

ABSTRACT

Decentralized management system (DMS) in public organizations, from top management to lower hierarchical levels, is believed to be led more committed and empowered middle and lower managers. This DMS improves the organizational performance and ensures better control and supervision over the subordinates who will have the authority to make independent decisions. Organizational citizenship behavior (OCB) is a term that incorporates anything positive and constructive that employees do, of their own decision, which supports co-workers and benefits the organization. Yet OCB has been shown to have a considerable positive impact at the organizational level, enhancing organizational effectiveness.

The objective of this research is to investigate how the impact of decentralized management system on their organizational citizenship behavior among the employees in Ceylon Electricity Board of the Eastern Province. The study focused on five dimensions related to decentralization management system and seven dimensions related to organizational citizenship behavior.

The selected sample for the study contained 288 employees from Kalmunai, Ampara, Trincomalle & Batticolla areas of the Eastern Province and were selected by using random sampling method. A questionnaire survey was administered during one-month period from 10th November 2018 to 9th December 2018. The levels of measuring variables were interval and the relevant statistical techniques for these measuring, univariate analysis, bivariate analysis and independent samples t-test. Data analysis was conducted by using statistical package for Social Sciences. Six hypotheses were tested to assess the empirical relationships among variables.

When considering the five factors of DMS related to OCB, four factors such as participation of decision making, autonomy, decentralized planning & delegation of managerial authority were moderate correlation and only the remaining collaboration factor was significantly strong correlation. And also, the relationship between decentralized management system and organizational citizenship behavior shows significantly strong correlation in overall. It is recommended that the executive, semi executive and non-executive employees work together for the achievement of organizational vision of the Ceylon Electricity Board of Eastern Province.

Key words: Decentralized Management System, Organizational Citizenship Behavior, Ceylon Electricity Board