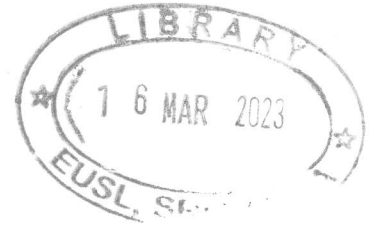


**IMPACT OF ORGANIZATIONAL COMMUNICATION ON EMPLOYEES'
SUBJECTIVE WELL-BEING IN DIVISIONAL SECRETARIAT AT
BATTICALOA DISTRICT**



By:

RAGUNANTHAN VITHURSANA

REG NO: EU/IS/2016/MS/42

INDEX NO: MS 1892



Project Report
Library - EUSL

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

**DEPARTMENT OF MANAGEMENT
FACULTY OF COMMERCE AND MANAGEMENT
EASTERN UNIVERSITY, SRI LANKA**

2021

ABSTRACT

Organizations understand that internal and external communications at all levels of the organization improve organizational success and employee relations. Organizational communication has been studied with regard to employee subjective well-being. The decision to be happy and have a positive attitude has been the subject of hundreds of books, journal articles, speeches, studies, and workshops. The value of Organizational communication in an employee's choice to be happy is explained as it affects the individual, team, and overall organizational culture. Respondents are from the divisional secretariats development officers; the majority was found to be satisfied with their jobs and consider them to be positive in nature and happy in their work. In today's work environment communication is most important part of their lives. That means Organizational Communication as a strategy for building organizational communication in order to fulfill employees' well-being. Therefore the objectives of the current study are to identify nature, relationship and impact of organizational Communication on employees' subjective well-being. The primary data were gathered from 150 employees from selected three divisional secretariats through self-administrated questionnaires and analyzed using descriptive statistics, correlation and simple regression analysis in order to find the results of study objectives. The study has found that in the secretariats employees' organizational Communication & subjective well-being has overall moderate. Further it has found that there is a strong positive relationship between organizational Communication & subjective well-being. Questions were not asked that targeted life satisfaction, discrimination, or other factors that may affect in their well-being. The effect of other factors on attitude and job satisfaction can be significant and should be addressed in future studies in the divisional secretariats.

The study contributes knowledge, experience and idea about organizational Communication & subjective well-being. In future, development officers got some ideas about communications standard around divisional secretariats and increase their well-being level. Therefore, the findings of this study have strong positive relationship and positive impact of organizational Communication & subjective well-being in divisional secretariats at Batticaloa district.

Key words: Organizational Communication, Subjective well-being, Divisional Secretariats

TABLE OF CONTENTS

Acknowledgment	i
ABSTRACT	ii
TABLE OF CONTENTS	iii
LIST OF TABLES	viii
LIST OF FIGURES	x
ABBREVIATIONS	xi
CHAPTER 1	1
INTRODUCTION	1
1.1. Back Ground of Study	1
1.2. Research Problem	3
1.3. Research Questions	4
1.4. Research Objectives	4
1.5. Significance of the Study	4
1.6. Scope of the Study	5
1.7. Organization of the Chapter	5
1.8. Chapter Summary	6
CHAPTER 2	7
LITERATURE REVIEW	7
2.1. Introduction	7
2.2. Organizational communication	7
2.2.1. Communicative activities	9
2.2.2. Organization Communication styles	10
2.3. Herzberg's theory organizational communication	11
2.4. Emotional contagion theory	12
2.5. Organization support theory	12
2.6. Subjective Well-being	13
2.6.1. Job satisfaction	14
2.6.2. Self & social satisfaction	15
2.6.3. Employees attitudes	16
2.6.4. Mood-happiness	17
2.7. Organizational Communication and well-being Outcomes	18
2.8. Hypothesis studies	19
2.9. Formulation of conceptual framework	20

2.10.	Chapter summary	20
CHAPTER 3		21
CONCEPTUALIZATION AND OPERATIONALIZATION		21
3.1.	Introduction.....	21
3.2.	Conceptualization	21
3.2.1.	Conceptual frame work.....	22
3.3.	Defining variables.....	23
3.3.1.	Organizational communication.....	23
3.3.2.	Employee's subjective well-being	24
3.4.	Operationalization.....	25
3.4.1.	Summary of operationalization.....	26
3.5.	Chapter summary	27
CHAPTER 4		28
RESEARCH METHODOLOGY.....		28
4.1.	Introduction.....	28
4.2.	Study setting and method.....	28
4.3.	Research philosophy	29
4.4.	Research approach	29
4.5.	Research strategy	29
4.6.	Methodological choice.....	29
4.7.	Area selection.....	30
4.8.	Time horizon.....	30
4.9.	Unit of analysis	30
4.10.	Population of the study	30
4.11.	Sampling	31
4.12.	Sampling technique/method.....	31
4.13.	Sampling framework/sample size	31
4.14.	Method of data collection and source	32
4.14.1.	Questionnaire design.....	32
4.14.2.	Source of measurement.....	34
4.15.	Research instrument.....	35
4.16.	The pilot study	35
4.17.	Validity and reliability	36
4.18.	Unit of analysis	36
4.19.	Method of data analysis	36

4.19.1.	Methods of data analysis for first objective	37
4.19.2.	Methods of data analysis for Second objective.....	37
4.19.3.	Methods of data analysis Third objective	37
4.20.	Method of data evaluation.....	38
4.20.1.	Univariate analysis.....	38
4.20.2.	Correlation analysis	38
4.20.3.	Regression analysis.....	39
4.20.4.	Testing hypothesis	41
4.21.	Data presentation	41
4.21.1.	Data presentation for personal information	41
4.21.2.	Data presentation for research information.....	42
4.22.	Ethical consideration.....	42
4.23.	Chapter summary	43
CHAPTER 5		44
DATA PRESENTATION AND ANALYSIS		44
5.1.	Introduction.....	44
5.2.	Respondents Rate.....	44
5.3.	Reliability of Analysis	44
5.3.1.	Reliability of organizational communication.....	45
5.3.2.	Reliability of subjective well-being	45
5.3.3.	Reliability Analysis of All indicators / variables	45
5.4.	Data Presentation	46
5.5.	Personal Information of Respondents	46
5.5.1.	Name of the organization.....	46
5.5.2.	Age Level.....	47*
5.5.3.	Gender.....	48
5.5.4.	Marital status.....	48
5.5.5.	Number of the children	49
5.5.6.	Educational Level	49
5.5.7.	Language Skill	49
5.5.8.	Monthly Income.....	50
5.5.9.	Experience.....	50
5.5.10.	Department.....	51
5.6.	Data Presentation of Research Information	51
5.6.1.	Find out the “Level of the organizational communication and Employees well-	

being in the divisional secretariats". (Objective 1)	51
5.6.1.1. Level of Organizational communication.....	52
5.6.1.2. To find out Level of the Indicators	52
5.6.2. Explore the relationship between organizational communication and employee's subjective well-being. (Objective 2).....	53
5.6.2.1. Pearson's correlation analysis.....	53
5.6.2.1.1. Correlation among organizational communication and subjective well-being	53
5.6.3. To identify how the organizational communication impact on employee's subjective well-being. (Objective 3).....	54
5.6.3.1. To identify how the organizational communication impact on employee's Subjective Well-being indicators.....	56
5.6.3.1.1. To identify how the organizational communication impact on employee's job satisfaction. 56	
5.6.3.1.2. To identify how the organizational communication impact on employee's self & social satisfaction.....	58
5.6.3.1.3. To identify how the organizational communication impact on employee's Attitudes. 59	
5.6.3.1.4. To identify how the organizational communication impact on employee's Mood-Happiness.....	61
5.6.4. Testing Hypotheses.....	63
5.6.4.1. Testing Hypotheses 01.....	63
5.6.4.2. Testing Hypotheses 02.....	64
5.6.5. Chapter Summary	65
CHAPTER 6	66
DISCUSSION AND FINDINGS.....	66
6.1. Introduction.....	66
6.2. Discussion of Personal Information.....	66
6.2.1. Name of the organization.....	66
6.2.2. Age.....	67
6.2.3. Gender.....	67
6.2.4. Marital status.....	67
6.2.5. Number of the children	67
6.2.6. Educational level.....	67
6.2.7. Language skills	67
6.2.8. Monthly Income.....	68
6.2.9. Experience.....	68
6.2.10. Department.....	68

6.3.	Discussion of Research Information	68
6.3.1.	Objective 1	68
6.3.1.1.	Find out the “Level of the organizational communication and Employees well-being in the divisional secretariat in Batticaloa district”.	68
6.3.1.1.1.	To find out the Level of organizational communication on employee’s Subjective Well-being indicators	69
6.3.2.	Objective 2	70
6.3.2.1.	To identify the relationship between organizational communication and employee’s subjective well-being.....	70
6.3.3.	Objective 3	70
6.3.3.1.	To identify how the organizational communication impact on employee’s subjective well-being.	70
6.3.3.2.	To identify how the organizational communication impact on employee’s Subjective Well-being indicators.	71
6.3.3.2.1.	To identify how the organizational communication impact on employee’s job satisfaction and self & social satisfaction.	71
6.3.3.2.2.	To identify how the organizational communication impact on employee’s Attitudes and Mood-Happiness.....	72
6.4.	Discussion of Hypotheses Testing	74
6.4.1.	Testing hypotheses 1	74
6.4.2.	Testing hypotheses 2.....	74
6.5.	Chapter Summary	75
	CHAPTER 7	76
	CONCLUSION AND RECOMMENDATION	76
7.1.	Introduction.....	76
7.2.	Conclusion	76
7.3.	Study of the objectives.....	77
7.3.1.	First objective study.....	77
7.3.2.	Second objective study	77
7.3.3.	Third objective study	77
7.4.	Recommendations.....	77
7.5.	Contribution of the study	79
7.6.	Limitations of the study	80
7.7.	Direction for the future	80
7.8.	Chapter Summary	81
	LIST OF REFERENCE	82
	RESEARCH QUESTIONNAIRE	92