

ABSTRACT

Person-organization value fit and leadership research, done by scientists, reveal important influences of these factors on employee performance. Therefore this thesis mainly focused on three objectives to evaluate: (1) How leadership behaviour affects on employee performance; (2) How person-organization value fit affects on employee performance; and (3) Whether there is an interaction effect between leadership behaviour and person-organization value fit on employee performance; in commitment, participation for group decision making and trust on their leaders in the work place, under Sri Lankan and Czech Republic cultural context. The aim of the study is to find out the possible solutions for enhancing employee performance through improved person-organization value fit.

A questionnaire survey was undertaken to evaluate employees' ratings on these variables. Pre tested questionnaires were distributed among middle level employees in the Plantation Sector organizations in Sri Lanka and "EX" organization in Czech Republic. Cronbach's alpha was above the sufficient level of reliability for all items in the instrument. Complete questionnaires were included for data analysis using Analysis of Covariates (ANCOVA). According to the findings, most of the hypotheses were supported by the study population of Sri Lanka. Results showed that the highest R-square values were given by the models under "administratively competent team-oriented leadership". Further, results revealed that interaction of person-organization value fit and leader behavior was significant on employee commitment and participation for group decision making at 1% probability. Based on the results, it can be concluded that leadership style and person-organization value fit are better predictors for enhancing employee performance in Sri Lanka. Hence, results of this study provide insight into how; the management of these organizations in Sri Lanka can enhance employee performance through these criteria. Even though person-organization value fit was higher in the study population of Czech Republic than Sri Lanka, hypotheses were not supported by their findings. Theoretical and practical implications of the results and directions for future research are discussed.