

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

**THE EFFECT OF ORGANIZATIONAL
COMMUNICATION ON EMPLOYEE JOB
PERFORMANCE AT MYANMA POSTS AND
TELECOMMUNICATION**

HNIN NU YEE

MBA II – 87

MBA 23rd BATCH

NOVEMBER, 2019

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ACADEMIC YEAR (2017 – 2019)

Supervised by

Dr. Ohn Mar Myint

Lecturer

Department of Management Studies

Yangon University of Economics

Submitted by

Hnin Nu Yee

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“This thesis is submitted to the Board of Examiners in partial fulfillment of the requirements for the Degree of Master of Business Administration (MBA)”

Supervised by

Dr. Ohn Mar Myint

Lecturer

Department of Management Studies

Yangon University of Economics

Submitted by

Hnin Nu Yee

MBA II – 87

MBA 23rd Batch

2017 – 2019

ACCEPTANCE

This is to certify that the thesis entitled “**The Effect of Organizational Communication on Employee Job Performance at Myanmar Posts and Telecommunication**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

Board of Examiners

.....

(Chairman)

Dr. Tin Win

Rector

Yangon University of Economics

.....

(Supervisor)

.....

(Examiner)

.....

(Examiner)

.....

(Examiner)

NOVEMBER, 2019

ABSTRACT

This study aims to analyze the effect of organizational communication on employee satisfaction and to analyze the effect of the employee job satisfaction on their job performance of Myanmar Posts and Telecommunication in Yangon. Primary data is collected from 223 out of total 500 employees at Myanmar Posts and Telecommunication with structured questionnaire. The study found that all factors of organizational communication have positive effect on employee satisfaction. Furthermore, the study also found that employee job satisfaction has positive effect on their performance. The study recommend that the company should give information needed to do job on time, communicate employees each other without worrying in order to enhance employee satisfaction and thereby promote their job performance in Myanmar Posts and Telecommunication in Yangon.

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Ma Hnin Nu Yee

MBA II- 87

MBA 23rd Batch

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CHAPTER 1

INTRODUCTION

In the current business world, organizations' existence largely depends on effective communication. Employees communicate to each other and to the potential clients in order to develop and build services. Communication is the lifeblood of the organization. This statement clearly shows the important role played by organizational communication in the organizations today. Communication is a basic process of organization. Structures are subdivided within the organization each specializing in its own activities. All these sub-units use internal and external communication to coordinate their efforts. Moreover, the employment of hierarchies within organizations for the exercise of control and monitoring, so that purposes may be achieved with some success, is mainly based on communication.

Organizational communication is a subsection of the communication studies field and it takes several procedures either formal or informal. Information could flow downward from top management to lower cadre management then to the rest of employees or upward from the rest of employees to the lower cadre then to top management. Employees have shown great satisfaction with their work if they consistently receive proper communication directly from top management and immediate supervisors. This allows them to trust the organization they are working for. One of the most crucial factors to the success of an organization is the productivity of the employees.

For an organization to perform competently in the business environment today, it has to have high performing employees. Therefore, employee job satisfaction, which in turn results to employee commitment and high productivity, is highly desired. Employee job satisfaction is essential in an organization because this is the backbone of productivity. Employees who are satisfied with their jobs always produce greater and quality results in optimal time and lead to rising profits (Odemba, 2011). Moreover, communication has been described as the heart of group interaction and the essence of social systems.

Communication can be interpreted as the procedure by which an individual, group, or organization transmits some type of information to another person, group, or organization (Greenberg & Baron, 2008). Ghanaian organizations in the formal sector found out that relational dimensions such as communication between subordinates and supervisor

would be strongly related to job satisfaction as compared to informational dimensions like communication through other channels such emails and posters etc (Abugre, 2011). Organizations have authority and formal guidelines that employees are required to follow. The formation of specific goals, feedback on progress towards goals and the reinforcement of behaviour stimulate motivation, performance and require communication.

Employees dedicate a considerable portion of their day collecting and circulating information concerning important matters such as performance feedback, company policy, role anticipations, job instructions, etc. Both individuals should clearly comprehend the duties of their respective positions, and the employees should know what exactly their supervisors expect of them. The positive relation between organizational communication and job satisfaction and the relationship was as solid as the one existed between organizational communication and job performance (Pincus , 1986). Job performance is defined as a role of the individual performance on particular objectives that consist of defined standard job descriptions.

Job performance to comprise apparent behavior that people observe in their job that are important in achieving organizational goals, and these behaviors must be related to the goals of the organization (Murphy, Kroeker, & Campbell, 1988). Today, employee satisfaction has become a challenge for various companies including the telecommunication industry in Myanmar Post and Telecommunication (MPT). There is a pronounced relationship between job satisfaction, job performance and organizational communication, policies to improve certain dimensions in organizational communication such as openness, trust, desire for interaction would be quite important in improving and maintaining employees' job satisfaction (Giri & Kumar , Assessing the impact of organizational communication on job satisfaction and job performance, 2009).

Communication between top management and supervisors plays a key role in ensuring that the precise employees are hired and retained in an organization. It also supports productivity by keeping the workforce continually motivated. Organizational communication helps to produce corporate identities by increasing employee knowledge about the overall organization's philosophy and its strategies, which brings satisfaction, performance and commitment (Abugre, 2011). Therefore, this study aims to undertake an observation of the organizational communication in Myanma Posts and Telecommunication, and analyze the organizational communication effect on employee job performance.

1.1 Rationale of the Study

Organizational communication, job performance, job productivity, job satisfaction, and their relationships have often been the organizational concepts that are of interest to management experts and researchers. Their interest develops from the fact that the significance of organizational communication and job satisfaction may define the quality of employee's life, efficacy and ultimately, the level of job satisfaction (Pettit, Goris, & Vaught, 1977). If communication between employees and their supervisors is poor; this is a recipe for job dissatisfaction that eventually affects job performance and productivity.

Organizational communication is aimed at ensuring that all employees are familiar with what is expected of them, through relevant and timely information disseminated. The output and productivity of an organization is evaluated against the performance of its employees and therefore better performance of employees demands high level of job satisfaction (Curren et al., 2005). The effective organizational communication is important of the good organization, employees job performance and organization success.

This study effort could help to find out if organizational communication could aid in employee job performance by accomplishing from telecom industry in order to provide recommendations on how to well maintain their employees. The result of the study have implications for managers and different levels of employees in Myanmar Post and Telecommunications (MPT), the first and state-owned telecommunication company in Myanmar and contributes to improve organizational communication and employee job performance between all levels of employees within Myanmar Posts and Telecommunication.

1.2 Objectives of the Study

The main objectives of the study are,

- (1) To examine the effect of organizational communication on employee job satisfaction at Myanmar Posts and Telecommunication.
- (2) To analyze the effect of employee job satisfaction on employee performance at Myanmar Posts and Telecommunication.

1.3 Scope and Method of the Study

This study focuses to identify the effect of organizational communication on employee performance at Myanma Posts and Telecommunication. This study uses analytical method and uses primary and secondary data. Primary data are collected from the respondents by using structured questionnaires. The questionnaire is designed with five-point Likert scales questions. In Myanma Posts and Telecommunication, there are 500 employees. So, the sample size of this study is 223 respondents out of 500 employees.

Simple random sampling method is used to collect data from Myanma Posts and Telecommunication. The secondary data are collected from reference book, previous paper, international research paper, journal articles and internet website. The collected data is analyzed by using descriptive analysis and multiple regression analysis. This study excludes the telecom companies such as Oredoo, Telenor and Mytel,etc. Therefore,this study focuses on only one telecom company, Myanma Posts and Telecommunication as it is the first state owned telecommunications in Myanmar.

1.4 Organization of the Study

This study is structured into five chapters. Chapter one is the introduction of the study which comprises rationale of the study, objectives of the study,scope and method of the study and organization of the study. Chapter two presents the theoretical background. Chapter three contains profile of Myanma Post and Telecommunications, the research design and data reliability and profile of respondents. Data analysis and results of the study are presented in Chapter four. Chapter five discusses the findings and discussions, suggestions and recommendations and need for further research.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter presents the theoretical background of the organizational communication, employee job satisfaction and employee job performance. After that, the effect of organizational communication on employee job satisfaction and the effect of employee job satisfaction on employee job performance are presented. The last part of this chapter presents the conceptual framework for this study.

2.1 Organizational Communication

Communication includes technique of information transfer and human's thoughts and behaviors from a person to other person. Word communication is represents all the currents that by them an idea can be influence the another idea (Moghimi, Organizational communication & Behavior, 2005). Organizational communication as an academic plan examines signs, signals, media relations and interactions between individuals, organization communication networks and belief encounters in organization (Steyrer, Organizational commitment-A missing link between Leadership Behavior and Organizational Performance, 2008). Communication plays a vital role in designing rules, regulations and responsibilities, and presenting to the individuals of the organization. Organizational communication involves a powerful procedure complex communication techniques, systems and channels. Organizational communication is a necessary antecedent for cooperation and leads to a constructive behavior that is vital for relationships. Organizational communication is interrelated with attitudinal and behavioral characteristics of employees and organizations.

Organizational communication is a theoretical variable that measures the degree to which information about the job and workplace is transmitted by an organization to its members (Price, 1997). It occurs within a particular social system composed of interdependent groups attempting to achieve commonly recognized goals. Today more employees find that an important part of their work is communication, especially when service workers outnumber production workers. Moreover, a sea change in communication technologies has added to the transformation of both work and organizational structure. For

these reasons, communication practices and technologies have become progressively significant nearly almost in all organizations, but they are perhaps the most important in knowledge-intensive organizations.

2.2 Elements of Organizational Communication

Organizational communication is crucial to get involved into better relationship within an organization, to transmit information, to have trust on and cooperation with each other, to understand and co-ordinate the work, to improve communication and learning, and to increase overall workplace satisfaction and also an individual's job satisfaction. The communication is an institutional system organized by elements such as flow of information, nature of information and information load.

2.2.1 Flow of Information

One of the most important role of organizational communication is to create a situation where representatives accept on the objectives and procedures utilized by the official administration. Employees need a fundamental story that dependably connects procedure into context of the mission and vision of the organization (Sanchez, 2004). This helps them to feel as part of the organization. Their feedback to management on how the organization is performing also makes them feel respected and that they are contributing towards the achievement of the organization .Various studies have indicated that flow of information from top management downwards and the extent to which employees are informed have an immediate connect to representative activity fulfillment (Abugre, Essentials of Employee Communication,, 2010)

When employees hear straight from top management, mainly the CEO, this gives them the sense that what they are receiving is true and makes them feel important. Communication coming directly from the top is very significant in that, if the reasons of the insufficiencies at work environment are explained well, then employees may additionally examine just their expectations subsequently discover their working conditions as satisfactory. There can be perception differences between top-level management and subordinates, which could make communication from top-level management to be misunderstood or misinterpreted.

Information moving from lower level employees to high level employees about their job, their understanding of the duties, their likes and dislikes about their roles etc, is upward communication. Allocating great attention directly to an organization's upward communication. Allocating great attention directly to an organization's upward communication, can lead to increase in employees' job satisfaction that improve overall work performance (Mumby, 2013). The main reason being, the information received from employees play a significant part in helping management to develop strategies in the organization. Therefore, information needs to be complete, comprehensible and explicit, efficient, timely, reliable, and accessible, since successful internal communication can also form the external image of an organization and its eventual reputation.

Information flow mainly happens in order to enhance coordination. It allows members from the organization to work together coordinate tasks and resolve conflicts. Peer to peer communication results officially in presentations, consultations, meetings and formal electronic communication. With the progression in technology, organizations have found ways to enhance communication among employees.

2.2.2 Nature of Information

Creating clear guidelines of what needs to be communicated, and by whom in an organization is the most important value that will foster trust and perceived influence in organizational communication. If management assume that employees must not know everything, the information being guarded might leak out and come through unexpected means such as grapevine that creating an untrustworthy atmosphere in the organization. (Goldhaber, Organizational Communication, 2008), successful organizations and enterprises give prominence to a few key messages. Management in such organizations are usually accurate and consistent in their messages and certify that everyone concerned comprehend the goals and how to achieve them. The level of trust and accuracy in various significant activities to do is also key for success.

Employees at all ranks can enquire for information and obtain useful, honest responses (Finch & Hansen, 2010). Leaders must ensure that they are good communicators in that, they strive to convey their ideas persuasively. Their behavior should be reliable at all times and be consistent with what they are communicating, each officially and unofficially. This will ensure that employees are easily convinced with the kind of

information they put across at any given time. A face-to-face communication should then be accompanied by an electronic or printed version for accuracy and uniformity of message. It is also suggested that, for the purposes of trust and influence of the information being shared. Employees generally prefer to receive from their direct supervisor, nevertheless “big picture” news may also be more suitable coming from senior management or the chief executive office himself.

Information such as take-overs, mergers and acquisitions, layoffs or conservation should be handed-off directly from the governing body of the organization (Harris, 2002). The basic rule on timing is that employees must understand about anything that touches on them before anyone other individual knows. This makes employees to feel more respected and valued if they become cognizant of information before it is relayed to the public. Any information that is found inaccurate by employees prompts to loss of credibility which culminate into management losing believability.

Therefore, all information being sent to employees must be accurate at all times in terms of the content and other simple things like grammar, punctuation and spelling. Over and above the trustworthiness and accuracy of information from the management, (Barnard, 2008), the official structures of the organization has failed in covering some significant aspects of communication in an organization. This way, management can respond with feedback that is trustworthy and accurate so as to clear the air within the organization.

2.2.3 Information Load

Most organizations assume that, if information flow is high, that’s good enough, so long as they are communicating continuously (O’Reilly , 2006), unrestricted flow of information within the organization is perfect. However, when the information received by employees exceeds the optimum amounts, the recipients may not give the attention required to this information. This will then lead to lose of information. Therefore, (Goris & Vaught, 2007), employees in an organization can experience communication under-load or communication over-load which could have a negative effect on their job satisfaction.

When an employee receives too much information in a short time which causes them to slow down on their productivity in order to respond to such information, this could result to low performance. Information that is not easy to process and requires more time. Due to this loads, taking into consideration an employee’s motivation to finish a task.

Therefore, management should use filtering techniques in order to check what information is important and needs to be disseminated without any delay. Delegation and decentralization in decision making methods should be key to ensure that not all messages go to a particular executive. These four features informed the purposes of this study, it is the interplay, and harmony of these aspects that will ensure effective organizational communication that leads to job satisfaction within the Myanma Post and Telecommunication (MPT).

2.3 Employee Job Satisfaction

The working conditions are critically associated with job satisfaction in that, employees prefer working in environments that are safe and pleasant. Most employees would prefer working in areas that assure them of peace as they perform their duties. (Burple, 2006), challenging working conditions may affect employee job satisfaction and eventually their performances. (Elmuti, Moore, & Kathawala, 2003), salary is the prime factor of job satisfaction in most organizations. Salary defines whether an employee will perform well or not. The same study found out that, compensation and benefits such as car allowance, medical cover and bonuses were among the valuable tools for retention and turnover. Supervisors are the closest link that exist between the employee and the organizational management. Therefore, the relationship that exists between these supervisors and his immediate subordinates is quite crucial in determining job satisfaction.

Job satisfaction could also be affected greatly by friendly staff relations and management (Hong, 2011). (Hamilton, 2007), friendly staff relations grows resources and support that could help employees achieve their goals, reduce work related stress and provide a means of communication that brings cooperation. These relations could also ensure that employees are comfortable with their place of work reducing feelings of uncertainty and insecurity. Opportunities for promotion could be used as an enticement in an organization. Therefore, a raise in salary shows the value of promotion. If there are greater opportunities for promotion, then job satisfaction and motivation will also be higher (Pergamit & Veum, 1989).

2.4 Employee Job Performance

(Murphy, Kroeker, & Campbell, 1989), job performance definition should center on behaviors instead of outcomes since centering on outcome could influence employees to find shortcut to achieve results which can negatively affect the organization for lack of certain performance behaviors. In this regard (Campbell, 1993).Performance is not the outcome of behavior, but rather behaviors themselves. Simply put, performance comprises behaviors that employees truly engaged which are observable. Borman and Motowidlo on the other hand propose that there are two main types of job performance namely task and conceptual performance.

Task performance explains the implementation of the core functions by individual employee that are formally outlined in his or her job description. Conceptual performance comprise activities that are volitional and not in the job description through which an employee assists and improves the workplace surroundings.(Mirvis & Lawler, 1977) concluded by their findings on the effect of job satisfaction on performance among bank tellers in terms of cash shortages that, satisfied workers are less likely to show shortages and less likely to quit their jobs. (Kornhanuser & Sharp, 1976), job satisfaction positively affects performance.

2.5 Previous Studies

In this section, previous studies of organizational communication on employee job performance discuss. Firstly, previous studies on the effect of organizational communication on employee job satisfaction and the effect of employee job satisfaction on employee job performance.

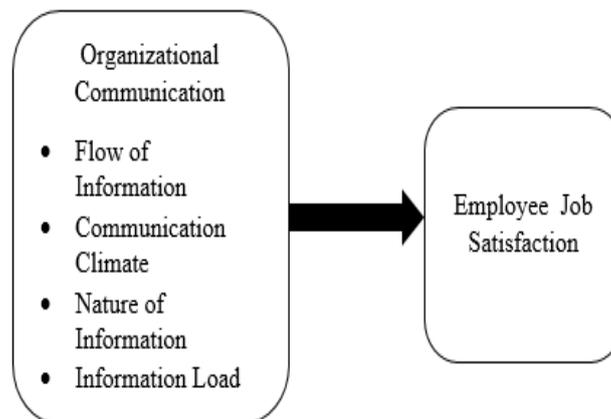
2.5.1 The Effect of Organizational Communication on Employee Job Satisfaction

(Syallow, 2017) studied the scope of the study was restricted geographically to the three telecommunication organizations that form the telecommunication industry found in Nairobi County in Kenya. Anne Maureen Syallow (2017) found that a majority of employees at the telecommunication industry in Kenya are aware of what organizational communication entails. Therefore, management should strive to ensure that the nature of information they pass to employees produces a cohesive corporate identity by increasing

employees knowledge about the overall organization's philosophy and its strategies which brings job satisfaction and commitment.

According to (Proctor, 2014), a study on effective organizational communication affects attitude, happiness, and job satisfaction. The managers' frame of mind and promise to a positive domain and representative occupation fulfillment affected the workplace culture. Managers with that responsibility are sharing data and mentioning contribution from workers. Communication as a principle of teamwork and positive employee attitudes. (Sanchez, 2004) further indicated that, employees need a fundamental story that reliably links strategy into context of the mission and vision of the organization. This aids them to feel as part of the organization. Their results showed that organizational communication has strong effect of job satisfaction and weak support as a moderator of the job performance-job satisfaction relationship.

Figure (2.1) Effect of Organizational Communication on Employee Job Satisfaction



Source: Anne Maureen Syallow (2017)

The previous study Figure (2.1) focused on the organizational communication on employee job satisfaction in telecommunication industry in Kenya in a bid to improve its effectiveness and applicability in the industry. The study explored the significant effect of flow of information, communication climate, nature of information and information load on employee job satisfaction. This study includes organizational communication (flow of information, nature of information and information load).

2.5.2 The Effect of Employee Job Satisfaction on Employee Job Performance

(Lawler & Porter, 1967), satisfaction affects effort of employees. They explain increased satisfaction from performance possibility helps to increase expectations of performance leading to reward. Satisfaction and productivity have affect each other. Effort leads to effective performance which eventually leads to satisfaction but the kind of reward system under which employees operate ultimately affects satisfaction and performance (David, 1970). (Kornhanuser & Sharp, 1976) , asset that job satisfaction positively affects performance. However, (Katzell, 1952) argue that job satisfaction does not have any link neither with turnover nor with quality of production.

(Nanda & Browne, 1997) after examining employee performance indicators at the hiring stage found that employees level of satisfaction and motivation affects their level of performance. (Locke, 1976), stated that job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Employee have positive attitude toward job which leads to high performance level whereas dissatisfied employees have negative attitude toward work which yields low performance result.

Figure (2.2) Effect of Organizational Communication on Employee Job Performance



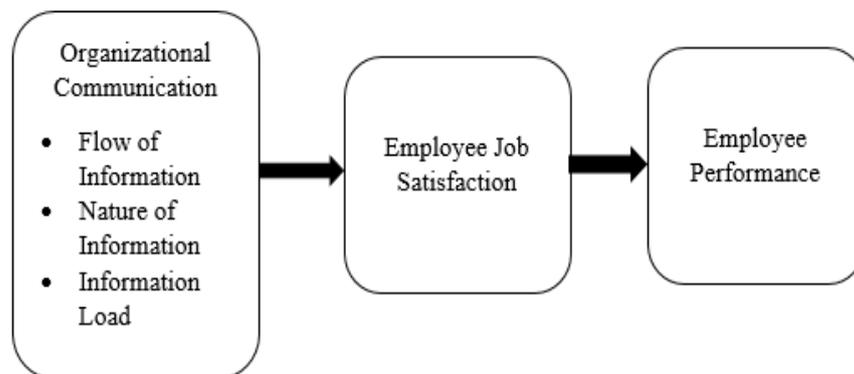
Source: *Ali Talip Akpinar (2013)*

The previous study Figure (2.2) focused on the effect of organizational communication and job satisfaction on organizational performance in small business in Turkey. The findings revealed that there is a positive between the employee job satisfaction and employee performance. The study reveals that job satisfaction is an antecedent of organizational communication. Therefore, organizational communication and job satisfaction have a strong effect on employee performance in Small Businesses in Turkey.

2.6 Conceptual Framework

This section presents the conceptual framework of the study. It includes organizational communication, employee job satisfaction and employee job performance. The conceptual framework demonstrates how the role of organizational communication on employee job satisfaction and employee performance in Myanmar Posts and Telecommunication (MPT). The Figure (2.3) shows the conceptual framework of the study.

Figure (2.3) Conceptual Framework of the Study



Source: Own Compilation, (2019)

Figure (2.3) illustrates the conceptual framework of the study. Independent variables for this study is organizational communication. Organizational communication includes organizational flow of information, nature of information and communication load. All of these variables are measured with five likert scale. Dependent variables of this study are employee job satisfaction and employee performance. All of these variables are also measured with five likert scale. Therefore, it is the role of organizational communication influence on employee job satisfaction and employee performance in Myanmar Post and Telecommunication (MPT).

CHAPTER 3

PROFILE AND ORGANIZATIONAL COMMUNICATION AT MYANMA POSTS AND TELECOMMUNICATION

In this chapter, the profile of Myanmar Post and Telecommunication is discussed briefly. It includes the organizational structure and workforce within the company. It also presents the research design and demographic data of respondents. And then, it also examines the organizational communication in Myanmar Posts and Telecommunications.

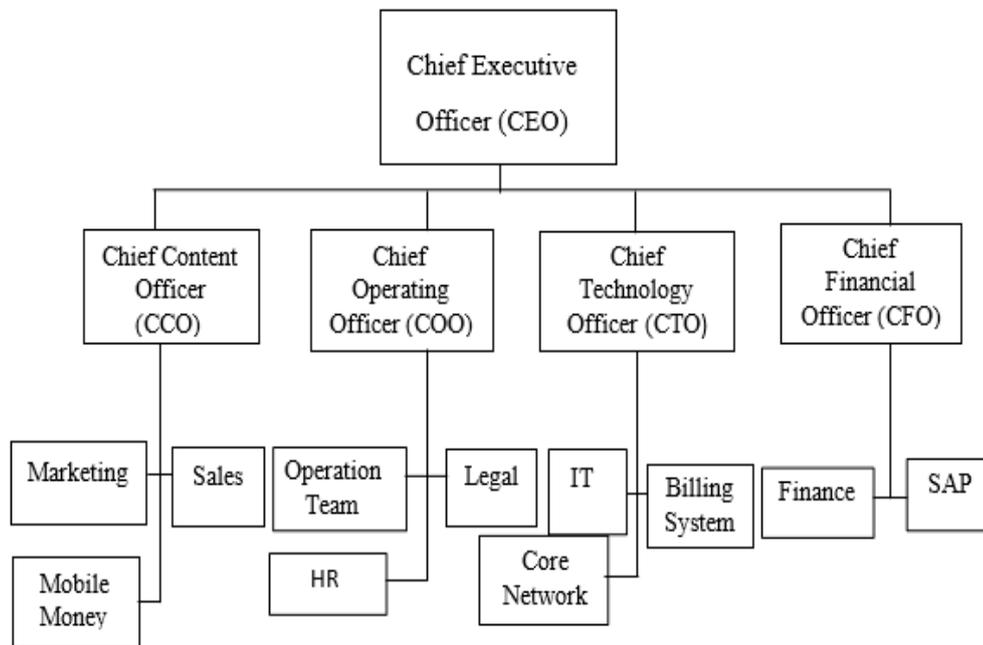
3.1 Profile of Myanmar Posts and Telecommunication

MPT, also known as Myanmar Posts and Telecommunication is the first and leading telecommunications operator in Myanmar and has been championing the development of the telecommunications industry for over 130 years. It provides both fixed and mobile telecommunication services to people and enterprises, including nationwide largest 3G network and Myanmar's fastest, most advanced MIMO 4X4 powered data service known as LTE+. Today, it operates a nationwide network infrastructure, with the widest mobile network coverage of 96% throughout Myanmar. In July 2014, MPT, the incumbent telecom operator in Myanmar, signed a Joint Operations Agreement with KSGM, whose ultimate ownership is held by KDDI Corporation (KDDI) & Sumitomo Corporation (Sumitomo). Together, KDDI and Sumitomo have committed to invest over 2 billion dollars to accelerate the development of MPT and Myanmar's Telecommunication industry. This commitment is among the largest historical Japanese investment in the country.

3.1.1 Organization Structure

The organizational structure of Myanmar Posts and Telecommunication is presented by four chief officers under the chief executive officer (CEO). There are also departments operating under each team. The organization structure of Myanmar Post and Telecommunications is presented by below.

Figure 3.1 Organization Structure



Source: Myanmar Posts and Telecommunications (2019)

The Organizational Structure of Myanmar Posts and Telecommunications is flat. Every division have their own Chief officers and Chief Executive Officer leads all of the chiefs. Chief Consulting Officer leads departments such as Marketing, Sales, Mobile Money and Legal. Chief Operating Officer leads the Operation team and Human Resources department. Chief Technology Officer supervises department of IT, Billing system and Core Network. Lastly, Chief Financial Officer supervises Finance Department and SAP Officer, marketing and sales department seems to have the busiest daily work among all. They are the main departments to get in touch with customers and clients. Mobile money department is like wave money, controlling mobile money transactions. Under the Chief Operation Officer, the operation team have two units, the sales operation unit and marketing unit. The sales unit performs as the front line so they always have to keep in touch with the clients and customers. The legal department performs the consulting including the internal, in house consulting. The head office of human resource department is separately located in Sule and the department performs the recruitment processes and it also has admin rounder team watching over all the employees in the company. Every branch of MPT has a HR team who controls facilities. The IT department, billing system and core network are

supervised by Chief Technology Officer. IT team performs functions such as meeting up with the vendors when a proposal arrived, managing and controlling a part of the customer service together with the IT support team. The core network team's office is separately located near Hantharwaddy A Wine.

The department performs job functions like setting up telecom operator and mobile service operator, exchange services and sim card services. The billing system department performs infrastructure support functions and it also has two units, billing team and infrastructure team. The company is using many communication channels such as face to face, meeting, internet, social media, mobile, newsletters etc. In face to face communication, managers give briefings for job instruction, discussions and department goal to staff on daily basis. In addition, departmental meeting is held once per week and representative of each department must attend this meeting. And then, managers of each business units hold meeting with chairman and general managers once per month. Employees mostly communicate with each other internet (social media such as email, viber chat) and telephone easily because everyone has telephone. This applies communication for problem solving, internal activities, sharing information, feedback etc., within internal and external organization.

3.1.2 Workforce at Myanmar Posts and Telecommunications

MPT aims to make telecommunications services more accessible nationwide through its wide network of retail outlets and point of sales. Together with its workforce of over 9,000 employees overall Myanmar and KDDI Summit Global Myanmar (KSGM) all of whom are intensively supporting MPT's operation, MPT is attached to continually driving the development of the telecommunication sector and moving Myanmar forward. The head office and first official store of MPT is located at Bo Aung Kyaw Road in Yangon operating the business with a workforce of 300 employees who are under six department and three chief officers including the Chief Executive Officers, Chief Content Officer and Chief Operating Officer. The department include sales and distribution, sale support and marketing, mobile money, CSR and legal. MPT welcome all facts of lives to be a part of the family. Working in MPT provides workers a challenging and rewarding career. The team includes firm believers in innovation and best in class experiences in

telecommunications which ultimately develops the workers into leaders of tomorrow in the telecommunication industry.

The company is using many communication channels such as face to face, meeting, internet, social media, mobile, newsletters etc. In face to face communication, managers give briefings for job instruction, discussions and department goal to staff on daily basis. In addition, departmental meeting is held once per week and representative of each department must attend this meeting. And then, managers of each business units hold meeting with chairman and general managers once per month. Employees mostly communicate with each other internet (social media such as email, viber chat) and telephone easily because everyone has telephone. This applies communication for problem solving, internal activities, sharing information, feedback etc., within internal and external organization.

3.2 Research Design

In order to evaluate the role of organizational communication on employee job performance at Myanma Posts and Telecommunications (MPT), this study adopted the descriptive research design to achieve the optimal results. This is done in order to arrange that one effectively addresses the research problem. According to Kothari (2004), descriptive research design is concerned with describing, recording, analyzing and reporting conditions that exist or existed. According to Alhassan et al, (2006), descriptive surveys are designed to portray accurately the characteristics of particular individuals, situations or groups. It is used as a needs assessment tool to provide information on which to base sound decisions and to prepare the background for more constructive programme of educational research. It also serves as a foundation for more vigorous and precise investigation.

The data gathered in a survey are usually responses to predetermined questions that are asked of respondents. This research is aimed at measuring the effectiveness of organizational communication on employee job performance within Myanma Posts and Telecommunications. Using trait adjectives to capture job perceptions, respondents are asked to rate each question on a 5-points scale from 1-strongly disagree to 5-strongly agree. Linear regression model is applied to analyze the effect of organizational flow of information on job satisfaction, the effect of communication climate in the organization on

job satisfaction, the effect of nature of organizational communication on job satisfaction, the effect of organization communication load on job satisfaction and the effect of job satisfaction on employees performance at Myanmar Posts and Telecommunications.

As for the sampling design, simple random sampling technique was used to select the sample size. The sample size of the study was 223 respondents out of 500 employees at Head Office of Myanmar Posts and Telecommunications. SPSS (Statistical Package for the Social Scientists) is data management and statistical analysis tool which has a versatile data processing capability is used to do the appropriate calculation, analyze the surveyed results and test the reliability analysis. Descriptive and analytical research method was used in this study.

The survey questionnaire used for this study consists of two main sections. Section (1) includes the questions for demographic (personal) information of the employees at Myanmar Posts and Telecommunications. Section (2) includes the question for flow of information, nature of information, information load, job satisfaction and employee performance. In this chapter, all parts of profile and perception of respondents were discussed by descriptive research method. Reliability test was taken in order to test the internal consistency of the variables of the questionnaire. The reliability test is a process of measuring the consistency or reliability of the scale. The coefficient alpha greater than 0.7 indicates reliability of the research instrument. The reliability test for the items included in the questionnaire were summarized below.

Table (3.1) Reliability Test of Variables

No	Questionnaire	No. of Items	<u>Cronbach's</u> Alpha	Interpretation
1	Flow of Information	8	0.814	Reliable
2	Nature of Information	6	0.837	Reliable
3	Information Load	4	0.767	Reliable
4	Job Satisfaction	10	0.752	Reliable
5	Employee Performance	5	0.843	Reliable

Source: Survey Data (2019)

Cronbach's alpha is very important and the range of Cronbach's alpha should become from 0.0 to 1.0 for research purpose, but some researcher suggested that the minimum standard for reliability should be 0.70 or higher. Table (3.1) presents the analysis result of Cronbach's alpha of 33 items whereas overall items of the questionnaires have accomplished with consistency and stability. The reliability scores of all questionnaires as indicated by Cronbach's alpha score is more than the minimum requirement of 0.70, so, it can be said that overall items of questionnaires are reliable and consistent in measuring what is intended to measure.

3.3 Demographic Profile of Respondents

In this study, a total of 223 respondents were surveyed to analyze their organizational communication and employee performance. The following table shows the demographic factors of respondents. The employees at Head office of Myanma Posts and Telecommunications were chosen as there are enough departments to give appropriate information. Simple Random Sampling was used. To analyze the profile of respondents, demographic profile of the sample of Myanma Posts and Telecommunications such as gender, age, marital status, level of education, current job position, monthly salary, experiences in MPT investigated.

According to Table (3.2), the sample of the study consists of 95 male respondents which represents 42.6% of the total sample size. There were 128 female respondents in the sample representing 57.4%. It can be seen that the female ratio is larger than the male because MPT is a telecommunication company so that its functions is to communicate with many customers and it is necessary a lot of operating staffs, marketing, customer services and clients management staffs.

The age of the respondents are grouped in four as below 30 years, 30-39 years, 40-50 years and 51-60 years. Table (3.2) indicates that most of the respondents are below the age of 30 years are 75 employees by 33.6% and the second largest number of respondents are between the age of 30 to 39 years are 68 employees by 30.5%. It is represented that this company has many graduated and knowledge persons who are more experiences in their field so that they can solve many problems and work more effectively, efficiently and productivity.

Table (3.2) Demographic Profile of Respondents

Demographic Factors		No. of Respondents	Percentage (%)
Total		223	100
Gender	Male	95	42.6
	Female	128	57.4
Age (Years)	Below 30 years	75	33.6
	30-39	68	30.5
	40-50	57	25.6
	Over 50	23	10.3
Marital Status	Single	125	56.1
	Married	98	43.9
Level of Education	Graduated	136	61.0
	Master	34	15.3
	Ph.D	15	6.7
	Other	38	17.0
Job Position Level	Staff	68	30.5
	Junior Level	59	26.5
	Senior Level	78	35.0
	Manager Level	18	8.0
Monthly Salary (Kyats)	Under 300,000	47	21.1
	300,001 -500,000	73	32.7
	500,001 -800,000	72	32.3
	800,001 and above	31	13.9
Experience in Company	Below 1 year	34	15.3
	1-5 years	79	35.4
	6-10 years	48	21.5
	11-15 years	46	20.6
	Over 16 years	16	7.2

Source: Survey Data, 2019

As seen in Table (3.2), the sample of the study consists of 125 single respondents which represents 56.1% if the total sample size. There were 98 married respondents which represents 43.9% if the total sample size. It can be seen that single ratio is larger than the

married because single can give more time, energy and more emphasize in their work than married persons. In addition, the education level of sample employees is classified into four. The company has the most employees with graduated level employees nearly 61% and the second largest is other level employees nearly 17%. Some of the respondents are Master and Ph.D level employees. Regarding the current job positions are classified into four. Most of the respondents are senior level employees with 35% and the second largest is staff level employees with 30.5%. Some of the respondents are junior level and manager level.

This Table is also represents the respondents by years of working experience in the company which are grouped into five. The largest sample includes 79 employees with working experience of 1-5 years as 35.4% of respondents. The second largest is 48 employees with working experience of 6-10 years as 21.5% of respondents. The third group of respondents with working experience of 11-15 years as 20.6% of respondents. Some of the respondents have working experience of below 1 year and over 16 years.

In this Table, the monthly salary is divided into four. The majority of the respondents who get salary between 300,000-500,000 kyats are 73 employees by 32.75%, the second largest number of respondents who get salary between 500,001-800,000 kyats are 72 employees by 32.3%. The third largest number of respondents who get salary under 300,000 kyats are 47 employees by 21.1% and some respondents get salary between 800,001 and above kyats are 31 employees by 13.9%. Because, the company paid employees for their performance and respective positions.

3.4 Organizational Communication in Myanmar Posts and Telecommunication

The organizational communication of Myanmar Posts and Telecommunication in this section. To examine the organizational communication, “Organizational Communication Questionnaires” consist of 18 questions with five point likert scale. This questionnaires includes flow of information, nature of information and information load. The data is collected from 223 employees form different department of Myanmar Posts and Telecommunication.

3.4.1 Flow of Information

In this study, eight survey questions of flow of information at Myanma Posts and Telecommunication is measured. To analyze this dimensions, respondents are requested to rate their level of agreement or disagreement with the dimensions of flow of information on a five point Liker's scale. Each dimension is explained by in use of descriptive statistics as follows. Table (3.3) shows the overall mean value and standard deviation

Table (3.3) Flow of Information

No	Statements	Mean	Standard Deviation
1	Receiving information on time	3.49	0.90
2	Receive information on organizational perform	3.52	0.86
3	Available for feedback and ideas for performing.	3.61	0.84
4	Meetings with supervisors.	3.71	0.86
5	Receiving information directly from the CEO	3.60	0.83
6	The opportunity from other departments.	3.52	0.78
7	Freely with colleagues on daily duties	3.48	0.84
8	Communication more with peers	3.57	0.90
	Overall Mean	3.56	

Source: Survey Data, 2019

By this Table, the highest satisfaction level of employees indicates meetings with supervisor are well structured and organized. Because the employees felt that meetings were taken seriously in company. This allows employees to be themselves and express their likes and dislikes openly. And then, the lowest satisfaction level of employees are mingle freely with my colleagues as we coordinate on our daily duties. Because, it spreads all through the organization in various directions regardless of the authority levels. However, it exists more at lower ranks of the organization and it's quite dangerous as it partial information most of the time.

3.4.2 Nature of Information

In this section, nature of information at Myanmar Posts and Telecommunications is measured with six survey questions. To analyze this dimensions, respondents are requested to rate their level of agreement or disagreement with the dimensions information on a five point Liker's scale. Each dimension is explained by in use of descriptive statistics as follows. The overall mean value and standard deviation are shown in Table (3.4).

Table (3.4) Nature of Information

No	Statements	Mean	Standard Deviation
1	Receiving reliable information from supervisor	3.56	0.85
2	Supervisor is always consistent with management	3.60	0.83
3	Receiving information for major changes	3.61	0.90
4	Receiving enquired information	3.48	0.84
5	Being always consistent with management	3.46	0.91
6	Receiving information directly from supervisor	3.48	0.87
	Overall Mean	3.53	

Source: Survey Data, 2019

As survey results shown in Table (3.4), the highest satisfaction level of employees are major changes in the organization, receive information from the CEO before it goes to media. Because, CEO makes employees to feel more respected and valued if they become cognizant of information before it is relayed to the public. And then, the lowest satisfaction level of employees are supervisor is always consistent with management on the information being passed to us .Because, supervisors always communicate employees both officially and unofficially to know information in the organization.

3.4.3 Information Load

In this study, information load at Myanmar Posts and Telecommunications is measured by analyzing four survey questions. To analyze this dimensions, respondents are requested to rate their level of agreement or disagreement with the dimensions of information load on a five point Liker's scale. Each dimension is explained by in use of descriptive statistics as follows. The overall mean value and standard deviation are shown in Table (3.5).

Table (3.5) Information Load

No	Statements	Mean	Standard Deviation
1	Being able to read and understand	3.60	0.82
2	Able to respond to all emails received from supervisor	3.43	0.88
3	Management take time to explain every information	3.55	0.81
4	Receiving good amounts of information from organization	3.59	0.85
	Overall Mean	3.54	

Source: Survey Data, 2019

As survey results shown in Table (3.5), the highest satisfaction level of employees are being able to read and understand all the information received from supervisor. Because, supervisor always write and sent information can be read and understand by their employees easily. So, employees easily know information that is changes in the organization (such as meetings, advertising, promotion, etc.). And then, the lowest satisfaction level of employee are to respond to all emails received from supervisor. Because, when employees receives many information in a short time that causes them to slow down on their productivity as employees need to respond all mails got from supervisor.

CHAPTER 4

ANALYSIS ON THE EFFECT OF ORGANIZATIONAL COMMUNICATION ON EMPLOYEE JOB PERFORMANCE IN MYANMAR POST AND TELECOMMUNICATION

This chapter includes two main parts. The first part explores the effect of organizational communication on employee job satisfaction at Myama Post and Telecommunications. The second part presents the effect of employee job satisfaction on employee job performance from Myanma Post and Telecommunications.

4.1 Analysis on Effect of Organizational Communication on Employee Job Satisfaction at Myanma Posts and Telecommunication

This section analyses the effect of organizational communication which includes flow of information, nature of information and information load on employee job satisfaction at Myanma Posts and Telecommunications. The effect of organizational communication on employee job satisfaction at Myanma Posts and Telecommunication are analyzed and the findings are discussed.

4.1.1 Job Satisfaction of Employee

In this study, employee job satisfactions at Myanma Posts and Telecommunication is measured with ten survey questions. To analyze this dimensions, respondents are requested to rate their level of agreement or disagreement with the dimensions of job satisfaction on a five point Liker's scale. Each dimension is explained by in use of descriptive statistics as follows. The overall mean value and standard deviation are as shown in Table (4.1).

Table (4.1) Job Satisfaction

No	Statements	Mean	Standard Deviation
1	Being paid a fair amount for the work.	3.55	0.83
2	Being quite competent in doing his/her job.	3.46	0.81
3	Satisfied with the benefits by receiving.	3.56	0.89
4	Receiving the recognition for good job	3.45	0.86
5	Liking the people work with.	3.57	0.84
6	Providing with all the tools for work	3.42	0.86
7	Liking the way supervised.	3.49	0.89
8	Promotions are consistent every year	3.45	0.82
9	Receiving acknowledgement after a job well done	3.45	0.81
10	Supervisor is consistent will appraisals	3.41	0.86
	Overall Mean	3.48	

Source: Survey Data, (2019)

As survey results shown in Table (4.1), the highest satisfaction level of employees are that liking the people work with. It means that most of the respondents are not worried about any problems and can solve easily and happily with team members. And then, the lowest satisfaction level of employees are that providing with all the tools for work. Because, tools are limited things such as copier, phone, laptop .etc.

4.1.2 Effect of Organizational Communication on Employee Job Satisfaction

In this study, the analysis on the effect of organizational communication on employee job satisfaction at Myanmar Posts and Telecommunications is conducted. The multiple linear regression analysis is applied to examine the effect of the effect of organizational communication on employee job satisfaction at Myanmar Posts and Telecommunications. The output from generating linear regression model is shown in Table (4.2).

Table (4.2) Effect of Organizational Communication on Employee Job Satisfaction

Variable	Unstandardized		Standardized	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	.186	.067		2.762	.006	
Flow of Information	.505***	.021	.604	24.535	.000	1.421
Nature Information	.222***	.028	.260	7.843	.000	2.583
Information Load	.208***	.029	.260	7.205	.000	3.057
R	.952					
R Square	.906					
Adjusted R Square	.905					
Durbin Watson	1.763					
F Value	128.837***					

Source: Survey Data (2019)

Notes: ***Significant at 1% level, **Significant at 5% level, *Significant at 10% level

By the regression analysis, organizational communication on employee job satisfaction has the expected positive sign and highly significant coefficient value at 1% level. According to the Table, flow of information is highly significant at 1% levels. Creating clear guidelines of what needs to be communicated, and by whom in an organization is the most important value that will foster trust and perceived influence in organizational communication. Therefore, management and supervisors must give prominence to a few key messages.

Correlation coefficient, R measures the linear relationship between two variables. As shown in Table (4.2), R (the correlation between the independent variables and dependent variable) is 0.952, which line between 0 and 1. It indicates that the organizational communication on employee job satisfaction are correlated. The model can explain 90.5% (Adjusted R Square=0.905) the variance of dependent variable (employees job satisfaction) and independent variables (organizational communication). The standardized coefficient (Beta) indicates that all of factors have positive relationship with employee job satisfaction. The Beta of the flow of information has the largest value (0.604).

It indicates organizational communication has the greatest influence on employee job satisfaction. By the regression analysis, organizational communication on employee job satisfaction has the expected positive sign and highly significant coefficient value at 1%

level. According to the Table, flow of information is highly significant at 1% level. Creating clear guidelines of what needs to be communicated, and by whom in an organization is the most important value that will foster trust and perceived influence in organizational communication. It indicates organizational communication has the greatest influence on employee job satisfaction. The Durbin-Watson value is closed to 2 (1.763). Therefore, it indicates that there is no auto correlation in sample.

Moreover, it can be seen that nature of information and information load are positively highly significant. Nature of information can be termed as the enduring quality of internal environment of an organization that is felt by employees and influences their behaviors. Management in such organization are always accurate and consistent in their messages and certify that everyone involved comprehends the goals and how to attain them. Communication received can be considered as a communication load, which denotes to the frequency and complexity of communication involvement an employee must process in a specific time frame. Therefore, they can make to get organization' success and communicate to the organization every if they are not given clear information.

4.2 Analysis on the Effect of Employee Job Satisfaction on Employee Performance

In this study, the analysis on the effect of employee job satisfaction on job performance at Myanmar Posts and Telecommunications is conducted. The multiple linear regression analysis is applied to examine the effect of employee job satisfaction on job performance at Myanmar Posts and Telecommunications. The regression results to test the effect employee job satisfaction on job performance at Myanmar Posts and Telecommunications and the findings will be discussed.

4.2.1 Employee Performance at Myanmar Posts and Telecommunications

In this study, employee performance at Myanmar Posts and Telecommunications is measured with five survey questions. To analyze this dimensions, respondents were requested to rate their level of agreement or disagreement with the dimensions of employee performance on a five point Likert's scale. Each dimension is explained by in use of descriptive statistics as follows. The overall mean value and standard deviation are as shown in Table (4.3).

Table (4.3) Employee Performance at Myanmar Posts and Telecommunication

No	Statements	Mean	Standard Deviation
1	Using to complete assignment on time.	3.48	0.86
2	Being enthusiastic about duties and responsibility	3.53	0.90
3	Solving many assignment for achieving organizational goals	3.57	0.88
4	Liking to solve extra responsibility	3.43	0.85
5	Sharing knowledge and ideas among team members.	3.55	0.83
	Overall Mean	3.51	

Source: Survey Data, 2019

As survey results shown in Table (4.3), the highest satisfaction level of employees are that solving many assignment for achieving organizational goals. Because, employees know the value of work and face challenging. Therefore, they must always try to improve their skills, experience and performance by themselves. And then, the lowest satisfaction level of employees are satisfied that liking to solve extra responsibility. Because employees feel that unfair with their salary and they gave salary depend on only positions not performance.

4.2.2 Effect of Employee Job Satisfaction on Employee Performance

In this study, the analysis on the effect of employee job satisfaction on employee performance at Myanmar Posts and Telecommunications is conducted. The multiple linear regression analysis is applied to examine the effect of the effect of organizational communication on employee job satisfaction at Myanmar Posts and Telecommunication. The output from generating linear regression model is shown in Table (4.4)

Table (4.4) Effect of Employee Job Satisfaction on Employee Performance

Variable	Unstandardized		Standardized	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	0.096	0.155		.618	0.537	
Employee Job Satisfaction	0.972***	0.047	0.811	20.617	0.000	1.000
R	0.811					
R Square	0.658					
Adjusted R Square	0.656					
Durbin Watson	1.942					
F Value	42.506***					

Source: Survey Data (2019)

Notes: ***Significant at 1% level, **Significant at 5% level, *Significant at 10% level

According to the results shown in Table (4.4), employee job satisfaction on job performance as the expected positive sign and highly significant coefficient value at 1% level. The significant effect of employee job satisfaction on employee performance can be interpreted that between employees and top management based on some factors which is to increase satisfaction. Correlation coefficient, R measures the linear relationship between two variables. As shown in Table (4.4), R (the correlation between the independent variables and dependent variable) is 0.811, which lines between 0 and 1. It indicates that the level of reported job satisfaction by respondents and the level of job performance are correlated.

The model can explain 65.6% (Adjusted R Square = 0.656) the variance of dependent variable (job performance) and independent variable (employee job satisfaction). The standardized Coefficient (Beta) indicates that employee job satisfaction has positive relationship with employee performance. The Beta of customer satisfaction has the value of 0.811. It points that employee job satisfaction has the greatest influence on employee performance to achieve its optimum effectiveness.

The Durbin-Watson value is closed to 2 (1.942). Therefore, it indicates that there is no auto correlation in sample. All the VIF values are less than 10. This means that there is no correlation among independent variables. The value of F test, all the overall significance

of the model, is highly significant at 1 percent level.

The result shows that employee job satisfaction on job performance at Myanmar Post and Telecommunication. The performance of an organization is likely to be determined by the extent to which employees within that organization are satisfied. Because, the company managers in organization may be able to improve organizational performance by optimizing employee satisfaction along the dimensions proposed in this study. Managers need to communicate with employees regularly to get feedback and offer suggestions in order to prevent confusion about future job assignments; this will help improve workers performance and organizational productivity. Therefore, organization should eliminate the barriers on communication and create efficient, participative, and transparent communication medium to improve workers commitment.

CHAPTER 5

CONCLUSION

This chapter is organized with three parts. They are findings and discussions, suggestions and recommendations are presented based according to the survey results. It also presents need for further results.

5.1 Findings and Discussions

This study is based on the effect of organizational communication on employee job performance. Primary and secondary data are used in this study in order to achieve this paper. To examine the effect of organizational communication on employees job performance at Myanma Posts and Telecommunications are analyzed by collecting structured questionnaires from 223 employees. Then, regression analysis is used in seeking to determine the effect of organizational communication on employee job performance.

From analysis on examining organizational communication towards employee job satisfaction, most of respondent express highest level of satisfaction is flow of information. Findings on flow of information in Myanma Posts and Telecommunication showed that it does not matter how brilliant the business strategy sounds, the most crucial thing is whether this information reaches and wins employees' support so as to achieve its optimum effectiveness. Therefore, if a decision is made, employees will be in a position to better understand and comprehend how it will affect them specifically. This would in turn reduce job dissatisfaction and uncertainty in cases such as retrenchments.

Nature of information has strong effect on employee job satisfaction in Myanma Posts and Telecommunication is that management has the ability to react with feedback that is trustworthy and accurate so as to clear the air within the organization. Major changes in the organization, receive information from the CEO before it goes to media is related to nature of information. Top management's behavior must be trustworthy at all times and be consistent with what they are communicating, both officially and unofficially .Information load has also strong effect on employee job satisfaction in Myanma Posts and Telecommunication is that the company gives prominence to a few key messages.

Employees are to respond to all emails received from supervisor. Information is difficult to process and requires more time to clear up the meaning could also lead to overload.

The results found that employee job satisfaction has strongly related on employee job performance in Myanmar Posts and Telecommunication. Employee satisfaction contribute positively to organizational performance in company. When employee satisfaction is optimized and expedited, it acts as an incentive to enhance organizational performance. On the contrary, when employees are dissatisfied, organizational performance will diminish. Therefore, the performance of an organization is likely to be determined by the extent to which employees within that organization are satisfied. Finally, various employee job satisfaction influences the effective of employee performance.

5.2 Suggestions and Recommendations

Based on the study, it suggest that the organizational communication is related to employee job performance. This study have explored the area of organizational communication that effect on employees job performance of Myanmar Posts and Telecommunications. Myanmar Posts and Telecommunications should be conducted the further study that covered entirely all the employee to analyze the effectiveness of organizational communication which is currently operating in company. The result of this study is that the organizational communication will develop employee job satisfaction and this can lead to positive impact on job performance of employee in this company. Specifically, it examined the communication systems, measured the performance of employees, and identified the most useful channel of communication from the employee point of view, and identified barriers and breakdowns in the communication systems of the organization. Finally, it determined the relationship between effective organizational communication and employees performance.

Base on the findings, the organization should provide that management would use this tools to improve job satisfaction. From the findings, it was clear that good quality communication would work well in enhancing positive relationships in the organizations. Most of the employees feel appreciated that there is a face to face communication with their managers and organizational executives. If a company pays attention on cultivating the way it communicates with its employees, production will increase higher leading to job satisfaction. Therefore, managers and supervisors at Myanmar Posts and

Telecommunication should re-think of how best they can re-launch their organizational flow of information in order to achieve good qualities of communication that ensure employees feel appreciated and to improve their performance.

Base on the research study, the organization should analysis employees at Myanmar Posts and Telecommunications appreciate clear, direct, open and consistent communications by company leadership. These help employees to stay focused on their work, remaining productive and motivated during any transition period, whether its change-over of a CEO or a take-over of the company, a time filled with unpredictability. Finally, various employee performance indicators are found to correlate with varying measures of effective organizational communication. The results proved the significance of communicating with consistency, concreteness and completeness on the performance of employees in Myanmar Posts and Telecommunications. Management must avoid communication overload because it reduces clearness in communication. Although open and candid communication is encouraged, it is recommended that such communications come with courtesy and consideration, and without malice or prejudice.

The study recommends managers and supervisors at Myanmar Posts and Telecommunications should strive to have means of receiving information concerning the organization from the lowest level and disseminating the same downwards. Vertical, horizontal and diagonal communication should be encouraged for purposes of improving task-related processes, periodic reports concerning departments and individual performance cutting across the organization. MPT should also invest in communication experts from various Public relations companies to train managers on how effective communication should be carried out. This will help in equipping them with knowledge that will be used extensively.

This will not only bring job satisfaction, but also encourage motivation. Therefore, company will become more successful among competitors. Finally, the study also recommends that managers and supervisors are good communicators, so they strive to convey their ideas completely. Organizations should eliminate the barriers on communication and create efficient, participative, and transparent communication medium to improve employee performance. Therefore, they must be able to improve employee performance by developing employee job satisfactions.

5.3 Needs for Further Research

There is a limitation and boundaries when measuring the effect of organizational communication on employee job performance that identify the path way for further research .As this study was conducted to only at Myanma Posts and Telecommunications, the further research should be conducted to other telecom companies as well as a wider public who are employees in other organizations. This study focuses on to analyze Myanma Posts and Telecommunications. Since the study have investigated one area of the employee job performance with the research on organizational communication, therefore the considerations of other factor such as employee job satisfaction. Moreover, the research is applied by using self -rating likert scale, open-ended question should be included in next research. It should be carried out more detail with different questionnaire and different industry. More observation on the effects of organizational communication on employee performance is also advantageous for further studies. And then, the other aspects of the human resource system should be consider to maximize the analysis on organizational communication on employee performance.

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APPENDIX A

SURVEY QUESTIONNAIRES

Dear Participant,

I'm a student from Yangon University of Economic, Department of Management Studies and conducting this survey as one of the fulfillment for completing my study of Master of Business Administration (MBA). This is completely voluntary, and all your responses would be anonymous. It will take an average of 10-15 minutes to fill it out. Please read each questionnaires and kindly respond as indicated in following. Thank you for your time and kindly support.

SECTION A: PROFILE OF RESPONDENTS

Please choose the most relevant answer by ticking the boxes below.

1. Gender

- Male
- Female

2. What is your age?

- Below 30 years
- 30 – 39 years
- 40 – 50 years
- Over 50 years

3. What is your marital status?

- Married
- Single

4. How long have you worked with your current organization?

- Below 1 year
- 1 – 5 years
- 6- 10 years
- 11-15 years
- Over 15 years

5. What is your level of education?

- Graduated
- Master
- Ph.D
- Others

6. What is your current position?

- Staff Level
- Junior Level
- Senior Level
- Manager Level

7. Monthly Salary (MMK)

- Under 300,000
- 300,001 -500,000
- 500,001 -800,000
- 800,001 and above

SECTION B: ORGANIZATIONAL COMMUNICATION

Indicate your level of agreement to the statements by ticking the number that corresponds to your choice.

Scales: 1- Strongly disagree, 2- Disagree, 3- Neutral, 4- Agree, 5-Strongly agree

No.	Particulars	1	2	3	4	5
	Flow of Information					
1	I receive the information needed to do my job on time.					
2	I receive information from management on how the organization is performing.					
3	My supervisor is available for feedback and ideas on how organization is performing.					
4	Meetings with supervisor are well structured and organized.					
5	I receive information directly from the CEO when a major change is happening in the organization.					
6	I have the opportunity to seek clarification from other departments that impact on my daily duties.					
7	I mingle freely with my colleagues as we coordinate on our daily duties.					
8	I communicate more with my peers than my supervisor in case of a problem.					
	Nature of Information					
1	The content of information received from my supervisor is always reliable.					
2	My supervisor is always consistent with management on the information being passed to me					
3	In case of major changes in the organization, I receive information from the CEO before it goes to media.					
4	When I enquire about information concerning my employment, I receive in fast					
5	My supervisor is always consistent with management on the information being passed to me.					
6	I receive information that affects my daily duties directly from my supervisor					

	Information Load					
1	I am able to read and understand all the information received from my supervisor.					
2	I am able to respond to all emails received from my supervisor					
3	Management takes time to explain every information sent to me					
4	I receive good amounts of information from both management and my supervisor					

SECTION C: JOB SATISFACTION

Indicate your level of agreement to the statements by ticking the number that corresponds to your choice.

Scales: 1- Strongly disagree, 2- Disagree, 3- Neutral, 4- Agree, 5-Strongly agree

No.	Particulars	1	2	3	4	5
1	I feel I am being paid a fair amount for the work I do.					
2	My supervisor is competent in doing his/her job.					
3	I am satisfied with the benefits I receive.					
4	When I do a good job, I receive the recognition for it that I should receive.					
5	I like the people I work with.					
6	I have been provided with all the tools I need for my work					
7	I like the way I am supervised.					
8	Promotions are consistent every year					
9	I receive acknowledgement after a job well done					
10	My supervisor is consistent will appraisals					

SECTION D: EMPLOYEE PERFORMANCE

Indicate your level of agreement to the statements by ticking the number that corresponds to your choice.

Scales: 1- Strongly disagree, 2- Disagree, 3- Neutral, 4- Agree, 5-Strongly agree

No.	Particulars	1	2	3	4	5
1	I am used to complete assignment on time.					
2	I am very enthusiastic about my duties and responsibilities.					
3	I know I can solve many assignments for achieving organizational goals.					
4	I like to solve extra responsibility.					
5	I share knowledge and ideas among my team members.					

“Thank you for your time and really appreciate for kindly support”

APPENDIX B

STATISTICAL OUTPUTS

(1) Effect of Organizational Communication on Employee Job Satisfaction

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.952	.906	.905	.9219	1.763
a. Predictors: (Constant), Flow of Information, Nature of Information, Information Load Mean					
b. Dependent Variable: Job Satisfaction Mean					

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.241	3	11.080	128.84	.000 ^b
	Residual	18.747	219	.086		
	Total	51.988	222			
a. Dependent Variable: Job Satisfaction Mean						
b. Predictors: (Constant), Flow of Information, Nature of Information, Information Load Mean						

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
		B	Std. Error	Beta			
1	(Constant)	.186	.067		2.762	.006	
	Flow of Information Mean	.505	.021	.604	24.535	.000	1.421
	Nature of Information Mean	.222	.028	.260	7.843	.000	2.583
	Information Load Mean	.208	.029	.260	7.205	.000	3.057
a. Dependent Variable: Job Satisfaction Mean							

(2) Effect of Job Satisfaction on Job Performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.811	0.658	0.656	0.301	1.942
a. Predictors: (Constant), Job Satisfaction Mean					
b. Dependent Variable: Job Performance Mean					

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.712	2	3.356	42.506	.000 ^b
	Residual	21.049	220	.096		
	Total	27.761	222			
a. Dependent Variable: Job Performance Mean						
b. Predictors: (Constant), Job Satisfaction Mean						

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
		B	Std. Error	Beta			
1	(Constant)	0.096	0.155		.618	0.537	
	Job Satisfaction Mean	.972	0.047	0.811	20.617	0.000	1.000

