

## **Supervisors' Leadership Style and Job Satisfaction with Special Reference to Camso Loadstar (Pvt.) Limited, Ekala**

Dilusha Kumari and P.J. Jayathilaka

*Department of Business Management, Faculty of Management Studies, Sabaragamuwa University of Sri Lanka, Belihuloya, Sri Lanka  
dilushakumariekanayaka@gmail.com*

Job satisfaction is one of the most important job related feelings that has drawn attention in the fields of Organizational Behaviour and Human Resource Management. Building a satisfied workforce is crucial for any business organization to improve quality and customer satisfaction. Most importantly, customer satisfaction is largely affected by job satisfaction of the employees. Apparently, job satisfaction should be at a higher level for an organization to achieve the excellence and to survive in the highly competitive business environment. Yet, job dissatisfaction continues as an issue calling for more investigations about the phenomenon. Hence this study is intended to find out the determinants of employees' job satisfaction in order to overcome the job dissatisfaction issue. Based on the literature, the researchers hypothesized the effect of two important leadership styles; transformational and transactional styles on job satisfaction. The context of this study is based on Camso Loadstar (Pvt.) Ltd and the respondents were operational level employees since they contributed enormously towards the success of the organization. Data were collected from 214 operational level employees by using simple random sampling technique. Whilst Survey method was used as the research strategy a standard and validated questionnaire was distributed to collect data. Hypotheses were tested through multiple regression analysis by utilizing SPSS 21.0 and Minitab 16.0 statistical software packages. Results revealed that transformational leadership has a significant positive impact on employee job satisfaction whereas transactional leadership has a negative impact on employee job satisfaction. This study provides empirical evidences to support the argument that transformational leadership is more significant in improving job satisfaction of operational level employees. The present study contributes new knowledge to the selected context and specifically to the operational level employees which have been overlooked by previous researchers. In addition, our research informs the practitioners the importance of building transformational leaders in their organizations in order to enhance job satisfaction of operational level employees.

**Keywords:** job satisfaction, transactional leadership, transformational leadership, operational level employees