

Leadership Styles Demonstrated by CEOs and their Impact on Company Performance within Diverse Organizational Cultures: A Study Based on the Private Sector Apparel Manufacturing Firms in Sri Lanka

Nadeeja Dodamgoda, Charini Anthony

Imperial Institute of Higher Education, Colombo, Sri Lanka, Validated Center of University of Wales

DOI: 10.29322/IJSRP.10.12.2020.p10831
<http://dx.doi.org/10.29322/IJSRP.10.12.2020.p10831>

Abstract- Leadership styles, particularly demonstrated by the CEOs of the private sector apparel manufacturing industry in Sri Lanka is a sparsely explored phenomena. Therefore, the objective of the researcher in undertaking the current study is to determine the impact of leadership styles adopted by the CEOs of private sector apparel manufacturing companies in Sri Lanka on the performance of these respective organizations.

In the main, since the study explores a behavioral aspect of leadership an Explanatory Sequential Mixed Method, where an embedded case study is conducted in the research. The quantitative analysis of the study was performed with a sample of 30 medium to large scale apparel manufacturing entities operating in Sri Lanka by administering a structured questionnaire among ten direct subordinates of the CEOs of each of the thirty companies. The leadership styles were measured through Full range leadership model of Avolio and Bass (2001) [1] and organizational performance was measured through the Balanced Score Card model of Kaplan and Norton (2005) [2]. In conducting the qualitative analysis, ten individuals of the sample were selected based on the performance criteria in conducting the semi-structured interviews on leadership styles adopted by their CEOs and the resultant impact on organizational performance. Further, the business case evaluations were conducted with ten identified CEOs based on the established performance criteria. The data collected through the questionnaire was quantitatively analyzed and the insights drawn were further reinforced through the content analysis of qualitative data.

The findings revealed that none of the CEOs confined themselves to a single leadership style, rather adopted an integrative approach where attributes of different leadership styles were adopted based on the situational demands, performance readiness of the subordinates, time and resource constraints and the impact toward the organizational bottom-line. Further, the leadership style has a significant impact on organizational performance. Research findings also established that under all the above leadership styles demonstrated organizational culture plays a strong moderating role in influencing organizational outcomes.

Index Terms- Leadership Styles, Organizational Culture, Organizational Performance.

1. INTRODUCTION

1.1 Background

In the past five decades, the most significant and histrionic social changes in the apparel industry has been the transition of the manufacturing constituent from the affluent nations to the developing countries. This shift of global demand presents many challenges to the offshore manufacturers through the exertion of cost cutting pressure, proliferation of products to meet complex customer requirements with fast turnaround and sustainable manufacturing [3]). Drucker (2001) asserted that with the transition of economies from a production to a knowledge and information era presents modernistic challenges in terms of interactive team work, knowledge integration, strategic alliances, co-production of solutions with customers and suppliers, digital modeling, industrial robotics and additive manufacturing which are absolutely distinct to the challenges of the production era. In the wake of these challenges, strategic leaders mainly the C suites need the capacity to have an encyclopedic view and the capability and competence to facilitate changes in leading organizations in the right direction [4]

1.2. The Privately-Owned Apparel Manufacturing Industry in Sri Lanka

The liberalization of the economy and the guaranteed but restricted access of apparel exports facilitated through the Multi Fiber Agreement (MFA) accelerated the growth prospects for Sri Lanka [5]. The apparel industry has demonstrated a positive trajectory of growth over the past four decades, securing its position as the primary export exchange earner for over two decades [6].

According to the Labour Force Survey conducted by the Department of Senses and Statistics Sri Lanka (2018) [7] the employment offered by the apparel industry which is entirely privately-owned amounts to 15% of the country's employed population, implying its economic significance. The country's export-oriented apparel manufacturers currently numbers 350 ranging from large to small scale entities [6]. The Sri Lankan apparel industry has evolved from an era of traditional exports and tailoring to a much-sophisticated pipeline of apparel Solutions from design to delivery.

1.3. Research problem

Preliminary investigations on leadership styles displayed by the CEOs of the apparel manufacturing companies revealed varying leadership attributes ranging from transformational to Laissez-Faire, which exceedingly depended on situational circumstances. While transformational leadership attributes were dominant in managing the pertinent changes that facilitated accurate and timely business decisions, stereotype leadership attributes with no consideration of situational circumstances tend to be the leadership characteristics of poorly performing companies. The organizational culture of the organization also had a significant association with the leadership styles adopted by the CEOs and also the performance of the organization.

Even though the Sri Lanka's largest export market is the United States, based on the US import statistics, the exports from Sri Lanka to the US has dropped by 11.2% YoY (2018 vs 2017) whereas the four major competitors; Bangladesh, Vietnam, India and China have grown by 6.7%, 5.8%, 3.3% and 1.4% respectively [8]. The above statistics together with the results of the preliminary findings signify an appalling performance and reflects poorly of the industry in Sri Lanka. A study conducted by McCann (2007) [9] on leadership styles adopted by apparel manufacturing CEOs evaluated their impact on firm performance in the United States. The study revealed that situational leadership adopted by the CEOs contributed to a 7%-8% gain in productivity. This however has not been researched in a Sri Lankan context. Even though the Sri Lankan companies have made significant investments in this domain. Therefore, this study attempts to address the void in research to ascertain the outcomes of such initiatives in terms of increased business value. Hence, the aim of this study is to identify the prevalent leadership styles adopted by the CEOs of the Private Sector Apparel Manufacturing Companies in Sri Lanka and to find how those leadership styles affect the performance of the respective companies. Further, the study attempts to identify the moderating effect of organizational culture on the relationship between leadership styles and organizational performance.

2. LITERATURE REVIEW

2.1. Leadership Theories

The history of research on leadership, discloses distinctive phases through which leadership theories evolved. Leadership literature reveals that theories have been refined and modified with passage of time and none of the theories is completely irrelevant. As mentioned earlier, relevance depends on the context in which it is applied. The type of leadership applied in functions entailing very high degree of precision, confidence level, sensitivity, care and technical expertise may be different than in simple management-oriented portfolios, as one that does not fit all heads [10].

2.1.1. The Great Man Theory

The primeval belief was that there are only a very few, unique individuals in society who could assume the role of leadership, supported by the ideology that leaders are born and only those bequeathed with heroic potential could emerge as leaders [11].

2.1.2. Trait Theories of Leadership

Jenkins (1947) [12] deduced two categories of traits: emergent and effectiveness traits. Whilst emergent traits were heavily dependent on heredity such as intelligence the latter was deemed to be associated with experience and learning [13]. The trait theory of leadership came under criticism due to the challenges faced in categorizing and endorsing common traits.

2.1.3. Style & Behavior Theories

Yukl (1981) [14] presented three behavioral leadership styles. The democratic leaders respected consultative decision making, involving their subordinates, who enjoyed a high degree of satisfaction, in executing their work with enthusiasm and energy even in the absence of the leader. Conversely, autocratic leaders focus on the abundance of output and made decisions with no involvement of their subordinates. Laissez faire leadership is only deemed pertinent in leading a team of exceedingly skilled and motivated people with an excellent track-record. These leaders allow subordinates to make decisions.

The outcome of the Scandinavian research studies established a key premise that successful leaders demonstrated development-oriented behaviors that were biased towards experimentation, pursuit of new ideas and identification of the need for change ([15].

2.1.4. Contingency (Situational) Theories

Hersey et al.(1996) [16] presented the situational leadership theory which was built on the premise that the level of direction given by the leader, through task behavior and the empathetically driven support demonstrated through relationship behavior should be altered depending on the situational context and the level of maturity of the follower, referred to as the performance readiness of the employees. The model established that there was no ideal leadership style and the success of the leader was defined in terms of his/her ability to flex between the leadership styles. They identified four situational leadership styles, namely; telling, selling, participating and delegating. [17].

2.1.5. Leader Member Exchange Theory (LMX)

LMX is a dyadic theory which explains how a leader maintains his/her position through the development and the exchange of a series of tacit agreements with the members. The theory assumes that leaders exert influence on the members through the quality of the relationships they build through the phases of role taking, role making and clarifying routine tasks. The relationship is of high quality when it is characterized by trust, affinity, loyalty and professional respect [18].

The in and out groups are two informal groups where leaders clearly differentiate between their followers. The leaders establish a distinct relationship with an inner circle of trusted members belonging to the in group to whom they assign high levels of responsibility and influence over decision-making. Conversely, the members of the out-group are given less choice and influence over decisions and their relationships are often governed within the narrow constraints of their formal employment contracts [19].

Wang, et al., (2005) [20] empirically established the mediation effect of LMX on the relationship between transformational leadership and subordinate performance. The findings disclose that a high-quality LMX relationship is vital in achieving increased organizational outcomes.

2.1.6. Full Range Leadership Model (FRLM)

The FRLM proposed by Avolio and Bass (2001) [1], presents a spectrum of leadership styles. According to Avolio and Bass transactional leaders are viewed as having a greater aptitude in the accomplishment of task-oriented outcomes but are less proficient in situations that demand change management and organizational development.

The underlying principle in the application of the FRLM is the ability of the transactional leader to alter the equilibrium through the utilization of the transformational leader attributes based on the situational demands to optimize organizational performance and vis a versa. The revised FRLM presents nine leadership factors.

2.1.6.1 Transformational leadership

Transformational leadership demonstrates proactive leadership behaviors. Avolio (1999) [21] outlines the five first order factors.

Idealized Influence (Attributed)

The social personality of the leader, perceived as one who is determined, strong, committed, powerful and possesses higher order morale and ethical convictions that are comparable to those of their followers.

Idealized influence (Behavior)

The leader demonstrates behavior of charismatic nature, committed to a segment of values shared through an idealized vision which are behaviorally and emotionally aligned with their followers.

Inspirational Motivation

The transformational leaders' declarations of the future take an optimistic stance, in articulating an ambitious vision, stressing on organizational goals. They lead followers through inspiration and motivation.

Intellectual Stimulation

The leader enhances the followers' intellectual creativity by emphasizing on problem solving through creative thinking, challenging the followers to utilize innovative ideas that are appealing to the follower's sense of logic and analysis.

Individualized Consideration

The leader actively gets involved in the capacity of a mentor on an individual basis providing advice, support and individual attention towards the needs of the followers. The leader satisfies the followers through personal growth, development and self-actualization.

2.1.6.2. Transactional Leadership

Transactional leadership is a process of exchange constructed on the fulfillment of contractual obligations. Bass & Avolio (1990) [22] established the transactional leader attributes as follows:

Contingent Reward

Based on the contractual commitment the leaders predominantly assume an expounding role in detailing task requirements and in rewarding the employees on the fulfillment of contractual obligations.

Management by Exception – Active

Actively engages in monitoring and controlling outcomes through vigilance to ensure compliance to standards and task accomplishment. Therefore, the leader has the discretion and the information to take corrective action immediately if the performance falls short of the standard.

Management-by-Exception -Passive

The leader intervenes only after the noncompliance has occurred and errors have taken place, assuming a passive role where intervention happens only if the problem intensifies.

21.6.3. Laissez-Faire Leadership (LF)

Demonstrates passive or avoidant behavior. The absence of leadership is typified through the avoidance of decision making, the abdication of responsibility and non-exertion of the authority.

2.2. Organizational Culture and Leadership

Schein (1985) [23] defines organizational culture as a shared set of fundamental assumptions that was studied and acquired by a group of individuals as capable of solving problems concerned with external adaptation and internal integration that has yielded positive outcomes so as to be endorsed as valid and qualified to be taught to new members as the correct way to perceive, feel and think in relevance to the problem encountered.

Kilmann (1975) [24] views leadership as fundamental in managing and controlling cultures as they evolve, which if unattended would eventually become dysfunctional or destructive. Tsui (2006) [25] presents three different perspectives. Under the functionalist perspective a culture is presented as an outcome of visionary and charismatic leadership. The attribution perspective establishes a strong positive relationship between the employee perception of leader behavior and the interpretations of organizational culture. Finally, the contingency perspective purports that the organizational culture could either restrict or provide opportunities for leaders to exert their abilities in influencing organizational outcomes under varying situations.

2.2.1. Organizational Culture Assessment Instrument (OCAI)

The OCAI was developed by Quinn and Cameron (2011) [26] based on the Competing Value Framework (CVF). The pertinent institutional cultures are thus;



Figure 1: Organizational Culture Assessment Instrument (OCAI)

2.2.1.1 Clan Culture

Community or clan cultures demonstrate strong employee loyalty and commitment to a strong leader and strives for cohesion and congruence through teamwork, consensus and participation.

2.2.1.2. Competitive Culture (Market Cultures)

The main objective is the achievement of organizational goals under the leadership of an aggressive, tenacious and competitive leader whose measure of success is the competitive advantage over their peer institutions. The binding glue is their winning attitude.

2.2.1.3. Hierarchy Culture

Hierarchy cultures are highly formalized, structured and are regulated by policies and procedures. Success is defined through efficiency, predictability, stability and consistency of achieving goals. Formal rules and policy documents bind the organization together.

2.3.1.4. Adhocracy Culture

These cultures are typified by dynamic, innovative, flexible and entrepreneurial environments. Leaders and members of these organizations are risk takers. The binding force is their commitment to experimentation and creativity. These leaders are the trendsetters in society.

2.3. Organizational Performance

Organizational performance can be evaluated based on many financial as well as non-financial indicators. Balance score card is a model commonly followed in evaluating organizational performance.

2.3.1. Balanced Score Card (BSC)

The Balanced Score Card was developed by Kaplan and Norton (2005) [2] as a set of measures to enable top managers to get a comprehensive view of the organization's performance. Over reliance on a single performance metric can be fatal given the complexity of managing an organization that necessitates senior management to review performance across several areas concurrently. A balanced scorecard provides this flexibility. The balanced scorecard philosophy is predominantly applied at organizational level. Kaplan and Norton outlined four important perspectives under the balanced Score Card as Customer perspective, Internal business perspective, Innovation and learning perspective and Financial perspective. It was further established that strategic alignment is achieved through affiliating the organization or industry specific pertinent KPIs with the four perspectives outlined under the Balanced Score Card.

2.4. The Link between Organizational Culture, Leadership Behavior and Organisational Performance

Two schools of thought: the 'constraints school' and the 'leadership school' aid in comprehending the above association [27]. The constraints school advocates that leaders exert limited impact and influence over performance as contextual constraints, either internal or external to the organization take dominance. Conversely, the leadership school of thought asserts that strategic leaders, particularly C Suites and above have a greater influence on performance in shaping organizations through strategy, structure, and culture [28]. Villa, et al., (2003) [29] proposed that organizational culture and values can be employed as situational variables with the potential to moderate the effects of the various leadership constructs on organizational performance. A study conducted by Voirin, et al., (2010) [30] ascertained that a favorable culture for innovation moderates the relationship between transformational leadership and employees' adaptive performance within the organization.

2.5. Justification of the theories chosen for the study.

The FRLM forms the theoretical foundation for the current study. This model was preferred over Yukl's three behavioral leadership styles and the situational leadership model as the FRLM presents a comprehensive continuum of leadership styles with universality encompassing all leadership attributes that are fragmented among the other models. Further, the MLQ 5X short form is an empirically validated research instrument constructed in measuring the FRLM, which aids in the development of the questionnaire for the current study.

In 2002, Dumdum [31] empirically tested the relationship between leadership styles and organizational performance based on the FRLM using the MLQ 5X short form as the research instrument, which revealed that both transformational and transactional leadership positively and significantly correlated to organizational outcomes, whereas Laissez-faire leadership established a strong negative correlation to organizational outcomes. In conceptualizing the dependent variable, the Balanced Score Card developed by Kaplan and Norton (2005) [2] is acknowledged as pertinent due to its aptness in comprehensively apprehending the most appropriate KPIs in holistically assessing organizational performance of the apparel industry. Many other models have evolved in this domain such as the triple bottom line developed by John Elkington (1999) [32].

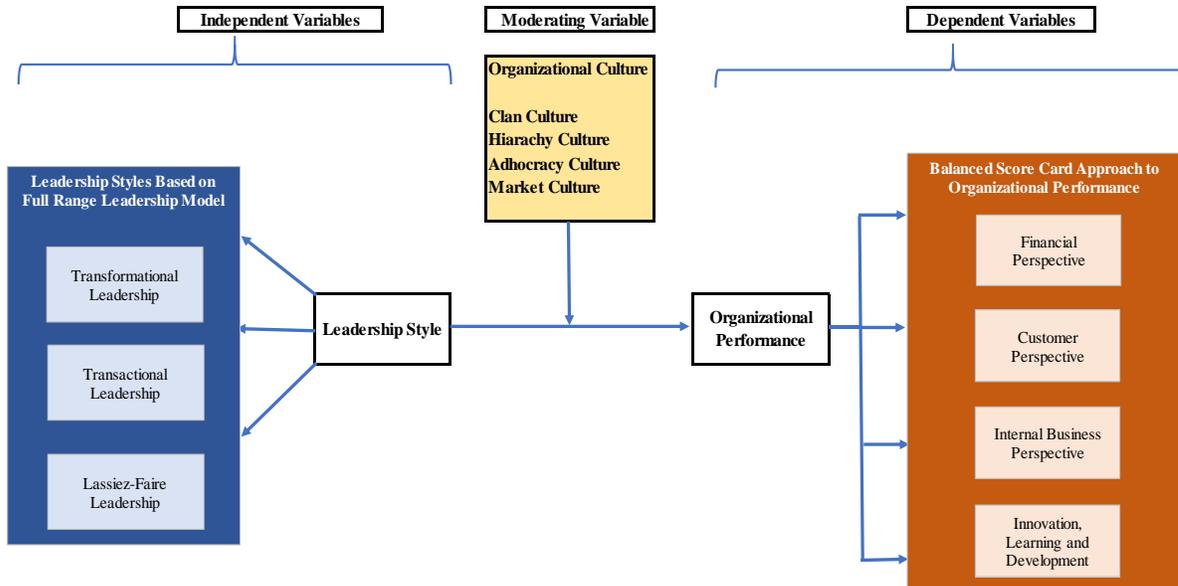
Milaloza (2015) [33], empirically tested the impact of leadership styles on organizational performance using the balance scorecard concluding that it proved to be an effective instrument in holistically measuring organizational performance and that authoritarian leadership style had a negative impact on the performance of the Croatian companies, in the field of knowledge management. Alternatively, democratic leadership style had a positive effect on the performance, in the financial perspective. The OCAI forms the conceptual foundation with respect to the moderating variable, which is preferred over the Organizational Culture model developed by Schein (1985) [23]. The classification under the OCAI is more relatable in capturing the cultural dynamics of the apparel manufacturing firms. Moreover, the OCAI is an empirically validated instrument developed to assess the culture model which has been extensively applied in research.

3. METHODOLOGY

3.1. Conceptual Framework and hypothesis

The conceptual framework for the study is developed reflecting leadership style through FLRM developed by Bass and Avolio (2001) [22], the organizational culture identified through the culture model of Quinn and Cameron (2011) [26] and the organizational performance measured through the Balanced Score Card developed by Kaplan and Norton (2005) [2].

Figure 2: Conceptual Framework



Based on the conceptual framework in figure 1, the following hypothesis has been developed

- H1 A significant relationship exists between the leadership style demonstrated by the CEOs and the organizational performance of apparel manufacturing companies
- H2 Organizational culture moderates the relationship between the leadership styles of the CEOs and the organizational performance of apparel manufacturing companies

3.2. Operationalization of Variables

The leadership style, organizational culture and the organizational performance are operationalized with appropriate indicators as presented in table 1.

Table 1: Operationalization of variables

Concept	Variable	Measurement of Indicator
Transformational Leadership	<i>Leaders' Character Traits</i>	The level of pride instilled through the association of the leader
		The leader readiness to go beyond his/her self-interest for the collective interest of the group
		The degree to which leader behavior commands employee respect
Idealized Influence - Behavioral Type - II(B)	<i>Promotes Idealization</i>	The extent to which the leader displays power, authority and control in instilling confidence
	<i>Sensible Risk Taking</i>	The degree to which the leader takes calculated risk
	<i>Sense of Integrity</i>	The extent to which the leader considers integrity as a core component in business decisions & undertakings
Idealized Influence - Attributed Type -II(A)	<i>Ethical Consideration</i>	The degree of importance placed on morale and ethical consequences of business decisions
	<i>Clear Sense of Purpose</i>	The level of significance placed on having a clear sense of purpose The degree of emphasis placed on a collective sense of mission
Inspirational Motivation - IM	<i>Develops & Promotes Attainment of Mission</i>	The leader converses optimistically about the future
		The leader expresses drive and enthusiasm about what needs to be accomplished
		The extent to which the leader articulates an enthralling vision
	<i>Readiness for Change</i>	The degree to which the leader instills confidence in the achieving organizational goals The degree to which the leader prepares for change

Individualized Consideration -IC	<i>Develops Others</i>	The extent of time dedicated by the leader in teaching and coaching subordinates
	<i>Supports Others on an Individual Basis</i>	The degree to which the leader helps subordinates to develop skills
	<i>Supports Others on an Individual Basis</i>	The extent to which the leader treats subordinates as individuals rather than members of a group
	<i>Supports Others on an Individual Basis</i>	The degree to which the leader considers the subordinates as having different needs, abilities and aspirations from others
Intellectual Stimulation - IS	<i>Encourage Innovation</i>	The extent to which the leader challenges the status quo
	<i>Encourage Innovation</i>	The extent of striving for different perspectives in problem solving
	<i>Demonstrates Innovation</i>	The extent to which the leader encourages employees to view problems from several perspectives
	<i>Demonstrates Innovation</i>	The extent to which the leader compels the subordinates to consider novel and innovative approaches to completing tasks effectively
Transactional Leadership Contingent Reward	<i>Constructive Transaction</i>	Extension of assistance by leader in exchange for effort
	<i>Constructive Transaction</i>	The leader's ability to specifically outline who is responsible for achieving targets
	<i>Constructive Transaction</i>	Clearly outlines the expectations in return for achieving performance goals
	<i>Constructive Transaction</i>	The degree to which the leader rewards employees when expectations are met
Management By Exception (Active) - A	<i>Active Participation in problem solving</i>	The level of proactive scrutiny on anomalies, mistakes, and deviation from standard on the achievement of future goals
	<i>Active Participation in problem solving</i>	The degree of proactive concentration of attention on dealing with errors, complaints and failures
	<i>Active Participation in problem solving</i>	The extent to which the leader trails an error or mistake through continuous monitoring and control
	<i>Active Participation in problem solving</i>	The degree to which the leader directs attention and advice on course correction
Management By Exception (Passive) - P	<i>Passive Intervention in Problem Solving</i>	The degree of absence of leader interference until problems become severe
	<i>Passive Intervention in Problem Solving</i>	The extent to which actions are taken after things go wrong
	<i>Passive Intervention in Problem Solving</i>	The extent of reacting to a situation than preventing an error
	<i>Passive Intervention in Problem Solving</i>	The extent to which the leader establishes that problems must become compulsive before taking any action
Laziness – Faire Leadership	<i>Absence of Leadership</i>	Advocates an avoidance strategy when important issues arise
	<i>Absence of Leadership</i>	The absence of leadership when needed
	<i>Absence of Leadership</i>	The extent to which the leader shies away from making and committing to decisions
	<i>Absence of Leadership</i>	The degree to which the leader delays or does not respond to urgent enquiries

Operationalization of Dependent variable

Performance Outcomes	KPIs	Measure
Financial	NP Margin	NP Margin
	Air Frights & Claims	AF & Claims as a Percentage of Sales
Customer	OTD	Rating of OTD
	Vendor Scorecard	Vendor Score Card Rating
Internal business	Cut to Ship Ratio	Cut to Ship Ratio
	Efficiency	Rating of Efficiency
Innovation, Learning and Growth	Direct: Indirect Ratio	Direct to indirect ratio due to the reduction in FTEs through automation
	Standard Minute Value	SMV reduction

Operationalization of the Moderating Variable

Dominant Culture	Dimensions of	Measurement of Indicator
------------------	---------------	--------------------------

Types	Organizational Culture	
Clan Culture	Dominant Characteristics	The extent to which the organization provides a personal place comparable to an extended family
	Organizational Glue	Loyalty, mutual trust and commitment to the organization
	Criteria of Success	Development of human resources, teamwork, employee commitment and concern for people
Adhocracy Culture	Dominant Characteristics	The level of dynamism, entrepreneurial nature and excessive risk taking
	Organizational Glue	Level of commitment for innovation and development
	Criteria for Success	The level of uniqueness in its products and services, product leadership and innovation
Competitive Culture	Dominant Characteristics	The extent to which the organization is results oriented
	Organization Glue	The degree of emphasis on achievement and goal accomplishment
	Criteria for Success	The extent to which winning in the market place, outpaces competition
Hierarchy Culture	Dominant Characteristics	The existence of structure, control and formalities
	Organizational Glue	The importance of formal rules & policies in maintaining a smoothly running organization
	Criteria for Success	The level of efficiency, smooth scheduling and low-cost production

3.3. Research Design

Research design is defined as a strategy that deliberates how the research will be carried out in a structured manner which can be achieved through the Research Onion framework developed by Saunders et. al (2007). This study was conducted with an ontological position with both objective and subjective viewpoints and regards pragmatism as the underpinning philosophy. Pragmatism is defined as a research philosophy that concentrates on the practical outcome of the research by excluding the “forced selection” among the research paradigms and focuses on “what works best” in answering the research question [34]. The development of theory could be either through deduction or induction. Deductive reasoning begins by advocating a theory and designing a research method to test the theory. Inductive theory-building commences with data collection through specific observations through which patterns and relationships are established to form theory [35]. The present study assumes a deductive perspective while attempting to explain the concepts in detail thereby displaying an inductive element as well. An embedded case study strategy is followed which firstly incorporate a survey carried out through a questionnaire, aimed at the direct subordinates of the CEOs. The questionnaires can be applied for either descriptive or explanatory research [36]. Secondly, a series of semi-structured interviews were carried out with selected direct subordinates of the CEOs and finally a qualitative business case evaluation was conducted with the relevant CEOs. Stemming from a pragmatist paradigm, the pluralistic and integrative view advocates that rather than viewing quantitative and qualitative methods as opposites they should be perceived as complementary. The combination of qualitative and quantitative methods annuls the weaknesses of both [37]. The methodological choice of this study can be identified as mixed method. According to Creswell (2012) [38] the current study is classified as explanatory sequential mixed methods where quantitative data is gathered and statistically analyzed to test the set hypothesis in the first phase and subsequently qualitative data is assembled in reinforcing the interpretations and findings of the quantitative study. The data collection for the intended study happened during a single, specified time period. According to Sekaran and Bougie (2015) [39], the current undertaking is cross sectional in nature.

3.4 Data Collection Methods

3.4.1. Primary Data Sources

Data collection under the survey strategy entailed an online questionnaire and semi structured interviews combined with a business case evaluation as the primary data sources. As per Evans & Mathur (2005) [40] prompt delivery, wider access, cost efficiency, receipt of a higher rate of response, lower risk of missing data and the high rate of validity assigned to the approach are the benefits of delivering the questionnaire online. The insights gained through the interviews validated a content analysis. Moreover, the qualitative business case evaluation process reinforced the findings by assimilating the insights from the CEOs.

3.4.2 Data Analysis Methods

Data analysis was carried out using SPSS 22.0 and Microsoft Excel 2010 software tools. A range of analysis were performed to test the objectives and the hypothesis, such as descriptive analysis, factor analysis, correlational analysis and regression analysis.

3.4.3 Sampling

Thirty companies operating within the private sector apparel manufacturing industry in Sri Lanka were selected based on purposive sampling in order to conduct the cross-sectional study. All the selected companies were medium to large scale apparel manufacturers in the industry, employing over 2,000 employees and are entirely export oriented with the main export markets being US and Europe. The companies selected were geographically dispersed and located across the country. The customer portfolios of these companies were world renowned retail brands such as “Victoria Secret”, “Calvin Klein”, “Levis”, “Lane Bryant”, “Nike”, “GAP”, “NEXT”, “Old Navy”, “ZARA”, “PUMA” and “H&M”.

Since each of the strategic business units (SBUs) operate as independent business units, the responses could be expected to provide the foundation for cluster sampling, where the unit of analysis was each organization (SBU) headed by the respective CEO. Out of the thirty companies identified, ten companies were selected based on the performance rating of the organizations (calculated based on criteria in table 8) representing very high, high, low and very low levels of organizational performance, for the qualitative analysis. One individual from each of the 10 companies were selected based on judgement sampling to fairly represent the apparel value chain. The work experience in the apparel industry was the other key consideration in the selection. Semi structured interviews were conducted with those individuals. The simulated business case evaluation was conducted with the ten CEOs of the above identified companies based on the performance rating criteria.

3.5 Research Instruments

The responses for the survey were obtained on a Likert scale expressing agreement with respect to the level of leadership attributes of the CEOs as perceived by the direct subordinates of the CEOs. Each selection under the Likert scale was assigned a number as follows; “Strongly Disagree = 1”, “Disagree = 2”, “Neutral = 3”, “Agree = 4” and “Strongly Agree = 5” which facilitated the quantification of the attributes and also data analysis. The above scale was adopted with respect to the independent and moderating variables. With respect to the dependent variable, the responses were obtained on a Likert scale of “Very Low=1”, “Low=2”, “Moderate=3”, “High=4”, “Very High=5” where the questions were developed based on BSC framework depicting the organizational performance. The questionnaire was developed based on the indicators developed in operationalization. A brief description of the KPIs under the dependent variable is presented under Appendix 1 of this paper. The organizational performance measured in line with the Balanced Score Card under each perspective has been computed into a composite mean value with respect to the performance of the organization in the Financial Year 2018/19.

Supplementary to the questionnaire semi-structured interviews were conducted to obtain further insights of the CEO’s leadership styles and the general perception among the subordinates in relation to the leadership styles adopted by their leaders. The questions focused on impact of each leadership style on the organizational performance and the moderating role of the culture.

The business case evaluation in relation to the apparel industry were presented to the selected CEOs themselves. The business cases were simulated in line with the performance criteria outlined under the BSC framework through the most applicable KPIs of the apparel industry. The objective of the business case analysis was to gather insights on the leadership styles the CEOs themselves would adopt in response to a simulated business case under varying contexts. The respondents were requested to elaborate on the reasons for adopting a particular approach.

3.6 Method of analysis

Survey findings were initially analysed to identify the primary components, tested for reliability and validity and each leadership style was statistically analysed using SPSS. Hypothesis were tested with correlation and regression analysis. Qualitative data were thematically analysed to identify the patterns and themes emerging from the data.

3.7 Methods for testing reliability and validity of data

The quantitative data collected through questionnaire were tested for unidimensionality following a factor analysis and the identified constructs were tested for reliability and validity. Internal consistency or reliability was measured with Cronbach’s alpha. A per Kline (2011), 0.7 was considered as acceptable value of alpha in reliability analysis. The validity of data can be tested through face validity, criterion validity and congruent content validity, validity. The operationalization of the variables through appropriate indicators ensured all aspects of validity except the construct validity which required statistical computations. Campbell & Fiske (1959) have categorized construct validity in to two types; convergent validity and the discriminant validity. The degree of confidence that can be placed on the indicators to correctly measure a trait is ensured through convergent validity. Discriminant validity is the degree to which the measures of different traits are unrelated. Average Variance Extracted (AVE), which measures the level of variance captured by the construct against the measurement error and Composite reliability (CR), a less biased estimator of reliability than Chronbach’s alpha can be considered as measures of convergent validity [41]. According to Fornell and Larcker, AVE should be above 0.5 and CR above 0.7 for convergent validity to be satisfactory. In addition, Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO), is also suggested to be a measure of convergent validity. KMO values above 0.5 are considered satisfactory [39]. The strength of relationships among the indicators of a measure is ensured through the Bartlett’s test of sphericity [42]. This test can be conducted at a predetermined level of significance where, the p-value of the results can be compared with the level of significance to

arrive at a conclusion. Commonly used level of significance is .05. Reliability and validity of qualitative findings were ensured by selecting trustworthy and knowledgeable individuals in the field following the instructions of Lincoln and Guba (1985) [43]. In addition, constant data comparison, comprehensive data use and reputational analysis suggested by Silverman (2013) [44] were considered.

4. Data analysis

4.1. Factor Analysis to identify dimensions of leadership

The resultant factor loading of independent variables generated through SPSS is presented in table 2.

Table 2: Factor Loadings

Leadership Style		Component			
		1	2	3	4
 Transformational Leadership -Idealized Influence -Behavioral Type (II(B)) -Idealized Influence -Attributed Type (II(A)) -Inspirational Motivation (IM) Intellectual Stimulation (IS)	Transf 3	0.736			
	Transf 4	0.729			
	Transf 6	0.721			
	Transf 10	0.717			
	Transf 8	0.716			
	Transf 20	0.715			
	Transf 5	0.711			
	Transf 12	0.697			
	Transf 7	0.694			
	Transf 19	0.692			
	Transf 9	0.687			
	Transf 11	0.661			
	Transf 18	0.658			
	Transf 13	0.648			
	Transf 1	0.631			
Transf 2	0.595				
 Transactional Leadership -Management By Exception -Active (A) -Management By Exception -Passive (P)	Transac 5		0.821		
	Transac 6		0.799		
	Transac 7		0.785		
	Transac 12		-0.777		
	Transac 10		-0.771		
	Transac 11		-0.761		
	Transac 9		-0.737		
	Transac 8		0.711		
Laissez – Faire Leadership	LF4		-0.695		
	LF1		-0.647		
	LF3		-0.603		
 Transformational Leadership -Individualized Consideration (IC)	Tranf 16			0.799	
	Tranf 17			0.773	
	Tranf 15			0.698	
	Tranf 14			0.519	
 Transactional Leadership -Contingent Reward (CR)	Transac 2				0.784
	Transac 3				0.767
	Transac 4				0.694

The leadership styles Transformational, transactional and Laissez- Faire were coded as transf, transact and LF respectively. The factor loading output demonstrates that responses in relation to transformational leadership style have two aspects. Questions Transf 1-13

and Transf 18-20 have one facet whereas questions Transf 14- 17 have another aspect. Hence those questions were prudently analyzed and separately categorized based on the leadership attributes as follows.

Transformational 1 Leadership: Idealized Influence -Behavioral Type and Attributed Type (II(B) and II(A)),
Inspirational Motivation (IM), Intellectual Stimulation (IS)

Transformational 2 Leadership: Individualized Consideration (IC)

In further analyzing the questions pertaining to the above segregation it was noted that in the main whilst the first four leadership attributes pertaining to transformational leadership were solely demonstrated by transformational leaders, the fourth transformational leadership attribute of individualized consideration was at certain instances demonstrated by non-transformational leaders as well. Therefore, the responses pertaining to the attributes of Individualized Consideration was distinctly grouped under a separate component.

Furthermore, the factor loadings demonstrate that the questions pertaining to transactional leadership also have two aspects. The Transac 2-4 establishes one aspect whereas Transac 5-12 demonstrates a different aspect. Those questions were carefully analyzed and grouped according to the leadership attributes as follows.

Transactional 1 Leadership: Contingent Reward (CR)

Transactional 2 Leadership: Management By Exception -Active (MBE(A))
Management By Exception -Passive (MBE(P))

On further analyzing the factor loading, it is evident that the factor loadings for the questions pertaining to Management By Exception -Passive (MBE(P)) shows a negative loading under the same component of Management By Exception -Active (MBE(A)). The reason underpinning such loading is that the questions under the two attributes tested the exact opposite attributes of leadership. A similar negative loading was observed under the same component with regard to the questions pertaining to Lassiez – faire Leadership which were observed to be inverse to the characteristics of Active Management By Exception but were analogous to Passive Management By Exception. Three questions were eliminated from analysis as those questions did not group with the rest of the questions.

Table 3: Questions Eliminated from the Reliability and Validity Testing Process

Question No	Question	Reason for elimination
27	The CEO Extends assistance in exchange for effort by the subordinates	Some respondents interpreted the word assistance as support on personal grounds above and beyond work engagements, whereas other respondents generalized the word assistance to mean extra support confined to work. Therefore, due to inconsistency of the responses stemming from the ambiguity of the question, this was eliminated.
40	The CEO is absent in crucial situations	Respondents found it was difficult to quantify the degree of absence. Therefore, due to the poor responses, this question was eliminated.
52	My organisation is a very dynamic and entrepreneurial place. People are willing to take high risks	Certain respondents interpreted this question as his/her appetite to risk, whilst other respondents generalized the question as the entire organisations risk appetite and not specific to his or her own experience. Therefore, due to the inconsistency of responses, the question was eliminated.

4.2 Reliability of Data

Cronbach's alpha is a measure of internal consistency, which measures how closely related a set of response are to the particular item within the variable. Furthermore, it is considered as a measure of scale reliability. The table 5 illustrates Cronbach's alpha calculated with respect to the dependent, independent and moderating variables pertaining to this research.

Table 4: Chronbach's Alpha

Variable Description	Chronbach's Alpha
Independent Variable	
Transformational Leadership 1 (II(A), II(B), IM, IS)	0.961
Transformational Leadership 2 (IC)	0.889
Transactional Leadership 1 (MBE(A) and MBE(P))	0.778
Transactional Leadership 2 (CR)	0.763
Dependent Variable	
Organisational Performance	0.883
Moderating Variable	
Clan Culture	0.865
Adhocracy Culture	0.775
Competitive Culture	0.886
Hierarchical Culture	0.892

4.3 Validity of data

4.3.1 Convergent Validity

Convergent validity was tested based on Kaise-Mayer-Olkin Measure of Sampling Adequacy (KMO), Bartlett's Test of Sphericity, Average Variance Extracted (AVE) and Composite Reliability (CR). The results are presented in table 5.

Table 5: Results of convergent validity

Variable Description	Kaise-Mayer-Olkin Measure of Sampling Adequacy (KMO)	P-value of Bartlett's Test of Sphericity	Average Variance Extracted (AVE)	Composite Reliability (CR)
Independent Variable				
Transformational Leadership 1 (II(A), II(B), IM, IS)	0.957	0.000	0.612	0.926
Transformational Leadership 2 (IC)	0.784	0.000	0.755	0.925
Transactional Leadership 1 (MBE(A) and MBE(P))	0.918	0.000	0.754	0.960
Transactional Leadership 2 (CR)	0.610	0.000	0.733	0.892
Lessiez-Faire Leadership	0.769	0.000	0.927	0.974
Dependent Variable				
Organisational Performance	0.858	0.000	0.657	0.919
Moderating Variable				
Clan Culture	0.720	0.000	0.607	0.819
Adhocracy Culture	0.500	0.000	0.816	0.899
Competitive Culture	0.745	0.000	0.815	0.929
Hierarchical Culture	0.742	0.000	0.826	0.935

All variables satisfied the minimum criteria required under each test as discussed in section 3.7. Therefore, the convergent validity of data can be accepted satisfactory.

4.3.2 Discriminant Validity

Discriminant Validity tests the validity of a variable and indicates its ability to be discriminated from the others. It is based on the premise of measuring the variable as an independent entity if it is to stand by on its own. Discriminant validity is established when constructs that are expected not to relate do not, as such a distinct discrimination can be established between these constructs.

Table 6: Discriminant Validity Test Results for Independent Variables

		Correlations				
		Transform II(B), II(A), IM, IS	Transform IC	Transac CR	Transac MBE (A,P)	LF
Transformational Leadership 1 II (B), II(A), IM, IS		AVE= 0.6124				
Transformational Leadership 2 IC	Pearson Correlation	.641**	AVE= 0.7546			
	Squared Correlation	0.41				
Transactional Leadership 2 CR	Pearson Correlation	-.202**	-0.085	AVE= 0.7337		
	Squared Correlation	0.222	0.17			
Transactional Leadership 1 MBE(A), MBE(P)	Pearson Correlation	-.494**	-.199**	.266**	AVE= 0.7545	
	Squared Correlation	0.244	0.039	0.07		
Lassiez – Faire Leadership	Pearson Correlation	-.757**	-.474**	.138*	.669**	AVE= 0.7926
	Squared Correlation	0.573	0.224	0.019	0.448	

Table 7: Discriminant Validity Test Results for Moderating Variables

		Correlations			
		Clan Culture	Adhocracy Culture	Competitive Culture	Hierarchical Culture
Clan Culture		AVE= 0.6066			
Adhocracy Culture	Pearson Correlation	.121*	AVE= 0.8165		
	Squared Correlation	0.014			
Competitive Culture	Pearson Correlation	.335**	.261**	AVE= 0.8150	
	Squared Correlation	0.112	0.068		
Hierarchical Culture	Pearson Correlation	-.377**	-.454**	-.596**	AVE= 0.8263
	Squared Correlation	0.142	0.206	0.355	

According to the above computation the AVE (Average variance Extracted) for each dimension is greater than the squared value of correlation coefficient the variable has with the other dimensions. This satisfies the required condition in order to establish the discriminant validity of the data with respect to the dimensions of independent and moderating variables.

4.4 Identification of Dominant Leadership Styles Vs Organizational Performance and the Underpinning Organizational Cultures
The composite mean value for each leadership style, organizational performance and each type of organizational culture were categorized in to four groups. The decision criteria used for this categorization are given in table 8.

Table 8: Decision Criteria for categorization of Mean Values

Range of Mean Values	Level Assigned
≤ 2.5	Very Low
2.51-3.2	Low
3.21-4.00	High
≥ 4.1	Very High

To facilitate a more rational comparison for the purpose of this chapter, companies are grouped into two main categories based on the performance.

1. Companies with High & Very High organizational performance
2. Companies with Low & Very Low organizational performance

Table 9: Analysis of Companies with “High” and “Very High” Organizational Performance

Company	Performance	Leadership Style				Organisational Culture			
		Transformational	Transactional 1	Transactional 2	Laissez-Fair	Clan Culture	Adhocracy Culture	Competitive Culture	Hierarchical Culture
		II(B), II(A), IM, IS, IC	CR, MBE(A)	CR MBE(P)					
8	High	High	High	Low	Very Low	Low	Low	Very High	Very Low
11	High	High	Very High	Low	Very Low	Very Low	Low	Very High	Very Low
12	High	High	Low	Very Low	Very Low	Low	Low	Very High	Very Low
14	High	Very High	Very High	Very Low	Very Low	Very High	Low	Very High	Very Low
15	High	Very High	Very High	Very Low	Very Low	High	Low	Very High	Very Low
21	High	Low	Low	Low	Very Low	Low	High	Very High	Low
27	High	Very High	High	Very Low	Very Low	High	Low	Very High	Very Low
28	High	Low	Very High	Very Low	Very Low	Low	Very Low	Very High	Very Low
29	High	Very High	Low	Very Low	Very Low	Very Low	Very High	Low	Very Low
1	Very High	Very High	High	Very Low	Very Low	Very High	Very Low	Low	Very Low
2	Very High	Very High	Very High	Very Low	Very Low	Low	Low	Very High	Very Low
5	Very High	Very High	Very High	Very Low	Very Low	Very High	Low	Low	Very Low
10	Very High	Very High	High	Very Low	Very Low	Low	Very High	Very High	Very Low
16	Very High	Very High	High	Very Low	Very Low	High	Low	Very High	Very Low
18	Very High	Very High	High	Very Low	Very Low	Very High	Low	Very High	Very Low
26	Very High	Very High	High	Very Low	Very Low	Very High	Low	Very High	Very Low

Table 10: Analysis of Companies with “Low” and “Very Low” organizational performance

Company	Performance	Leadership Style				Organizational Culture			
		Transformational	Transactional 1	Transactional 2	Laissez-Faire	Clan Culture	Adhocracy Culture	Competitive Culture	Hierarchical Culture
		II(B), II(A), IM, IS, IC	CR, MBE (A)	CR, MBE (P)					
3	Very Low	Low	Low	Low	Very High	Low	Low	Low	High
4	Very Low	Low	Very High	Low	Low	Low	Low	High	High
13	Very Low	Low	Low	Very High	Very High	Very Low	Low	Low	High
17	Very Low	Low	Low	High	Very High	Low	Low	Low	High
19	Very Low	Low	High	Low	Low	Low	Low	Very Low	High
22	Very Low	Low	Low	High	Low	Low	Low	Low	Low
25	Very Low	Low	High	Very High	Low	Low	Low	Low	Very High
30	Very Low	Low	Low	High	Low	Very Low	Low	Low	High
6	Low	Very High	Very High	Low	Very Low	Low	Low	Very High	Very Low
7	Low	Low	Low	Low	Very Low	Low	Low	Low	Low
9	Low	Low	Very High	Low	Very Low	Low	Low	Low	Very High
20	Low	Low	Very High	Low	Low	High	Low	Low	Low
23	Low	Low	Very High	Low	Very Low	Low	Very Low	High	Very Low
24	Low	Low	High	Very Low	Very Low	High	High	High	Very Low

The color code used in figures 9 and 10 are developed where positive relationships are indicated in green and the negative relationships in pink. Fourteen of the thirty companies identified under the study were ranked either ‘Very Low’ or ‘Low’ based on the performance criteria set under Appendix 1 of the paper. These companies were predominantly marked by transactional and Lassies-faire leadership styles. There is a clear lack of transformational leadership attributes among the fourteen companies with the exception of a single outlier. The dominant cultural facet seen as common among the above companies is a hierarchical culture and some companies lacked dynamics of a clear culture. These organizations also clearly lacked sub cultural elements. The clear dearth of transformational leadership attributes and the dominance of transactional and Lassiez-faire leadership attributes combined with the dominance of a Hierarchical Culture is seen to strongly moderate the association between the said leadership styles and organizational performance. Further, a clear majority of these companies signified the lack of clan and adhocracy cultures which were seen to positively influence organizational performance.

As per the table 9, sixteen of the thirty companies under the study are rated as “Very High or High” based on their overall organizational performance.

It is notable that in fourteen out of the sixteen companies, the CEOs demonstrate ‘High’ and ‘Very High’ transformational leadership attributes, correspondingly the same companies were ranked ‘High’ and ‘Very High’ in terms of demonstrating transactional leadership attributes of Contingent Reward and Active Management By Exception. Further, all sixteen companies ranked ‘Very Low’ and ‘Low’ on the prevalence of Passive Management By Exception and Lassiez-faire leadership attributes. Therefore, it is evident that CEOs integrate attributes of both transformational and transactional leadership styles in leading organizations and appropriately switch between these attributes based on the principles of situational leadership.

With respect to culture, it is evident that most of the companies above ranked either “High” or “Very High” with respect to competitive or market cultures and this culture seems to dominate most of the high performing apparel manufacturing companies in Sri Lanka. Further, these companies were typified by a clear presence of sub cultures which largely constituted clan and adhocracy cultures which were seen to complement the dominant culture. Thus, congruence between the dominant and subculture combined with the compatibility of the leadership attributes resulted in higher than average organizational performance in these organizations.

The two dimensions of cultures identified based on the statistical analysis as follows;

Cultural Dimension 1: Dominant Culture: Competitive Culture
 Sub Cultures: Clan Culture, Adhocracy Culture

Cultural Dimension 2: Dominant Culture: Hierarchical Culture
 Sub Culture: No distinctly identifiable sub culture

The tests of moderation were conducted based on these two dimensions of culture identified.

4.5 Test of Hypothesis

4.5.1 Hypothesis 1

Association between Leadership style and organizational performance was tested using correlation and regression analysis.

Table 11: Results of Correlation and Regression analysis testing H1

Leadership style	Pearson Correlation with Organisational performance		Regression analysis			Significance of regression analysis
	Pearson Coefficient	Significance	R Square	Adjusted R Square	F Value	
Transformation 1	0.888	.000	0.789	0.788	1118.14	.000
Transformation 2	0.637	.000	0.406	0.404	204.305	.000
Transactional 1	-0.116	.000	0.013	0.010	4.054	.045
Transactional 2	0.767	.000	0.588	-0.587	429.998	.000
Laizes Fair	-0.833	.000	0.693	0.692	676.18	.000

The statistics provided in table 11 indicate that all leadership styles have statistically significant relationships with organizational performance at .05 level of significance. Hence H1 is supported.

4.5.2 Hypothesis 2

Moderation effect of organizational culture.

The results of hierarchical regression analysis conducted to test moderation is presented in table 12.

Table 12: Results of Hierarchical Regression Analysis testing H2

Interaction considered	R square Change	Significance of R square Change	Significance of the interaction term
Transformational 1and Culture	.092	.000	.000
Transformational 2and Culture	.384	.000	.000
Transactional 1and Culture	.684	.000	.000
Transactional 2 and Culture	.248	.000	.000
Lazers Fair and Culture	.191	.000	.000

The statistics provided in table 12 clearly indicate that the organizational culture moderates the relationship between leadership style and the organizational performance.

4.6 Interview findings

The respondents of semi-structured interviews were senior officers who directly reported to the CEO who represented senior general manager and general manager levels and had more than 5 years of service at senior positions of the company. Further, the 10 companies were chosen representing different levels of performance including Very high, High, Low and Vey Low levels. All the respondents of the semi-structured interview process believed that apparel manufacturing CEOs maintain an interactive relationship between the leadership attributes under the distinct leadership styles identified through the FRLM. This interaction was essentially based on the dynamics in the apparel industry and the resultant situational demands that requires the CEOs to flex between appropriate leadership styles and the attributes therein. This suppleness of the CEOs in adapting to situational demands was seen as pivotal in maintaining the organization’s sustainable competitive advantage. The situations that demand apparel CEOs to demonstrate transformational leadership attributes to positively influence organizational outcomes were identified as instances where the CEO needs to see the bigger picture whilst understanding the worldview they serve. Organizational change and transformation were also identified as organizational circumstances that require the CEOs to demonstrate transformational leadership attributes. Furthermore, when an organization is in a state of flux, transformational leadership style was found to be more appropriate. These leaders lead by way of appealing to the higher order psychological desires of their subordinates through the establishment of an ethical climate by way of personal integrity. In word, deed and appearance, transformational leaders develop confidence, and an stimulate the intellect of their subordinates. They inspire and motivate their subordinates by provoking a sense of purpose within them. The leader’s charisma plays an important role in effectively demonstrating transformational leadership attributes.

The respondents further distinctively identified the situations that demand transactional type leadership attributes to optimize organizational outcomes. Contrary to situations that demand transformational leadership attributes, transactional leadership attributes yield optimal outcomes in highly structured situations that are less volatile. Transactional leadership is essential in maintaining the status quo and abiding by the current standards and enforcing the current rules and expectations by trailing deviations and implementing proactive course correction. These leadership traits were essential in leading subordinates who are motivated by extrinsic rewards and strive for short-term wins.

It was the common consensus among respondents that the CEOs of leading apparel manufacturing firms in Sri Lanka should not adopt Laissez-faire leadership attributes. It was further reiterated that the CEOs cannot adopt a delegative approach to leadership in apparel manufacturing given the interactions of multiple, complex and fluid business dynamics. Whilst it was understood that this leadership approach was untenable to be adopted organization wide, the leaders could adopt this leadership approach in leading specialized teams such a product design and development within the boundaries of these specific functions. Therefore, it was derived that the active avoidance of leadership will hinder or deter the achievement of organizational outcomes.

It was established that organizational culture impacted the relationship between leadership styles demonstrated by the apparel manufacturing CEOs and organizational performance. The nature of the relationship was corroborated to have a moderating effect on this relationship. It was identified that whilst many organizations were characterized by a strong, dominant culture, there was a clear visibility of interplay with the dynamics of subcultures. In most instances the underpinning attributes of organizational culture were clearly seen to augment the leadership attributes of the CEOs in delivering above average organizational performance. The association between the dominant and subcultures were also essential in moderating the leadership attributes to deliver superior performance. When these cultures are seen to complement each other, the resultant impact on the leadership attributes and organizational performance was seen to be enhanced. Further, the co-existence of a dominant and subculture/s was advantageous in terms of providing the organization more flexibility to operate within the complexities and dynamism of the external environment.

4.7 Evaluation of Industry Specific Business Cases

The business cases based on leadership styles that were presented to the CEOs are shown in table 13.

Table 13: Business Cases

Business Case	Description
Business Case 1 (Focused on financial perspective of BS measured through Net profit margin)	It has become evident in quarter1 of the financial year that the forecasted net profit for quarter2 significantly falls short of the budgeted net profit for the quarter. In an effort to claw back to the budgeted net profit or to minimize the deviation, a recovery plan and a profit bridge needs to be revised and driven within the SBU. The Solutions are two fold and have been identified as follows; <ul style="list-style-type: none"> - Increased contribution through profit maximization such as scouting for additional orders identifying filler strategies and over shipping options - Management of the overhead of SBU through cost reduction strategies
Business Case 2 (Focused on internal business measured through production line efficiency)	The work study department of the company is in the process of introducing automated line balancing in order to effectively balance the line through scientific approach as opposed to current practice of manual line balancing in an effort to increase efficiency.
Business Case 3 (Focused on customer perspective measured through First Pass Yield)	The company on boarded a new customer, who is the second largest apparel manufacturer of the world and is earmarked to be a strategic customer of the company in the long term. The customer quality parameters are much more stringent than the existing customer base. The quality department has to adopt this new requirement which requires maintaining a higher level of quality standards in meeting customer expectations. This entails re-defining quality parameters, aligning the process to the new standard and up-skilling the personnel.
Business Case 4 (Focused on innovation learning and growth measured through Reduction in Standard Minute Value)	It has been brought to the company’s attention by the customers that the standard minute value (SMV) of the company is far greater than their competitors and this threatens the company’s competitive position. Therefore, industrial engineering, engineering and production teams are required to come up with an innovative solution in automating elements of the garment manufacturing process that requires least human intervention. The project team has been assigned a timeline to reduce the garment SMV through innovation and automation.

According to the insights derived from simulated business cases, it was evident that the CEO’s of the private sector apparel manufacturing firms in Sri Lanka prefer the adoption of the principles of situational leadership in addressing the business cases presented. Furthermore, the driving forces behind their judgment of the appropriate leadership style to be adopted was based on the maturity and the performance readiness of their subordinates as well as the demands of the situation itself. In relation to the business cases presented, in most cases the CEOs opted to adopt leadership attributes pertaining to different leadership styles, where these attributes fairly complemented the leadership needs of higher level appeal to the psychological needs of the subordinates through transformational leadership attributes, strict governance and control achieved through Active Management By Exception and delegative leadership style achieved through Laissez-faire leadership attributes.

It was further observed that in addressing business cases that were associated with financial, internal business perspective and customer perspective, of the Balance Score Card the leaders opted to adopt an integrative approach of transformational leadership attributes and to a greater degree Active Management By Exception and Contingent Reward at a lower degree of involvement. It was deliberated that these business decisions required the CEOs to appeal to the value-based leadership requirements of their subordinates through motivation, inspiration, ideation and intellectual stimulation. Equally important were the leadership attributes to strengthen governance and proactive management of exceptions. It was observed that where the leadership attributes of different dimensions of leadership interacted, the results manifested in terms of exceptional organizational performance, whereas in the instances that CEOs adopted a solitary approach to leadership the corresponding results were observed to be weak.

In the business case pertaining to Innovation, learning and development, the CEOs of the high performing organizations were also biased towards aspects of Laissez-faire leadership attributes, where at the brainstorming phase of the project the leaders opted to follow a delegative leadership style by setting the board parameters of outcome, timelines and budgetary controls, giving the highly specialized teams the freedom to innovate and create the model. During the rest of the phases of the project the appropriate transformational and transactional leadership attributes were brought in to play. This integrative leadership approach yielded optimal organizational outcomes, whereas the outcomes were suboptimal when the CEOs adopted a single leadership approach.

In all these instances organizational culture was observed to play an important intermediary role in steering the leadership attributes towards achieving enhanced organizational performance. Organizational performance was seen to excel in organizations where a dominant culture and a complementing sub-culture prevailed as this offered the CEOs the opportunity to flex between multiple leadership attributes. The organizational outcomes were observed to be suboptimal in the organizations that lacked or had a weak presence of a subculture or the subculture was not compatible with the dominant culture.

5. RELATING FINDINGS WITH LITERATURE

The literature review undertaken for the purpose of this research is mainly centered around the Full Range Leadership Model (FRLM), Situational Leadership Model, Culture Model and Balanced Score Card.

The ensuing section attempts to link the findings of the study with the models and theories through the following illustrations.

5.1. Full Range Leadership Model

Principally, the FRLM as presented by Avolio and Bass (2001) [1] is spread across a spectrum or continuum of leadership styles, which manifests through the augmentation of transformational leadership style and behaviors with the positive aspects of transactional leadership, such as Contingent Reward or Active Management-By Exception.

The structured questionnaire and the semi-structured interviews evaluated the above principle and distinguished multiple aspects to the categorization of leadership attributes.

Figure 3: Full Range Leadership Model (Adopted from Avolio and Bass, 2001) [1]

Transformational Leadership					Transactional Leadership			Laissez-Faire Leadership
Idealized Influence (B)	Idealized Influence (A)	Inspirational Motivation	Intellectual Stimulation	Individualized Consideration	Management By Exception (A)	Management By Exception (P)	Contingent Reward	

5.2 Linking the FRLM to the Findings

Figure 4: Full Range Leadership Model Revised based on Findings

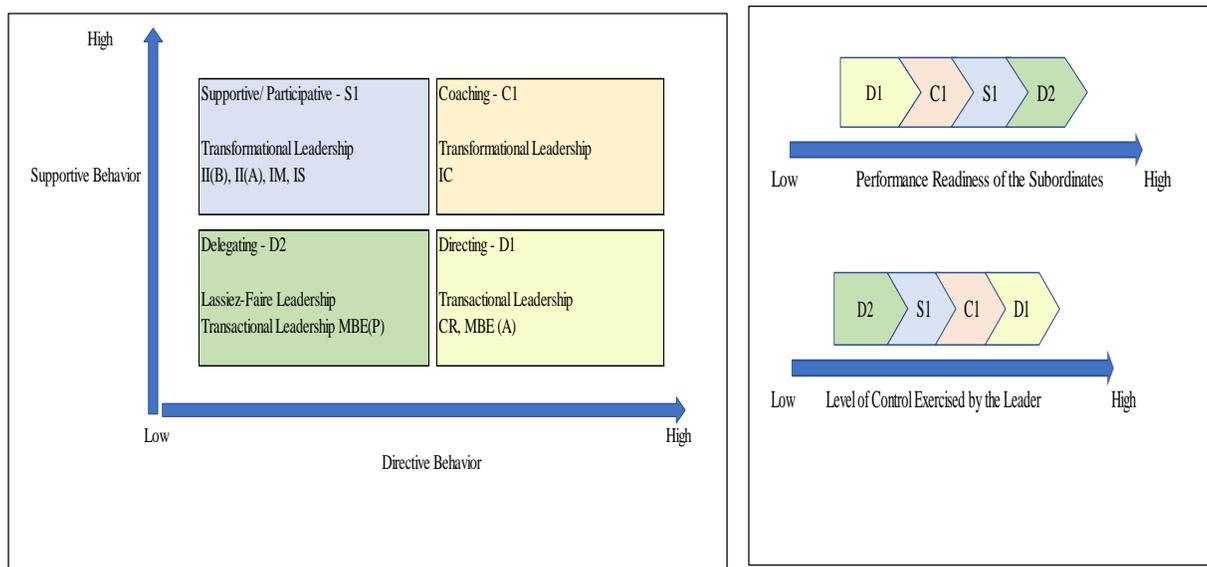
Transformational Leadership		Transactional Leadership		Laissez-Faire Leadership
Idealized Influence (B)	Individualized Consideration	Contingent Reward	Contingent Reward Management By Exception (P)	Delegative Leadership
Idealized Influence (A)		Management By Exception (A)		
Inspirational Motivation				
Intellectual Stimulation				

Whilst the original theory is depicted in figure 3, the statistical analysis revealed the categorization as indicated in figure 4. This segregation was further supported through the qualitative findings.

5.3. Situational Leadership Model

The overriding principle of situational leadership model is that there is no single "ideal" style of leadership. Effective leaders are those who adapt their leadership styles based on important dynamics. These dynamics were established to be the performance readiness of their subordinates or groups (ability and willingness) and the circumstances at play, which in the main constitute the nature of the job or task at hand, and the demands of the situation [16]. Based on the above dynamics the most apt leadership attributes as per the findings are illustrated in figure 5.

Figure 5: Diagram Linking Situational Leadership Model to the Findings

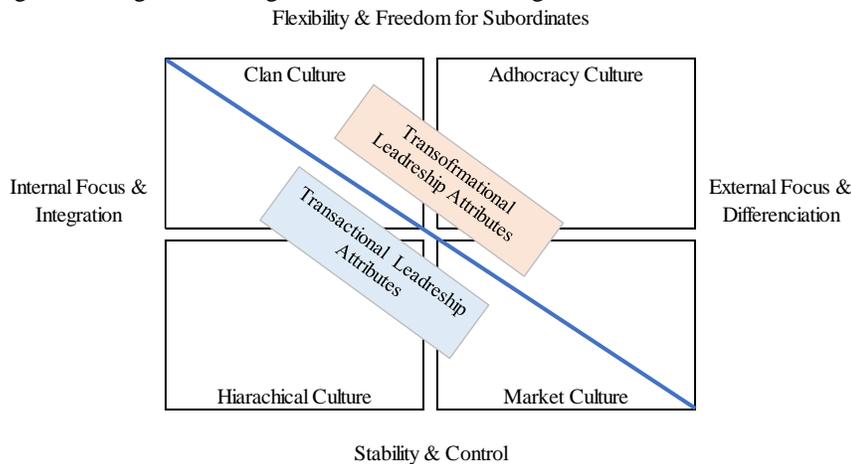


5.4. OCAI

The OCAI as per Quinn and Cameron (2011) [26] is a two-dimensional segregation of the organizational cultures into 4 categories; flexible versus stable and internal versus external orientations.

Based on the findings of the research, the typical cultural dynamics that support the different leadership attributes demonstrated by the CEOs in augmenting organizational performance is illustrated in figure 6.

Figure :6 Diagram Linking the OCAI to the Findings



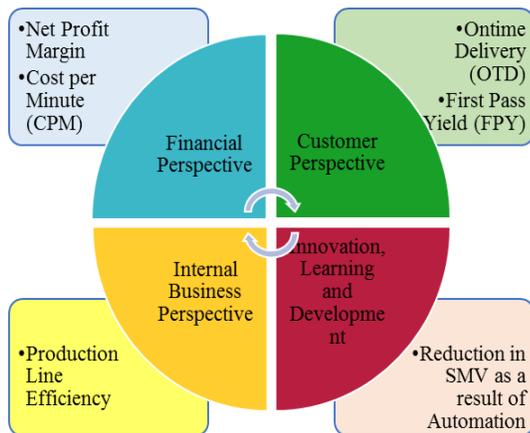
5.5. Balanced Score Card

The Balanced Score Card model is used to assess the organizational performance of the private sector apparel manufacturing companies in Sri Lanka based on the leadership attributes of the CEOs. Performance variables in terms of the KPIs that are most pertinent in the apparel industry in assessing the different perspectives namely financial perspective, customer perspective, internal business perspective and innovation, learning and development perspective have been identified and corroborated through the study.

Based on the results obtained from the respondents with respect to the dependent variable, the applicability of the Balance Score Card to evaluate the performance criteria in line with the pertinent KPIs has been reasserted through the findings of the research.

Figure 6: Diagram Linking the Balanced Score Card to the Findings

(Adopted from the BSC developed by Kaplan and Norton)



6. RECOMMENDATIONS

6.1. Recommendations for Very low and Low Performing Companies

It is recommended that these companies reassess their leadership process in influencing organizational outcomes. It is also recommended that these entities consider investing in strategic leadership development programs such as those conducted by the Center for Creative Leadership targeted at CEOs of large-scale organizations to ensure that these leaders are abreast of the modern leadership phenomena that influence positive organizational outcomes. Moreover, it is recommended that a further study be carried out to understand the underlying organizational, and situational dynamics and constraints in terms of time and resources that compel these leaders to demonstrate a particular leadership style/s. Further, these leaders are encouraged to learn and adopt appropriate leadership, management and power tools to effectively flex between leadership styles in managing their organizations.

It is also recommended that the prevailing cultural dynamics, predominantly hierarchical in nature which hinders flexibility, be reassessed as these bureaucratic structures and high red tape prevent organizations from nimbly adopting to the demands of the highly fluid environments in which the apparel manufacturing organizations operate. Measures need to be implemented to encourage teamwork through clan cultures and innovation through adhocracy cultures.

6.2. Recommendations for High Performers

Based on the statistical insights and the qualitative analysis it is recommended that the CEOs of these companies invest and dedicate more time and effort in coaching and mentoring their direct subordinates and on a personal and professional capacity attend to their individual needs within the boundaries of corporate ethics as most of the transformational CEOs were rated low in terms of the leadership attribute of Individualized Consideration. If these CEOs advance in this respect it will further enhance organizational outcomes through the mediating effects of subordinates' satisfaction with their CEOs.

Furthermore, it is recommended that the CEOs of these organizations bridge the cultural gaps identified in terms of creating a culture for innovation as extensive research reveals that the future of the apparel industry lies in innovation, automation and robotics. Therefore, facilitation of such innovations within these organizations will require a conducive culture and cultural dynamics to be in place. Therefore, these CEOs should make timely decisions to incorporate and promote these cultural elements within their organizations in order to sustain the high levels of performance that the organizations are currently enjoying.

Moreover, it is recommended that all CEOs and particularly those pertaining to the above companies make timely leadership strides towards investments in new technologies, automation and robotics to ensure processes are streamlined through the development of more efficient systems, modernizing operations and incubating the human resources of the organization towards incorporating technological advancements as business norms.

7. CONCLUSION

CEOs of apparel manufacturing companies are pursuing ways to successfully address the challenges of the current global economy. In this endeavor they are also employing strong and effectual leadership as a weapon to combat environmental fluidity, competition and organizational change to win in today's business arena. Businesses facing challenging circumstances need to be aptly managed through effective leadership strategies to ensure the survival of organizations. However, leadership is not entirely a behavioral approach, rather entails a scientific element as well. Therefore, whilst the style of leadership would differ from one individual to another, it would also vary based on the demands of the situation, the circumstance under which the CEO needs to operate as well as the established norms, practices intricacies in the industry.

This research paper intended to establish the association between the leadership styles demonstrated by the CEOs of the private sector apparel manufacturing companies in Sri Lanka and their consequential impact on organizational performance. Further, the study also established organizational culture as the key moderator between such leadership styles and organizational performance. As such various leadership styles were identified as the study progressed, and the circumstances under which such styles were likely to be adopted were evaluated within an industrial context.

The insights gathered through the research was then applied to the leadership process and the transformation of the model through the application of various leadership styles at different stages was also addressed. In conclusion, various leadership styles and approaches adopted by the CEOs were identified and incorporated into the rational leadership model to provide an integrated view of leadership in the private sector apparel manufacturing companies in Sri Lanka. Thereby, best suited leadership styles that could be adopted by the CEOs in enhancing organizational performance within the principles of situational leadership are recommended, taking into consideration the best suited cultural dynamics in augmenting the outcomes of leadership in the private sector apparel manufacturing companies in Sri Lanka.

REFERENCES

- [1] B. J. Avolio and B. M. Bass, *Developing Potential across a Full Range Leadership: Cases on Transactional and Transformational Leadership*. , London., London: Psychology Press, 2001.
- [2] R. S. Kaplan and D. P. Norton, "The Balanced Score Card: Measures that Drive Performance. .," *Harvard Business review*, 2005.
- [3] P. Panchak, "The Future of Manufacturing (An interview with Peter Drucker)," *Industry Week*, September 21, 1998.
- [4] McKinsey & Company, *The State of Fashion, 2019* [Online]. Availableat: <https://www.mckinsey.com/~media/McKinsey/Industries/Retail/Our%20Insights/The%20influence%20of%20woke%20consumers%20on%20fashion/The-State-of-Fashion-2019.ashx>, Accessed: 4th December 2019] ed., 2019.
- [5] S. Kelegama, "Ready Made Garment Industry in Sri Lanka: Preparing to Face the Global Challenges," *Asia Pacific Trade and Investment Review*, vol. I, no. 1, 2005.
- [6] Sri Lanka Export Development Board, "Sri Lankan Apparel.," [Online]. Available from: <http://www.srilankabusiness.com/apparel/>. [Accessed: 1st January 2019], 2019.
- [7] Department of Senses and Statistics Sri Lanka , "Labour Force Survey," [Online]. Available from: <http://www.statistics.gov.lk/>. [Accessed: 3rd December 2018], 2018.
- [8] Otexa, "Office of Textile and Apparel," 2019. [Online]. Available: <https://otexa.trade.gov/>. [Accessed 4 February 2019].
- [9] J. T. McCann, "Leadership in the Apparel-Manufacturing Environment: An Analysis Based on the Multi-Factor Leadership Questionnaire. A Dissertation Presented in Partial Fulfilment Of the Requirements for the Degree Doctor of Philosophy. Minneapolis,," 2007.
- [10] G. G. Dess and J. C. Picken, "Changing roles: Leadership in the 21st century," *Organizational Dynamics*, vol. 28, no. 3, pp. 18–34. [https://doi.org/10.1016/S0090-2616\(00\)88447-8](https://doi.org/10.1016/S0090-2616(00)88447-8), 2000.
- [11] W. M. Van, "Public-Sector Leadership Theory: An Assessment. *Public Administration Review*," 2003. [Online]. Available: <https://doi.org/10.1111/1540-6210.00281..> [Accessed 4 January 2019].
- [12] W. O. Jenkins, " A review of leadership studies with particular reference to military problems," *Psychological Bulletin*, vol. 44, no. 1, pp. 54-79, 1947.
- [13] G. Ekvall and A. Jouko, "Change-centered leadership: An extension of the two-dimensional model," *Scandinavian Journal of Management* [https://doi.org/10.1016/0956-5221\(91\)90024-U](https://doi.org/10.1016/0956-5221(91)90024-U), vol. 7, no. 1, pp. 17-26, 1991.
- [14] G. A. Yukl, *Leadership in Organizations*, The University of California: Prentice-Hall,, 1981.
- [15] E. Smith, "Scandinavian Managers on Scandinavian Management," *International Journal of Value Based Management*., vol. [Online]. Available from: <https://link.springer.com/article/10.1023/A:1021977514976>. [Accessed on: 3rd March 2019], pp. 9-21, 2003.
- [16] H. Hersey, K. Blanchard and D. Johnson, *Management of organizational behavior*, NJ: Prentice Hall, 1996.
- [17] T. D. Carins, "Hersey and Blanchard's Situational Leadership Theory: A Study of the Leadership Styles of Senior Executives in Service and Manufacturing Businesses of a Large Fortune 100 Company.," *Nova South-eastern University*. , Fort Lauderdale, FL, 1996.
- [18] C. Gerstner and D. Day, "Meta-analytic review of leader-member exchange theory: Correlates and construct issues," *Journal of Applied Psychology*, vol. 82, no. 6, pp. 827-844, 1997.
- [19] J. Lee, "Effects of leadership and leader-member exchange on commitment," *Leadership & Organization Development Journal*, vol. 26, no. 7/8, pp. 655-673, 2005.
- [20] H. Wang, K. S. Law, R. D. Hackett, D. Wang and Z. X. Chen, "Leader–member exchange as a mediator of the relationship between transformational leadership and followers' performance and organizational citizenship behavior," *Academy of Management Journal*, 2005.
- [21] B. J. Avolio, *Full Leadership Development: Building the vital forces in organizations*, Thousand Oaks CA: Sage Publications., 1999.
- [22] B. M. Bass and B. J. Avolio, "The Implication of Transactional and Transformational Leadership for Individual, Team and Organizational development," *Research in Organizational Change and Development*., pp. 231-272, 1990.
- [23] E. H. Schein, *Organizational Culture and Leadership*, 1st ed., Jossey-Bass Publishers, 1985.
- [24] R. H. Kilmann and K. W. Thomas, "Interpersonal conflict-handling behavior as a reflections of Jungian personality dimensions. *Psychological Reports*, 37, 971-980., 1975.

- [25] A. S. Tsui, H. Wang and K. R. Xin, "Organizational culture in China: An analysis of culture dimensions and culture types. *Management Organizational Review*," *Management Organizational Review*, p. 345–376., 2006.
- [26] R. E. Quinn and K. S. Camaron, *Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework*, 2nd ed., John Wiley & Sons, 2011.
- [27] A. M. Pettigrew, "The conduct of qualitative research in organizational settings," *Corporate Governance*, pp. 123-126, 2013.
- [28] R. D. Ireland and M. A. Hitt, "Achieving and maintaining strategic competitiveness in the 21st century: The role of strategic leadership.," *Academy of Management Executive*., vol. 13(1), pp. 43-57, 1999.
- [29] J. R. Villa, J. P. Howell, P. W. Dorfman and D. L. Daniel, "Problems with detecting moderators in leadership research using moderated multiple regression. 14(1), 3–23.," *The Leadership Quarterly* , vol. 14(1), pp. 3-23, 2003.
- [30] A. Voirin, A. El Akremi and C. Vandenberghe, "A Multilevel Model of Transformational Leadership and Adaptive Performance and the Moderating Role of Climate for Innovation," *Group & Organization Management*, vol. 35(6), pp. 699-726, 2010.
- [31] U. R. Dumdum, "A Meta-Analysis of Transformational and Transactional Correlates of Effectiveness and Satisfaction: An Update and Extension.," New York: Center for Leadership Studies Binghamton University, 2002.
- [32] J. Elkington, *Cannibals with forks – Triple bottom line of 21st century business*, Stoney Creek, CT: New Society Publishers., 1999.
- [33] I. Milaloza, *Relationship of Leadership and Business Performance: Balanced Score Card Perspective.*, [Online]. Available at <http://www.efos.unios.hr/repec/osi/journal/PDF/InterdisciplinaryManagementResearchXI/IMR11a15>, 2015.
- [34] A. Tashakkori and C. Teddlie, *Mixed Methodology: Combining Qualitative and Quantitative Approaches*, vol. 46, Thousand Oaks, CA: Sage Publications, 1998.
- [35] W. M. Trochim and J. Donnelly, *Research methods knowledge base*, 3rd ed., Atomic dog/Cengage Learning Mason, OH., 2008.
- [36] J. Gill and P. Johnson, *Research Methods For Managers*, 4th ed., London: Sage Publications Ltd., 2010.
- [37] R. Cameron and J. Molina Azorin, "The acceptance of mixed methods in business and management research," *International Journal of Organizational Analysis* [Online] Available at: <https://doi.org/10.1108/19348831111149204>, vol. 19, no. 3, pp. 256-271, 2011.
- [38] J. W. Creswell, *Educational research: Planning, conducting, and evaluating quantitative and qualitative research*, 4th ed., Boston, MA: Pearson, 2012.
- [39] U. Sekeran and R. Bougie, *Research Methods for Business. A skill building approach.*, 5th ed., Haddington: John Wiley and Sons, 2010.
- [40] J. R. Evans and A. Mathur, ""The value of online surveys", *Internet Research*, Vol. 15 Issue: 2, pp.195-219, <https://doi.org/10.1108/10662240510590360>, 2005.
- [41] C. Fornell and D. Larcker, "Evaluating Structural Equation Models with Unobservable Variables and Measurement Error," *Journal of Marketing Research*, pp. 39-50, 1981.
- [42] M. S. Bartlette, "Properties of sufficiency and statistical tests," *Proceedings of Royal Statistical Society*, pp. 268-282, 1937.
- [43] Y. S. Lincoln and E. G. Guba, *Naturalistic inquiry.*, Newbury Park, CA: Sage Publications., 1985.
- [44] D. Silverman, *Doing Qualitative Research: A practical Handbook*, SAGE Publications, 2013.
- [45] P. F. Drucker, *The essential Drucker: The best of sixty years of Peter Drucker's essential writings on management*. New York, NY 10022, New York: HarperCollins Publishers, Inc, 2001.
- [46] R. B. Kline, *Principles and practice of structural equation modeling*, USA: The Guilford Press, 2011.
- [47] D. T. Campbell and D. W. Fisk, "Convergent and discriminant validation by the multitrait- multimethod matrix," *Psychological Bulletin*, p. 56, 1959.
- [48] M. Saunders, P. Lewis and A. Thornhill, *Research Methods for Business Students*, 5th ed., 2007, p. 106.
- [49] T. J. Peters and R. H. Waterman Jr, *In Search of Excellence: Lessons from America's Best-Run Companies*, New York: Harper & Row, 1982.

AUTHORS

First Author – Nadeeja Dodamgoda, , BSc (Engineering), MBA, MSc in Applied Statistics, ACMA, Senior Lecturer, Imperial Institute of Higher Education, nadeejadd@yahoo.com.

Second Author – Charini Anthony, MBA, ACMA, CGMA, Diploma in Banking and Finance, Past Student of University of Wales, Charini.dass@gmail.com

Correspondence Author – Nadeeja Dodamgoda, nadeejadd@yahoo.com

APPENDIX

Appendix 1- Indicators considered under Balance Score Card

Cost Per Minute [0.05-0.07] =Very Low, [0.08-.10] =Low, [0.11-0.13] =Moderate, [0.14-0.16] = High, [0.16<] =Very High
Net Profit Margin [0%-2%] = Very Low, [3%-5%]=Low, [6%-7%] =Moderate, [8%-12%]=High,[12%<] = Very High
Production Line Efficiency [0%-15%] =Very Low, [16%-25%]=Low, [26%-50%] =Moderate, [51%-75%]=High, [75<]= Very High
On Time Delivery (OTD) [0%-50%]=Very Low, [51%-70%]=Low,71%-80%=Moderate, [81%- 95%]=High,[>96%] =Very High
Reduction in the Standard Minute Value [0%-10%]=Very Low, [11%-15%]=Low, [16%-25%]=Moderate, [26%-40%]=High, [41%<]=Very High

Appendix 2: Mean values of leadership styles and the company ranking

Appendix 2.1: Transformational Leadership Mean Values

Company	Transformational Leadership			
	II (B), II(A), IS, IM	IC	Composite Mean	Rank
1	4.77	3.64	4.21	11
2	4.71	3.61	4.16	12
3	2.62	2.63	2.62	
4	3.04	3.44	3.24	
5	4.88	5	4.94	1
6	4.68	4.25	4.46	5
7	3.41	3.09	3.24	
8	4.37	3.57	3.95	
9	3.61	3.45	3.53	
10	4.67	4.57	4.62	2
11	3.84	3.49	3.66	
12	4.59	3.57	4.05	13
13	2.75	2.49	2.62	
14	4.16	4.55	4.35	9
15	4.16	4.62	4.39	8
16	4.17	4.32	4.25	10
17	2.76	2.7	2.73	
18	4.64	4.57	4.6	3
19	3.51	3.08	3.29	
20	3.11	3.99	3.52	
21	4.3	2.76	3.44	
22	3.32	3.66	3.48	
23	2.94	2.41	2.66	
24	3.45	3.37	3.41	
25	3.26	3.23	3.24	
26	4.44	4.57	4.51	4
27	4.24	4.6	4.42	6
28	4	2.79	3.34	
29	4.61	4.2	4.4	7
30	2.64	2.53	2.58	

Appendix 2.2 Transactional Leadership mean values

Company	CR	MBE(A)	(MBE(P)	Composite Mean CR & MBE(A)	Rating	Composite Mean CR & MBP (P)	Rating
1	3.34	4.68	1.00	4.01	13	2.17	
2	3.65	4.67	1.04	4.16	8	2.35	
3	2.62	2.74	3.89	2.68		3.26	
4	3.80	4.70	2.95	4.25	5	3.38	
5	3.41	5.00	1.15	4.21	7	2.28	
6	3.78	4.85	1.00	4.32	4	2.39	
7	3.37	3.70	1.56	3.54		2.47	
8	3.21	4.62	1.00	3.92		2.11	
9	4.47	4.57	1.30	4.52	3	2.89	
10	3.42	4.09	1.00	3.76		2.21	
11	4.67	4.82	1.49	4.75	2	3.08	
12	3.06	3.77	1.39	3.42		2.23	
13	4.06	2.60	4.03	3.33		4.05	2
14	3.67	4.52	1.00	4.10	11	2.34	
15	3.63	4.60	1.00	4.12	10	2.32	
16	3.87	4.20	1.00	4.04	12	2.44	
17	3.63	2.71	3.94	3.17		3.79	
18	3.16	4.62	1.00	3.89		2.08	
19	3.21	4.08	1.94	3.65		2.58	
20	4.65	4.86	2.14	4.76	1	3.40	
21	2.97	3.02	2.07	3.00		2.52	
22	3.96	2.53	3.96	3.25		3.96	
23	4.06	4.37	1.00	4.22	6	2.53	
24	2.96	4.37	1.00	3.67		1.98	
25	4.82	2.68	4.50	3.75		4.66	1
26	3.02	4.68	1.00	3.85		2.01	
27	3.09	4.57	1.00	3.83		2.05	
28	4.00	4.28	1.00	4.14	9	2.50	
29	3.06	3.67	1.00	3.37		2.03	
30	4.13	2.63	3.77	3.38		3.95	

Appendix 2.3 Laissez-Faire Leadership mean values

This publication is licensed under Creative Commons Attribution CC BY.

<http://dx.doi.org/10.29322/IJSRP.10.12.2020.p10831>

www.ijsrp.org

Company	Mean LF	Rating
1	1.00	
2	1.00	
3	4.19	1
4	2.58	
5	1.02	
6	1.00	
7	1.00	
8	1.00	
9	1.58	
10	1.00	
11	1.00	
12	1.00	
13	4.04	
14	1.00	2
15	1.00	
16	1.00	
17	4.04	
18	1.00	
19	3.12	3
20	2.81	
21	1.00	
22	3.26	
23	1.00	
24	1.00	
25	3.63	
26	1.00	
27	1.00	
28	1.00	
29	1.00	
30	3.46	