

## ABSTRACT

This research examines the impact of managerial communication on employees' attitudes and behaviours carrying out two sequential studies. With the same objective, the first study adopts a quantitative paradigm and the second study a qualitative paradigm. Through the lens of social exchange theory and organisation support theory, the first study examines the passive, aggressive, and assertive styles of managers/supervisors that influence perceived supervisory support and tests whether the support increases employees' satisfaction with the communication of supervisors and their organisation-based self-esteem. It also assesses whether employees' communication satisfaction and their self-esteem influence employees' performance, commitment and absenteeism. Four hundred employees from 10 manufacturing firms in India were studied through questionnaire survey. Standard instruments were used to assess the constructs. Only a scale was developed to measure the communication style of managers and a single item to assess absenteeism. Results revealed that assertive style of communication lends maximum support to employees. Perceived supervisory support at the workplace enhances employees' satisfaction with communication of supervisors and organisation-based self-esteem. Satisfaction with communication fosters a strong emotional bond with organisations and the emotional bond with organisations reduces employees' absenteeism. Employees' organisation-based self-esteem increases their job performance. The second study using the critical incident technique explores the effects of managerial communication practices on employees' happiness, job performance, commitment, absenteeism, and turnover intentions. One hundred and one employees in three manufacturing organisations in eastern India narrated critical incidents related to happiness and superior performance, unhappiness and inferior performance, absenteeism, and the desire to stay or quit. The incidents were further content-analysed. Results revealed that collaborative approach, respect and recognition, flexible working arrangements, trust, clear direction, autonomous and challenging tasks are important indicators to make employees happy and drive them towards superior performance. Contrarily, the dominant nature of the superior and more bossism than required, humiliation, biased approach, and lack of flexible working arrangements are detrimental to employees' performance. Collaborative approach, respect/recognition, person-job match, autonomous and challenging tasks, flexible working arrangements, brand image, and location near hometown are the propellers for continuing service in organisations. Contrarily, hierarchical/dominant approach, humiliation, lack of respect and recognition, biased approach—different rules for different people, monotonous and boring assignments, and uncompetitive pay are the propellers for not continuing service in organisations. Humiliation, lack of flexible arrangements, and overwork are the causes for employees' absenteeism. Findings of the two studies are complementary. Organisations can conduct training programs to develop assertive communication style in their managers/supervisors to increase the support to subordinates, thereby its positive consequences will follow in increasing employees' performance and commitment and reducing absenteeism. Also, organisations can train supervisors to develop people-centric communication practices, communicate with respect and recognition, implement flexible working arrangements, improve job design, involve employees in important decisions, offer them with autonomous and challenging tasks, so that employees realise their full potential and become happy contributors to their organisations.

**Keywords:** Managerial communication; perceived supervisory support; employee happiness; employees' attitudes and behaviours.