

Excellence in management in Sri Lankan organizations: Cultural or organizational? A comparative analysis

This research studies gender and organisations in Sri Lanka. The research question addresses factors related to women and men's orientations to work. The research question addresses the extent to which institutional factors, located in the broader societal context of Sri Lankan organisations, add explanatory power in analysis of the degree of job satisfaction and work perceptions. While using Silverman's (1970) action frame for reference and Goldthorpe et al.s (1968) orientations to work perspective, the

research also investigates the relationship between organisational level attributes and the understanding of managers' work perceptions, as well as seeking variation at the institutional level.

The research uses quantitative data generated from field surveys of 382 Sri Lankan male and female managers. The main research instrument was a questionnaire. The data is stratified randomly, forming a sample of top, middle, and junior level managers. These managers belong to diverse Sri Lankan organisations in terms of size, ownership, and line(s) of business. The findings illustrate that organisational level attributes have greater explanatory power in interpreting the work perceptions of male and female managers in Sri Lanka than do the institutional factors. Organisational policies and recommendations that can be derived from this finding are elaborated.