TABLE OF CONTENTS.

List	of Figur	res.	X
List	of Abbr	reviations.	xi
List	of Table	es.	xiii
List	of Char	ts.	xiv
Ackr	nowledg	gment.	XV
Abst	ract.		xvi
1.0	Intro	duction	1
	1.1	Background of the study.	1
	1.2	Problem Statement.	5
	1.3	Objectives of the Study.	7
	1.4	Significance of the Study.	8
	1.5	Scope of the Study.	8
	1.6	Methodology.	9
	1.7	Delimitations & Limitations.	10
	1.8	Chapter Outline.	11
2.0	Liter	ature Review.	13
	2.1	Introduction.	13
	2.2	Definition of Terms.	15
		2.2.1 Factors.	15

	2.2.2	Produ	activity.			16
2.3	Extern	nal Pro	ductivit	y Factors.		18
2.4	Intern	al prod	al productivity Factors.			19
2.5	Comp	lexity.				22
	2.5.1.	Opera	ational	Complexity.		23
	2.5.2.	Struc	tural Co	omplexity.		25
2.6	The R	ole				25
2.7	The co	oncept	of Role	Efficacy.		28
2.8	Aspec	ts of R	ole Effi	cacy.		29
	2.8.1.	Role	Making	,•		29
		a.	Self I	Role Integration.		29
		b.	Pro-a	ctivity.		30
		C.	Creat	ivity.		30
		d.	Confr	ontation.		31
	2.8.2	Role Centering.			31	
		e.	Centr	ality.		31
		f.	Influe	ence.		31
		g.	Perso	nal Growth.		31
	2.8.3.	Role	Linking			32
		h.	Inter	Role Linking.		32
		i.	Helpi	ng Relationship.		32
		j.	Super	riodination.		33
2.9	Role F	Efficac	y & Eff	ectiveness.		33
2.10	Organ	isation	al Role	Stress.		34
	2.10.1	Role	Space C	Conflicts.		35
		2.10.1	1.1.	Self Role Distance		36
		2.10.1	1.2.	Intra Role Conflict.		36
		2.10.1	1.3.	Role Stagnation.		36
		2.10.1	1.4	Inter Role Distance.		37
	2.10.2 Role Set Conflicts.				37	

		2.10.2.1. R	ole Ambiguity.	37
		2.10.2.2. R	ole Expectation Conflict.	38
		2.10.2.3. R	ole Overload.	38
		2.10.2.4. R	ole Erosion.	38
		2.10.2.5. R	esource Inadequacy.	39
		2.10.2.6. Po	ersonal Inadequacy.	39
		2.10.2.7. R	ole Isolation.	39
3.0	Conc	eptualization of the	e Research Problem.	41
	3.1	Introduction.		41
	3.2.	The Research Pro	oblem.	41
	3.3	Conceptualization	n.	43
		3.3.1. Conceptu	al Framework.	43
		3.3.2. External	and Internal Factors.	43
		3.3.3. Complex	ity.	44
		3.3.4. Operation	nal Complexity.	45
		3.3.5. Structura	l Complexity.	47
		3.3.6. Organisat	tional Role Stress.	48
		3.3.7. Role Effi	cacy.	49
		3.3.8. Role Effi	cacy & Effectiveness.	50
		3.3.9. Role Exp	ectation Conflict.	50
		3.3.10. Self Role	Integration.	50
		3.3.11. Proactivit	ty.	51
		3.3.12. Creativity	ſ.	51
		3.3.13. Confront	ation.	51
		3.3.14. Centality		51
		3.3.15. Influence	Ç.	51
		3.3.16. Personal	Growth.	51
		3.3.17. Intra Role	e Conflict.	52

		3.3.18. Role Ambiguity.	52
		3.3.19. Self Role Distance.	52
		3.3.20. Role Overload, Distance & Stagnation.	52
		3.3.21. Role Isolation.	52
		3.3.22. Role Erosion.	53
		3.3.23. Resources Inadequecy.	53
		3.3.24. Personal Inadquecy.	53
		3.3.25. Role Linkages.	53
		3.3.26. Inter Role Linkages.	54
		3.3.27. Helping Relationship.	54
		3.3.28. Superrodianation.	54
	3.4.	Definition of Concepts.	55
	3.5.	Research Methodology.	58
		3.5.1. Interviews.	60
		3.5.2. Informal Discussions.	61
		3.5.3. Observations.	62
		3.5.4. Study of Documents.	62
	3.6	Limitations.	62
	3.7	Summary.	64
4.0	Data I	Presentation & Analysis.	65
	4.1	Introduction.	65
	4.2.	Factors affecting to the productivity enhancement.	66
		4.2.1. External Factors.	66
		4.2.2. Internal Factors.	69
		4.2.3. Structural Complexity.	74
		4.2.4. Personal Inadequacy & Inter-role distance.	7 9
		4 2 5 Functional Barriers – Operative Barriers	82

		4.2.6	6. Operational Complexity Raw Material	
			Processors & Customers.	86
		4.2.7	7. Role Expectation Conflicts, Role Overload	i,
			Self-role distance, Helping Relationships.	89
		4.2.8	Role Stagnation.	93
		4.2.9	Role Influence.	94
		4.2.1	0. Role Erosion.	97
		4.2.1	1. Role Linking & Confrontation.	98
		4.2.1	2. Role Centering & Superiodnation.	101
		4.2.1	3. Self-Role integration, Role Creativity, Role	e
			Making, & Intra-Role conflicts.	103
		4.2.1	4 Hierarchical differentiation. – Chain of	
			Command & Span of control.	107
		4.2.1	5 Functional Barriers Support staff ratio.	110
		4.2.1	6 Role linking.	113
5.0	Sumi	mary &	Conclusion.	115
	5.1	Intro	duction.	115
	5.2	Disc	ussion of Findings & Conclusion	115
	5.3	Sum		122
	5.4		gestion for future research.	123
Appe	endix.	I	Reference Tables for Interviewees.	125
Appe	endix.	II	Schedules. Introduction.	130
Appe	endix	Ш	Schedule to Measure Role Stress.	131
Appe	endix	IV	Schedule to Measure Role Overload, Dista	nce
			& Stagnation.	133
Appe	endix	V	Schedule to Measure Role Efficacy.	135

Appendix.	VI	Introduction (Sinhala Translation)	137
Appendix	VII	Schedule (Sinhala Translation).	138
Appendix	VIII	Schedule (Sinhala Translation).	141
Appendix	IX	Schedule (Sinhala Translation).	143
Bibliography			145

LIST OF FIGURES.

Figure No.	Title	Page.
2.1	Productivity Model	17
2.2	Macro Productivity Model	19
2.3	How operational time is made up.	20
3.1	Conceptual Model.	43
5.1	Modified conceptual framework.	118

LIST OF ABBREVIATIONS.

1.	AA	-	Area Authority.

- 2. APO Area Procument Officer.
- 3. ARO Area Repair Officer.
- 4. ASO Area Stores Officer.
- 5. BPR Business Process Re-engineering.
- 6. Chief Senior most sailor of the division.
- 7. CLOG Command Logistic Officer.
- 8. DAC Deputy Area Commander.
- 9. DTB Departmental Tender Board.
- 10. FAC Fast Attack Craft.
- 11. FDL Forward Defence Line.
- 12. G47 Government Disposal Procedure.
- 13. HF High Frequency.
- 14. HOD Head of the Department.
- 15. IT/IS Information Technology / Information System.
- 16. KDA Kotalawala Defence Academy.
- 17. KIA Kill In Action.
- 18. LP Local Purchase.
- 19. MIA Missing In Action.
- 20. MIS Management Information System.

- 21. NAV Naval Format.
- 22. NCC North Central Command.
- 23. NNA Northern Naval Area.
- 24. NHQ Naval Headquarters.
- 25. PSO Principle Staff Officer.
- 26. QCB Quality Control Board.
- 27. R & D Research & Development.
- 28. RLs Replenishment Lists.
- 29. RNF Regular Naval Force.
- 30. SLA Sri Lanka Army.
- 31. SLN Sri Lanka Navy.
- 32. SLNS Sri Lanka Navy Ship.
- 33. SLNO Sri Lanka Navy Order.
- 34. SMART Specific Measurable Attainable Relevant Time.
- 35. TQM Total Quality Management.
- 36. UHF Ultra High Frequency.
- 37. VHF Very High Frequency.
- 38. VNF Volunteer Naval Force.
- 39. W & H What, Where, Why, Whom, When & How etc.
- 40. XO Executive Officer.

LIST OF TABLES.

Tabl	e No.	Title	Page.
	3.1	Definition of Concepts & Variables.	55
	I.	Question to Measure Role Efficacy 1.	97
	П.	Question to Measure Role Efficacy 2.	100
	III.	Question to Measure Role Efficacy 3.	103
	IV.	Question to Measure Role Efficacy 4.	104
	V.	Question to Measure Role Efficacy 5.	105
	VI.	Question to Measure Role Efficacy 6.	111
	VII.	Question to Measure Role Efficacy 7.	111
	VIII.	Type of the department.	125
	IX.	Management Hierarchy (Level)	126
	X.	Interviewees Rank – Senior & Junior Officers.	126
	XI	Interviewees Rate & Designation – Senior & Junior Sailors.	127
	XII.	Designation of Officers.	128
	XIII.	The type (Description) of Interviewees.	129

LIST OF CHARTS.

Chart No.	Title.	Page.No.
I.	Percentage values of response to Role Efficacy 1.	97
II.	Percentage values of response to Role Efficacy 2.	100
Ш.	Percentage values of response to Role Efficacy 3.	104
IV.	Percentage values of response to Role Efficacy 4.	104
V.	Percentage values of response to Role Efficacy 5.	105
VI.	Percentage values of response to Role Efficacy 6.	111
VII.	Percentage values of response to Role Efficacy 7.	112