

CHAPTER FIVE

CONCLUSION, DISCUSSION, AND RECOMMENDATIONS

This chapter presents a summary of the study, a summary of the findings, the discussion of middle-level administrators' leadership styles driving government officials' engagement at the Office of the Permanent Secretary of Interior (OPSI), the conclusion, and recommendations for further study.

5.1 SUMMARY OF THE STUDY

The summary of the study is as follows:

5.1.1 Objectives of the Study

This study aimed to investigate leadership styles of middle-level administrators that drive engagement of government officials at the Office of the Permanent Secretary of the Interior (OPSI). In addition, it aimed to examine the leadership styles used by middle-level administrators at OPSI, to identify the leadership styles affecting government officials' engagement, and to measure the degree of engagement of government officials at OPSI.

5.1.2 Subjects, Materials, and Procedures

The subjects used in this study consisted of government officials who were common level (C) from 1 to 7 in the old position classification structure or Operational staff 1 and 2 (O₁ and O₂) government officials in the new structure and common level (C) from 1 to 7 in the old position classification structure or Knowledge Workers 1 and 2 (K₁ and K₂) government officials in the new structure. All respondents were working at OPSI.

The instrument of this study was a two-part questionnaire used to collect the demographic data and respondents' opinions related to middle-level administrators' leadership styles and government officials' engagement.

The procedure of this study was a direct survey approach. The questionnaires were distributed to respondents and analyzed using SPSS program version 16.0 and presented in terms of percentages, means, correlation coefficient levels, multiple regressions, and regression equations.

5.2 SUMMARY OF THE FINDINGS

The results of the study can be summarized as follows:

5.2.1 Leadership Styles of Middle-level Administrators at OPSI

All leadership styles; directional, motivational, and organizational, were used by middle-level administrators at OPSI.

5.2.2 Government Officials' Engagement

The level of engagement of government officials at OPSI in terms of three components, the cognitive, the emotional, and the behavioral, were at a high level.

5.2.3 Leadership Styles of Middle-level Administrators Affecting Engagement of Government Officials

The research results revealed that there was a relationship between the independent or predictor variables (leadership styles) and the dependent variable (organizational engagement).

All the leadership styles affected engagement, but in different ways. The motivational and the organizational leadership styles drove the sum of engagement of government officials at 55.6%, their cognitive engagement at 44.2%, and their behavioral engagement at 31.6%. The directional and the motivational leadership styles could co-drive their emotional engagement at 36.6%

5.3 DISCUSSION

This section investigates the leadership styles of middle-level administrators that drove the engagement of government officials at OPSI. The results of the study in answer to the statement of problem are discussed as follows:

5.3.1 The degree of engagement of government officials at OPSI

The results showed government officials at OPSI had a high level of engagement in three aspects; the cognitive, the emotional, and the behavioral, as well as in overall aspects.

The ASTD Employee Engagement Survey (2007) indicated organizations having high levels of engagement could enhance customer satisfaction, improve organizational productivity, positively affect teamwork and morale, and align employees with the organizational strategy.

The OPSI had high levels of engagement; however, it could increase citizen satisfaction, improve its public service, and encourage government officials collaborate to work towards OPSI goals.

5.3.2 Leadership styles used by middle-level administrators at OPSI

According to the results, middle-level administrators used three leadership styles at OPSI; the motivation leadership styles used by middle-level administrator were rated at the highest level, followed the organizational and directional leadership styles. However, the scores for those leadership styles differed slightly.

5.3.3 Leadership style affecting government officials' engagement

Hewitt Associates (2003) research indicated that leaders at DDG organizations have a direct impact on employee engagement.

Moreover, Swindall (2007) found that leaders could affect engagement of employees at private corporations. Although there is a difference in terms of organization structures and job classifications between private corporations and government services, the results of this study showed the relationship between leadership style and engagement affects government officials' engagement.

5.3.4 Leadership styles of middle-level administrators that drive engagement of government officials at OPSI

According to Lawrence Francis (2002, cited in Gill, 2006, p. 354), one of practical steps that organizations can take in order to promote employee engagement within their workplace is to set organizational culture objectives over the long term (around five years) and communicate these to employees. If the future vision of the company is in line with that held by staff, then employee engagement levels will rise significantly. Although managers do not directly affect an organization's culture, they can influence it through human-resource procedures that affect employee satisfaction and engagement.

As seen in the results, the directional leadership style can drive the emotional engagement of government officials; by giving them work information, specifying deadlines for work, suggesting and developing their jobs appropriately, and giving instructions about complicated jobs, as well as creating a sense of belonging and pride in the organization. This might mean that this kind of leadership style can make

staff feel connected to the organization and create a deeper sense of understanding about how their work contributes to the overall organization. However, the directional leader might not be able to motivate government officials to perform for the OPSI.

Motivational leadership style can drive the sum of engagement level and the engagement level related to the cognitive, the emotional, and the behavioral components; such as by motivating them to finish work, being friendly and approachable, giving promotions when they excel, communicating with them about organizational goals, and warning them when they make errors. It seems that this kind of leadership style could drive government officials to be aligned with their organization's purpose, values and vision. Their work was meaningful to them because their leader supported and helped them see the connection between what they did and the success of the organization.

Finally, the organizational leadership style could drive the sum of engagement level and the engagement level correlated to the cognitive and behavioral components, such as by encouraging government officials to think about more effective work procedures, supporting teamwork in the organization, integrating their suggestions and opinions, and giving them freedom and independence to work. When this happens, government officials feel committed to organization while discharging responsibilities during their work at OPSI. However, this kind of leadership style might not make them feel much very connected to the organization.

As mentioned, all leadership style cannot only align government officials' behaviors and efforts with the needs of the organization but at the same time maintain the good image of the OPSI. In this case, employee performance and intentions are perfectly aligned with the organization's goals.

5.3.5 Suggestions of government officials

Some of government officials would like capable middle-level administrators to support and work with them, give them a chance to comment or find better ways to perform on their jobs. Moreover, they would like middle-level administrators help them revise work errors. This requires openness, good listening skills, and a connection with government officials on an emotional level.

5.4 CONCLUSION

The following conclusions can be drawn from the discussion above.

5.4.1 Government officials felt engaged with their organization, the Office of the Permanent Secretary of the Interior, in term of organizational performance and integrating frameworks for action. They felt that they were a part of organization and were proud to work at OPSI; also, they tried to do everything in their power to reach the organizational goals, improve their knowledge and skills for work and give good service to the public in order to maintain the good reputation of OPSI.

5.4.2 The leadership styles of middle-level administrators at OPSI can drive the engagement of government officials. Most of them indicated that these administrators make them feel involved with their organization, as well as motivate them to be engaged at OPST and focus on the organization's goals and values.

5.5 RECOMMENDATIONS

Based on the findings and conclusions of this study, the following recommendations are made for further research:

5.5.1 There should be a study on other factors which affect the engagement of government officials at OPSI, such as training, pay and benefits, cooperation, job satisfaction, etc.

5.5.2 There should be a study on organizational engagement in public organization, private organizations, and non-profit organization to compare the level of engagement and to examine the factors that drive engagement in each organization.

5.5.3 Future research should study whether the engagement of government officials influences other factors, such as performance, the degree of quality service attention, etc. Moreover, the relationship between those factors and organizational engagement could be investigated. Consequently, future research would be able to identify organization development.