EFFECTS OF LEADERSHIP STYLES ON SOLDIERS’ TURNOVER INTENTION OF SRI LANKA ARMY

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Abstract- Leaders are known to practice different leadership styles to accomplish missions in the Army. Thus the challenge for Sri Lanka Army leadership is to ensure that leadership practices in organizations are in accordance with performances to achieve the intended goals. For that purpose, it is necessary to retain soldiers. Retaining those quality soldiers who are currently serving must be a significant focus of the service over the next several years. Without leadership emphasis, the Army’s retention rates could drop. Further, without the development of key leadership skills, retention rates may suffer. The overall objective of this paper is to find which outcomes could take through the commitment of military leadership and soldiers’ turnover intention in post war context. Since this is a vast subject area, the researcher attempted to find out the relationship between two leadership styles within people concern and task concern axis which affects the turnover intention of soldiers. Through this effort the researcher expects to identify specific areas needed to be developed in military leadership and how we can reduce turnover intention of soldiers. To study that a questionnaire was given to 50 Other Rankers from different regiments of the Sri Lanka Army. The relationships between the variables of the study were analyzed using Pearson’s correlation coefficient analysis and after analyzing the results it was found that leadership styles have no significant effect on soldiers’ turnover intention of the Sri Lanka Army.

I. INTRODUCTION

Now the Sri Lankan military forces are moved into peacetime formations after more than two decades long conflict in the country. War specialists identified the military members as strong human resources of the world because they can use for various non-military activities effectively than other human resources such as disaster situations, emergency situations, post conflict recovering process and country development etc. However, the successes of present activities carrying out and potential activities that can be done by the Army highly depend on the quality of leaders and behaviour of soldiers in the Army. It is important to understand how it relates to the effectiveness of leadership and job satisfaction of the Sri Lankan Army. The overall objective of this paper is to find which outcomes could take through the leadership and soldiers’ turnover intention in post war context. Through this effort it is expected to identify specific areas to be needed to develop leadership and reduce turnover intention of soldiers. Further it is focused to identify the nature of leadership styles and from that knowledge below mentioned sub objective will be achieved.

i. To study in depth on job satisfaction and effectiveness of military leadership.

A. Depth on job satisfaction and effectiveness of military leadership.

John (1988) measured that the leadership effectiveness and leadership role and its influence on performance,
Different leadership styles may affect organizational effectiveness or performance (Nahavandi, 2002). According to the Oladipo (2013), the success or failure of proper organizations, nations, and other social units has been largely credited to the nature of their leadership style. Chung Hsiung Fang (2009) identified that leadership style can affect organizational commitment and work satisfaction positively and work satisfaction intern can affect organizational commitment and work performance positively. Leadership is largely culturally orientated, embracing traditional beliefs, norms and values and a preoccupation Murray (2007). According to Goh Yuan (2005) study, leadership style is significantly influenced by the leader’s immediate and extended family, clan and tribe.

Considering the review of the literature, below illustrated figure 1 shows the conceptual frame.

**Figure 1. Conceptual Framework**

According to the figure 1 independent and dependent variables as follows:

**Transactional Leadership**

- Chain of Command
- Motivation
- Monitoring of Subordinates

**Transformational Leadership**

- Setting clear goals and examples by leaders
- Clear communication and vision
- Encouraging, supporting, recognizing good leadership

Correlation coefficients can range from -1.00 to +1.00. The value of -1.00 represents a perfect negative correlation while Value of +1.00 represents a perfect positive correlation.

A value of 0.00 represents a lack of correlation.

The correlation of the variables is high if change of the value of dependent variable at a given value of independent variable could be represented by a straight line.

**E. Interpretation of Findings**

Then percentage were calculated to assess the relative difference of opinions of respondents. Accordingly, findings were interpreted on percentage values in accordance with the model given below.

**F. Analytical Tools and Methodology of Data Interpretation**

Drawing recommendation were based on the findings as well as on the statistical interpretation. Computation of the Mean and Standard deviation were based on the relevant Lickert scale numbers and the number of respondents in each category for each factor.

Eg. Assume that 15 respondents out 100 sample have identified that the given factor was highly influential while the balance 85 of the sample respondents have indicated that the given factor was influential only up to some extent.

**C. Data Analytical Method**

In addition to the arithmetic mean score, standard deviation has been calculated for each factor. Larger than the standard deviation value- lower the influence, therefore the relevant factor becomes insignificant. On the other hand smaller than standard deviation value- larger than influence, therefore factors becomes significant and can influence the dependent variable as well.

**D. Correlation Analysis**

Correlation an analysis used in statistics to determine any relationship between two or more variables, strength, proportionate and the significance of the relationship. Accordingly, interpretation was done in accordance with Mean score and Standard deviation value that had been
Leadership is a dynamic process that deserves study. Leadership is a quality and a skill, which is both admired and needed in our military and our society. Therefore, the researcher's purpose of this study was to examine the relationship between military leadership and soldiers' turnover. Since this is vast subject the researcher has attempted to find out the relationship between two leadership styles within people concern and task concern axis which affects the turnover intention of soldiers.

The sample consisted of 50 Other Ranks from different regiments of Sri Lanka Army. Data was collected through a questionnaire. First section of the questionnaire consisted of semi structured questions and background data. The second section of the questionnaire consisted of five point likert scale statements to measure the leadership and the soldier's turnover in post conflict context.

After analyzing the above factors it was found that Other Ranks believed that military leaders followed different levels of leadership styles which will enhance the performance in present context. The relationships between the variables of the study were analyzed using Pearson's correlation coefficient analysis. Although many previous studies conclude that leadership styles can affect the followers' intention of leaving the organization, this notion is not supported in this study. This study concludes that leadership styles have no significant effect on soldiers' turnover intention of the Sri Lankan army.

### III. CONCLUSION

Leadership is a dynamic process that deserves study. Leadership is a quality and a skill, which is both admired and needed in our military and our society. Therefore, the researcher's purpose of this study was to examine the relationship between military leadership and soldiers' turnover. Since this is vast subject the researcher has attempted to find out the relationship between two leadership styles within people concern and task concern axis which affects the turnover intention of soldiers.

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### VI. REFERENCES


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