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**THE IMPACT OF THE LEADERSHIP STYLES OF FRONT LINE MANAGERS
ON LABOUR PRODUCTIVITY – A CASE STUDY OF TRI-STAR APPERELS
(PVT) LTD.**

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Abstract

The purpose of this study is to investigate the impact of the leadership styles of front line managers on labour productivity. The empirical results declared in this dissertation constituted that the output of this study persuaded in ten selected factories of the largest garment manufacturer and exporter in Sri Lanka; Tri-Star apparels (pvt.) Ltd. Data on leadership styles and labour productivity were gathered mainly through a survey of randomly selected 70 front line managers of the above organization by using a structured questionnaires and structured interviews. Qualitative method or the descriptive analysis as well as the percentage analysis, regression analysis and chi-square test as quantitative methods have been used for the purpose of the data analysis. Result of the study reported that though there is no linear relation ship between the leadership style of front line managers and the labour productivity of the production lines, it has a moderate relationship between these two variables. Further the findings of the study indicated that though the formal leaders have to perform the activities of decision making, planning, controlling, communication, motivation, problem solving and conflict resolution pertaining to the production line activities, due to the nature of this management level in the managerial hierarchy of the organization, the activities such as decision making, planning and controlling have a very limited influence in determining the leadership style of the managers at this level. Main reason for this was that these managers have to perform highly structured, predetermined and programmed activities as the operational level managers. Further it disclosed that in determining labour productivity; other than the leadership style of the front line managers “the needle time” or the technical efficiency has become a very important constrain in improving the labour productivity in the production lines of the organization.

Further the findings of this study indicated that in determining leadership styles of front line managers, other than those used indicators some other factors like worker empowerment and, innovations too could have been used. This study attempts to gain insights and implications of the practical significance of the relationship between these two concepts; leadership style and labour productivity in the garment industry as well as the management of other highly labour intensive industries.