

Report on a Doctoral Thesis

Author: A. G. Kusuma Wijesinghe, BSc.MSc.

“Interaction between Leadership Styles and Person-Organization Value Fit on Employee Performance: Case by Sri Lanka and Czech Republic”

(Tomas Bata University in Zlín, Faculty of Management and Economics)

Author: **A. G. Kusuma Wijesinghe, BSc., MSc.**

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Doctoral thesis topic: **Interaction between leadership styles and person-organization value fit on employee performance: Case by Sri Lanka and Czech Republic**

Supervisor: **doc. Ing. Josef Hurta, CSc.**

Doctoral thesis presented by A.G. Kusuma Wijesinghe is a very up to date topic focused on impact evaluation of the leadership style (leader behaviour), the person-organization value fit, alternatively interaction of these two factors, on employees' performance in Sri Lanka and Czech Republic. As far as its content, structure and form are concerned, this thesis has been processed very well and brings data and conclusions interesting and contributing to theory and practice as well.

The author has paid necessary attention to the evaluation of the current state of knowledge of the analyzed issue particularly in foreign literature. Topic of leader behaviour, leadership style, social and psychological aspects of employees' behaviour in organizations and importance of these factors for the enhancement of a firm's performance and competitiveness is highly significant in connection with managerial techniques and performance management. The doctoral thesis deals with a new aspect that has lately attracted attention in management theory as well as in managerial practice – impact appreciation of specific conditions of the organizational and cultural values in particular countries (Sri Lanka and Czech Republic in this case) on performance management of employees and identification of possible changes on the part of leader behaviour, leadership style as well as on the part of employees in order to enhance the effectiveness of performance management. It has turned out that research in this sphere is rather demanding and has brought a number of methodological problems.

The author has found out that the issue of leader behaviour, leadership style, person-organization value fit in management process and impact of these factors on employees' performance measured by relationship to firm, loyalty, active participation on taking decisions and trust in management has already been dealt with plenty of authors, particularly with the topics related to the new developing areas of performance management and influence of specific conditions of organizational cultural values of particular countries. Literature references show that research brings many interesting findings that can be utilized for managerial practice changes. On the other side, the author found out that most of research is realized within conditions of developed European and American economies. Only few research works bring findings from developed Asian economies, alternatively from other developing countries that are different from the organizational and cultural values point of view.

In this respect the **aim of the thesis** set by the author, namely **to analyse impact of the leadership behaviour, impact of the person-organization value fit, possibly impact of the interaction of these two factors on the employee performance in enterprise management conditions in Sri Lanka and Czech Republic and to identify possible changes on the part of senior executives' behaviour as well as on the part of employees in order to enhance the effectiveness of performance management**, is a very interesting and topical issue and the thesis is likely to bring very interesting knowledge to the managerial theory as well as practice.

The author elaborated very good outline of findings that have recently been published in English-written literature on given subject. Critical appreciation of these findings enabled to lay down key, contently consistent and persuasive theoretical basis for determination of research problem, main aims of solution and work hypotheses for doctoral thesis elaboration. Simple scheme of conceptual framework for research and its methodology is introduced on page 63, Fig. 3.

I positively evaluate the research project that brings the research data from Sri Lanka and Czech Republic firms. The author selected and gave reasons for the chosen method for research data collection – questionnaire survey. The questionnaire was precisely and thoughtfully compiled and adjusted after pilot verification. The author gave also reasons for the choice of respondent sample and the way of statistical elaboration of obtained empirical data.

In nine chapters, the author of the submitted doctoral thesis has focused on the evaluation of the current state of knowledge of the analyzed issue and the definition of theoretical background for the doctoral thesis elaboration. Moreover, she has determined the aims and working hypotheses for the research part of this thesis. Furthermore, she has processed findings from questionnaire data and presents discussion, results and gains for wide understanding of the management theory and managerial practice in enterprise business.

The doctoral thesis is elaborated very precisely and as far as its form is concerned, the thesis is written very well. The thesis is understandable and advanced from the language point of view. The author has continuously published her partial findings, in 12 statements at the present day.

Overall, I evaluate the doctoral thesis of A. G. Kusuma Wijesinghe, BSc., MSc. as a very good work and

I recommend the submitted thesis for a defence.

Zlín, 3rd June 2009.

doc. PhDr. Ing. Aleš Gregar, CSc.

Address:

Tomas Bata University in Zlín, Faculty of Management and Economics, Mostní 5139,
760 01 Zlín, tel: 576 032 227, email: gregar@fame.utb.cz

Defence questions:

1. What are the ways for impact evaluation of different methods, leadership styles and leader behaviour on the employee performance? Are there other factors apart from those mentioned on pp. 67-70 (employee performance measurements)?
2. Could the author specify the respondent sample for data collection in field research more closely? What are the criteria for enterprise and respondent choice and what problems did the author run across while collecting data?
3. Bibliography summary mentions the following source: "The GLOBE study of 62 societies" (Reference No. 53). We can find some references to this study particularly in theoretical solutions. Could the author characterize this study more closely?