

**AN EMPIRICAL STUDY ON THE ROLE OF ATTITUDINAL FACTORS IN  
PREDICTING THE ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB)  
OF SRI LANKAN ADMINISTRATIVE SERVICE (SLAS) OFFICERS:  
A CASE OF THE COLOMBO DISTRICT**

**By**

**JEEVANI SEVWANDIKUMARI SENEVIRATHNE**

**GS/M.Sc./MGT/2979**



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award of the Degree of Master of Science (Management) on 30<sup>th</sup>  
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## DECLARATION BY CANDIDATE

The work described in this thesis was carried out by me under the supervision of Mrs. P.D.H.D. Gunathilake and a report on this has not been submitted in whole or in part to any university or any other institution for another Degree/Diploma.



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## DECLARATION BY SUPERVISOR

I certify that the above statement made by the candidate is true and that this thesis is suitable for submission to the university for the purpose of evaluation.

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## LIST OF ABBREVIATIONS

<b>AF</b>	Attitudinal Factors
<b>CAS</b>	Ceylon Administrative Service
<b>CCS</b>	Ceylon Civil Service
<b>DCs</b>	Developing Countries
<b>DEs</b>	Developing Economies
<b>HRM</b>	Human Resource Management
<b>JI</b>	Job Involvement
<b>JS</b>	Job Satisfaction
<b>LMX</b>	Leader Member Exchange
<b>NPM</b>	New Public Management
<b>OC</b>	Organizational Commitment
<b>OCB</b>	Organizational citizenship Behaviour
<b>OCQ</b>	Organizational Commitment Questionnaire
<b>PCE</b>	Public Sector Employees
<b>PSM</b>	Public Sector Motivation
<b>PSMRs</b>	Public Sector Management Reforms
<b>ROI</b>	Return on Investment
<b>SLAS</b>	Sri Lankan Administrative Service
<b>WC</b>	Work Context

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**An Empirical Study on the Role of Attitudinal Factors in Predicting the  
Organizational Citizenship Behavior (OCB) of Sri Lankan Administrative  
Service (SLAS) Officers: A Case of the Colombo District**

**J.S. Seneviratne**

**ABSTRACT**

Performance is one of major concern in every organization; one may say that performance improvement is a super objective amongst any organization's objectives. The world is looking forward to high performance organizations, which would provide high job satisfaction to their employees and would also cherish excellence and effectiveness. Researches in the field of organizational performance have highlighted Organizational Citizenship Behaviour (OCB) as one of the prominent areas that is related to performance in an organization. OCB provides a new role definition for public sector officials. It makes new and distinctive demands on them to respond and resolve work place issues with their brain rather than their brawn and for public sector officials to take initiative, embrace risk, stimulate innovation and cope with high degree of uncertainty.

During the last two decades, Sri Lanka has embarked upon a set of comprehensive PSMRs, and many of them were introduced recently following the guidance of the NPM initiatives that have been driven by a combination of economic, political, social and technological factors. As a result of the introduced PSMR, it has made Sri Lankan public sector officials to exhibit a special type of work behaviour, which is known as OCB, which is not restricted by the formal rewards embedded within a particular job.

The research is being carried out to determine the role of attitudinal factors such as Public Service Motivation (PSM) , Organizational Commitment (OC) , Job Involvement (JI) and Job Satisfaction (JS) in determining the level of OCB of Sri Lanka