

**Factors Influencing Employee Motivation of Associated  
Officers in the Public Sector in Sri Lanka: Empirical  
Evidence from the Colombo District**

**By**

**N.K.C.J. Perera**

**(GS/MC/2358/2004)**

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## ABBREVIATION

AA	Associated Officers
JA	Job Autonomy
JS	Job Satisfaction
JSE	Job Security
MV	Motivation
OL	Organizational Loyalty

## CANDIDATE'S DECLARATION

The work described in this thesis was carried out by me under the supervision of Dr.(Mrs) R.Lalitha S. Fernando , Senior Lecturer, Department of Public Administration of the University of Sri Jayewardenepura, 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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## SUPERVISOR'S DECLARATION

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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## ABSTRACT

Employees of any organization have to contribute highest performance to the organization to achieve its objectives. When it comes to the scenario of maximizing the performance of the employees in an organization, motivational factors influencing the employees are very important. There may be several factors that impact positively and negatively to the motivation of employees in the private sector as well as public sector.

The role playing by the public sector organizations for the development of Sri Lanka is very important. As a major policy decision of Sri Lankan Government to recruit unemployed graduates to the public sector, over 40,000 graduates had been absorbed to the government sector by January 2007 and according to the public administration circular no 06 of 2006 these newly recruited graduates have been designated to a newly created position called Associated Officers.

This study examined the factors influencing employee motivation of Associated Officers in the Public Sector in Sri Lanka. The objectives of the study were to identify the factors that influence associated officers' motivation to work in public sector organizations in Sri Lanka and to examine the extent to which these factors influence on motivation to work of associated officers in selected public sector organizations in Sri Lanka.

Based on the literature review, this study empirically investigated four variables, which influence on the work motivation of the Associated Officers in public sector organizations in Sri Lanka. The independent variables were job satisfaction, job autonomy, job security and organizational loyalty. The research model is conceptualized as that there are positive relationships between four independent



variables (job satisfaction, job autonomy, job security and organizational loyalty ) and the dependent variable of motivation to work of the Associated Officers.

Therefore, this study was focused to find out how job satisfaction, job autonomy, job security and organizational loyalty affect work motivation of the Associated Officers in public sector organizations in Sri Lanka.

The study was conducted using a sample of 260 Associated Officers in public sector organizations in Sri Lanka. The data were collected through a structured questionnaire by using personally administrative method and analyzed using the software SPSS version 16.0 and Excel. The data analyses included the univariate (descriptive), bivariate, and multivariate analysis. The result of correlation analysis indicated that four independent variables (job satisfaction, job autonomy, job security and organizational loyalty ) were positively correlated with work motivation of the Associated Officers in public sector organizations in Sri Lanka. The relationship between job security and motivation to work was strongly positive and highly significant.

Above finding was verified again by the result of multiple regression analysis. 75% of the variance in the work motivation of the Associated Officers was accounted for by four independent variables. The conclusion of the study was that job security was the most significant factor for work motivation of the Associated Officers in the public sector organizations in Sri Lanka.

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