

Doctoral Thesis Assessment

Topic: Interactions between Leadership Styles and Person-Organization Value Fit on Employee Performance: Case by Sri Lanka and Czech Republic

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The submitted thesis in the range of 134 pages of text and 18 pages divided into 6 annexes, respectively the appendices, deals with the topic in the time, when the human factor is crucial for the further development of society, is very timely.

The aim of the Doctoral student was to research:

- how the manager's behaviour affects the performance of an employee, his participation in group decision-making, and confidence in the manager;
- how does the value of person-organization relationship influence staff;
- What is the effect of interaction between management behaviour and the value of person-organization relationship on the performance of employees.

In the context of this objective was to assess and characterize these relationships and events in Sri Lanka and the Czech Republic.

The Doctoral thesis is divided into 8 chapters, where after the introductory chapter that defines key areas, researched problem and purpose of the study, the following chapter analyzes the economic aspects and social values that exist in Sri Lanka and the Czech Republic.

In this chapter, the author explains the diversity of social structures of both countries on the basis of literary sources, which deal with theory and practical expression of individualism and collectivism in these countries. It emphasizes the significant differences that accompany the conduct and the relationship between social practices in both countries, and notes the fact that in the Czech Republic, these practices are relatively well balanced with the expectations of people, Sri Lanka should improve the implementation of institutional collectivism to better fulfil people's expectations. The author states in this context also knowledge, which she attained in the study of foreign literature. She focused on managers' behaviour and their participation in leadership in different countries. In particular, drew attention to the autocratic behaviour in conflict situations. She even explained the essential role of the coconut plantations to the economy of Sri Lanka and briefly characterized the economy of the Czech Republic as prosperous in the Central Europe and the post-communist countries. In addition, she characterized the process of privatization in the Czech Republic.

The overall focus of the thesis covers an overview of findings and conclusions resulting from the consulted literature (125 literary sources), referred to in Chapter 3. In this part of the work the Doctoral student elaborates the issue of leadership styles with a focus on human resources; deals with the analysis of the relationship between people and organizations and its impact on employee performance. The analysis resulted in a model of empirical support in Sri Lanka, which shows that the behaviour of managers has a significant effect on the performance of employees. Empirical findings lie in the subsequent promotion of the organizational culture and play an important role in organizational management. It emphasizes the culture of the organization not only in terms of common values, opinions, interpretations of events, etc., but also in terms of the expectations of members of the organization, ways of understanding organizational artefacts and environments, norms and values existing outside the individual as well.

The author emphasizes three basic factors which characterize a substantial difference in how important will be the culture of organizations in the development of attitudes and behaviour of its members:

1. The stability of a culture is based on the *scope* of shared views and values that exist in the organization. The greater the degree of shared views and values, the stronger is the influence of culture, because there are more assumptions that rectify the behaviour.
2. Culture organizations, whose views and values of members of organizations *share more*, incline to a stronger effect because it affects a greater number of people.
3. In the culture of organizations, where opinions and values are *clearly set* to influence the behaviour of members will be more penetrating since there is less ambiguity about which opinions and values should prevail in conflict situations.

Great attention was paid to studying the performance of employees, their participation in group decision-making and stressing the importance of staff confidence in their manager. From this analysis, she came to the knowledge that the team and humanely-minded managers are more successful in the Eastern Europe and South Asia. In comparison with Asia the Czech Republic is included in the individualistic West.

Chapter 4 contains a proposal for research and conceptual framework in the studied area, on which builds Chapter 5 with a proposal and description of methods that can be used for the proposed research.

Next 3 chapters, i.e., Chapters 6 - 8 may be indicated as the practical part of thesis,

which describes the results of questionnaires collected in Sri Lanka and the Czech Republic, provides the missing data, the reliability of the methods and procedures and evaluation of point graphs, box diagrams and correlation analyses that were used by the author to demonstrate the researched events in the assessment of person-organization relationship, management styles and employee participation.

In other parts she elaborated the analysis of quantitative data in both countries and carried out the evaluation of hypotheses and the correlation analysis due to the humane and administratively competent, team-oriented behaviour of a manager. It is interesting to use the method of least squares.

After examining achieved results, it can be said that **the objective of the thesis was definitely fulfilled.**

From these chapters is clear a **benefit of the Doctoral student**, who approached this challenging social issue with the use of methods and models determining the behaviour and changes that could cause a person-organization relationship in the company. She stressed that for the recruitment is important to take into account the value of this relationship, which may be more important than knowledge and skills of employee. She recommended that the process of its integration into the organizational culture should be supported by informing employees about organizational and cultural values, vision, standards, rules and hierarchy of the management system. In this context, she emphasises on development programs for employees to better accept new challenges and cope with potential threats in their working role. In this sense, can be the thesis evaluated as beneficial for the development of science and practice.

During the defence, the author should explain **the potential risks** that may arise in the development of a negative person-organization relationship.

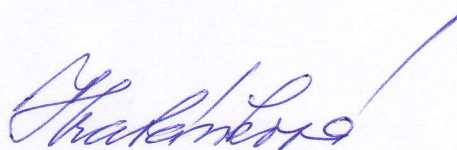
Comparison of Sri Lanka and the Czech Republic showed the differences of both cultures bound by specific cultural values and norms, and highlighted the importance of these cultures for the formation of examined relationships. The Doctoral thesis is beneficial to the knowledge of different cultural values of both countries. The Doctoral student may focus in her defence on the **recommendations how can the joint results contribute to the development** of this research in both countries.

The Doctoral thesis is clearly structured and formally arranged so that it meets the requirements for this type of work. Student's publications on a separate list (18 publications) reflect the experience in the field and are fully sufficient.

For these reasons, I assess Doctoral thesis as successful and

recommend

for defence.



Prof. Ing. Magdalena Hrabánková, CSc., prof. h.c.

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