

ABSTRACT

The primary responsibility of command is to maintain an efficient and effective organization which can be relied upon to give its best in all necessities by the means of optimum utilization of its men and material. When considering the leadership profile in the Sri Lanka Air Force viz. Junior Leaders, Middle Level Leaders and Senior Leaders, the majority of Junior Officers who are known as the backbone of the service are working under middle level managers (mid senior Officers). The leaders in various levels of the organization from supervisory leadership to strategic level have various styles of leadership which mostly depend on the individual's background, knowledge, attitude, level of authority, level of confidence and various other factors. The leadership being a discipline which is taught as a subject for troops, and also being a subject that they being trained on; has a great prominence in the military. However, in the post conflict context, academic insights in to several areas of the military have been already made where even some have impacted to the extent of considering for force restructuring. Still, hardly only the impact of leadership on the commitment of the subordinates has been subjected to research. In this backdrop, the researcher has studied on the impact of leadership styles of middle level managers on the commitment of junior officers in this paper which could be utilized to identify as to how the style) of leadership (not merely the leadership itself) will influence on the commitment of junior officers. The researcher has tested two leadership styles viz. transformational and transactional with the commitment of the junior officers (Organizational Commitment, Job Commitment, Work Commitment, and Career Commitment). Final data for analysis included responses from 100 participants from five SLAF Bases of the Sri Lanka Air Force with a variety of branches selected for the study. These trades were divided in to three groups as Technical related, Administrative related and operational related. The respondents rated their officers' leadership style on Bass and Avolio's (1997) multi-factor leadership questionnaire (MLQ). The results of the study depict how sub variables of commitment are related to two types of leadership considered.

Keywords: Transformational Leadership, Transactional Leadership, Employee Commitment, Job Commitment, Career Commitment.