

IMPACT OF SUPERVISORY STYLES ON LABOUR PRODUCTIVITY IN THE GARMENT INDUSTRY

M A M Gunasekera

ABSTRACT

Past studies on productivity in the garment industry indicate a fairly high variation in labour productivity between factories as well as between different production lines within factories. Different reasons have been adduced to explain this variation. The purpose of this study was to investigate the impact of different styles of supervision on the prevailing variation in labour productivity in the garment industry. In this research, the supervisory styles of forty (40) supervisors from six medium to large indigenous garment factories were studied. The study identified five (5) distinct cultural behaviour patterns affecting labour productivity. The study revealed a fairly high inter-line and inter-factory variation in labour productivity on the one hand and a considerable diversity in culture-based styles on the other.

Mr M A M Gunasekera is a Senior Lecturer in the Department of Business Administration, Faculty of Management Studies and Commerce, University of Sri Jayewardenepura. This study is based on a Research Paper submitted by the writer in partial fulfilment of the requirements of the MBA Degree of the Postgraduate Institute of Management, University of Sri Jayewardenepura.