in Sri Lanka. But in the industry, we can observe Information Technology professionals works in different areas where IT is used. Sampling plan will determine corresponding value of the population and sampling process involve in defining the population, sample frame, determining sample size, specifying sampling method (random sampling) and finally collect data and asses the response rate (Hamed, 2016).

**Population:** The first step is to define the targeted population. Population is defined as the comprehensive number of components and it includes elements such as organizations, individuals and items from a set of data that are chosen to be measured as the sample of the study (Sekaran, 2003). For this study population was around 85,000 professionals in IT industry in Sri Lanka (Sri Lanka Export and Development Board, 2017).

**Sampling frame:** Second step is to define the sampling frame. It lists the real sample cases take from IT professionals who works in companies corresponding to the software, telecommunication, IT services and manufacturing and represent the population.

**Sampling technique:** Next step is the sampling technique, in general it can be divided in to two main categories as Random sampling and Non-random sampling. This study is not a case study or qualitative research. This study is a **quantitative** research and the researcher wants to consider above mentioned sectors in IT field to be included in the sampling frame, thus every item in the population has an equal chance being included in the sample. Therefore, this study has selected **Random sampling** and researcher use the **simple random sampling** as the technique. The questionnaire was distributed according to sample size and individuals were selected randomly from different areas where IT professionals work in such as Telecommunication, Manufacturing, Financial, Software and IT services.

**Sampling size:** The actual sample size represents the amount of answers received from submitted questionnaire. There are many methods to calculate sample size (including formulas). Determining a sample size for a population on a research is very crucial. A random sample must be on sufficient size to prevent sampling errors or biases. The sample size of this research is based on Krejcie and Morgan's (1970) formula. Sample size is determined as 270 based on calculation for a general population and 90% confidence level and 5% of standard margin error.

## Measurements and Data Analysis Techniques

### Variable Operationalization

All the variables required for this study were identified in the literature review. This section describes the operational definition for each of the variables and their type as well as the scale used to measure the variable. This was done by looking at the behavioural dimensions, properties of the variables.

**Table 01: Operationalization of Variables**

Variable	Dimensions	Indicators	Question Number	Source & Application
<b>Transformational Leadership Style</b>  (It is the process of one individual's ability to motivate and influence their subordinates)  (Ferreira & Rodriguez, 2015)	<ul style="list-style-type: none"> <li>Individual Focus</li> </ul>	<ul style="list-style-type: none"> <li>Supervisor's advise</li> <li>Help on self-development</li> <li>Genuine concern</li> </ul>	<ul style="list-style-type: none"> <li>Q8</li> <li>Q9</li> <li>Q10</li> </ul>	Avolio & Bass (2004) (Five Point Likert Scale)
	<ul style="list-style-type: none"> <li>Inspirational Motivation</li> </ul>	<ul style="list-style-type: none"> <li>Inspired at Job</li> <li>Give reward &amp; recognition</li> <li>Provides appealing image</li> </ul>	<ul style="list-style-type: none"> <li>Q11</li> <li>Q12</li> <li>Q13</li> </ul>	Avolio & Bass (2004) (Five Point Likert Scale)
	<ul style="list-style-type: none"> <li>Idealized Influence</li> </ul>	<ul style="list-style-type: none"> <li>Mentor in Job</li> </ul>	<ul style="list-style-type: none"> <li>Q14</li> <li>Q15</li> </ul>	Avolio & Bass (2004)

Variable	Dimensions	Indicators	Question Number	Source & Application
		<ul style="list-style-type: none"> <li>Keep complete faith</li> <li>Proud to be associated with superior</li> </ul>	<ul style="list-style-type: none"> <li>Q16</li> </ul>	(Five Point Likert Scale)
	<ul style="list-style-type: none"> <li>Creativity &amp; Innovation</li> </ul>	<ul style="list-style-type: none"> <li>Encourages critical and strategic thinking</li> <li>Rethink about ideas</li> <li>Think about old problems in new ways</li> </ul>	<ul style="list-style-type: none"> <li>Q17</li> <li>Q18</li> <li>Q19</li> </ul>	Avolio & Bass (2004)  (Five Point Likert Scale)
<b>Employee Productivity</b>  (It is a measure of how much value a business can create with its workforce and quantitative relationship between what employees produce and what they have spent to produce)  (Anshul, 2016)	<ul style="list-style-type: none"> <li>Output measure</li> </ul>	<ul style="list-style-type: none"> <li>Output quality</li> <li>Meet the deadlines</li> <li>Reduce customer complains</li> </ul>	<ul style="list-style-type: none"> <li>Q20</li> <li>Q21</li> <li>Q22</li> </ul>	Wiedower (2001)  (Five Point Likert Scale)
	<ul style="list-style-type: none"> <li>KPIs</li> </ul>	<ul style="list-style-type: none"> <li>Supervisor's feedback on performance</li> <li>Target achievement</li> <li>Improvement of the competencies</li> <li>Performance on the job</li> </ul>	<ul style="list-style-type: none"> <li>Q23</li> <li>Q24</li> <li>Q25</li> <li>Q26</li> </ul>	Steff (2016)  (Five Point Likert Scale)
	<ul style="list-style-type: none"> <li>Service Levels</li> </ul>	<ul style="list-style-type: none"> <li>Quality of work</li> <li>Provide Suggestions for company service levels</li> <li>Rewarding on service levels</li> <li>Looks for better service ways</li> </ul>	<ul style="list-style-type: none"> <li>Q27</li> <li>Q28</li> <li>Q29</li> <li>Q30</li> </ul>	Andy Core (2014)  (Five Point Likert Scale)
<b>Organizational Commitment</b>	<ul style="list-style-type: none"> <li>Affective Commitment</li> </ul>	<ul style="list-style-type: none"> <li>Stay in the organization</li> </ul>	<ul style="list-style-type: none"> <li>Q31</li> <li>Q32</li> </ul>	Hayday (2003)

Variable	Dimensions	Indicators	Question Number	Source & Application
An individual's psychological bond to the organization, including a sense of job involvement, loyalty and belief in the values of the organization.  (O'Reilly, 1989)		<ul style="list-style-type: none"> <li>Enjoy discussing about organization</li> <li>Consider organizational problems</li> </ul>	<ul style="list-style-type: none"> <li>Q33</li> </ul>	John & Natalie (1990)  (Five Point Likert Scale)
	<ul style="list-style-type: none"> <li>Continuance Commitment</li> </ul>	<ul style="list-style-type: none"> <li>Hard to leave this organization</li> <li>Life would be disrupted</li> <li>Matter of necessity or desire</li> </ul>	<ul style="list-style-type: none"> <li>Q34</li> <li>Q35</li> <li>Q36</li> </ul>	Hayday (2003)  John & Natalie (1990) (Five Point Likert Scale)
	<ul style="list-style-type: none"> <li>Normative Commitment</li> </ul>	<ul style="list-style-type: none"> <li>Get another offer for a better job</li> <li>Career development &amp; support for the organization</li> <li>Believe in the value of remaining loyal to one organization</li> </ul>	<ul style="list-style-type: none"> <li>Q37</li> <li>Q38</li> <li>Q39</li> </ul>	Hayday (2003)  John & Natalie (1990)  (Five Point Likert Scale)

In this section researcher is going to justify the goodness of data set to analyse. This paragraph justifies this study has used different techniques to justify the goodness of measurements. Initial stage, researcher has used **normality testing** applications to justify whether data set is good for statistical analysis and it was depending on **skewness** index and **Kurtosis** value (Kline, 2011). According to Byrne (2010), it says how to do the normality testing and what are the parameters of good normality distribution.

After testing normality, researcher wanted to identify whether Operationalization of

variables measure the variables in the study. By conducting a **factor analysis** using Statistical Package for Social Sciences (SPSS) version 23 and doing a **data cleaning** researcher has identified suitable measures for the study. When it comes to reliability and validity of data, researcher has used **Cronbach's Alpha** to evaluate the reliability of a set of scale items (Nunnally, 1978).

The Questionnaire was distributed among 270 IT professionals and Transformational leadership styles and employee productivity evaluated using Descriptive Statistics. Type of

investigation is Correlational. Because, in this study statistical evaluation done by examine the relationship between two variables. The systematic changes in one variable affect to the other variable if there is a correlation. Positive value signifies the positive correlation and negative value signify the negative correlation.

Further, to analyse the functional impact or influence between variables, the Regression analysis is used. It enables researcher to determine the impact between variables in confidence and statistical regulation of each variable within the sample.

### Testing of Hypotheses

Testing has considered about the independent and dependent variables, to analyse the magnitude and direction, researcher has used **correlation analysis**. It is a method of statistical evaluation which study the relationship between two variables. If there is a correlation, it indicates systematic changes in one

variable will change the other variable. It can be either positive or negative. Positive value represents the positive correlation and negative value represent the negative correlation.

Further, **regression analysis** is used to assess the functional impact or influence between independent, dependent and mediating variables. Analysis process allows researcher to confidently determine changes in each independent variable relates to the changes in the dependent variable and its statistically controls every variable in the study.

### H1 - There is a significant impact and relationship between perceived Transformational Leadership styles and Employee Productivity

Transformational Leadership and Employee productivity were the correlation tested between variables created as TTL and TEP. According to those variables, data output in SPSS shown in table 02.

**Table 02: Correlation between Transformational Leadership and Employee Productivity**

		TEP
TTL	Pearson Correlation	0.652**
	Sig. (2-tailed)	0.000
	N	202

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

Pearson Correlation between Transformational leadership and Employee productivity (R value) is 0.652 (Table 02). If value is less than 0.4, relationship is **weak** and if it is greater than 0.7, relationship is **strong**. But at this point value is between 0.4 and 0.7. Therefore, it is **moderate** (Hormoz, 2015). The P value is 0.000 level (2-tailed)

which is less than 0.01. Hence the relationship between Transformational leadership and Employee productivity is significant. Therefore, there is a **significant moderate positive relationship** between Transformational leadership style and Employee productivity. Thus, H1 is accepted and null hypothesis is rejected.



**Table 03: Regression Analysis for Transformational Leadership and Employee productivity**

Variable	B	R	R Square	F	F Sig	Beta	t	t Sig
TTL	2	0.652	0.425	148.049	0.000 <sup>b</sup>	0.652	12.168	0.000

Dependent variable: TEP

According to table 03, “R Square” means the impact to the dependent variable. Therefore, it shows that there is 42.5% variation in Employee Productivity is explained by perceived Transformational Leadership.

## **H2: There is a significant impact and relationship between perceived Transformational leadership style and Organization Commitment**

Transformational Leadership and Organizational Commitment were the correlation tested between variables created as TTL and TOC. According to those variables, data output in SPSS shown in table 04.

**Table 04: Correlation between Transformational Leadership and Organizational Commitment**

	TOC
TTL	Pearson Correlation
	Sig. (2-tailed)
	N

0.409\*\*

0.000

202

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

According to table 04, Pearson Correlation between Transformational leadership and Organizational Commitment (R value) is 0.409 and it implies that there is a **moderate positive relationship** between two variables. Because 0.409 is in between 0.4 and 0.7. The P value is 0.000 level (2-tailed) which is less than 0.01. Hence, the relationship

between Transformational leadership and Organizational Commitment is significant.

Therefore, there is a **significant moderate positive relationship** between Transformational leadership style and Organizational Commitment. Thus, H2 is accepted and null hypothesis is rejected.

**Table 05: Regression Analysis for Transformational Leadership and Organizational Commitment**

Variable	B	R	R Square	F	F Sig	Beta	t	t Sig
TTL	1.9	0.409	0.168	40.246	0.000 <sup>b</sup>	0.409	6.344	0.000

Dependent variable: TOC

According to table 05, “R Square” means the impact to the dependent variable. Therefore, it shows that there is 16.8% variation in Organizational Commitment

is explained by Transformational Leadership.

### H3: There is a significant impact and relationship between Organization Commitment and Employee Productivity

Organizational Commitment and Employee productivity were the correlation tested between variables created as TOC and TEP. According to those variables, data output in SPSS shown in table 06.

**Table 06: Correlation between Organizational Commitment and Employee productivity**

		TEP
TOC	Pearson Correlation	0.385**
	Sig. (2-tailed)	0.000
	N	202

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

According to table 06, Pearson Correlation between Organizational Commitment and Employee productivity (R value) is 0.385 and it implies that there is a **weak positive relationship** between two variables. Because 0.385 is less than 0.4. The P value is 0.000 level (2-tailed) which is less than 0.01. Hence the

relationship between Organizational Commitment and Employee productivity is significant. Therefore, there is a **significant weak positive relationship** between Organizational Commitment and Employee productivity. Thus, H3 is accepted.

**Table 07: Regression Analysis for Organizational Commitment and Employee Productivity**

Variable	B	R	R Square	F	F Sig	Beta	t	t Sig
TOC	2.8	0.385	0.148	34.719	0.000 <sup>b</sup>	0.385	5.892	0.000

Dependent variable: TEP

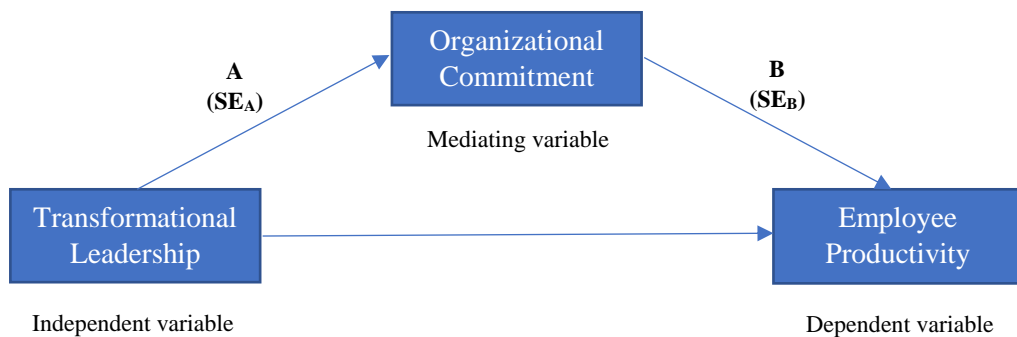
According to table 07, "R Square" means the impact to the dependent variable. Therefore, it shows that there is 14.8% variation in Employee Productivity is explained by Organizational Commitment.

#### H4 - Organizational Commitment is mediating between perceived Transformational Leadership and Employee Productivity

##### ▪ Mediator Analysis

This hypothesis tests the mediating effect between independent and dependent

variables. Mediator analysis is used to check the significance of the mediating effect. For this analysis researcher has used **Sobel Test** to check the mediating effect. Sobel (1982) who is a statistics professor developed this model to check the mediating effect of third variable (mediator) between independent and dependent variable. There is an indirect effect occurs due to the existence of mediator variable. According to this study mediating variable is Organizational commitment. Figure 02 represent the model for mediator testing.



**Figure 02: Testing for the Mediator**

**A** = Regression coefficient for the association between Transformational Leadership and Organizational commitment.

**SE<sub>A</sub>** = Standard Error of A.

**B** = Regression coefficient for the association between Organizational commitment and Employee productivity.

**SE<sub>B</sub>** = Standard Error of B.

According to figure 02 and table 08, entering above mentioned values, Sobel testing done by using online calculator (Soper, 2015). Output is shown in figure 03.

**Table 08: Coefficients Analysis**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.901	.231		8.215	.000
TTL	.391	.062	.409	6.344	.000

a. Dependent Variable: TOC

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.845	.172		10.746	.000
TTL	.444	.043	.594	10.241	.000
TOC	.110	.045	.141	2.435	.016

a. Dependent Variable: TEP

A:	<input type="text" value="0.391"/>	<a href="#">?</a>
B:	<input type="text" value="0.110"/>	<a href="#">?</a>
SE <sub>A</sub> :	<input type="text" value="0.062"/>	<a href="#">?</a>
SE <sub>B</sub> :	<input type="text" value="0.045"/>	<a href="#">?</a>
<input type="button" value="Calculate!"/>		

**Sobel test statistic: 2.27921679**

**One-tailed probability: 0.01132709**

**Two-tailed probability: 0.02265418**

**Figure 03: Sobel Test Calculator**

After the calculation, p value is 0.023 and it is less than 0.05 which is significant. Sobel test statistic value is 2.28 and deciding factor is between -1.96 and +1.96 (Sobel, 1982). But test statistic value is greater than 1.96. Therefore, it is concluded that there is no mediating effect of Organizational Commitment between Transformational Leadership and Employee Productivity. Thus, H4 is rejected and null hypothesis is accepted.

## Findings and Discussion

This study has explored the relationship between Transformational Leadership, Organizational Commitment and Employee Productivity with some demographic analysis. After Analysing the data, summary of findings explained in this section.

The response rate of distributed questionnaire was 75%. 202 responses carefully evaluated, and respondent included 74.8% males and 25.2% females. It was found that Majority of IT professionals belongs to age group between 31 to 40 years and there were no IT professionals found below 20 years. Therefore, statistics shows maturity age group for IT professionals. Moreover, it was found that 36.1% of the sample was single, 59.9% married and only 4% was divorced.

According to the statistics education levels can be divided in to six categories. Out of them majority (47%) percentage of professionals were completed their degree. The combination of Degree, Postgraduate and Master's levels the total

percentage is 82.6%. It indicates the qualification & knowledge level of Sri Lankan IT professionals. The majority of IT professionals (27.2%) had work experience between 10 to 13 years. It indicates that they are in much mature stage.

Based on the research data, there were main eight job categories identified in the IT field. Software (18.8%), Network (17.3%) and Systems engineering (19.8%) areas represent the highest response rate. According to population, those three job categories mainly represent the IT support areas in Sri Lanka. Finally, majority of IT professionals were permanent employees which represent 88.1% of the sample and other professionals belong to contract carder which is 10.9%.

Under Transformational leadership, question number 12 (If I achieve complex goals, my supervisor gives reward & recognitions) had 1.116 deviation compared to other questions. That means supervisors behave differently when giving reward and recognitions to their employees. Also, under Organization commitment, question number 37 (If I got

another offer for a better job elsewhere I would not feel it was right to leave my organization) had 1.147 deviation compared to other questions. That means IT professionals loyalty and finding good job opportunities have high deviation. This can be a good reason for current country situation. Because some IT professionals trying to leave the company because of lack of increments, bonuses or promotions and some employees think they cannot find good jobs from the industry.

Overall independent variable Transformational Leadership mean is 3.69. That indicates degree of Transformational Leadership is closer to agreed level and Std. Deviation is 0.712. Then overall mediating variable of Organizational Commitment mean is 3.34. It's concluded that degree of Organizational Commitment is closer to neutral value and Std. Deviation is 0.680. Finally, overall dependent variable of Employee Productivity mean is 3.85. That indicates degree of Employee Productivity is at agreed level and Std. Deviation is 0.531.

Pearson Correlation between Transformational leadership and Employee productivity is 0.652 and it implies that there is a **moderate positive relationship** between two variables. Then Correlation between each **Transformational Leadership characteristics** and Employee productivity were 0.521, 0.668, 0.570, 0.567 and it implies that all characteristics have **moderate positive relationship** with Employee productivity. The results of this study are appearing to be corresponding with previous studies (Hoxha, 2015).

In regression analysis, it shows there is 42.5% impact on Employee Productivity from Transformational Leadership and regression on **Transformational**

**Leadership characteristics** shows that there is 27.1% variation in Employee Productivity is explained by Individual Focus, 44.6% variation in Employee Productivity is explained by Inspirational Motivation, 32.5% variation in Employee Productivity is explained by Idealized Influence and 32.1% variation in Employee Productivity is explained by Creativity & Innovation. Finally, **Inspirational Motivation** has the **highest** impact on Employee Productivity and **Individual Focus** has the **lowest** impact on Employee Productivity. As per previous researches (Chen, 2004), Idealized Influence can impact employee commitment and job performance. It was evident that in this study Inspirational Motivation is highly impact on Organizational Commitment and Employee Productivity. The reason for this finding may be that in IT field most of the professionals were doing stressful jobs. Therefore, they need some kind of motivation when performing day to day operations.

Transformational leaders are trying to connect the leader and subordinates around each other, establishing a friendly and motivational atmosphere, it will be beneficial to sustain the relationship between employee productivity. Also, they help employees to become more creative and innovative (Mills, 2005). Specially industry like information technology, it will be more beneficial companies to grow competitively and adapting rapid changes which occurs in the industry.

According to previous research findings on **multilevel of Transformational leadership**, leaders demonstrate individual consideration for employees. Thus, they were able to acknowledge and react to the skills, ambitions and needs of each employee (Judge & Piccolo, 2004). It was found that they always fine-tune their inspirational motivation behaviour to the

precise goals and objectives of individual followers (Chun et al., 2009). Therefore, this research shows that **Inspirational Motivation** has the **highest** impact on Employee Productivity.

Amin (2017) says from his study that there is a **mediating effect of employee engagement** between Transformational Leadership and employee performance. But according to this research there is no mediator effect of Organizational commitment between Transformational leadership and Employee productivity. But leaders who always support to develop subordinates can expect higher level of engagement. Therefore, from highly engaged employees can expect higher level of organization commitment.

## Conclusion

This study was attempted to identify the impact of perceived Transformational Leadership style on Employee Productivity of IT professionals in Sri Lanka as well as the mediating role of Organizational Commitment. The research objectives were focused on this study to attempt to explore the extent to which in Sri Lankan Information Technology field seen from IT professional's perspective. Therefore, this section will discuss of the achievement of key objectives of this study.

**First objective** of the study was to identify the relationship between perceived Transformational leadership style and Employee Productivity. According to statistical analysis it was proved that there is a **significant moderate positive relationship** between Transformational leadership style and Employee productivity. Also, it shows that there is 42.5% variation in Employee Productivity is explained by Transformational Leadership. Thus, 1<sup>st</sup> objective is achieved. But relationship was moderate. Then need to think of process

improvement to improve the relationship to a strong one.

**Second objective** of the study was to identify the relationship between perceived Transformational leadership style and Organization Commitment. According to statistical analysis it was proved that there is a **significant moderate positive relationship** between Transformational leadership style and Organization Commitment. Also, it shows that there is 16.8% variation in Organizational Commitment is explained by Transformational Leadership. Thus, 2<sup>nd</sup> objective is achieved. But relationship and impact were low. Then need to think about alternative way to improve the Organizational Commitment.

**Third objective** of the study was to examine the relationship between Organizational Commitment and Employee Productivity. According to statistical analysis it was proved that there is a **significant weak positive relationship** between Organizational Commitment and Employee productivity. Also, it shows that there is 14.8% variation in Employee Productivity is explained by Organizational Commitment. Thus, 3<sup>rd</sup> objective is achieved. But relationship was weak. Therefore, need to critically analyse the reasons for weak relationship and change the process.

**Last objective** of the study was to identify the mediating effect of Organizational commitment between perceived Transformational Leadership style and Employee Productivity. According to Sobel test statistics value there is no mediating effect of Organizational Commitment between Transformational Leadership and Employee Productivity. Thus, last objective is not achieved and there is no mediating effect.

## Recommendations

This study concludes that the Transformational Leadership is positively and significantly affected to Employee Productivity. But relationship was moderate. Therefore, it is highly recommended to organizations supervisors, managers should focus on leadership qualities on their subordinates rather than focusing on managerial aspects. Supervisors or Managers always try to adopt transformational leadership characteristics such as individual focus, inspirational motivation, idealized influence and creativity & innovation. Also, they should always try to work very closely with their subordinates and listen to their queries without any bias. Then it will build close relationship between supervisor and employee. Through this method management can influence their expectations to the employees and can increase the Employee Productivity.

**Transformational Leadership** is positively and significantly affected to Organizational Commitment. But relationship was moderate. To increase the Organizational Commitment companies can create strong team spirit, be transparent and build trust with employees. Also offer some incentives and arranging annual trips and get-togethers will help to build strong commitment to the organization.

**Organizational Commitment** is positively and significantly affected to Employee Productivity. But relationship was weak. Therefore, Supervisors or Managers should motivate, give reward and recognitions and assess to solve problems of employees. Then it will create positive Organizational Commitment and increase the Employee Productivity. Because human resource is the most important asset in an organization. On the contrary, work stress is negative factor affects to employee's productivity and

Organization Commitment. Therefore, it is recommended to conduct stress management programs to manage stress levels effectivity and it will improve the positive mind set of employees.

According to section 4.3 table 4.9, researcher has analysed the impact of **Transformational Leadership characteristics** on Employee Productivity. Statistics shows, Inspirational Motivation has the highest impact on Employee Productivity which is 44.6% and Individual Focus has the lowest impact on Employee Productivity which is 27.1%. Other characteristics such as Idealized Influence and Creativity & Innovation also have low impact. therefore, it is recommended to have more focus on Idealized Influence and always need to motivate employees. From the organization point of view there should be adequate policies and procedures should be implemented to support for managers and supervisors to implement their leadership skills.

In modern context **Emotional intelligence** is another important ability that leader should have. Leader should be able to understand and manage his subordinate's emotions. Emotional intelligence consists of five components and **motivation, social skills and empathy** are useful components in managing subordinates. Finally, it will be beneficial for Leadership, by building good team spirit, managing difficult situations in the company, adapting to changes in the organization and motivating employees. When motivating employees, leader should focus on **employee generations** and change the **motivation tools** accordingly. Because each generation response in different manner for the motivation.

When consider about the **practical implications** of this study, it is recommended to improve the

Transformational Leadership qualities in Organization. For this they can arrange special leadership training programs for managers and supervisors. In order to improve the relationship between Transformational Leadership and Employee Productivity, supervisors should,

1. Participate and give advises to their subordinates
2. Help for self-development
3. Develop subordinated strengths
4. Being inspired at their jobs
5. Provides an appealing image about what they can do
6. Build complete faith with subordinates
7. Encourages to think of new approaches, ways and solutions to problems

As **theoretical implications** this study can conclude that there is a significant positive relationship between:

- a. Transformational Leadership style and Employee Productivity.
- b. Transformational Leadership style and Organization Commitment
- c. Organization Commitment and Employee Productivity.

And there is **no mediating effect** of Organizational Commitment between Transformational Leadership and Employee Productivity. This research contribution was made to the field of Human Resource Management. How managers should behave in an organization is a core issue in Human Resource Development. This study was intended to address the gaps between theory and practice. Therefore, this research has contributed to the field of Human Resource Development and it was observed that no one has done research like this for IT industry and this is a new contribution to the theory.

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## Impact of Emotional Intelligence, Emotional Labour and Employee Commitment on Employee Productivity

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**Abstract:** This study intends to find out how Emotional Intelligence (EI), Emotional Labour (EL) and Emotional Commitment (EC) impact Employee Productivity. The relationship among above mentioned independent and dependent variables has been analyzed in a service sector environment located in the Western Province of Sri Lanka. This research study will be a significant one to any service sector organisation's work environment because no matter how well employers train their employees, employees are human and they run their career marathons along with their basic human emotions. A random sample of 50 employees has been selected from 5 random branch units out of 13 which belong to the organization's Western Region cluster, regardless of their job grade, as all branch-level employees maintain direct contact/interaction with clients/customers. Data was collected using a questionnaire which consisted of 54 questions using MSCEIT and 5 Point Likert Scale measurement methods. The data analysis included correlation analysis and regression analysis. According to the findings, it was evident that there is a positive co-relationship between employee productivity and emotional intelligence, employee productivity and emotional labour, and employee productivity and employee commitment. Based on results obtained through SPSS calculations, it has been proved that EI, EL and EC have a significant impact on Employee Productivity.

**Keywords:** *Emotional Intelligence (EI); Emotional Labour (EL); Emotional Commitment (EC); Employee Productivity (EP); Emotional Quotient (EQ)*

### Introduction

"Anyone can become angry – that is easy. But to be angry with the right person, to the right degree, at the right time, or the right purpose, and in the right way – this is not easy." (Goleman, 1996).

Those words speak the soul of Emotional Intelligence (EI) also known as Emotional Quotient (EQ). The main concept of this research is Emotional Intelligence. Scholars have first coined the term "Emotional Intelligence" as a "modern scholarly concern for discussions" in the 1960s. In late 1980s, this term was embraced by scholars and business leaders like rapid fire according to Goleman. They found out an everlasting solution to the most challenging problem – "Handling of Emotions" which put them in great difficulty when it came to understanding

themselves and their subordinates: ultimately humans.

EI does not have a long running conceptual background and, most literature written on EI are quite recent and fresh knowledge. The concept has much importance to any work environment as the human resource is mostly driven by emotions. Therefore, it is important for the employers in charge of the said resource to know their employees' level of EI and to know whether their employees have their emotions under good control. Enhancing EI is believed to complement an individual's job productivity and contribute to the development of an organisation according to previous studies.

Thus, selecting this topic, studying further into it and building co-relationships with related concepts can be considered as a

productive effort. If it is possible to make employers and employees aware of Emotional Intelligence, it is possible to transform organisations, make employees honestly happier, healthier, compassionate and more importantly effective which will thus enhance every employer's dream: profit generating productivity.

### ***Emotional Labour***

Emotional Labour (EL) is an important concept for a service sector organisation such as banks, hospitals, insurance companies, secretariat offices as employees deal with individuals/customers on a daily basis. These employees are on an on-going mission of regulating their streams of emotions which may have an impact on the way they choose to/unconsciously react to situations at office, either positively or negatively. EL is introduced as, *"regulating emotions or emotional displays during work and only showing of a particular emotion that is required for the work"* (Leung, 2008).

This concept is a variable of this research as it has been linked with Emotional Intelligence in previous academic studies. It has been suggested and proved that Emotional Labour can be regulated in a successful manner by a person with a higher level of Emotional Intelligence. EL is believed to be affecting emotions of an employee, his/her productivity, customer retention skills, customer relationship skills and reputation of any service sector organization. When it comes to a service sector related profession, it is proven that positive emotions such as happiness, friendliness, humility, honesty, politeness, positivity should be generated, either on surface level or deep level.

### ***Employee Commitment***

Employee Commitment (EC) can be defined as one's willingness to work for an organisation for a long term maintaining a

higher level of productivity and positive performance record. The researcher picked EC as a variable as it is much less discussed concept, in scholarly articles in Sri Lanka, correlating with a psychological aspect such as Emotional Intelligence or Productivity.

### ***Employee Productivity***

The goal of discussing Employee Productivity concept in this research is to find whether it is impacted or not by the level of EI of employees and to achieve the conclusory point that EL and EC are strongly interconnected with EP positively.

Employee Productivity is accomplishing a given task by giving the minimum input resulting with a maximum output within given deadlines while maintaining common organizational standards such as efficiency, accuracy, speed, reduced cost, and completeness. Assessing individual productivity of an employee is always essential for an organization as it is directly related to the overall productivity of an organization.

## **Introduction to the Research Environment**

The organisation selected for this research is a service sector organization and due to privacy concerns its identity has been kept anonymous throughout this study. This organization has been in the industry for nearly 20 years and it belongs to the private sector. Its environment involves regular stress, challenging work and emotional distress.

## **Problem Statement and Justification**

The employees of this service sector organization constantly complained about their work relationships with customers/peers/immediate supervisors, customer service oriented emotional stress and emotional distress in common.

The above-mentioned issue was observed and inquired prior to the main analysis to decide whether this was a common phenomenon and research worthy. A random group of individuals from the organization was chosen and the results showed quantifiable evidence. The issues of employees can be listed down as follows,

- Emotional Intelligence Related Issues: Lack of self-awareness; self-motivation; and understanding of others' emotions, Lack of positivity towards work, Heated Arguments in between peers, employees and managers, Lack of courage to face change, Lack of suppression/regulation of negative emotions, Unhappiness without any reason to stress over, Poor attitude about overall work life.
- Problems related to lack of Emotional Intelligence occurred more than among 70% of the selected sample on a daily basis. Therefore, the researcher can justify it as a genuine matter which related with daily work life.
- Emotional Labour Related Issues: Increased customer complaints
- Customer complaints increased during 2016 in a 65% compared to 2015, 2014.
- Emotional Commitment Related Issues: Inconsistent work behaviour; Incompletion of Work; Lack of courage to work ahead of others/to achieve organisation's goals.
- The above-mentioned patterns were observed on daily basis among 54% percent of the staff.
- Employee Productivity Related Issues: Failure in target achievement
- This repeatedly occurred in 2015 and 2014.

## Research Objectives

1. To assess the relationship between the independent variables and

dependent variable of the research relating to issues pertaining in the said organisation.

2. To find out whether that awareness of above concepts among employees can enhance their job performance
3. To provide recommendations and suggestions to enhance employee productivity.

## Literature Review

### Emotional Intelligence

EI has been existing throughout human existence as an inherent quality but as a concept it doesn't have a long history to it. The first lessons we receive on EI is through our religions. Religious teachers can be considered as the first teachers of EI. EI is a relatively new and growing area of research that has captured the attention of the scientific community, business community, psychological community as well as the public.

- Daniel Goleman defines EI as, "The capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships." (Goleman, 1996)
- "Emotional Intelligence includes the ability to engage in sophisticated information processing about one's own and others' emotions and the ability to use this information as a guide to thoughts and behaviour. That is, individuals high in emotional intelligence pay attention to use, understand, and manage emotions, and these skills serve adaptive functions that potentially benefit themselves and others" (Salovey & Caruso, 2008).
- Salovey and Mayer (1990) defined it as 'the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions'

- Gardner in 1983 has defined EL as “‘personal intelligences,’ including the capacities involved in accessing one’s own feeling (intrapersonal intelligence) and the ability to monitor others’ emotions and mood (interpersonal intelligence), provided a compatible backdrop for considering emotional intelligence as a viable construct.” (Brackett, Rivers, & Salovey, 2011) (Brackett & Salovey, 2006).
- Michael Kravitz & Susan D. Schubert have defined EI as “One of intelligence required for success in all kinds of situations. People have different abilities in dealing with emotions just like they have abilities in language, logic, mathematics, and music”. (Kravitz & Schubert, 2000)

The term EI was surfaced in 1960s at earliest by Van Ghent in an incidental fashion in literacy criticism according to the findings of Mayer, Salovey and Caruso in 2004 in their research paper on “*Emotional Intelligence: Theory, Findings, and Implications.*” They say that Emotional Intelligence has been used in psychiatry by Leuner in 1966. Again, in 1990s the term has been re-surfaced by Mayer, DiPaolo and Salovey and they refurbished it in 1993 and later years as well (Mayer, DiPaolo, & Salovey, 1990).

EI is considered as an outgrowth of two areas of psychological research that emerged over forty years ago according to the research of Brackett, Rivers et al. (Brackett, Rivers, & Salovey, 2011) conducted for the University of Yale. The areas are as follows,

1. Cognition and affect: How cognitive and Emotional Processes interact to enhance thinking. For an instance, Emotions like anger, happiness, and fear, as well as mood states, preferences, and bodily states, influence how people think, make

decisions, and perform different tasks.

2. Evolution in models of intelligence: Rather than viewing intelligence strictly as how well one is engaged in analytic tasks associated with memory, reasoning, judgment, and abstract thought, theorists and investigators began considering intelligence as a broader array of mental abilities. For an instance, according to the researchers, this new trend urged educators and scientists to place an emphasis on creative abilities and practical knowledge that could be acquired through careful navigation of one’s everyday environment.

After its initial introduction by Salovey and Mayer in 1990, the idea was highly popularized by a best-selling book describing emotional intelligence as any non-cognitive factors that benefit health, relationships, and work by Daniel Goleman in his book, “*Emotional Intelligence - Why It Can Matter More Than IQ*” in 1995. Goleman, as mentioned before has introduced five major aspects of EI which completes the concept as a whole,

1. Self-awareness
2. Self-control
3. Motivation
4. Empathy
5. People Skills

### Self-Awareness

- Self-awareness can be categorized into three types as follows, (Dann, 2001)
- Awareness of the outside world – what you now see, hear, smell, taste and touch
- Awareness of the inside world – physical sensations such as neck ache, seating pressure points, the feel of your skin in your clothes and the emotions that come to you in your stream of consciousness.

- Awareness of fantasy activity beyond the present 'here and now'. Things that you feel, think and even emulate or stimulate, but are not actually part of the here and now.
- According John Mayor, it means "being aware of both our mood and our thoughts about that mood." The research will be focusing about Mayer's idea of Self Awareness.

### Self-Control

- This suggests keeping emotions such as anxiety, anger, melancholy, happiness in control/in check. (Goleman, 1996).

### Self-Motivation

- To be driven to improve or meet lofty standards
- Demonstrate commitment in all relationships
- Look for the opportunity first not the problem
- Show persistence in pursuing goals and intentionally in overcoming barriers or setbacks.

### Empathy

- Empathy is the ability of a person to understand another person without any judgement.

### People Skills

The concept is very important to employees of a work organization because,

- People communicate with themselves and others to tell what they need
- Emotions help to establish boundaries
- The better the communication, the better people feel
- Emotions have the potential to unite and connect people
- Emotions can serve as inner moral and ethical compass
- Emotions are essential for good decision making (Dann, 2001)

EI is the psychological behaviour of a human being. EC and EL are job behaviour types, EP is the outcome of behaviour type of an individual. EI, according to Zeidner et al (Emotional Intelligence in the Workplace: A Critical Review, 2004), influences a broad range of work behaviours such as innovation, service quality, team work, talent development and customer relations. According to Prati et al and Abraham and Gardner (Emotional intelligence, leadership effectiveness and team outcomes, 2003), EI also brings out key result areas such as Job Satisfaction and Organisational Commitment (Abraham, 2004).

Following is a table of summary presented by Jill Dann (Understanding Emotional Intelligence in a week, 2001) with a condensed version of the history of EI concept,

**Table 1: History of Emotional Intelligence**

Year	Originator	EL Related Concept
1920	Thorndike	Social Intelligence
1935	Doll	Social Competence
1940	Wechsler	Non-intellective Intelligence
1948	Leeper	Emotional Thought



Year	Originator	EL Related Concept
1966	Leuner	Emotional Intelligence
1973	Sifneos	Cognitive Affective Deficits
1983	Gardner	Personal Intelligence
1983	Sternberg	Practical Intelligences
1985	Bar On	EQ
1989	Saarni	Emotional Competency
1994	1994	TAS
1995	Goleman	EI
1996	Dulewicz and Higgs	IQ, EQ, MQ
2001	Jill Dann	Emotional Fitness

Source: (Dann, 2001)

## Models of Emotional Intelligence

1. MSEI Model - The Mayer and Salovey Model of Emotional Intelligence - 16 Step Development Model
2. Ability Model and Mixed Model

## Measurement of Emotional Intelligence

3. MSCEIT
4. Wong and Law Emotional Intelligence Test

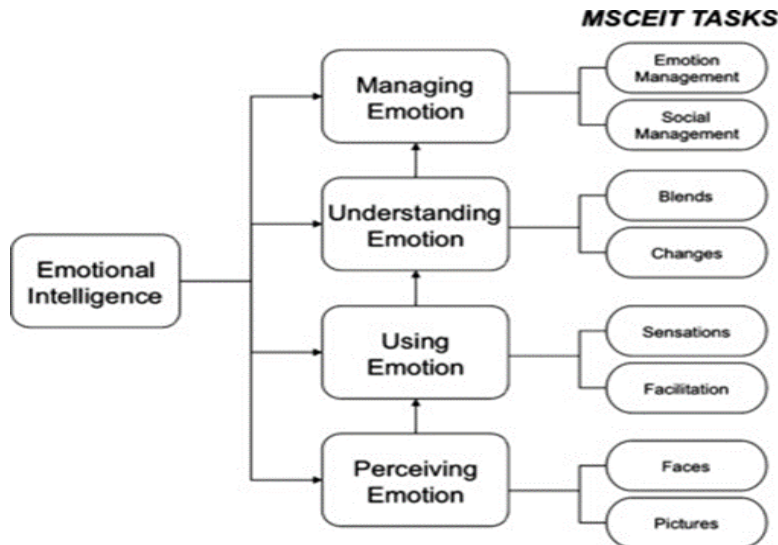
The most commonly used method for testing and measuring EI is the popular Mayer-Salovey-Caruso Emotional Intelligence Test or MSCEIT which was introduced by the formerly mentioned scholars in 2002. The test has been customised into a category to suit adults, adolescents (MSCEIT-YV) as well. Same method was used for testing Emotional Intelligence for this research.

## Managing Emotions - Level 1

Perceiving Emotions is measured by asking respondents to identify different emotions expressed in photographs of people's faces (Pictures of Faces) as well as the feelings suggested by artistic designs and landscapes (Pictures of Sceneries).

## Understanding Emotions - Level 2

Using Emotion to Facilitate Thought, is measured by two methods. First, to assess people's ability to describe emotional sensations using a non-feeling vocabulary (Sensations) and identify the feelings that might encourage or hinder with the successful performance of various cognitive and behavioural tasks (Facilitation).



**Figure 01: Mayer-Salovey-Caruso model of Emotional Intelligence**

*Source: Brackett, Marc A.; Rivers, Susan E.; Salovey, Peter, 2011*

### Using Emotions - Level 3

Understanding Emotion, is measured by identifying a person's ability to analyse blended or complex emotions (Blends) and to understand how emotional reactions change over time or how they follow upon one another (Changes).

### Perceiving Emotions - Level 4

Managing Emotions assess how participants would manage their own emotions (Emotion Management) and how they would manage the emotions of others (Social Management)

The above model of testing will be used to test the sample of this research as well. The questionnaire will be prepared using the above method specifically to gather data relating the emotional intelligence (EI) levels of the participants. This is considered as the most commonly and widely used method of testing EI, therefore the researcher believes that it is important to use a method which will

enable to collect more accurate data/information.

### Emotional Labour

The earliest theoretical explanation for EL was introduced by Hochschild in 1983. Arlie Hochschild coined the term "Emotional Labour" and defined EL as 'the management of feelings to create a publicly observable facial and bodily display to keep up with job requirements. EL is sold for a wage and therefore has exchange value" (Hochschild A. R., 1983). She explained EL as the ability to recognize and regulate emotion at work. She further explained that emotional labourers have three criteria in common regardless of their profession,

1. They require face to face or voice to voice contact with the public/customers (for example: Face to Face – Banks, Hospitals, Hotels. Voice to Voice – Banks, Call Centres)
2. They require the employee to produce an emotional state in the customer

3. They allow the employer, through training and supervision, to exercise some control over the employees (Newman & Smith, 2014).

The above ideology can be considered practically as true as when we consider the daily work routines given in any service-related work environment.

EL has two basic components,

1. Surface Acting (SA): Displaying emotions that are not felt through staging of verbal and nonverbal cues. Surface acting is painting artificial emotions such as happiness/cheerfulness on face to please the customer. But this surface acting employee does not try to make an understanding of the customers' real thoughts. It is an attempt to serve the customer for the moment.
2. Deep Acting (DA): Experiencing or feeling the emotions that are required (Brotheridge & Grandey, 2002). Deep acting means synchronizing your emotions with the customers; emotions and create a more realistic impression for the customer.

The ability to recognize others' emotions is very important in a service sector environment as well as maintaining one's own personal emotions. Totterdell and Holmann (2003) have conducted a study using call centre staff and have found that deep acting was more applicable to service performance whereas surface acting was not.

## Employee Commitment

"Employee Commitment" (EC) has also been named as "Organizational Commitment" by some scholars. The earliest that this theory has been formally introduced was in the early 1970s by

Lyman W. Porter et al. Porter defines Employee Commitment as a single dimensioned and that it is based on attitudinal perspective which means that EC is a psychological attachment, or an emotional commitment known as affective commitment formed by an employee in relation to his/ her identification with the respective organization (Mowday, Porter, & Steers, 1982). Another definition given to this concept in the earlier days was that it is theoretically defined as a side theory saying that individuals are committed to the organization as far as they hold their positions, irrespective of the stressful conditions they experience.

According to Akal and Amodu, Nigerian Researchers, (Effects of Employee commitment on organisational performance in the Banking Industry: An evidence from First Bank Enugu Zonal Offices, 2016) Employee Commitment can be divided as Normative Commitment, Affective Commitment and Continuance Commitment. Out of the two types affective commitment relates to this research as it is the employee's commitment emotional attachment to identifying with and involvement in the organization.

## Employee Productivity

Employee Productivity is accomplishing a given task by giving the minimum input resulting with a maximum output within given deadlines while maintaining common organizational standards such as efficiency, accuracy, speed, reduced cost and completeness (Rebello). Assessing the individual productivity of an employee is always essential for an organization as it is directly related to the overall productivity of an organization. Ahuja (2011). Employees who can better understand themselves and others and able to better manage their feelings and respond according to the situation will undoubtedly perform better in their jobs (Abeyrathna, 2015). According to F.S.

Rebello’s research on a group of teachers and lecturers in Maldives, it has been argued that people with self-awareness can deliver their duties/roles well at work, and become role models to others. Employees with right self-assessment considered to be more effective in delivering their role. It is found that self-management attributes job effectiveness as well. An employee with a great level of awareness of the expectations of the employer is productive. The study has

revealed that employees with emotional intelligence can perform better and can be more productive. The researchers believed the employees to be more flexible in adapting any given situation and they proved to have a more systematic/structured life which undoubtedly affect the work life in a positive manner.

Methodology

Sampling Method

The particular service sector organization’s Western Region cluster consists of 13 branches including one regional office of total of 150 employees. The researcher selected a sample of 50 people regardless their job position as they interact with their customers on a daily basis. The researcher decided that opinions of different job levels would deliver a wider aspect on the subjected theories.

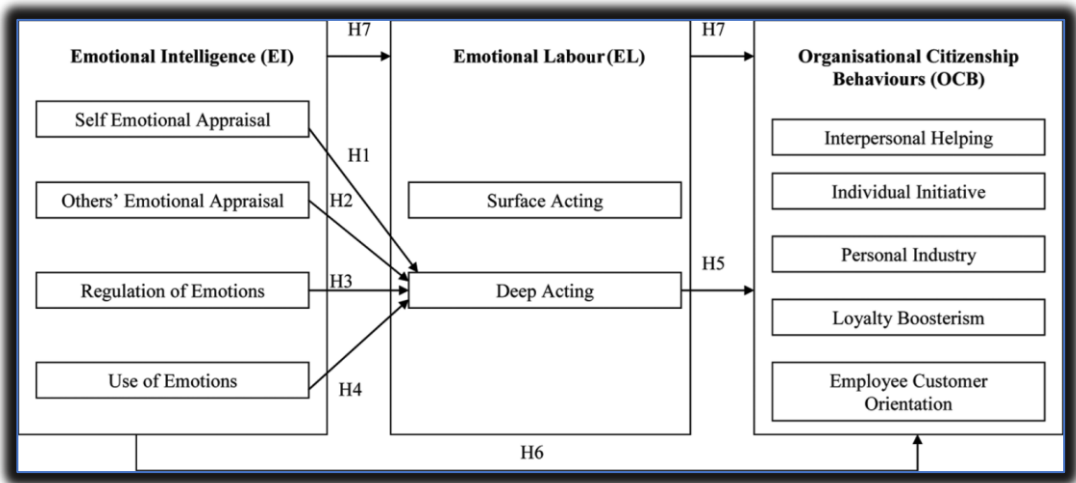


Figure 02: Model of EI, EL and OCB in a service environment  
Source: Ramachandran, Jordan, Troth, & Lawrence, 2011

N= Population

n=Sample

$$\frac{n}{N} * 100\% = 30\% \text{ OR ABOVE } 30\%$$

$$\frac{50}{150} * 100\% = 33.3\%$$

1. Questionnaire Data Collection Method – Stratified Sampling/  
Cluster Sampling Method will be used to collect data.  
The data sampling frame would be employee database. (40)
  2. Face to Face Interviews/Phone Discussions –  
Simple Random Sampling (10)
  3. Direct Observations – Simple Random Sampling (9)
  4. Discussions – Cluster Sampling (9)
- 
- DA\* - Data used for Analysis and presentation**  
**S\* - Data used for Suggestions**

## Types of Data and Methods of Data Collection

The research will be using collection methods to gather data,

- Primary Data: Questionnaire, Face to Face Interviews, Phone Discussions, Direct Observations and Discussions
- Secondary Data: Dashboard of the Organization, Annual Reports (2016, 2015, 2014) Printed References, Online References, Existing Research Reports Online/Printed on the selected theories/variables
- Qualitative Data: Opinions, Perspectives, Ideas, Workplace Stories and Recollections of Incidents (18)
- Quantitative Data: Any Primary or Secondary Data with Quantifiable Values

## Variables

### Independent Variables

Emotional Intelligence (EI)

Emotional Labour (EL)

Employee Commitment (EC)

### Dependent Variable

Employee Productivity (EP)

## Hypotheses

- A.H0 – Employee Productivity is not impacted by Emotional Intelligence Level of Employees
- A.H1 - Employee Productivity is impacted by Emotional Intelligence Level of Employees
- B.H0- There is no relationship between Employee Productivity and Emotional Labour.
- B.H1- There is a relationship between Employee Productivity and Emotional Labour.
- C.H0-There is no relationship between Employee Productivity and Emotional Commitment of Employees.
- C.H1- There is a relationship between Employee Productivity and Emotional Commitment of Employees.

## Data Presentation and Analysis

### *Presentation of Demographic Data*

**Table 02: Age Distribution of the Respondents**

Age of the Respondents	Number of Respondents	Percentage
1955-1965 Boomers11 (54-52)	6	12%
1966-1976 Gen X (51-41)	12	24%
1977-1994 Gen Y (40-23)	23	46%
1995-Gen Z (22-18)	9	18%
Total	50	100%

**Table 03: Gender Distribution of the Respondents**

Gender	No: of Samples	Percentage
Male	18	36%
Female	32	64%
Total	50	100%

## Discussion of Findings

### **The analysis on Emotional Intelligence and Employee Productivity**

1. The obtained R square value of 0.171 proved that a positive relationship between Emotional Intelligence and Employee Productivity.
2. The ANOVA chart significant value 0.003 and was ( $P < 0.05$ ). It was evident that there is a positive relationship between Emotional Intelligence and Employee Productivity.
3. The relationship is significant and statistically definable,  $Y = 2.753 + 0.313X$ . (Source: Analysis Data, SPSS)

### **The analysis on Emotional Labour and Employee Productivity**

1. The obtained R square value of 0.089 proved that a positive

relationship between Emotional Labour and Employee Productivity.

2. The ANOVA chart significant value was 0.035 and it was ( $P < 0.05$ ).
3. It is evident that there is a positive relationship between Emotional Labour and productivity.  $Y = 3.061 + 0.234x$ . (Source: Analysis Data, SPSS)

### **The analysis on Employee Commitment and Employee Productivity**

1. The obtained R square value of 0.171 proved that a positive relationship between Employee Commitment and Employee Productivity.
2. The ANOVA chart significant value was 0.003 and it was ( $P < 0.05$ ).
3. It is evident that there is a positive relationship between training and development and productivity.  $Y = 3.175 + 0.242x$ . (Source: Analysis Data, SPSS)

### **Previous Research Findings**

- Dalip Singh, in his book “Emotional Intelligence at Work”, mentions that EI is “what gives a person the competitive edge” and that in renowned business organizations, “the most valued and productive managers are those who have strong traits of emotional intelligence.”
- Abraham (1999) proposed that emotional intelligence is directly associated to performance. (Dhankar, 2015)
- Ahuja (2011) employees who can better understand themselves and others and able to better manage their feelings and respond according to the situation will undoubtedly perform better in their jobs. (Dhankar, 2015)
- Totterdell and Holmann (2003) have conducted a study using call centre staff and have found that deep acting was related to service performance whereas surface acting was not.
- The following determinants of EI are believed to have a major effect on employee’s productivity: Self-awareness, Self-regulation, Self-motivation, Empathy, Social skills (or relationship management) (Baloch, Saleem, Zaman, & Fida, 2014)
- According to F.S. Rebello’s research on a group of teachers and lecturers in Maldives, it has been argued that people with self-awareness can deliver their duties/roles well at work, and become role models to others. Employees with right self-assessment considered to be more effective in delivering their role. It is found that self-management attributes job effectiveness as well. An employee with a great level of awareness of the expectations of the employer is productive. The study has revealed that employees (particularly teachers/lecturer) with emotional intelligence can perform better and can be more productive.

The researchers believed the employees to be more flexible in adapting any given situation and they proved to have a more systematic/structured life which undoubtedly affect the work life in a positive manner (Rebello, n.d)).

### **Conclusion**

1. The data analysis presentation proved that there is a positive relationship between Emotional Intelligence and Employee Productivity
2. It was found that there is a positive relationship between Emotional Labour and Employee Productivity
3. It was found that there is a positive relationship between Employee Commitment and Employee Productivity
4. It was very well evident that the Emotional Quotient is a very valuable asset for enhancing productivity. Therefore, hereby it is believed that it should be considered by employees that EQ should be considered just as IQ when considering capability points of any employee.

### **Practical Implications for HRM Professionals**

Through the information processed through the data analysis the researcher found that each dependent variable and independent variable had a positive relationship and therefore, the researcher presents following recommendations to enhance each variable which supports employee productivity.

### ***Emotional Intelligence***

1. Discussion  
Conduct discussions on emotional/psychological matters during branch wise staff meetings. When there are problems which cannot be handled by staff members and staff managers themselves,

- such matters should be taken to the attention of the Regional Meetings and voice them to the Regional Managers. Then find solutions with the help of senior officers.
2. Pre-requisite for Recruitment  
E.I. should be considered as a pre-requisite requirement for employee hiring. Questions related to Emotional Intelligence should be asked from new employees during recruitment interviews.
  3. Training and Development  
E.I. should be a subject matter highlighted as a training and development matter.
  4. Maintaining Office Journal  
E.I. should be improved among employees by letting them voice their daily emotional matters/ distractions by writing a journal and letting them find solutions for them by discussing with their peers or by themselves. They should be educated that the more they discuss the issues the more they will begin to understand themselves.

### ***Emotional Labour***

1. Guidelines of Emotions  
Set up a guideline of emotions for the employees who interact with customers on daily basis.
2. Mood Boosting Activities  
To improve the role of an emotional labourer it is vital that managers do activities to keep their employees happy and satisfied. For example: weekly/monthly dinner - outs, organize annual trips/organise trips twice an year, organize sports events.
3. Appraise More  
Employees should be praised for their duties more than criticism and humiliation within the office environment
4. Larger Purpose  
Employees should remind themselves the reason that they are

occupied in and remind their larger purpose connected with the job.

5. Being in Charge  
Employees should not focus on the stressful part of the job, instead they should focus on the aspects of the job that would give them a charge for example: Making job systems more efficient.
6. Job Crafting  
Job crafting is another tactical method of defusing the stress related to emotional labour. Which means to change an employee's job that is more aligned with what is of value to him/her. (David, 2016)

### ***Emotional Commitment***

1. Reward Method  
Employees should be rewarded for by their sincere commitment by implementing a suitable compensation method for it. For Example: Create a commission programme for employees who work overtime during weekdays/weekends.
2. Recreational Programmes  
Immediate supervisors of employees should have a timely activity increase employees satisfaction. For example: organize a weekend day out with the employees every two months.
3. Meals  
Provide free snacks for employees who work late, Special Organize a special meal for employees once a month.
4. Create Mutual Trust and Respect  
According to Goldsmith (How to Increase Employee Commitment, 2008) a manager's key responsibility should be to create mutual respect and trust with employees who report to them. He believes that when managers lead their subordinates effectively, employees themselves are likely to be engaged as well as achieve results for the organisations.



- This improves communication between managers and employees, equality between employees. (Goldsmith, 2008)
5. Define Responsibilities  
Each job position should have a formal job description. Employees should know up front to whom they report, what kinds of decisions they can make, and what is expected each day.
  6. Properly Train Managers  
Managers should receive appropriate training in managing employees' skills. Most employees leave a company because of a poor relationship with their boss/immediate supervisor, not because of the company.
  7. Map out a Career plan  
When employees feel there is a career plan for them, they will be more likely to stay with a company. Regular performance reviews should be a part of the plan to provide feedback to the employee and to reinforce their career goals.
  8. Employees' Feedback  
Conduct employee satisfaction surveys often. Ask employees what they want more in their positions, and what they want less. Then, do what you can to show them you were listening.
  9. Fair and Competitive Salaries  
While fair and competitive wages do not guarantee employee loyalty, below-market wages will encourage employees to find other jobs. Stay informed on what other companies are paying for similar work.
  10. Learning Opportunities  
Employees interested in advancement will want to learn new things and create value in their position. Provide educational opportunities sponsored by the company. Make their professional development a part of their review process, goals and objectives.

11. Benefits  
Many employees will tell their employees that they are more concerned and focused on benefits than on wages. But managers should make sure that they are offering equal or better benefits than their competitors.
12. Create Value  
Take some extra time and resources to recognize your employees publicly for their achievements. A little recognition can go a long way to retaining an employee who might otherwise have been on the fence.

## Further Recommendations

Since it has been proved by the researcher that Employee Productivity of a service sector employees is being affected majorly by Emotional Intelligence, it can be recommended to conduct EQ tests during recruitment and selection processes.

## Recommendations for Future Research

1. Future research should seek to replicate this study using a larger sample size.
2. Additionally, future research should continue to test for potential moderating effects of gender in the relationships of emotional intelligence and emotional labor variables with outcome variables as it is important to understand how and why gender differences occur.
3. Organizations should train employees on EI abilities as well as EL strategies in order to avoid potential negative outcomes which can have adverse effects on both employees' and their organizations' productivity as well as reputation.
4. It can be recommended that future researchers should study the importance of EI to enhance Employee Motivation.

5. It can be recommended that future researchers should study the importance of EI to enhance Performance Management.
6. It can be recommended that future researchers should study the importance of EI to upgrade Training and Development methods.
7. It can be recommended that future researchers should study the importance of EI to enhance Team work/ team projects in certain organisation which promotes team building/team work spirit.

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## **Impact of Telecommuting on Individual Employment Decisions: A Perspective of Sri Lankan IT Expats in Singapore**

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**Abstract:** Innovation and rapid technological development enable individuals and organizations to exercise novel and alternative ways of work substituting the conventional methods. According to empirical research, popularity of telecommuting and virtual collaborations has increased enormously due to improved productivity, reduced outlay and enhanced work-life balance which further impacts on employees' job satisfaction, commitment and the loyalty. This study identifies the individual motivations of telecommuting, factors affecting employment decisions where it discusses the obligations and distractions of telecommuting. Both Qualitative and Quantitative research approaches are used to review the factors that influence employment decisions in depth. Seeing the significance of telecommuting and its' engagement in diverse employment arrangements increase day by day, employers have set organizational policies to facilitate telecommuting. Study further compares policy development and practices for telecommuting in IT industry in Sri Lanka and Singapore and further to identify practices of telecommuting policies as an attraction of candidates in recruitment. With Covid-19 global pandemic situation, countries around the world face difficulties in upholding national economy while serving national health exertions and mechanisms to prevent dispersion and mortalities. Telecommuting and employment decisions are considered to be imperative as many industries, state organizations, private institutions and volunteer movements encourage employees to work from home during the pandemic situation in order to reduce the disruption that occurs in business operations and employee performance. In future research, it is planned to study on how telecommuting will influence employment decisions in disparity to the external environment.

**Keywords:** *Telecommuting, Working from Home, Employment Decisions, Individual Motivators, Organizational Policies on Telecommuting*

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### **Introduction**

Improvement of telecommunicating technologies is allowing the employees to work remotely, away from their office environment within the established work arrangements and agreements (Ye, 2012). It is referred to the practice of working away from office using information technology in order to fulfill the part of the work or entire work (Basile, Beauregard, & Canónico, 2019).

Today, telecommuting has become one of the major trends in employment due to advancement of technology and use of

new communication channels including digital media platforms that has created numerous business and employment opportunities across the globe. Telecommuting has become the new normal among employees in IT industry. Expanding opportunities to telecommute creates advantages for both employees and employers; research shows that working from home impacts positively on increased job satisfaction (Fonner & Roloff, 2010).

A model of factors to consider when defining telework includes proportion, location, schedule, collaboration,

synchrony and autonomy (ILO, 2016). Proportion describes part time and full-time engagement of work by employees where location explains the mobility of the work station from fixed to mobile (Nicklin et al.; Lee (ed, 2016). According to International Labour Organization (2016), there are different types of ways that the telecommuting can be implemented including hot desking, hoteling, telework centres, collaborative offices and ATAC report (2006) mentions mobile workers and day extenders as two other types of telecommuting.

Different studies state that the telecommuting has a positive impact on productivity and it helps improve the productivity of employees and task performance (Allen et al., 2015; Bloom et al., 2014; Crandall & Gao, 2005; Gajendran, Harrison, & Delaney-Klinger, 2015). It is also proved by different researchers that the job satisfaction is increased when telecommuting due to autonomy and ability of job control (Tremblay, 2002; Kelliher, & Anderson, 2008). It is being identified that the telecommuting varies based on work characteristics and the personal characteristics. Telecommuting is trending ever since it was introduced in IT industry which also associates with flexible working hours.

### ***Individual Employment Decisions***

Organizations are compelled to facilitate workforce diversity more than ever before as employees are from baby boomers to millennials. As a result of globalization, organizations are working with multicultural and multinational work environment which is higher in Singapore when compared to Sri Lanka.

Financial gain has been an important consideration to individuals when selecting a career in terms of salary, incentives and other benefits (Sharaf, 2002). Work-Life balance has identified as one of the key considerations in the

modern work environment as employees are prioritizing their personal well-being, marriage and family life as important as to the job (The College Reading, 2005; in Al-Abri, and Kooli, (2018). When considering the professionals in IT industry working from home and flexible working hours are considered as opportunities for them to maintain work-life balance while being engaged and committed to the work. Company reputation is a choice for many graduates from top universities in achieving their personal goals and objectives when employed for the first time in their career.

### **Justification of the Study**

Allen, Golden and Shockley (2015) state that telecommuting spreads back to 1970s and many scholars have argued on benefits of telecommuting and how the organizational practices differ from the traditional ways of business was conducted. Telecommuting has resulted in work-life balance, increased motivation, employee productivity improvements, job satisfaction and less employee turnover etc.

Organizations must equip with knowledge, resources and mechanisms in facilitating the best practices and employment trends of the IT industry, when influenced by globalization and advancement of technology. United States of Bureau of Labor Statistics has stated that the growth rate of telecommuting is 115% from 2005 to 2015 and 16% of total workforce is working from home (Greenbaum, 2019).

IT employees are encouraged and given the opportunity to practice telecommuting by most of the multinational companies addressing the challenges and issues ahead of them in terms of HRM, operationalization and goal attainments. As Sri Lankan organizations, facilitating and encouraging employees to practice

global work trends may help organizations to attract experienced employees.

## **Conceptualization and Objectives of the Study**

### ***Objectives of the Study***

Primary Research Objective:

To identify the impact of Telecommuting on Individual Employment Decisions

Secondary Research Objectives:

**Research Objective 01:** To identify the individual motivations of telecommuting

**Research Objective 02:** To identify the factors affecting employment decision

**Research Objective 03:** To measure how much work is completed when telecommuting

**Research Objective 04:** To identify how the obligations and distractions affect telecommuting

**Research Objective 05:** To identify how organizational policies impact on telecommuting practices in Sri Lanka and Singapore

As shown in figure 1, the two variables recognized include Telecommuting and

Individual Employment Decisions. Telecommuting was taken as the independent variable where as Individual Employment Decisions were considered as dependent variable. According to the literature telecommuting was considered under the identifications of Individual Motivational Factors, Level of Work Completion, Distractions and Obligations of Telecommuting and Benefits.

### ***Hypotheses of the Study***

H: There is a relationship between Telecommuting and Individual Employment Decisions

H1: There is a relationship between Individual Motivators of telecommuting and Individual Employment Decisions

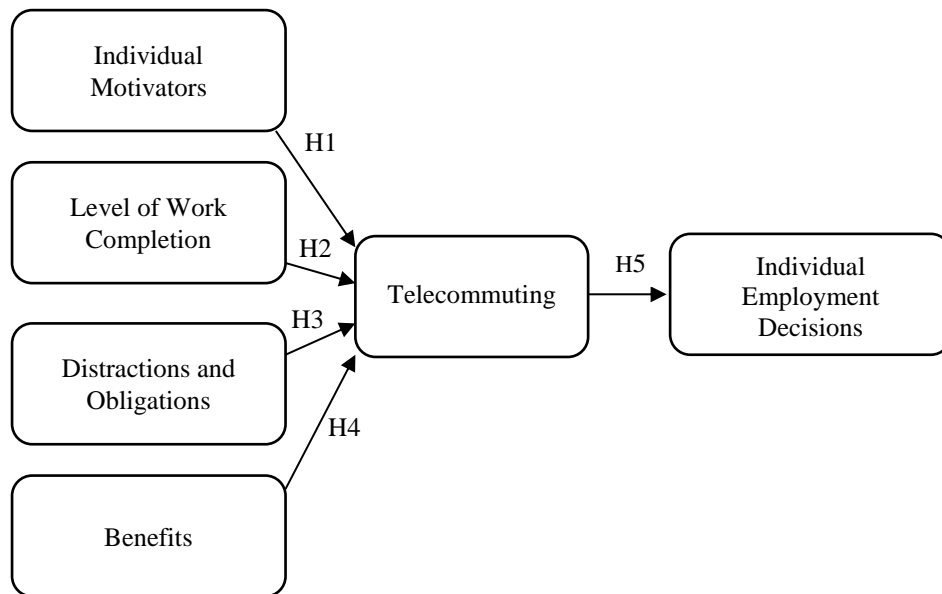
H2: There is a relationship between level of work completion when telecommuting and Individual Employment Decisions

H3: There is a relationship between Distractions and Obligations of telecommuting and Individual Employment Decisions

H4: There is a relationship between Benefits of telecommuting and Individual Employment Decisions



### Conceptual Framework



**Figure 01: Conceptual Framework**

*Source: Al-Abri, and Kooli, (2018); Sharaf, (2002); Tremblay, (2002); Kelliher and Anderson, (2008); Author Developed, (2020)*

### Methodology

Research Methodology intends to attain satisfactory information that promotes the main methods where the study is based on mixed method using both Qualitative and Quantitative approaches. Main research question "What is the impact of telecommuting on individual employment decisions?" was proposed to be tested using collective case study approach to investigate the perspective of Sri Lankan IT expats in Singapore.

#### Data Collection and Sampling

A survey questionnaire is used to gather primary data and personal interviews were conducted for a selected sample. The population of the study was the working professionals in IT industry in Singapore who are dispersed in different segments of IT industry. Study was conducted using random sampling technique and Morgan Table was used to determine the sample

size for survey. When selecting the sample purposive sampling has been used in order to select the interviewees.

#### Ethical Consideration

Voluntary participation was practiced which requires that respondents are not forced to participate in research. Also prior to the participation in survey, informed consent was taken by explaining why the relevant data is collected and how that will be used in research, so students are aware about risks included. Research guarantees that confidentiality of the information of anyone directly or indirectly. Participants are treated with anonymity where no personal information is gathered such as age, gender and marital status etc.

#### Data Analysis

Research is conducted following different methods; In order to analyse the gathered

data Descriptive statistics analysis was conducted and correlation analysis is used to measure the relationship between dependent and independent variables and the idea to use correlation measurement is to find the relationship of Telecommuting to Individual Employment Decisions. Also, to confirm the reliability internal consistency analysis is carried out. Data is analysed with the use of SPSS and Microsoft Excel programs.

It is identified that 76.9% Sri Lankan expats in IT industry in Singapore are working in development and more than 60% of all IT professionals are in Generation X and Generation Y based on number of years of experience, having total of 5 to 10 years' experience. 58.2% IT professionals are in the operational level and 42.8% professionals are holding responsibilities of managing a team. Sample Composition is as follows.

## Results and Discussion

**Table 01: Sample Composition**

	<b>Categorization</b>	<b>Frequency</b>	<b>Percentage</b>
Job/Work Specialization	Development	42	76.4
	DevOps/Cloud Computing	5	9.1
	Quality Assurance/Testing	2	3.6
	Business Analyst	4	7.3
	Project Management	1	1.8
	Networking	-	-
	IT Auditing	-	-
	IT Security	1	1.8
Years of Experience in the Industry	Total Experience		
	0-2 Years	-	-
	2-5 Years	4	7.3
	5-10 Years	37	67.3
	Above 10 Years	14	25.5
	In Sri Lanka		
	0-2 Years	13	23.6
	2-5 Years	26	47.3
	5-10 Years	15	27.3
	Above 10 Years	1	1.8
	In Singapore		
	0-2 Years	18	32.7
	2-5 Years	15	27.3
	5-10 Years	21	38.2
	Above 10 Years	1	1.8
Level of Authority	Operational	32	58.2
	Supervisory	13	23.6
	Managerial	9	16.4
	Strategic	1	1.8

*Source: Survey Data, 2020*

**Individual Motivators of Telecommuting** including productivity, personal commitments, reduced time and cost for travelling and clothing etc. Virtual Team Operations and Job satisfaction was

measured. 70.9% confirms that the key motivation factor for IT expats in Singapore to work from home is reduced cost in terms of travelling, clothing and lunching. 47.3% states that productivity is

higher when telecommuting and it is one of the core motivators to telecommute. 43.6% mentioned that motivator is personal commitments and 41.8% stated that it is the job satisfaction. Correlation between the individual motivators in telecommuting to the job selection and individual's decision making was analysed. When observing the facts of the variable, individual motivators for telecommuting, highest positive correlation is for the factor 'reduced cost for travelling, clothing and lunching' with a value of 0.914 and productivity has a positive correlation with a value of 0.789. Hypotheses built on the factors were tested and individual motivators are considered a significant variable ( $p < 0.5$ ) and the correlation to the telecommuting was confirmed to the decision making.

*"I would rather select my job based on the work-life balance and flexible working hours which has industry pay band than considering the company reputation or other facilities such as overseas travelling"* (Participant 12, 2020) was stated by one of the operational level IT professionals who has worked both in Sri Lanka and Singapore over 2 years. *"I would rather select a job with a good pay, flexible working hours and opportunities for my personal growth"* (Participant 05, 2020) was mentioned by one of the managerial level employees completing total of 5 – 10 years of industry. By looking at the ideas, majority has shared, it can be concluded that the individual motivators influence the decision making. It can also be identified that telecommuting, flexible working hours and work-life balance are important to the selected group of IT expats for the interviews.

**Level of Work Completion in Telecommuting** was categorized as a percentage from daily work and urgent work including less than 50%, 50%-75%, 75% - 100% and more than 100%. From all respondents, 29.1% has agreed that

their work completion is 100% or above when telecommuting and 45.5% has stated that they are completing up to 75% - 100% of tasks which brings the totality to 74.6%. Hypothesis was tested upon level of work completion when telecommuting was considered as non-significant variable ( $p > 0.5$ ) to the job selection and employment decision making.

According to the ideas shared by IT expats in the selected group majority was argued that the completion of work or level of completion is considered once the job has been started and it does not make any impact by the time the decision is made to sign the employment contracts. *"I would consider the work load on a given day, yet will not be so bothered about the completion rate when I am working from home by the time, I am to make the decision to say yes or no"* (Participant 07). Idea of the above statement was common among most of the participants and it clearly specifies that level of work completion has little relevance to the individual employment decisions.

**Distractions and Obligations of Telecommuting** were identified as connectivity and internet facilities, availability of different communication channels, family commitments, social media and personal interests, company policies, face to face meetings and discussions. 45.5% respondents stated that the main distraction of telecommuting is family commitments where as 36.4 % mentioned that social media and personal interests, bringing the total to 81.9%. Correlation of distractions and obligations of telecommuting to the individual decision making was analysed. When observing the variable, it proves that the correlation is negative with a value of - 0.387. Hypothesis testing turned distractions and obligations of telecommuting as a non-significant variable ( $p > 0.5$ ) to decision making when selecting the job.

Participant 04 stated that *“I would rather prefer to go to work on a regular day than to deal with household chores and paying attention to kids while I am working on office tasks”* which confirms the idea that family commitments is a distraction when telecommuting. *“I am very much interested to work from home as I can complete my work while giving attention to my family and it improves the satisfaction I get. But it is true that I get distracted by my movies or games when at home”* (Participant 09, 2020) highlights that there are advantages and disadvantages in telecommuting, yet distract by personal interests and hobbies. Majority of the participants mentioned that distractions or obligations are not major things to be considered in decision making to select the future job. Some have mentioned that these distractions or obligations are nowhere closer to the influencing factors of decision making.

**Benefits of Telecommuting** was tested under the factors including work-life balance, flexible working hours, working from home, salary, employer reputation, opportunities for personal and professional development, facilities and resources. 92.7% of IT expats mentioned that work-life balance is the core benefit that they look at when selecting a job and second highest rating was stated as salary with a rating of 90.9%. 76.4% concerns the opportunities for personal development where 74.5% stated flexible working hours are important when making a decision. Working from home was only 54.5% which was directly linked to the work-life balance and flexible working hours as per the literature (Shagvaliyeva, & Yazdanifard, 2014; McGinnity, O'Connell, & Russell, 2007).

Correlation between the benefits of telecommuting to the job selection and individual's decision making was analysed. When observing the facts of the variable, highest positive correlation is for

the factor 'work-life balance' with a value of 0.845 and salary has a positive correlation with a value of 0.826. Hypotheses built on the factors were tested and benefits of telecommuting are considered a significant variable ( $p < 0.5$ ) and the correlation to the telecommuting was confirmed to the decision making. Considering the ideas that were shared in interviews, it can be summarized as most of the IT expats are considering the benefits of telecommuting when making a decision on employment.

### **Realization of Objectives of the Study**

As per the analysis, results indicated supported and rejected variables of telecommuting to the individual employment decisions. Individual motivators of telecommuting and benefits of telecommuting were significant variables with positive correlations. Level of work completion and distractions/obligations of telecommuting were identified as non-significant variables with rejected hypothesis and negative correlations.

### **Reflection on Work Characteristics and Policies**

Work characteristics in telecommuting were identified differently including features such as face-to-face meetings, degree of telephone communication, and autonomy of operations, ability to control and schedule work flow and amount of in-office material required. It was also identified that the job characteristics in telecommuting includes, need for supervision or frequent feedback, importance of co-worker inputs to work function, discipline regarding work, level of job knowledge and quality of work. When comparing Sri Lanka and Singapore, most vulnerable issue in telecommuting was highlighted as connectivity speed and facilities in Sri Lanka.

Sri Lankan IT community in Singapore has rated salary, work-life balance and opportunities for personal development as the three main factors in employment decision where flexible working hours, facilities and resources and working from home have rated as secondary. The least important factor for them in employment decision is the company reputation. It was also found out that key motivation for telecommuting is reduced time and cost for travelling where personal commitments and facilitation for virtual operations are other considerable reasons.

It was also identified that 65.4% responses state that organizations are practicing telecommuting in Singapore and surprisingly organization's lack HR policies related to telecommuting unless the company is a well-established multinational company. Only 42.6% allow telecommuting in Sri Lanka and 73.6% responses states that Sri Lankan organizations do not have HR policies related to telecommuting. Impact on the employment decision was identified as positive, yet still telecommuting was not identified as a preliminary requirement in decision making.

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## Conclusion

University of Illinois at Urbana-Champaign (2014) has illustrated that there are positive impacts on employee measures including task-based performance and organizational behaviour in telecommuting. However, as many scholars' highlights telecommuting helps improve work-life balance and employee productivity in IT industry and employees take responsibility in the job and accountability is increased.

Even though it is the new trend in today's industry context, organizations must equip with necessary HR policies to accommodate employee needs and expectations which increases the potential employee's employment decision making. It is recommended that the organizations must design and develop HR policies addressing the work and job characteristics, employee's skill assessment, employee-manager discussions and HR business partner and Manager Approvals in telecommuting.

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## The Growth Driven by Multifaceted Leadership Styles

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**Abstract:** State Owned Business Enterprises (SOBEs) have become a discussion topic in the development agenda of any developing country due to generating of substantial losses. In such a context, how an entity, Airport and Aviation Services (Sri Lanka) Ltd (AASL), incorporated in 1982 under the Companies Act and empowered by the Civil Aviation Act is year by year continuously increasing its' revenue and profitability hitting almost Rs.10Bn profits for the year 2017. Therefore, it is worthwhile to unearth as what made AASL into such significant case in Sri Lanka while having diverse administrative, statutory, structural governmental backgrounds in which typical state company operates. According to the research findings and theoretical underpinnings, continuous performance of an organisation is defined in multiple perspectives and it is literary connected with leadership execution and sustainability. For this study purpose continuous performance is defined in terms of financial point of view. Further continuous performance is clearly identified as an outcome of predominantly execution of leadership styles. Based on the outcome, continuous performance, while having many driving factors, leadership execution factor was highlighted. AASL, being a state company incorporated to serve narrow market segment in early 1980s, subsequently, spanning from 2009 to 2018 depicted exponential growth with continuous improvements in both financial and operational outcomes. The case study has demonstrated how continuous performance of AASL achieved since 2009. Execution of triple leadership styles throughout the period has mainly contributed to achieve the same. All other loss making state entities must re-visit the ways and means of transforming into profitable businesses. Such transformation will bring immense valuable positive social externalities to a developing economy like Sri Lanka.

**Keywords:** Continuous Performance; Leadership Execution; Transactional; Democratic; Bureaucratic

### Introduction

Many Sri Lankan public sector companies are emerged in high debts, unable to make ends meet, are experiencing issues relating to a lack of good governance, and sound leadership practices. These loss-making companies require large amounts of financial allocations for their sustenance. Out of the 400 state companies, 264 are monitored and supervised by the Department of Public Enterprises of the Treasury and the rest 136 falls under the Department of National Budget of the Treasury. The government has taken

several measures to encourage and facilitate the public companies to be autonomous through enhanced corporate practices, management reforms, innovative financing, strong and prudent financial management, exposure to competitiveness and international best practices and effective human resource management. Nevertheless, 16 state-owned business enterprises (SOBEs) had incurred a net losses amounting to Rs. 87 billion during 2017. In such a backdrop, if a state company is making almost an Rs.10 Bn profit with flying financial and operational highlights while contributing



significant dividends to the treasury, there are some unique formulae to reveal.

Everyone would, for sure, have ample knowledge of the “BIA”, referred to as the “Gateway makes happy journeys”. This is the prime nucleus that creates the first as well as the last impression of the country for many foreigners. The Bandaranaike International Airport (BIA) and the Mattala Rajapaksha International Airport (MRIA) are the two international airports in Sri Lanka that manage 11Mn passengers yearly. Both the BIA and the MRJA handled 67,308 international flight movements, 279,508 tons of cargo and 43,804 numbers of overflying movements during 2018. These two airports as Ratmalana and Batticaloa domestic airports are managed by the Airport and Aviation Services (Sri Lanka) Ltd. (AASL). The AASL is a public company registered under the Companies Act of February 23, 1982. The Civil Aviation Act No 14 of 2010 which repealed the Air Navigation Special Provisions Act of 1982 has empowered the AASL to act as the “Statutory Service Provider” of the Government of Sri Lanka encompassing all civil airports in Sri Lanka.

The winning formula behind the credible organisational success of the AASL is fuelled by three influential leaders who possessed distinctly different leadership styles. Leadership styles vary mainly due to two factors: (i) inherent leadership qualities one possesses, and (ii) extraneous and contextual factors. Since 2009, AASL has been progressing impressively recording an uppermost income of Rs. 21Bn in 2017, with a 13% increase over that of 2016. Simultaneously the expenditure was stable at Rs. 10.4Bn boosting an operating profit by 34%, that is, from Rs. 7.8Bn to Rs. 10.4Bn. Placing it in a more impressive footing during 2017, the AASL was awarded the “*Sri Lanka Best Employer Brand Award*”, the “*Presidential Environmental Award*” as

well as the “*Financial Reporting Compliance Award*” of the Chartered Accountants of Sri Lanka. Further, in December 2018, the AASL was awarded the “*National Business Excellence Award*”.

Research Objectives were established as (a) to explain how AASL was able to achieve continuous performance since 2009, (b) to study execution of leadership styles in this case context and (c) to explore whether continuous performance is influenced by the execution of leadership styles. Research Questions were concentrated on (a) how transactional, democratic and bureaucratic leadership drive AASL, a state company to achieve and maintain continuous performance, (b) how AASL despite changing leadership roles, throughout a decade drives its’ financial and operational KPIs towards greater heights, and (c) how AASL drives into highly profitable entity even within highly regulated and rules and regulations driven unionised atmosphere.

## Literature Review

### *Continuous Performance*

Performance denotes meeting expectations on a given context. It gives idea of materialising the targets, objectives or KPIs against stipulated recognised principles of correctness, totality, expenditure and speed (Bryman, 1986). It is a fact of productivity. When a company meets such financial or non-financial objectives repetitively throughout a continuous period, it is said that there is a “*Continuous Performance Drive*”. Nevertheless, in the literature, the terminology “Performance” is defined using diverse perspectives such as financial, operational, productivity, leadership execution, human resources and sustainability. In addition, a number of researchers proclaim performance as a multifaceted concept with integration of

several perspectives. It is argued that since no precise definition for performance, that remains as an area to do further research.

### ***Performance in Financial Perspective***

Financial perspective of performance has multiple facets. This includes profitability, revenue growth, Return on Asset (ROA), Return on Investment (ROI), Return on Equity (ROE), Return on Sales (ROS), market share, stock price, trading growth, export growth, liquidity and many more. This idea has well and widely been proven by the numerous studies done by academia. Strengthening this school of thought several scholars' defined performance in terms of financial achievements (Thomas, & Ramaswamy, 1996) comprising Earnings per Share (EPS), ROA, continuing of profitability and revenue growth. This perspective of performance is very coherent and much related to the private sector.

Company performance is mainly on multidimensional yet predominantly on financials. As per Venkatraman and Ramanujam, it is consisted triple magnitudes namely financial, effectiveness and operational productivity (1986). Singh (2003) concluded that performance is well ascertained by finance KPIs such as revenue and profits. This fiscal measurement includes KPIs of monetary proceeds, market price and market share. A group of scholars while appreciating company performance as a multi-dimensional notion, emphasised reaching the financial goals desired by diverse affiliated parties in a specified time (Richard, Devinney, Yip, & Johnson, 2009). All these views complement each other and can easily be measurable. Therefore, the recent studies tend to discover an ideal blend in both financial and operational aspects in defining performance of a company.

Continuous performance creates the wealth and success. Venkatraman and

Ramanujam (1986) signify that a tapered meaning of continuous performance aims on application of straightforward result-driven fiscal measures to replicate the realisation of the financial objectives of the company. On the other hand, organisational performance refers to ability of an enterprise to achieve such objectives as high profit, quality product, large market share, good financial results and survival at turbulent times using relevant strategies for action (Koontz, & Donnell, 1993). This interpretation weights significance of strategy execution to achieve financial performance. Company performance alongside dual magnitude: operational and financial as the key purpose of a corporate strategy to exploit profits on trading resources. That view is appearing to be more desirable in the current context.

### ***Performance in Productivity Perspective***

Efficient business operations with minimum wastage always drive continuous performance. Neely (1995) declares that a company's performance always goes hand in hand with productivity. Supporting that school of thought, continuous performance narrates to an entity's relentless capability to achieve its objectives via utilising possessions in a productive way. Accordingly, companies involve in business both in an efficient and effective way can be identified as performing entities. Therefore, it is an indication of the company's overall productivity justified by income, earnings, progress, expansion and growth. The same view was supported by the subsequent studies (Hefferman, & Flood, 2000).

Performance inspires and accelerates actions. Brumbach (1988) articulated it through weighting actions and consequences productively to meet desired status. That leads measuring performance in terms of actions involved in both inputs and yield. It is not a matter

of just in view of the attainment of numbers, in line with the concept of 'Management by Objectives'. Proficiency determinants have to be integrated with the intention of meeting objectives through productivity enhancements. Finally, fiscal performance appraises to what extent a company employs resources to make income. Therefore, it is evident; the base for monetary performance also is derived from the productivity concept.

### ***Performance in Human Resources Perspective***

HR strategies and practices are vital elements in stimulating staff towards performance targets in any company. Those should be twisted and applied to get preferred corporate goals in accordance with corporate plan. The staff insights on HR strategies might shape their thinking on company. That might affect the company performance in a big way (Walston, & Chadwick, 2003) via enhanced quality of services and productivity as SHRM atmosphere motivates employees to do a better job. Considerable numbers of scholars defined company performance as a result of SHRM supremacy (Crook et al., 2008). The essence of all these studies is good HR practices create committed and engaged employees who drive continuous growth of entities.

SHRM strategy perfectly fitting with the corporate strategy of any company unlocks the roadmap of company performance. Dyer and Reeves (1995) suggest that SHRM strategy straight away decides the overall company performance representing organisational, finance and marketing KPIs. The rationality is that SHRM practice has its supreme influence over staff's behaviours and thinking that, for instance, may effect in stumpy turnover ratio and greater happiness, which return may create higher organisational and finance performance. Paauwe and Boselie (2005) emphasise the multifaceted models of organisational

performance relates to future SHRM atmosphere. In that foresight leadership execution in a SHRM driven culture fuels company performance across vivid perspectives. This view to be accredited as even a good leadership pipeline is also an end result of human capital enrichment through SHRM practices.

### ***Execution of Leadership Styles***

Leadership is not merely a concept, but an application. Execution is the process where a leader exerts influence over followers and inspires, motivates and directs their activities to achieve goals. It is not a novel portent; nevertheless, it is an antediluvian monument. The earliest societies of Egypt and Rome exposed models of leadership applications. Irrespective of the cultural traumas, leadership arises generally amidst almost all (Bass, 1981). As evolution and management complexly and thoroughly build up in the past and pour throughout historic times (Waldo, 2001), leadership also expands. Ideology of leadership may be tracked reverse to very old era; however, managerial applications are said to begin during twentieth century.

Attributes of the leader against administrator connote distinct means. Davis and Newstrom (1985) observed leadership as a slice of managing at loggerheads that managers are worried with scheduling and administrating events, however leaders are persuading followers to devotedly chase demarcated purposes and objectives. This demarcation is utmost critical as in a corporate setting, as the two concept play a significant role towards performance on two distinctive routes. However, administration is rule based while leading is mental model centric. Attributes such as strategic, moral or participative can enhance the shape of the leadership (Walumbwa, & Lawler, 2003). Therefore, once a good administrator becomes a great leader, he brings both worlds together and

guarantees performance drive of any institution despite the private or public sector categorisation.

Any administrator must be a leader and any leader ought to be a good administrator. Thus, Davis and Newstorm (1985) declared that brilliant manager is also likely to display strong leadership traits. Bass (1985) debated that leadership is just not administration and vice versa. Similarly, Battern (1989) distinguished managers and leaders by quoting that manager drives and guides while leader pulls and expects. Hunt (1991) acknowledged line between leaders' vs managers into transformational vs transactional metaphor. Therefore, one of the unique feature in leadership compared to administration is its' broadness and vividness. Leadership, essentially include administration; however, administration may not include all aspects of leadership. Simply analysing the role of the board vs senior management this argument can be understood.

### ***Transactional Leadership***

Transactional leaders are centred on conservative ritual power and influence on getting work done and achieving targets. These leaders trust on switching rewards and payback upon successful tasks completion (Bass, & Avolio, 1990). They attempt to build up an organisation centred on job and recompense affiliation. The transactional leaders stress the identifying talents, execution of goals, achieving results and disciplines (Bass, 1997). They devote time on strategy implementation and offer payback to perk up the staff achievements (Bass, & Avolio, 2009). This is preferably fitting for conventional companies with extra stiff makeup functioning in the steady milieu.

Transactional leaders are said to be taskmasters. They interact with the supporters by way of giving instructions

and constantly following up the progress (Bass 1985; 1990; 2008; Burns, 1978). Those acquaintances permit the leader to achieve his working targets, finish requisite jobs, keep up the present company circumstances and inspire supporters via firm promises towards new opportunities, assisting group materialising set deadlines, highlight extrinsic payback and overall improving corporate productivity. Pragmatic facts validate the correlation among these leaders and decision-making efficiency in several grounds (Bass, 1999; Bass, Avolio, Jung, & Berson, 2003; Bass, & Riggio, 2006; Zhu, Sosik, Riggio, & Yang, 2012). Transactional leader keeps a watchful eye on the staff performance based on specific pre-determined targets and once achieved those are rewarded. Similarly, they are also aware of poor performance and withhold the reward in such instances.

The leaders strive to make loyal followers. Bass and Avolio (1995) after few studies declared that both transformational and transactional leaders improve the degree of staff dedication to the company by forming a set of loyal supporters. As per Shamir (1995), the constant honouring of transactional rapports creates faith, reliability and loyalty, in the supporters forming the foundation for transformational leadership. As a result, it is said that transactional leaders are good in commanding, controlling and executing the work targets with their followers. On the other hand, these leaders allow supporters to meet personal desires while minimising office anxieties (Sadeghi, & Pihie, 2012). Therefore, though transactional leaders are often job centric, on the other hand they are said to be good people managers as well.

### ***Democratic Leadership***

It is believed that democracy brings the harmony and collaboration. This is valid in many circumstances since this style handles decisive tasks with participative

decision making via getting the contribution of the all parties concerned. Supporters for Participative problems solving argue that such leadership enhances employee happiness resulting staff commitment, engagement and company growth. Several scholastic reviews have established democratic leadership from dictatorial and laissez-faire styles (Bass, 1990). However, there is no lucid and perceptive explanation of the word (Gastil, 1994).

Democratic leadership has many faces. The identical phenomena have been positioned as cooperative against directive, follower centric against leader centric, student focus (*Pedagogy*) versus master focus (*Andragogy*), counsellor centric against customer centric, administrative against staff and command against receiver (Anderson, 1959). The meaning of democratic leadership presented by White and Lippitt (1960) stress cluster contribution, conversation and team decision making motivated by the leadership. Involvement is a centre role of democratic leadership (Luthar, 1996). The group contribution and the way of directive are dichotomised for distinguishing democratic and domineering leaders.

Democratic leadership lines many similar features depending on the scenarios. In that line of thinking, the optional patterns of democratic leadership are teaming based leadership (Gronn, 2000), contributory leadership, servant leadership, no-constitutive leadership, revolutionary leadership, Laissez-faire leadership, values driven authentic leadership (Gastil, 1994; George et al., 2007) and ethical (Resick et al., 2011) leadership. Laissez-faire leadership, also identified as delegate leadership, is much similar to the democratic style where leader is liberal and let subordinates to arrive the solutions. Even though the noteworthy lapses to democratic leadership are waste of time on

extensive discussions via listening to others. On the other hand, contribution does a main task for growing the efficiency.

Democratic leaders are self-governors. Self-governing illumination stresses clear distinct demands ahead democratic leadership (Adorno, 1965). The French rebellion and the European subversive pressure group were the outcome of confrontation activities and democratic leadership (Kunter, 1965). Chemers (1984) too emphasised democratic leadership as mode of enabling teamwork. If the democratic leadership expands throughout PESTEEL atmosphere, it might compose community even further ready for self-governing societal transform and sustainability (Gastil, 1994). Moreover; Wilson, George, Wellins, and Byham (1994) beyond self-supremacy, considered democratic leaders based on the degree of involvement inspired by the leader.

Democratic leaders are essentially smart listeners. Since participative decision-making is paramount importance under democracy, listening also becomes prerequisite to get the quintessence of the egalitarianism. Kuczmarski and Kuczmarski (1995) declared these leaders as the first-class listeners. In addition, there are many desirable features of a democratic leader such as conversant, powerful, inspiring, a champion of collaboration, a dealer of rational reasoning, cheering, facilitating of autonomy, directing, respectable and condition-centric. Shared views and involvement with the followers are centre attributes of democratic leadership; and the perfection is gracious, supportive and cheering contribution (Luthar, 1996). Therefore, these leaders can easily win the hearts of people.

Democratic leaders are high in emotional intelligence. Independent actions based on democratic leadership improve self-ruled morals and the universal excellent

(Adorno, 1965). As state officers make communal connotation (Moore, 2000), democratic leaders generate autonomous significance. They rely on the basic assessment of democratic system that is “*determined on the way to egalitarianism and autonomy*” (Waldo, 2001, p. 98). Overall, through analysing these features inherited by democratic leaders, it is obvious that they have greater emotional intelligence in dealing with the followers. Due to this empathic leadership, they are good in getting work done with minimum efforts.

Democratic leadership acts a vital part in realising societal impartiality. Democratic leadership is connected with community standards, liberty and fairness with matured mental metaphor (Denhardt, & Denhardt, 2003). Therefore, democratic leaders play a vital role in entrusting social equality and safeguarding human rights and staff happiness comparison to other styles of leaders. Therefore, the writer is of the view this type of leadership in majority of circumstances has a positive impact towards company performance, specifically in financial terms in particularly in the context of SOEs. Because, democratic leaders often, create a conducive and collaborative working setting by way of team management rather than “*Conflicting*” job atmosphere.

### ***Bureaucratic Leadership***

Rules and regulations also create and empower leaders. “*Bureaucracy*” as a perfect model emphasises a distinctive institutional setup; dignified, law-centric authorities based structural hierarchy, consistency and specialty with a lucid operational splitting up of work and delineation of authority. Such Officialdom moreover relates to an expert, permanent directorial body, prearranged procedures on appointments, promotions and all operation with high disciplined legalised safeguard (Weber, 1978). Implementation power and possessions is attached to the office in order to emancipation of one’s

authority. Bureaucratic leaders pursue regulations and guidelines enthusiastically since they are empowered as custodians by a statutory and coherent-legal order. The responsibility, not the individual and faithfulness to the company considered very important. Leaders who met all such criteria can be branded as “*Bureaucratic Leaders*”.

Circumstances create leaders to go ahead with rules rather emotions. Early scholars criticised the attitude of bureaucracy choice and framework, a character understood to hinder creativity, imagination and innovative thoughts and nurture compliance and neurotic procedural mind-set and risk-evasion (Gerth, & Wright, 1970: Weber, 1978). In line with bureaucracy, state organisations are to be lawfully insulated from routine intervention by political parties (Wilson, 1997). These leader’s capability to pursue official policy, proficient and moral obligations are decided not only on credentials and orientations but also on their aptitude to provide path and the uninterrupted accessibility of funds. Bureaucratic leadership is solidly matched with the financial and funding related aspects as they are driven by rules and documentary approvals rather emotions and therefore ideal to deal with funds related matters in particularly in the public sector. Unusually, these leaders are assumed to be predominantly influenced by the moderator; rules and regulations.

Bureaucratic leaders are prudent in their actions. They safeguard their uniqueness, transparency and policies in dealings. Even, politicians find themselves in the pose of a dabbler in front of such bureaucratic leaders. There might be variations in the execution of bureaucracy, nevertheless, as viewpoints in its authenticity are customised via leader forethought, reasoning and political resist (Gerth, & Wright, 1970). Bureaucratisation is inspired by the alphanumeric extension of directorial

procedures. The “*Bureaucrat Clandestine*” is the discovery of officialdom that “*Welcomes a weakly conversant and toothless legislative body*” (Weber, 1978). The bureaucratic leadership may act as a driving force to minimise corruption and irregularities in state entities. In that context the four pillar model proposed by Hartley (2011) can be applied to define this type of leadership to a greater extent.

Bureaucracy is challengeable, but essential for the state sector. Apparition of management prearranged as per procedure manuals complying general thump and red tapes are hard to sustain (Joerges, 2002). “*The elementary*” cases of constitution, statute, answerability, morals and the community concentration are yet there (Ferlie, Lynn & Pollitt, 2005). It is said, Weberian approach via strict rules driven designation-wide accountability is ever more challenging. Without any shilly-shallying, said approach may be a prudent mechanism to adopt by any public sector leader even today; because, it is compliance centric with minimum negative repercussion.

Bureaucracy is the survival strategy in the state sector. Bureaucrat orders are entrenched in profession as well as society (Brint, 1990). Theoretical rulings centric on state management as defend alongside illogical applications, individual thoughts and sympathy, personalisation and bribery. There is law-infringement; however, compliance to policy is general in modern democracy (Piven, & Cloward, 2005). Means, even democratic leaders follow bureaucracy. This standpoint is acceptable; in particularly in case of public sector as despite the style of the leader, one has to follow rules and regulations largely for survival in the position. Therefore, bureaucracy is the common feature for any leader, if they are to lead in the state sector. Therefore, many strategies in the state sector are based on bureaucracy.

Bureaucracy is in higher demand in Sri Lanka. With the newly added enactment of Right to Information Act and National Audit Act, in Sri Lankan context, with comparison to private sector, state sector is shifting towards more regulatory-based administration framework. Due to these new enactments, bureaucratic leaders may be further motivated or existing transactional or transformational leaders also may be forced to transform into bureaucracy. These developments have triggered stress for administrative regulations, ethos of accountability and the assurance that professionals have been vainly subjected to state responsibility in line with novel set of laws (Power, 1994). Worldwide, there has been a statute outburst and an extension of legal supremacy (Ahrne, & Brunsson, 2004).

## Methodology

According to Cresswell’s (2009) recommendations summarising the unearthed facts assembled in the mode of categorised topics to be established from the derived expressions from primary data collection process. The intended sample for the case study research comprise of Chairman, Vice Chairman, Executive Director, the Board Members, selected Heads of Division, Ministry officials as well as diverse designations of AASL including the representatives of the almost all types of trade unions. The approved interview guide is used to conduct depth interviews and focus group discussions. In order to unearth that ground reality, 40 in-depth interviews were conducted including two cabinet ministers, six focus group discussions, five short overseas passenger discussions and five direct observations of key events. In addition, numerous data collection methods and analysis including short airline passenger discussions, observation of key meetings at AASL were carried out.

The subject scope is continuous performance through execution of leadership styles. Though, there may be many contributors of organisational outcome which are qualitative and quantitative, throughout this study the writer's concentration is only on identified key driver namely, leadership execution styles. Because, analysing all variables is time consuming as well as beyond the objectives of the study. Therefore, the above main driver was supposed to determine continuous performance momentum of AASL. The unit of analysis of this study is a state company called AASL.

Though, AASL has been in existence for almost 36 years under the leadership of 16 chairmen, it is considered only three unique chairmen served up to 31<sup>st</sup> December 2018 for this case study analysis. The study also focuses on the time period from 2009 to 2018, where AASL expanded its' business dimensions both in terms of finance related Key Performance Indicators (KPIs) as well as operational KPIs in an impressive gear under three distinctive leadership execution styles of the stated three unique chairmen.

The study at the outset analysed the full timeline of the events both in terms of financial and operational KPIs since AASL's inception in 1983 in order to ensure the real "cause" of the impressive performance gear. Thereafter, having identified the real "triggers", the scope of the case analysis is narrowed down into the period of 2009 to 2018. The case study analysis is purely qualitative in nature and is mainly based on primary qualitative data gathered through in depth interviews, focus group discussions and secondary data.

## Discussion of Findings

### ***Realization of a Staggering Rs. 10Bn Profit***

When compared with the sluggish beginning during 1980s, from 2009 onwards the growth momentum is noteworthy, boosting the average profits from Rs. 322Mn into Rs. 4.4Bn. The former Cabinet Minister Nimal Siripala de Silva said "*Productivity played vital role leading to growth of revenue and profits*". Confirming same, the current Minister, Arjuna Ranatunga is of the view that, "*AASL has already achieved its corporate objectives. Its performance speaks for itself*". Secretary to the Ministry identified AASL as the most preferred key performing entity under his Ministry. Director General of Civil Aviation citing findings of International Civil Aviation Organisation said that more than 90% of airports in the world are loss-making ventures. A One of the Terminal Superintendents comparing the past said; "*During 1990s AASL had funds to pay only three months' salaries. Today AASL is stable with soaring revenue*". As per almost all union representatives; "*The Profits have been increased by 50% when compared to 2016. There is no entity in Sri Lanka that has increased profits by this percentage. %*". In fact, the AASL had built reserves to meet any financial contingency.

Though a public company the AASL herein adopted a "Blue Ocean Strategy" in its operations. The Marketing Manager said; "*Growth has been driven by cost effective initiatives adopted. We are thrifty and budget concerned and using our funds prudently*". This is a place hundreds of projects are on at any time. The MRIA of US\$ 250Mn, the Runway project of US\$ 48Mn. and proposed BIA Second Terminal project of US\$ 700Mn are solid examples.



### ***Holy Alliance of 3 Ps: Passion, People and Procedures***

It would thus be convinced that the rationale behind these financial achievements is due to leaders who display a fine blend of leadership traits like transactional, democratic and bureaucratic. Thus, during the period concerned, the AASL was driven by passion, people and procedures. The leaders deliver results through their unique strategy which can be observed in the behaviour, conduct and execution strategy of each of the triple leaders, whose stories are the subject of this case study.

#### ***Phase I – Transactional - Leading with Passion (2009-2014)***

Mr. Prasanna Wickramasuriya (Chairman1) assumed duties on March 29, 2009 as Chairman, AASL. His leadership has been identified as transactional, as he preferred to achieve by inspiring staff through rewarding for the achieving of tasks and targets. In fact, he believed in motivating and directing followers primarily through appealing to their own self-interest. He excelled in getting work done by motivating people. As explained by several Engineering Heads “Mr. Prasanna had a power towards getting work done through people. He was able to pick star performers. He gave them the tasks and rewarded upon successful completion. He always achieved targets. Mattala Airport is the best example”. As per Airport Manager, Ratmalana; “He had sufficient capacity to organise, work with people and give instructions. We had to anyhow achieve Objectives and targets given”.

Former Head of Security shared his experiences with Mr. Prasanna during the war front from 1987 – 2001. “In whatever battle we fought, he wanted to perform not

*in the lines, not short of the lines or on the lines, but always beyond”. He continued how Mr. Prasanna made impossible to possible. “Those days all washrooms in the whole Pier were refurbished just within three months. Also, though it will take at least seven years to make an airport operational, in case of MRIA, he did it just within three years.” He further explained “Mr Prasanna was a People Manager as well as a strict disciplinarian. The leadership, I saw in him developed the airport while serving the staff. He was the Security Consultant to then His Excellency President, Yet, he never misused such connections.”.*

Leaders are expected to be excellent organisers. Reminiscing the Commonwealth Heads of Government Meeting 2013, CHOGM, Head of Airport Management said; “Under any other leadership, I don’t think we could handle such a massive event”. During the Chairmanship of Mr. Prasanna, many initiatives such as Silk Route, Luxury Train Service, Transit Hotel, 4G growth model, formation of Marketing, IT, Legal, Supply Chain and Medical Divisions commenced. Project Director of MRIA, identified Mr. Prasanna as an “Opportunist as he created a lot of opportunities to enhance non-aeronautical revenue. Initially, we had 10% non-aeronautical revenue. But during his time it went up to 60%”.

Mr. Prasanna was also been a time-thrifty leader. One of the Terminal Superintendents commented; “Mr. Prasanna gives a very short time period to achieve targets. He gives instructions and follows-up himself. Always corrects shortcomings then and there and knows how to get the job done as the way required with direct communications”.

### ***Phased II – Democratic - People Manager (2015)***

Mr. Ananda Wimalasena (Chairman2) assumed duties on January 30, 2015 as Chairman. CH2 who is perceived as a “Democratic Leader” by the majority, by the majority. *“You must learn to listen to the diverse viewpoints of others. Dealing with people is to be done with 100% impulse.”* Was sthe comment of an Engineering Head. *“He was a humane character and excellent delegator of work”*. Another Senior Officer said; *“Mr. Wimalasena, was the best Chairman we had. He listened to the people and made decisions. He thought about the Company as well as the staff”*. The HR Manager acknowledged him as *“Captain Cool”* saying; *“He made a lot of good for the people including minimising salary anomalies”*. Another Manageress named him as *“the Man of Integrity”*. One of the Terminal Superintendents said; *“He was a humble person. Anyone can talk to him anytime. He was very humane”*.

Getting all trade unions into one platform is a challenging task for any leader. CH2 did it well. All trade unions admired him in that aspect. *“The best Chairman we had throughout the period was Mr. Ananda. He took correct decisions at the correct time. When we were talking with him we felt that he had a good empathic understanding of the staff”*. This humane approach has helped getting the full commitment and loyalty of the employees.

### ***Phase III – Procedural - Profits through Procedures (Since 2016)***

Engineer, Ediriweera (CH3) resumed duties as Chairman on October 12, 2015. Since then his contribution to the financial growth and discipline of AASL is praiseworthy. CH3 who is professed as a “Bureaucratic Leader” said, *“Number 01 is discipline and transparency. I am following government rules and*

*regulations to the dot and tees”*. The HR Manager said; *“He does not deviate from regulations and complies 100% with AR and FR”*. According to the former Minister, *“I selected him due to his talents in both administration and technical fields. He is also an utmost honest person and not a relation of mine”*. As per another Head; *“He is working to the books and rules leading to the growth of the non-aeronautical revenue in big ways. Last year he tendered all Duty Free Shops instead of offering them to known parties. This has caused to boost the “Profit Orientation” of AASL”*. Under this Chairman tendering became a prerequisite. He used to tell managers, *“I don’t want to see you go to FCID”*. Senior staff member said; *“This Chairman wants to do things as per the law. So, things may get delayed, but it is assured, no problems at all from any direction. That is guaranteed”*. Another Manageress of Commercial Properties said; *“Always he is trying to enhance the revenue. In fact, through that we were able to realise the real market values of our airport”*. CH3 said that he has never misused government properties during his three decades of service.

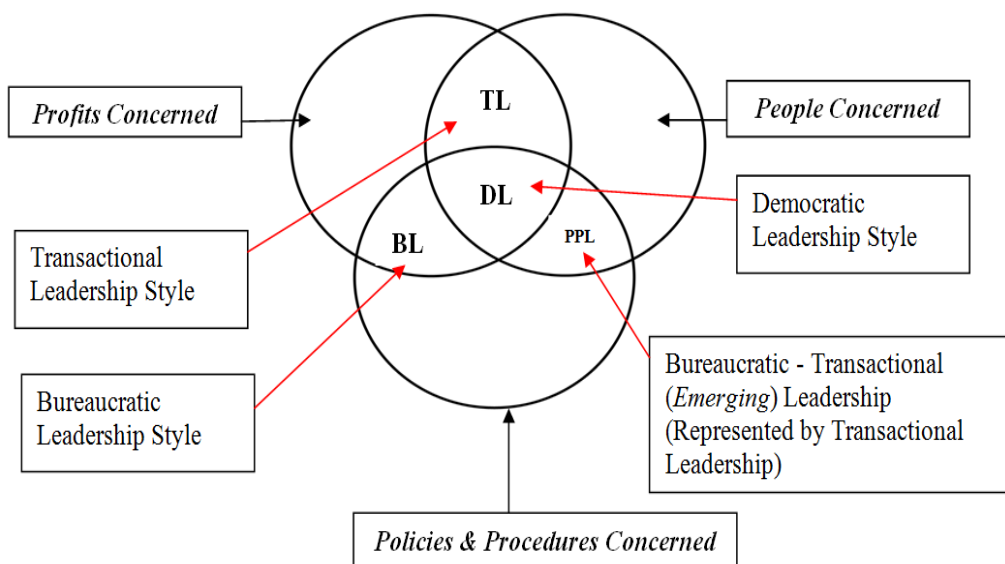
To add a corollary to the leadership style of Mr. Ediriweera, it needs to be said that under normal circumstances success is the product of the faithful and systematic execution of a series of given procedures. High performance athletes, world class corporations and every individual that has achieved a position of prestige and notoriety in society, for that matter, has done so by way of perseverance, methodology and discipline.

### ***Emerging Scenarios of the Case Study***

The authors at the end of the intellectual journey of learning, re-learning and unearthing the journey of AASL since 2009, got an interesting two emerging insights that summarise the whole story

into dual images. One illustrates continuous performance and key drivers via making relationship with the concept of “Service Triangle”. The other insight narrates the pre-dominant driver, execution of leadership styles of three chairmen into a meaningful venn diagram via precisely grading them across unique pillars called profit centric, people centric and policy/procedures centric or associated intersecting sets. In that line of

thinking three chairmen are formally classified into four diverse categories called transactional, democratic, bureaucratic and bureaucratic-transactional based on the existing literature. The emerging models of bureaucratic-transactional leadership together with other leadership styles are represented by the Figure 1 below.



**Figure 01: Emerging Scenarios on Leadership**  
*Source: Authors, 2020*

## Conclusion

The above case study lucidly explains how performance levels were maintained continuously under different leadership styles since 2009. It also enumerates how the drivers of execution of leadership styles, service quality and strategic human resources management were instrumental in achieving the desired objectives and levels of performance. Further, this study enables other public companies to emulate how different leadership styles were executed to reap enhanced profitability irrespective of the changes in the external

forces including the political ramifications. The achievement of the said successes become more daring when fitted against the public institutions that were crawling to move forward.

## Practical Implications to HRM Professionals

### Managerial

This case study offers several striking realistic implications to leaders and executives in the public sector. The conclusions of the current casework validate leadership execution styles as

impending sources of competitive advantage, which state companies can apply as sources of increasing their profitability and other financial KPIs. Despite the fact that rules adhering leadership or political loyal leadership in the public sector, yet even state entities can perform very successful manner if they are led on a prudent roadmap. This study enables other public companies in particularly in the service delivery segment to revisit to execute diverse leadership styles to reap enhanced profitability with business mind-set irrespective of the changes in the political regimes. Furthermore, though majority of state entities predominantly due to trade unions and political interferences are adopting “country club or middle of the road management styles”, in case of AASL it has been endorsed irrespective of the leadership changes, team management style has been adopted in varying degrees throughout the period concerned. That has remarkably fuelled continuous performance of AASL.

Established conclusions proposed, in real life scenario, even state companies can keep expertise staff in the long durations while minimising the staff turnover ratio if the consideration is given to form strategic human resources management culture, in where the workforce is motivated by challengers and innovations. The study further underlined the importance of service quality aspects and strategic orientation of HR towards maintains continuous performance drive of a state entity and the diverse ways and means of the applications. The rest of public institutions as well with slight modifications could adopt such applications. Therefore, the case analysis provides directions for any management who seeks to apply servicing superiority as a decisive factor of the airfield’s competitive advantage.

This case analysis also gives valued insights to public sector administration in

particularly in the service sector to construct tactics and mechanism to enhance the servicing superiority. State officers must emphasise and address main concerns from both staff as well as customers’ side when rendering services. Thoughtfulness of the rapport among serving customers and staff administration is imperative. Because, after identifying precise constructs of internal and external customer satisfaction fitting intrusion game plans can be crafted fuelling thriving performance.

The causal linkage between HR and organisational performance will enable the HR managers to design programmes that will bring forth better operational results to attain higher organisational performance. The focus of the HR management should be to understand organizational performance processes and design HR practices that influence process and outcome variables. In addition, since the best practices like outsourcing and in-house developments are very limited in the context of the public sector companies in Sri Lanka, the case analysis of AASL provides leading insights to practice such benchmarks even in the state sector.

### *Social*

At present, the state segment has turned into an integrated structure that interferes with the politicians, social societies, and the private zone. State leaders are ensured with considerable discretionary supremacy to arrive decisions that influences the whole triple bottom line of profits, people and planet. Hence, they require composing moral decisions with sustainability mind-set instead of just being dependent on treasury subsidiaries or public spending.

It is being emphasised that today airports are required to transit from custodian/landlord to fiscal engines and services providers. In that context, case of AASL is model to give constructive social implication towards not only to other

regional airports but also almost all public sector institutions. One of another key implications is, almost all other public institutions who are making massive losses being a burden to public via dependent on their taxes must re-visit the ways and means of transforming into profitable businesses. Such transformation will bring immense valuable positive social externalities to a developing economy like Sri Lanka.

In general, the society recognises staff or professionals working in multinationals, banks and other profit making private companies rather than public companies. The key reasons for such differentiation are inherited inefficiencies, losses, poor salaries, and political interventions in offering job opportunities and commonly downgraded public attitude towards state servants. Nevertheless, AASL has already changed that perception largely with quite opposite of the inherent features of a general state company. Therefore, in times to come, there will be enamours social implications with positive attitude to become a public servant, if the rest of state institutions consider “*Success Story of AASL*” as a lesson.

Societal, working-lifestyle stability considers as significant vicinity inspiring staff perception into the organisation. It is imperative to reflect on that synchronisation for all staff not just ones

with kids and families. The study of Purcell revealed that sound SHRM applications are not sufficient. What creates a superior distinction is “*engaged staff to be industrious and agile enough to rally latest changes*” (Purcell et al, 2004). That is supported by dual factors – corporate ethnicity and the perceptions of management. Corporate ideals aid to bond the workforce with a common mission, whilst the mode in which leaders execute procedures and show direction is optimistically connected to constructive staff attitudes towards enhanced inspiration, efficiency and finally results in employee work-life balance. Majority of the AASL employees are enjoying that advantage. Therefore, that is one of the prime social lessons can be learnt through the success story of AASL.

Finally, the most important social lesson to be acknowledged through the case analysis of AASL is stability and sustainability. AASL does not emphasise just only profits. With over Rs.10Bn profits, AASL equally weights community development as well as environmental protection. Annually, AASL allocates funds for corporate social responsibility budget. Winning the prestigious Presidential Environmental Award – 2017 and “*WANA ROPA*” trees cultivating project at BIA are clear evidences for the same.

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