

# THE POWER OF LEADERSHIP STYLES IN DETERMINING EMPLOYEE PERFORMANCE: A STUDY OF TECHNICAL OFFICERS IN SRI LANKA

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Leadership plays considerable role in determining the behavior of employees as well as the success or failure of organisations. Research in leadership gets more attention of researchers all over the world to find the leadership style or styles that could results in better outcomes in organizations. The present study attempts to investigate the effect of transformational and transactional leadership styles on performance and the mediating effect of organizational citizenship behaviour in the effect of the styles on performance among Technical Officers in Sri Lanka. A sample of 204 Technical Officers working in public sector organizations in Sri Lanka was selected based on convenience sampling method. It was explanatory in nature and a cross-sectional survey method was employed. The results of the study revealed that perceived transformational leadership style has a significant positive impact on performance and organisational citizenship behaviour of Technical Officers whereas perceived transactional leadership style doesn't have significant impact on performance and on organizational citizenship behaviour. In addition, organizational citizenship behaviour partially mediates the effect of transformational leadership on performance but doesn't mediate the association between transactional leadership and performance of Technical Officers. The results of the study give an insight about the need for adopting transformational leadership style as a way to enhance organisational citizenship behaviour and employee performance.

**Keywords:** *Employee performance; Organisational citizenship behaviour; Transactional leadership; Transformational leadership; Technical officers*

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