

658  
3145  
J19

GOOD CITIZENS PERFORM BETTER:  
A STUDY OF RELATIONSHIP BETWEEN ORGANIZATIONAL  
CITIZENSHIP BEHAVIOUR AND ORGANIZATIONAL  
PERFORMANCE IN PHARMACEUTICALS INDUSTRY OF SRI LANKA

By

Sameera Prasad Jayaweera

B.Pharm (University of Karachi), PGDIM (University of Kelaniya)

A Dissertation submitted to the  
Department of Management Studies in the faculty of Humanities and Social sciences of

The Open University of Sri Lanka

Nawala, Nugegoda.

In partial fulfilment of the requirements for the Degree of  
Commonwealth Executive Master of Business Administration

September, 2008

67759

## ABSTRACT

Pharmaceuticals manufacturing industry in Sri Lanka is looking for new ways to improve its performance as it is facing stiff competition from imported products. This study examined the relationship between organizational performance and organizational citizenship behaviour (OCB) in the pharmaceuticals manufacturing industry of Sri Lanka. Previous researches done in non Sri Lankan context have shown that there is a relationship between organizational citizenship behaviour and organizational performance. However, there is an argument that there could be variations to this relationship depending on the cultural aspects of the country as most previous research had been conducted in United States of America. Participants for the current research comprised of staff above supervisory grades in three pharmaceuticals manufacturing organizations in Sri Lanka. Data was collected via responses elicited using the questionnaire method, interviews and by actual data analysis. Organization performance was measured based on parameters of leadership, job satisfaction, goal achievement ability, employee turnover and profit per employee ratio. All these factors showed significant relationship with OCB except for profit for employee ratio. Final results showed that there is a significant relationship between OCB and organizational performance. Some factors of OCB showed higher relationship with organizational performance than others. OCB did not show any relationship with financial performance of the organization. These findings were discussed in the light of reviewed, relevant, theoretical and empirical literature. Limitations of the study and implications for future research were also discussed.