CHAPTER TWO

LITERATURE REVIEW

Studies in the past conducted locally and in other countries have indicated that a good communication style helps to enhance workers' job satisfaction and as such contributes to an increase in commitment. These findings are in line with the notion that good communication styles enhances workers' organizational commitment.

Skaptis, (as cited in Mohd Tahir bin Mustapha.1998) has studied leadership style and its relationship with the communication style of principal and job satisfaction among the teachers. The study was conducted among schools that were categorized as effective and non-effective schools in New York, USA. Communication style in this study was classified as active and passive. Active communication style is one that is dominant, dramatic, open and inspiring, whereas passive communication style is considerate, friendly and relaxed.

The findings of the study showed significant relationship between communication style and leadership style of the principals, and job satisfaction among the teachers. The researcher concluded that principals who were approachable and respected by teachers most of the time demonstrated the image of a good communicator that included a communication style that is friendly, relaxed, considerate and open. Besides these characteristics, effective principals use leadership styles and approaches that are flexible to suit the situation.
Another research that studied the expectations of subordinates pertaining to the communication style of the supervisor was by Slaughter (1990). He used the instrument developed by Norton (1983), called the ‘Norton Communicator Measure’ to study the relationship between subordinates’ experience and their expectations of the communication style of the supervisor and satisfaction with supervision. His respondents comprised 212 teenage students from a private school who were attending a career program for teenagers. The findings clearly supported the assumption that there is a positive relationship between communication style expectations and experience. Among the characteristics of the communication styles that were presented in the findings are “friendly”, “relaxed”, “pay attention”, “accurate”, “dramatic”, “open” and “dominating”. Thus, there was evidence to support the assumptions that there is a significant relationship between communication style expected by the subordinates from their supervisors and their experience and satisfaction with supervision.

There are several notable studies conducted locally on communication styles and their effect to organizations. One such study was carried out by Nik Hasnaa Nik Mahmood (1996) on the communication styles of the University Technology Malaysia (UTM) hostel managers as perceived of the students staying in the hostel. The total number of respondents was 234 hosteltites from the UTM Hostel. The findings showed that the majority of the respondents perceived their hostel managers as good communicators with the following characteristics: friendly, considerate, outstanding, supportive, dramatic, relaxed and open.
A similar study carried out by Sarimah Abdul Razak(1996) on 107 production operators in a factory in Johore also showed positive relationship between communication styles and subordinates' commitment. The research findings indicated that friendliness, accurate, considerate, openness and relaxed styles had significant correlation with commitment. However, communication styles such as being dramatic, dominating and temperamental indicated negative correlation.

Studies conducted both locally and in other countries have established that communication style of managers, supervisors and principals have significant relationship with the organizational commitment of the subordinates. Among the communication styles perceived as appropriate by the subordinates are those displaying characteristics such as friendliness, accurate, dramatic, relaxed during conversation, considerate, pay attention and openness.

The studies also indicated that the positive characteristics of communication styles of the leaders increased the level of organizational commitment among the subordinate. It will be useful to find out if such relationships exist in the PHI.