

Abstract

The purpose of this study was to examine the relationship between managerial communication behaviors affect subordinates' performance outcomes of Société Générale de Surveillance (Myanmar) Limited in Yangon, Myanmar. The independent variable measured managers' communication behaviors, which contained sub-variables of motivating language, interpersonal communication, communication process and communication directions/channel. The dependent variable covered subordinates' performance outcomes, which comprised commitment, motivation, and job satisfaction.

In this study, descriptive research of independent sample T-test, one-way ANOVA and Pearson correlation research method were used. The self-administered questionnaire was developed to measure subordinates' demographic profile, perception of managers' communication behaviors and their performance outcomes and to find the relationship between managers' communication behaviors that affect subordinates' performance outcomes. The questionnaires were distributed to 205 staff and 199 questionnaires (97.07%) were responded to the researcher and used in the analysis of data.

The findings showed that the majority of the respondents perceived that there was a lack of managers' supportive motivating language, affecting subordinates' work effort and career development. Superiors mainly used one-sided communication mostly flowing from the manager down to the subordinates with little or not much corresponding upward communication, in the form of sharing ideas or comments from subordinates. Respondents also perceived the information they get was inaccurate and the communication process was slow. Respondents also expressed the fact that they did not

get encouragement and regular feedback from their superiors regarding their progress on a task .The research also pointed out that managers' communication behaviors positively correlate with subordinates performance outcomes especially in terms of workers' commitment at SGS (Myanmar) Limited.

All in all, the manager should be aware of their communication behaviors that play a vital role in the organization and are critical to organization's success. SGS (Myanmar) Ltd. should practice two-way communication approach although this is not the usual practice of managers in a Myanmar context. If the management exercises the two-way communication style, supportive communication behaviors, the employees would be able to express their ideas about their jobs and the entire organization will benefit healthy relationships that are the vital elements for organization achievement.

