

**THE INFLUENCE OF COMMUNICATION AND WORK
COMMITMENT ON EMPLOYEE PERFORMANCE (SELECTED
DIVISIONAL SECRETARIAT) IN BATTICALOA DISTRICT**



By
EASWARAN NISAPTHA
REG. NO: EU/IS/2019/MS/20
INDEX NO: MS 2200

A project report submitted to the Faculty of Commerce and Management,
Eastern University, Sri Lanka as a partial fulfillment of the requirement of the
Degree of Bachelor of Business Administration Honors (BBA Hons.)



FCM2994

Project Report
Main Library, Eastern University, Sri Lanka

**Department of Management
Faculty of Commerce and Management
Eastern University, Sri Lanka**

2025

ABSTRACT

This study explores the impact of communication and work commitment on employee performance within selected Divisional Secretariats in the Batticaloa District. Specifically, the research focuses on two independent variables communication and work commitment and their influence on the dependent variable, employee performance. Data were collected through a structured questionnaire distributed to 258 employees working in the Vellaveli Divisional Secretariats and Kaluwanchikudy Divisional Secretariats. The data were then analyzed using descriptive statistics, correlation analysis, and simple linear regression.

The findings revealed a positive relationship between communication and employee performance, as well as between work commitment and employee performance. All measured dimensions demonstrated a strong positive correlation with employee performance. Furthermore, the results of the simple linear regression analysis confirmed that both communication and work commitment have a statistically significant impact on employee performance among the selected employees in the Batticaloa District.

Keywords: communication, work commitment, and employee performance

Table of Contents

ACKNOWLEDGEMENT.....	V
ABSTRACT.....	VI
LIST OF TABLES.....	XII
LIST OF FIGURES.....	XIII
CHAPTER ONE.....	1
INTRODUCTION.....	1
1.1. Background of the Study.....	1
1.2. Problem Statement/ Research Gap.....	4
1.3. Research Questions.....	5
1.4. Research Objectives.....	6
1.5. Significance of the Study.....	6
1.6. Scope of the Study.....	7
1.7. Organization of Chapters.....	8
1.8. Chapter Summary.....	8
CHAPTER TWO.....	9
LITERATURE REVIEW.....	9
2.1 Introduction.....	9
2.2 The Concept of Dependent variable.....	9
2.2.1 Employee Performance.....	9
2.3 The Concept of Independent variable.....	10
2.3.1. Communication.....	10
2.3.2 Work Commitment.....	12
2.4 Theories Approach.....	13
2.4.1 Social Exchange Theory.....	13
2.4.2 Expectancy Theory.....	15
2.5 Hypotheses Development.....	16

2.5.1. Communication and Employee Performance.....	16
2.5.2. Work Commitment and Employee Performance	17
2.6 Summary	18
CHAPTER THREE.....	20
CONCEPTUALIZATION AND OPERATIONALIZATION	20
3.1. Introduction	20
3.2 Conceptual Framework	20
3.3. Variables Relevant to the Conceptual Model.....	21
3.3.1 Communication	21
3.3.2 Work Commitment	22
3.3.3 Employee Performance.....	22
3.4. Operationalization.....	22
3.5. Hypotheses.....	24
3.6. Chapter Summary	24
CHAPTER FOUR.....	26
RESEARCH METHODOLOGY	26
4.1. Introduction	26
4.2. Research Design.....	26
4.2.1 Research Strategy	27
4.2.2 Methodological Choice.....	27
4.2.3 Time Horizon	27
4.3. Population and Sampling.....	28
4.3.1 Population	28
4.3.2 Sampling Technique/ Method	28
4.3.3 Sample Size and Sampling Framework	29
4.4 Method of Data Collection	29
4.4.1 Primary Data	29

4.4.2 Research Instrument	30
4.4.3 Source of Measurement	30
4.4.4 Method of Data Presentation.....	32
4.5. Method of Data Analysis.....	32
4.5.1 Pilot Test	32
4.5.2 Reliability Analysis	33
4.5.3 Univariate Analysis (Descriptive Statistics)	34
4.5.4 Correlation Analysis	35
4.5.5 Regression Analysis.....	35
4.6 Testing Hypothesis.....	37
4.7. Testing Objectives	37
4.8 Chapter Summary	38
CHAPTER FIVE.....	39
DATA PRESENTATION AND ANALYSIS	39
5.1. Introduction	39
5.2 Analysis of Reliability.....	39
5.3 Data Presentation and Analysis of Personal Information.....	40
5.3.1 Name of the Divisional Secretariat.....	40
5.3.2 Gender.....	41
5.3.3 Age group.....	41
5.3.4 Educational & Professional Qualification	41
5.3.5 Years of Experience.....	42
5.4 Data Presentation and Analysis for Research Information	43
5.4.1 Univariate Analysis	43
5.4.2 Bivariate Analysis.....	45
5.4.3 Simple Regression Analysis.....	46
5.4.4 Testing Hypotheses.....	50

5.5. Summary	52
CHAPTER SIX	54
FINDINGS AND DISCUSSION	54
6.1 Introduction	54
6.2 Discussion of Personal Information	54
6.2.1 Name of the Divisional Secretariat of Respondents	54
6.2.2 Gender of Respondents	55
6.2.3 Age group of Respondents	55
6.2.4 Educational & Professional Qualification of Respondents	55
6.2.5 Years of Experience of Respondents	55
6.3 Discussion of Research Information	55
6.3.1 Discussion - Objective 1:	56
6.3.2 Discussion - Objective 2:	57
6.3.3 Discussion - Objective 3:	59
6.3.4 Discussion of Hypothesis Testing	60
6.4 Summary	61
CHAPTER SEVEN	63
CONCLUSIONS AND RECOMMENDATIONS	63
7.1 Introduction	63
7.2 Conclusion	63
7.2.1 First Objective of the Study	64
7.2.2 Second Objective of the Study	64
7.2.3 Third Objective of the Study	64
7.3 Recommendations	65
7.4 Limitations of the Study	66
7.5 Future Research Direction	67
7.6 Chapter summary	67

References.....	69
APPENDIX 01.....	77
APPENDIX 02.....	84