

Chapter 5

CONCLUSION AND RECOMENDATIONS

The final chapter is conclusion and recommendations. This chapter summarises the findings with suggestions for additional research, and implications that might profit from this studied research.

5.1. Overview of the Study

This study is an investigation into the most preferred or predominant managing styles of the Malaysian managers using the psychometric assessment profile as predictor to managerial performance. The Myers and Briggs Type Indicator (MBTI) were used to access and obtain the more preferred managing styles of the Malaysian managers. Subsequently, these styles were used to determine if managing styles predict managerial performance.

This study was confined to the managerial population in Kuala Lumpur and Klang Valley. The data collection technique used for this study was self-administrated method. The research instrument was thirteen-page questionnaire. The sample size comprised of 215 respondents.

5.2. Interpretations of Major Findings

The result of the study shows that Malaysian managers prefer and employ Extraversion than Introversion managing style, Sensing than Intuition style, Thinking than Feeling style and Judging than Perceiving style. This forms a combination style of what MBTI coined as a four-letter style that was ESTJ as the predominant managing style than INFP.

The correlation coefficient analysis reveals that there is a positive relationship between managing styles and managerial performance except for Intuition managing style as shown in Table 4.6. This study also finds that managing styles contributed to the prediction of managerial performance with exception on Intuition managing style where is no correlation.

Past researchers akin to Abdullah (1993) stressed on relationship between management styles and organizational effectiveness, Blake and Mouton (1964 and 1978) came up with managerial grid, Howie (1977) using Neuro-Linguistic Programming techniques of pacing and leading in internal and external communication through the “intrapyschic” techniques to be an archetypal O(outcome)-A(acuity)-F(flexibility)-like manager to come up with effective managing styles toward management effectiveness.

Peter Drucker (1999) in 1954 advocated on management by objectives and later opined management as a discipline. Walmsley researched into transformation of management styles. Moser-Wellman (2001) viewed management styles as creative thinking styles. William (1999) emphasized different action styles revealed that useful management styles would help organization to survive and do job better. In other words all these past studies pointed to and supported that managing styles contributed to managerial performance. However, there is still a large vacuum in indigenious research into the managing styles of Malaysian managers, which is so important to the survival and success of many organizations today.

5.3. Management Implications

This study provides a preliminary step towards explaining the managing styles used among the Malaysian managers and its relationship with managerial performance. Besides revealing the predominant managing styles, we know that

managing styles predict managerial performance. MBTI model predicates that there are strengths and weaknesses in each style. Therefore the predominant styles of the Malaysian managers that are ESTJ must be complimented with INFP in order to overcome shortcomings of each style.

This study can be of great use to help to calibrate the shortcomings in the Malaysian managers predominant managing styles in order to enhance managerial performance to greater heights of success. ESTJ managing style used Extraverted Thinking as their dominant function and Introverted Sensing as their auxiliary functions. Their tertiary function is Intuition and inferior function is Introverted Feeling. By knowing all these styles can help to develop the potential areas for growth among the Malaysian managers using this predominant style.

5.4. Development for ESTJ and INFP Managers: Potential Areas For Growth.

This study should form the foundation stone of managerial performance development using managing styles. Malaysian companies can use this managing profile to develop their managers to achieve company results generally. According to Abdullah (1993) useful managing styles like manager of change was necessary process for organizational renewal and long-term survival.

As rule of the thumb, ESTJ and INFP managing styles need to develop their less preferred styles for balance (Page, 1998). This is because each managing styles is gifted and valuable. For example, it is natural for ESTJ managers to give less attention to their non-preferred Feeling and Intuition parts. If they neglected these too much, however, they may apply logic even when emotions and impacts on people need primary consideration (Briggs Myers, 1998). For instance, decision on humanity ground and charity for the poor and needy in awarding compensation because their houses were destroyed by Tsunami at Langkawi,

Banda Aceh and some parts of Asia on December 26, 2004 recently needed INFP managers rather than based ESTJ managers who preferred the legal aspect as priority in awarding compensations to the victims of Tsunami disaster (TSUNAMI FUND: Donations keep coming, 2005, January 9. *New Straits Times*).

For the INFP managers, naturally, they will give less attention to their non-preferred Thinking and Sensing parts. If they use these too much, they may reject logical reasoning even in situation that require it, and asserting the supremacy of their internal viewpoint, and be impractical and have difficulty estimating the resources required to reach a desired goal (Briggs-Myers, 1998). For example, as for INFP managers, when their company was facing financial distress during the Asian financial downturn in July 1997, INFP managers would go against decision to restructure the organization via retrenchment of staff in production line due to sharp dropped in orders from customers in order to save the company by trimming down unneeded expenses. INFP managers would most likely to keep the production staff on humanity ground rather than using a more effective approach that are the logical rationalization of costs and benefits analysis, which is preferred by ESTJ managers.

5.5. Recommendations and Future Research

This study can be extended to cover the whole country to increase the sample size in order to enhance the reliability of the findings as well as its generalization if there are any significant differences between the regions. For example, do Peninsular Malaysian managers have the same managing styles as the East Malaysian managers?

To conduct more specific studies such as management differences between industries like public and private industries, or between manufacturing and services industries, or profit-orientated industries and non-profit-oriented industries. From studies, we can gauge that what types of industries employed

what types of manager with which types of managing styles and its relationship to managerial performance.

Other studies like managing styles by profession in predicting managerial performance can be conducted to gauge what professions engaged which managing styles. This may be of great help for the human resources management team to identify each prominent managing style in each industries or each predominant managing style in each profession for recruitments and development of their organization.

Future research should also look into other factors that contribute to the prediction of managerial performance besides managing styles alone. For example, factors like cognitive attributes that articulated that knowledge is power to success in line with our super-multi-corridor philosophy. What about management integrity (that is anti-graft and championed the concept of transparency in organization financial reports and management) in predicting managerial performance and so forth?

This study and literature reviews reveal that managing styles be the most influential contribution to predicting managerial performance. But there are always other affecting factors or catalyst factors as mentioned above, which includes what are good attitudes such as “diligent and due diligent in decision making” versus bad attitudes such as “indolent and never mind attitude in decision making” that are inherent in a manager’s character, to a certain extent affect managerial effectiveness and managerial performance.

The above scenario can be cited in our Prime Minister, Datuk Seri Abdullah Badawi’s call a “towering Malay with towering personality” and good values was imperative for multi-racial Malaysia. Al-Atas, the principal of fellow of Malay World and Institute of Malay World and Civilization, said what the Prime Minister meant by towering personalities were Malays driven by the ideal of excellence

bringing about high achievement that are moulded by integrity and an ever-increasing knowledge of the task at hand. (All-round support for 'towering Malay' ideal, 2005, February 7. *New Straits Times*).

A research study on these "towering personalities" contributes to the prediction of high achievers including managerial performance regardless of ethnicity consideration can be conducted. Only a research study has the definite answer to this question on whether it is just a mere assumption or hypothesis or truly a performance dilemma.

May I summarize here using Garfield (1986) in his 20 years of study concludes that peak performers are:

- Not born – they are made.
- Not superhuman with special talents - but average people like you and me.
- Not workaholics – but they are committed to results, not activities.

That is genuine, sustainable high performers begin with an internal decision to excel. In sum, benchmarking begins with improved managing styles and practices (Myers, 2000).