

IMPACT OF COMMUNICATION RELATIONSHIP SATISFACTION ON ORGANIZATIONAL COMMITMENT: A STUDY OF OPERATIONAL LEVEL EMPLOYEES IN HELA CLOTHING (PRIVATE) LIMITED IN SRI LANKA

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The purpose of this research is to identify the impact of communication relationship satisfaction on organizational commitment of operational-level employees in Hela Clothing (Private) Limited in Sri Lanka. Communication relationship satisfaction is a critical factor influencing organizational commitment. Research on communication relationship satisfaction is limited, and no research has been conducted on communication relationship satisfaction in the apparel industry in the Sri Lankan context. This research is deductive research. This was a quantitative study with a cross-sectional survey design. A structured questionnaire distributed as hard copies was used to collect data. The simple random sampling technique was used to select the sample. The sample size is 291, and Statistical Package for Social Science (SPSS), version 20.0 was used to analyze the data. Valid responses were obtained from 203 operational-level employees in Hela Clothing (Private) Limited. The hypotheses were tested using simple linear regression analysis. This study found that communication relationship satisfaction has a significant impact on organizational commitment among operational-level employees in Hela Clothing (Private) Limited in Sri Lanka. This study found that all four factors, coworker relationship, immediate supervisor relationship, top management relationship, and organizational influence, affect organizational commitment. The study's findings provide valuable insights for top managers of Hela Clothing (Private) Limited to design initiatives to increase organizational commitment. Finally, suggestions for future research are provided.

Keywords: *Affective Commitment, Continuance Commitment, Communication Relationship Satisfaction, Organizational Commitment, Normative Commitment, Social Exchange Theory*

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