Chapter 6

Conclusion

The objectives of this study as mentioned in chapter I, were to know about the form of organization culture that prevail in the public sector. Also, it intended to look at the possible factors that could have come together to form this culture and can these factors be manipulated to bring about better changes onto the organization as a whole. At the same time, the study tries to unveil possible factors that may have contributed to decision making behavior among public executives. This is of course assuming that the external factors such as attitude, type of decision to be made, type of personality and the potential for dissonance may possibly bring about certain impact onto the decision making behavior. Finally, this study would also want to see if there is an equally significant chemistry between organization culture and decision making behavior of its members in general. This final chapter summarizes and concludes the findings of this study together with few recommendations for further research over this subject area.

6.1. Research findings

Part one of this study explored the area of organization culture. The exploration is done by looking at the five main indicators (risk, rewards, common goals, openness and autonomy) that could help to explain the components that form
culture in an organization. Assessment as to whether the prevailing culture is a positive or negative one will be interpreted based on the experience gone through by its members (the respondents) on issues related to the five indicators mentioned. At the same time the study also intended to see the bond that members of the organization have onto the culture that prevail at their work place. In other words, how influential could possibly the culture has onto members of the organization and how big is the majority that would 'embrace' the culture obediently.

Smith and Kleiner (1987)\textsuperscript{42}, segregate culture into two types, namely a strong culture and a weak culture. According to them, a strong culture is one that greatly influences the behavior of individuals within the organization. Cultures with more shared beliefs and values have a stronger influence on behavior. This is so because the shared beliefs and values will act as a guide to members of the organization. Whereas a weak culture is one that is ambiguous and irrelevant in determining the actions of most organizational members. However, it is also important to note that, a strong culture does not always promise a favorable situation to bring about changes in an organization. Gorman\textsuperscript{43}, argued that a major disadvantage to a strong culture prove particularly resistant to change.

The results of the study as have been described earlier in the analysis chapter, have actually supported the hypothesis forwarded thus answering the

\textsuperscript{42} Smith, Glenn R., and Brian H. Kleiner. Differences in Corporate Cultures and their Relationship to Organizational Effectiveness, (California State University, LODJ 8,5. 1987, p.10)

\textsuperscript{43} Gorman, Liam, op. cit p.5
researcher's curiosity over the importance of organization culture to the management in particular and members of the organization as a whole.

Part two of this study, focused on the subject of decision making behavior. As much similar to the approach in understanding organization culture, there were also four selected independent variables taken as possible indicators (attitude, type of decision, type of personality and potential for dissonance) to understand decision making behavior (the dependent variable). The findings in this study revealed that:

a) There is a positive relation between organization culture (the dependent variable) to factors of risk, rewards, common goals, openness and autonomy (the independent variables).

b) There is a tendency for most members of the organization to adopt the prevailing values and follow the existing culture in the organization for some reasons.

c) There is a positive relation between decision making behavior (the dependent variable) to factors of attitude and type of decision to be made, but no significant relation to type of personality and potential for dissonance (the independent variables). The impact of the type of personality (internal and external) onto decision making did not provide a significant relation because it actually only describe the person's decision making style and not directly his real behavior on decision making. As for
the insignificant relation between potential for dissonance to decision making behavior, an explanation to this result is that potential for dissonance actually concerns the post decision and not the pre-decision condition of a decision maker.

d) Majority of the public executives in this study are having external type of a personality and are more to a systematic thinking in their decision making behavior rather than having an internal type of personality and intuitive type of thinking. This pattern could only mean that generally, our public executives still rely much on supported documents and related inputs before being able to come up to a decision. However having to trust their intuition, creativity and intellectual judgement in making decision is still lacking may be due to fact of risk and uncertainty in making decision.

e) Finally, this study also indicated that, between organization culture and decision making behavior, there exist a significant correlation. Based on the pattern of relationship, the opinion is that organization culture being the provider and pace maker to the kind of work values to be adopted by its members, do have an influential effect onto the members working behavior, one of which would be decision making.
6.2. Conclusions

The overall result of this study has provided an important input for the development of our public organization management. As described in chapter 1, many have been done by both our political leaders and senior bureaucrats in bringing about changes onto the image of public organization.

Much of the need for change in the public organization are driven by the awareness over the high expectation rest onto the shoulders of the public bureaucrats by both politicians and the people in general. The philosophy of work as adopted by the public organization of today has also changed to one that prioritize their customers satisfaction. The old fashion public organization management style of centralized bureaucracies, rigid rules and regulations, and their hierarchical chains of command, can no longer fit into today's dynamic and innovative style of work. In fact, the management style of today stress more on individual optimal capability, creativity and innovative ideas and approach, active communication not only among colleagues and superiors but with the customers too, which in the case of a public organization would be the public themselves.

The subject of organization culture is a very important and related issue if we are to talk about bringing in changes into an organization. The public
organization is no exception to this condition. Sathe (1983)\textsuperscript{44} describes five areas in which culture increases organizational efficiency – communication, cooperation, commitment, decision making and implementation. Actually the important element for an organization to excel in these five areas very much depends on the quality of leadership in the organization to make it happen. The former Secretary General, (Tan Sri Ahmad Sarji, 1993)\textsuperscript{45} once pointed out the need to develop a conducive set of values among public bureaucrats in order to improve the level of efficiency in the public sector. A lot of answers as to why an organization is successful or fail in their undertakings are described by the cultural values practiced in the organization. Reilly and DiAngelo (1990)\textsuperscript{46} even argued that ignoring the culture of an organization is the same as not understanding the assumptions that allow decision making.

The changes that is happening around the public organization today is irresistible. It is not a matter of option as whether to accept changes or not but is a must that has to be done, not only comprehensively but with total commitment. As such the top management has to take the initiative to cultivate good values among the subordinates and discard the likely obstructive negative values that would hinder optimal development of its human capital asset thus productivity. Again the issue of organization culture has to be looked into seriously by the top management. Only by being able to implant the right set of values into the

\textsuperscript{44} Smith, Glenn R. and Brian H. Kleiner, op cit p.10
\textsuperscript{45} Ahmad Sarji Abdul Hamid, The Civil Service of Malaysia: A Paradigm Shift, Govt. of Malaysia, 1993
\textsuperscript{46} Pepper, Gerald L., Communicating in Organizations: A Cultural Approach, (McGraw-Hill, Inc. p.29)
organization culture, for example trust, can that particular organization talk about going for a change. Again when talking about the right set of values, the focus should be over factors such as having clear common goals, open communication style of management, positive motivation, allowance for risk taking and others. In short there should not be any barriers for members of the organization to express their potential and ideas.

Total commitment by top management in bringing about changes is very important especially in our local setting whereby, the tendency is to simply ‘follow as the boss says.’ The good part about this habit is that the superior seems to have more control over its subordinate but if he fails to set a good direction, then this will create a chaotic situation as a result of his inconsistency, lack of confidence by his subordinates, miscommunication and few other problems alike. So a better option would be to practice a kind of team work and shared consensus in running the organization. This way, not only the barriers between top management and the subordinates would be trimmed but at the same time it created a floor for contribution of ideas for a better performance.

Decision making as part of the subject under study in this research, has also presented a strong case for us to ponder as to how daring, how creative and how confidence are our public executives in making decision. The findings of this research provide the expected result whereby, most of the public executives in the sample study are less intuitive in their approach given the fact that they are
more exposed to structured type of decision making with guided procedures. Perhaps what is required here is to give more exposures to public executives to be involved in major decision making processes. This will not only cultivate their confidence but would sharpened their intuition and forecasting. Again another supplementing factor to improve their decision making skills would be to put some trust in their potential and more authority to make decision by the top management.

Decision making ability as one of an important skill that public executive should have, must not be taken for granted. With the new concept of modern management, one of which is ‘down-sizing’, a person is expected to able to command not only wider range of task from his office through the access of computerize technology but also at a faster pace. The principle behind down-sizing is actually part of an accommodative effort to ease the customers dealing with the public organization. Linden(1994)\textsuperscript{47} described what was termed as consumer-oriented world, whereby he mentioned of the customer being given a better choice to deal with as few people as possible in making dealing with the government agency. This is unlike as he went further, the traditional pyramidal bureaucracy and in the absence of current information technology, whereby there was little choice but to subject customers to several service personnel. Based on this argument, it is foreseen here that the down-sizing of an organization is actually an expansion of tasking to the personnel of the organization. So the

concept is just like a one-stop shopping point whereby the customer can get almost everything done through a public servant.

On the part of the public executives, this is actually a challenge for them to be more enterprising and daring in undertaking their responsibilities. The situation demands a strong level of self-confidence, flexibility, creativeness, innovative and the right kind of communication and values among members of the organization. Perhaps it is not too extreme to expect that the public executives of today should be able to provide quick and accurate response to customers' request.

Insofar as the relation between organization culture and decision making behavior, the study indicated that there exists a cause and effect relation. The principle is that the shared values as found in the organization culture produced the kind of human asset that the organization has as its workforce. There is a tendency that positive organization culture would be reflected in a positive behavior towards work, which in this study would be decision making behavior, and vis-à-vis, a negative organization culture would equally reflect a negative behavior towards work.

The conclusion of this study is general in nature and do not intend to make judgement whether the organization that was taken as the population, has a positive or negative kind of culture. Also it is not the intention of this research to
declare that the public executives in the organization understudy have negative of positive type of decision making behavior. However the significant of this study is to see to what extent can we say that organization culture do has an impact onto the work behavior of its members, and that there is a strong bond between members of the organization and the existing culture in the organization. These are the basic issues that members of the public organization, especially top management need to know and understand before disembarking for the so-called management re-engineering. The factors that were mentioned in this study as the possible ingredients of culture formation and decision making behavior (all of which were categorized as the independent variables), need to be addressed correctly and accordingly by top management and the public organization as a whole. In fact this is the basic pre-requirement that must be fulfilled first before the public organization intend to spend time, effort and money on big issues such as Total Quality Management, ISO 9000 certification, customer service and such alike.

6.3. Recommendation

Basically, this simple study has provided additional input over the issues of organization culture and decision making behavior in public organization which from my point view are still lacking within our local setting. The result of this work should continue to be accorded due attention by other researchers. Perhaps future studies should be conducted on a wider range and not just confined to one
organization only. At the same time the indicators taken in this research to study
the organization culture and decision making behavior may have been limited
due to unavoidable constrains like time and financial limitations. Hopefully in
future the sample of study would be more representative of the various working
class such as the top management group and lower management group (also
known as the lower supporting staff) and see how do they respond over similar
issues as forwarded in this study. This would indeed be a valuable contribution in
our efforts to fine-tune the public organization and its members into becoming a
more dynamic, innovative and excellent sector.