

**F-20 : ALIENATION AMONG PUBLIC SECTOR OFFICERS AND
IMPLICATIONS TO PRODUCTIVITY AT WORK**

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The public sector is characterized by large bureaucratic organizations with several authoritarian management layers. Often each position in this multi layered management system is loosely defined and has a top down approach to decision making. With high degrees of job security and little incentive for individual initiative and collective responsibility, the level of alienation, apathy, morale could be high, as a result of which the work output could be low. A study was done to develop measures of alienation at work, to measure the level of alienation among officers at different levels of the management hierarchy and to identify the major socio-economic correlates of alienation. This was undertaken as a prelude to assessing the effect of alienation on productivity at work. Factor analysis was done to develop three measures of alienation from among several indicator variables, using Marxian, and Weberian conceptualization of alienation, apathy and estrangement. A single public sector organization was used for the study. We found that the sense of powerlessness, social isolation, inappropriate incentives, lack of motivation, and the complexity of duties assigned to them was high among officers at all levels examined. Age, occupation of spouse, mode of transport and supplementary sources of income were significant correlates of alienation. The latter can be used to design policy within the public sector to increase workers morale and productivity at work.