

TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP STYLES AND THEIR IMPACT ON EMPLOYEE PERFORMANCE IN THE DIVISIONAL SECRETARIATS IN JAFFNA DISTRICT

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ABSTRACT

The managers and leaders play a critical role in achieving the productivity of the organizations as they are in charge to set direction and execute on behalf of all employees to achieve organizational goals. The present study attempts to investigate the effect of leadership styles on employee performance. Survey method was used, and a sample of 287 employees was selected from among the combined services grade employees working in the Divisional Secretariats in Jaffna District. Leadership style was measured using Multi-Factor Leadership Questionnaire, Form 5x – rater form developed by Bass and Avolio (2000) and employee performance was measured using Role-Based Performance Scale developed by Welbourne, Johnson and Erez (1998). The results of the study revealed that transformational and transactional leadership styles have a significant positive impact on employee performance. The results of the study would be useful for the leaders and administrators of the Divisional Secretariats to get an insight into the need for adopting both transformational and transactional leadership styles to improve the performance among employees.

Keywords: *employee performance, transformational leadership, transactional leadership, and divisional secretariats*

INTRODUCTION

Researchers are interested in investigating the effects of leadership styles on employees' job-related outcomes in various contexts and sectors. Although the transformational-transactional leadership paradigm has received increased attention from the research community over the past few decades, the nonprofit sector has been largely neglected. Several types of research indicate