

# **Impact of Work-Related Attitudes on Job Performance of HR Managers in Sri Lanka**



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**(GS/MC/2367/2004)**

**A dissertation submitted to the University of Sri  
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requirements for the degree of M. Sc. Management  
(Specialization in Human Resources Management)**

**Faculty of Graduate Studies  
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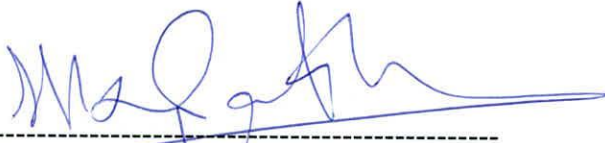
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"I hereby certify that the above statement made by the candidate is true and this thesis is suitable for submission to the University for the purpose of evaluation".

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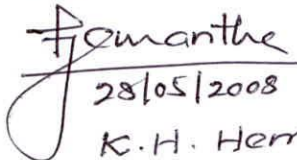
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Accepted as a partial fulfillment of the requirements for the degree of M.Sc. Management (Specialization in Human Resources Management).



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## **CANDIDATE'S DECLARATION**

“The work described in this thesis was carried out by me under the supervision of Prof. Dr. Henerath H.D.N.P. Opatha 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, except where due reference is made in the text”.



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## **ABBREVIATION**

HR	Human Resources
JS	Job Satisfaction
OC	Organizational Commitment
JI	Job Involvement
OCB	Organizational Citizenship Behavior

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## ABSTRACT

In the twenty first century, due to the technological advancement, the most of the business organizations made efforts to absorb new technological development to improve their business process to maximum output and satisfy their customers in the target market.

Business organizations should have resources and named Human Resources, Physical Resources, Financial Resources and Information resources to achieve their objectives. Even though they try to absorb high technological advancement to Sri Lankan businesses, at present, Human Resources and its involvement is yet to be seriously considered as a significant organizational resource. In Sri Lanka, business organizations have faced with several problems associated with human resources such as high labor turnover, high absenteeism and low level of labor productivity when compared with the situation of other Asian Countries.

A person who is responsible and accountable to manage the human resources in any business organization, named as Human Resources Manager and he/she has a significant role to play for achieving the highest organizational performance. Therefore this study focuses to find out how work-related attitudes (JS.OC.JI, OCB) affect job performance of HR Managers in Sri Lanka.

This study empirically investigated four work-related variables, which could influence the job performance of HR Managers in Sri Lanka. The independent variables were job satisfaction, organizational commitment, job involvement, and organizational citizenship

behavior. The research model is conceptualized, as there are positive relationships between four independent variables (JS,OC,JI, OCB) and the dependent variable of job performance of the HR Managers.

The study was conducted using a sample of 135 HR Managers in various industries in Sri Lanka (who were randomly selected out of 674). The data were collected through a questionnaire and analyzed by using the software SPSS version 13.0. The data analysis included univariate (descriptive), bivariate and multivariate analyses. The frequency distribution analysis was done for all variables as the descriptive analysis. The bivariate analysis included the simple correlation and simple regression analysis. As a multivariate analysis the multiple regressions analysis was carried out.

The result of the correlation analysis indicated that four variables (JS,OC,JI, OCB) were positively correlated to the job performance of the HR Managers in Sri Lanka. The relationship between all independent variables and dependent variable was significant. According to the multiple regression analysis it was confirmed that 20% of the variance in the job performance of HR Managers was highly influenced by the four independent variables.

The conclusion of the study was that job involvement and organizational citizenship behavior were more significant factors for job performance of the HR Managers in Sri Lanka.



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