

ABSTRACT

This study was aimed at investigating the relationship between Employees' Perception of their Supervisors' Leadership Styles and Supervisors' Communication Behavior. Both leadership styles and communication behavior are critical factors in social relationships, effective work patterns, and fostering good relations between leaders and subordinates.

To effectively develop their organizations, supervisors require the participation and interaction from their subordinates while subordinates need assistance and support from their supervisors as well. Therefore, this study examines employees' perception, of their supervisors' leadership styles and communication behavior. Employees of 5 of the largest staff departments of Assumption University's Hua Mark campus were chosen as the respondents in this study. The questionnaires were launched to 231 staff members in these 5 departments and a total of 180 sets of questionnaires were returned, or 77.92% of 231 employees.

The study found that staff members of Assumption University rated as favorably only two styles of their supervisors' leadership, i.e., participative, and achievement-oriented. Employees rated as uncertain the remaining two, Directive and supportive styles. In terms of communication behaviors, all five factors i.e, credibility, accuracy, empathy, active listening, and trust were found to be positively related to

leadership style. Nonetheless, only three factors, empathy, credibility, and trust were rated positively by employees. Two of the remaining factors, accuracy, and active listening were rated as uncertain and can be seen as problem areas in terms of communication behavior of supervisors.

The findings showed that there are both inter and intra-relationships of leadership styles and interpersonal communication behaviors of supervisors. From the hypotheses tests of difference, the findings showed no significant relationship between Employees' demographic profile and perception of their supervisors' interpersonal communication behavior. However, there were differences in employee perception in the five departments in terms of both leadership styles and supervisors' communication behavior.

The statistical findings and suggestions from respondents on the open-ended question were summarized, concluded and presented to management of Assumption University. The recommendations were that the university should have not only interdepartmental meetings but also implementation of activities between supervisors and subordinates, so as to encourage team building and a more unified organization.