CHAPTER FIVE
SUMMARY AND CONCLUSION

Harmonious and close relationships are among the important factors that the Division Heads and the subordinates at the Public Health Institute should cultivate and maintain in the organization in order to establish a favorable working environment.

The Division Heads should understand the behaviour, values and needs of the staff who work under them. Since they are appointed as the Divisional Heads by virtue of their professional qualifications, they should learn to become more emphatic managers who care for their subordinates. They ought to realize that the position as the Heads of Divisions demand greater effort from them to play the roles as counselors and supervisors to the subordinates. They are entrusted with the responsibilities to guide the subordinates to achieve the organizational goals effectively and efficiently.

With the realization of the importance of good communication between the Division Heads and their subordinates, the researcher has conducted this study to find out if there is any relationship between the communication styles of the Division Heads and the commitment of the subordinates to the organization. If there is (as indicated in the literatures), the researcher wanted to find out how much the Division Heads communication styles influence the subordinates' commitment to the organization.
Summary of Findings

A questionnaire was used to collect information in relation to the Ten Communication Styles of the Division Heads perceived by the subordinates. There were 93 respondents who are the staff from six divisions at the PHI. The questionnaire comprised 40 statements that measured the communication styles of the Division Heads and nine statements that measured the organizational commitment of the subordinates. Four statements represented each of the ten dimensions of the communication styles and three statements represented each of the three dimensions of organizational commitment of the subordinates.

For the purpose of statistical analysis, the Division Heads' communication styles were identified as the independent variables and the organizational commitment of subordinates as the dependent variables. The data was summarized and tabulated in the form of frequency counts, percentages and mean scores. The relationship between the communication styles of the Division Heads and the organizational commitment of the subordinates was tested with the Pearson Correlation coefficient $r$.

The findings of this study indicate that there is a positive relationship between eight of ten communication styles of the Division Heads and the organizational commitment of the subordinates. Five of those communication styles scored high means. They were 'friendly style', 'gives attention style', 'relax style', 'open style' and 'accurate style'.

The friendly style (mean 4.03) describes that the Division Head who is friendly and capable of readily establishing interpersonal relationship with
subordinates. He is caring, humble and very humane in nature. The gives attention style (mean 3.91) describes the Division Head who is sensitive and shows empathy to the subordinates. He “puts himself into the other person’s shoes” and lets the affected person know that his problems are given attention. The relax style (mean 3.89) portrays a cool and calm person who does not get tense when engaged in intense discussions with another person. The open style describes a person who is approachable, likes to exchange and share information with others and likes to go direct to the point when discussing important matters. He is also perceived as someone who can be trusted and can compromise. Lastly, the accurate style shows that the person emphasises accuracy in disseminating information, facts and evidences in an informative interaction.

The three lowest ranking communication styles of Division Heads are the ‘leaves an impression style’, ‘expressive style’ and ‘dominant style’. These findings show that the subordinates have perceived that the Division Heads seldom display these communication styles while interacting with them.

One of the reasons that the Division Heads do not leave an impression on the subordinates could be due to the Division Heads’ inability to make concrete or decisive decisions when faced with issues related to the staff. They have to consult the Director before making any final decisions and this delays prompt actions to be taken to overcome problems faced by the subordinates. Prompt decision making may leave a lasting impression about the Division Head on the affected person.
their subordinates. In task-centered organization, the leadership style is more autocratic as compared to the people-centered one which values human relations and democratic procedures in the organization. In the democratic style, the subordinates are more often treated as team members rather than as 'subordinates'. In the democratic approach, the Division Heads can be more friendly, pay attention to the subordinates' problem, and be more open in their interaction with their subordinates.

The findings indicate that the organizational commitment of subordinates at the PHI is high. The three dimensions of commitment, that is, feeling proud (mean 4.29), involvement (mean 4.32), and loyalty (mean 4.11) indicate that the level commitment of the subordinates is high. All the three dimensions of commitment of the subordinates have positive association with eight of the communication styles.

Implications of the study

In order to strength the PHI, the Division Heads should act as facilitators and resource persons in disseminating information from the Director to the subordinates. Their role as facilitators is very important especially when they carry out changes in areas where the subordinates are directly affected. The Division Heads should clarify their roles as well as the subordinates' roles in the new situations so that they can be prepared to face the changes arising from the Director's directive or due to changes in policies.
The Division Heads should be given more powers especially in making decisions pertaining to the training programs and related activities. The Director could delegate certain powers to the Division Heads so that prompt, accurate and decisive decisions can be made and remedial measures taken to solve problems as soon as they arise.

Based on the findings, we can deduce that to cultivate, nurture and establish commitment, we cannot soley depend on the communication skills of the Division Heads. Other factors should be considered and concerted efforts made by everybody so as to achieve the organizational goals.

An effective leader should possess good communication styles. Based of the satisfaction-performance model put forward by Conrad (1985), the evidence gathered in this study show that positive communication styles such as friendly, gives attention, relaxed, open and accurate styles could inspire performance of the individuals and increase commitment to the organization. The Division Heads need to be accurate, willing to listen to their subordinates’ problems, able to discuss, be friendly and be a leader and not just a manager. The Division Heads should internalize the effective communication styles so that they can become effective, emphatic, caring and “leaders with a heart.”

Suggestions for Further Study

The study was conducted under certain limitations, notably the lack of a reliability and validity testing of the instrument. The sample was also limited to
the PHI, and as such the findings of this study cannot be generalized to the other institutions of the Ministry of Health.

The following suggestions may be useful to further enhance the knowledge and information in this area: (i) A larger sample size comprising all the training institutions under the Ministry of Health can be included so that the findings can be generalized to other training institutions for health personnel in Malaysia. (ii) Further studies using instruments that comprise more items that could provide better picture that of the communication styles should be considered. Besides the survey method, the interview method may be used to obtain some qualitative data which could provide more significant feedback about the communication styles of the Heads from the subordinates. (iii) A comparative study to find out the differences between the communication styles of one college or training institutions with another can be carried out. (iv) A study to compare the expected and perceived communication styles of the Heads of the organizations and organizational commitment of subordinates can also be conducted.