

CHAPTER FOUR

RESULTS

This chapter presents the findings from the data analysis of 75 employees at XYZ Company. This chapter can be divided into three parts as follows:

- (1) Demographic Information of the Respondents;
- (2) Subordinates' Attitudes Towards Management Attributes; and
- (3) Suggestions.

4.1 DEMOGRAPHIC INFORMATION OF THE RESPONDENTS

The following are the data about demographic information of respondents:

4.1.1 General information of respondents

Table 1. Respondents by Gender

General Information	Frequency	Percentage
Gender		
Male	33	44.59
Female	42	55.41
Total	75	100.00

Relating to Table 1, there are 75 respondents consisting of 33 males (44.59%) and 42 females (55.41%) who answered the questionnaires.

Table 2. Respondents by Age Range

General Information	Frequency	Percentage
Age		
20-24 Years	18	24.00
25-29 Years	42	56.00
30-34 Years	6	8.00
35-39 Years	5	6.67
40-45 Years	4	5.33
Total	75	100.00

As for Table 2, data shows that respondents with ages ranging from 20-24 years (24%) are the youngest while most who answered the questionnaires range from 25-29 years old (52%). Other respondents who took part in the survey have age ranges of 30-34 years old (8%), 35-39 years old (6.67%) and 40-45 years old (5.33%) respectively.

Table 3. Respondents by Education

General Information	Frequency	Percentage
Education		
Diploma	1	1.33
Bachelor Degree	55	73.34
Master Degree	19	25.33
Total	75	100.00

Referring to Table 3, 73.33% of the respondents have a bachelor degree and 25.33% obtained a Master degree, while only 1.33% has a diploma.

Table 4. Respondents by Affiliation

General Information	Frequency	Percentage
Affiliation		
Administration	5	6.85
Developing	39	52.05
Marketing	5	6.85
Quality Assurance	15	19.18
After Sales Support	11	15.07
Total	75	100.00

Table 4 shows that 52.05% of the respondents came from the Development department, followed by Quality Assurance at 19.18% and After Sales Support at 15.05%. Both Administration and Marketing department have 6.85% of the respondents, who participated in the survey.

Table 5. Respondents by Length of Employment

General Information	Frequency	Percentage
Length of employment		
Less than 3 Years	44	58.67
3-5 Years	17	22.66
5-8 Years	6	8.00
More than 8 Years	8	10.67
Total	75	100.00

The last general information of respondents is the length of employment. More than half of respondents, 58.67%, have been working with the company for less than 3 years, while those who work for 3-5 years and 5-8 years comprised 22.66% and 8.00%, respectively.

4.2 DATA ANALYSIS OF SUBORDINATES' ATTITUDES TOWARDS MANAGEMENT ATTRIBUTES

Table 6. Frequency and Percentage of the Degree of Agreement of subordinates' attitudes towards Management's Leadership

Leadership	Frequency (Percentage)				
	Lowest	Low	Moderate	High	Highest
Truly believe in the people who work for them	0.00 (0.00)	0.00 (0.00)	11.00 (14.67)	51.00 (68.00)	13.00 (17.33)
Be a patient listener	0.00 (0.00)	0.00 (0.00)	19.00 (25.68)	41.00 (55.40)	15.00 (18.92)
Initiate change in the organization	0.00 (0.00)	0.00 (0.00)	22.00 (29.33)	36.00 (48.00)	17.00 (22.67)
Be a role model to subordinates	0.00 (0.00)	0.00 (0.00)	17.00 (22.67)	36.00 (48.00)	22.00 (29.33)
Explain the change of the policy in the organization effectively	0.00 (0.00)	4.00 (5.33)	28.00 (37.33)	34.00 (45.34)	9.00 (12.00)
Stimulate the subordinates to work	0.00 (0.00)	2.00 (2.67)	24.00 (32.00)	40.00 (53.33)	9.00 (12.00)

Table 6. (Continued)

Leadership	Frequency (Percentage)				
	Lowest	Low	Moderate	High	Highest
Be self confident	0.00 (0.00)	1.00 (1.33)	14.00 (18.67)	38.00 (50.67)	22.00 (29.33)
Encourage subordinates to achieve goals	0.00 (0.00)	1.00 (1.33)	21.00 (28.00)	39.00 (52.00)	14.00 (18.67)
Find out the solution together with the subordinates	0.00 (0.00)	1.00 (1.33)	17.00 (22.67)	44.00 (58.67)	13.00 (17.33)
Ensure subordinates are successful in their careers	0.00 (0.00)	2.00 (2.67)	28.00 (37.33)	34.00 (45.33)	11.00 (14.67)

As for Table 6, the majority of respondents scored the Leadership function of Management's attributes in "Moderate", "High", and "Highest". Most respondents (68%) ranking to a high degree thought that a good leader should truly believe in the people who work for them. The majority of employees (55.41%) expected their manager to be a role model to subordinates. In addition, 45.33% of respondents valued the ability of management to explain changes of policy in the organization effectively.

For management's leadership to stimulate the subordinates to work, most employees (53.33%) scored this at a high level. Many employees (50.67%) also expected their management to be self confident, significantly, at a high level. The ability of management to encourage subordinates to achieve goals is also considered to be important as 52% of the respondents rated it highly. The respondents (58.67%) marked at a high level for management to find out the solution together with the subordinates. Lastly, most subordinates (52%) thought management should ensure subordinates are successful in their careers which ranked at a high level.

Table 7. The value of Mean (\bar{X}), Standard deviation (SD), Evaluation and Ranking of subordinates' attitudes towards Management's Leadership

Leadership	\bar{X}	S.D.	Evaluate	Ranking
Leadership (Overview)	3.89	0.487	High	
Be self confident	4.08	0.731	High	1
Be a role model to subordinates	4.07	0.723	High	2
Truly believe in the people who work for them	4.03	0.569	High	3
Be a patient listener	3.93	0.669	High	4
Initiate change in the organization	3.93	0.723	High	5
Find out the solution together with the subordinates	3.92	0.673	High	6
Encourage subordinates to achieve goals	3.88	0.716	High	7
Stimulate the subordinates to work	3.75	0.699	High	8
Ensure subordinates are successful in their careers	3.72	0.745	High	9
Explain the change of the policy in the organization effectively	3.64	0.765	High	10

Referring to Table 7, respondents ranked management should be self confident as the first with the highest mean of 4.08, followed by being a role model to subordinates with a mean of 4.07. Next, respondents rated their managers to truly believe in the people who work for them with a mean of 4.03. The lowest mean at 3.64 represented management's ability to explain changes of policy in the organization effectively.

Table 8. Frequency and Percentage of the Degree of the Agreement of subordinates' attitudes towards Management's Communication Skills

Communication Skills	Frequency (Percentage)				
	Lowest	Low	Moderate	High	Highest
Communicate clearly	0.00 (0.00)	1.00 (1.33)	16.00 (21.33)	41.00 (54.67)	17.00 (22.67)
Use gestures and emotional tone in communication.	0.00 (0.00)	6.00 (8.00)	22.00 (29.33)	35.00 (46.67)	12.00 (16.00)
Full knowledge and understanding of the information sent out.	0.00 (0.00)	1.00 (1.33)	15.00 (20.00)	40.00 (53.33)	19.00 (25.33)
Providing subordinates with up-to-date information	0.00 (0.00)	1.00 (1.33)	25.00 (33.33)	38.00 (50.67)	11.00 (14.67)
Selecting correct channels to communicate with subordinates	0.00 (0.00)	2.00 (2.67)	23.00 (30.67)	44.00 (58.67)	6.00 (8.00)

Referring to Table 8, the majority of respondents scored management's communication skills at "Moderate", "High", and "Highest" level. The highest score (58.67%) from respondents was that management should select correct channels to communicate with subordinates. The ability of management to communicate clearly with the subordinate was rated at a high level by 54.67% of the respondents. The majority of staff prefer management to use gestures and emotional tone in communication at a high level (46.67%). The full knowledge and understanding of the information sent out by management was ranked as high (53.33%) by the employees. Management's ability to provide subordinates up-to-date information was scored at a high level (50.67%) by the respondents.

Table 9. The value of Mean (\bar{X}), Standard deviation (SD), Evaluation and Ranking of subordinates' attitudes towards Management's Communication skills

Communication skills	\bar{X}	S.D.	Evaluate	Ranking
Communication skills (Overview)	3.84	0.568	High	
Full knowledge and understanding of the information sent out	4.03	0.716	High	1
Communicate clearly	3.99	0.707	High	2
Providing subordinates with up-to-date information	3.79	0.703	High	3
Selecting correct channels to communicate with subordinates	3.72	0.648	High	4
Use gestures and emotional tone in communication.	3.71	0.835	High	5

The highest element of communication skills (mean = 4.03) was respondents' expectation of their management to be fully knowledgeable and to understand the information sent out was the result in Table 9. Next is the ability to communicate clearly with a mean of 3.99, and providing subordinates with up-to-date information with a mean of 3.79 was ranked third and fourth, respectively. Use of gestures and emotional tone in communication of management scored the lowest with a mean of 3.71.

Table 10. Frequency and Percentage of the Degree of the Agreement of subordinates' attitudes towards Management's Ability to motivate subordinates

Ability to motivate subordinates	Frequency (Percentage)				
	Lowest	Low	Moderate	High	Highest
Make subordinates clear about and satisfied with their benefit	0.00 (0.00)	2.00 (2.67)	30.00 (40.00)	36.00 (48.00)	7.00 (9.33)
Giving the opportunities to subordinates to show their job performance.	0.00 (0.00)	0.00 (0.00)	19.00 (25.33)	46.00 (61.33)	10.00 (13.33)
Train subordinates properly in their current job.	0.00 (0.00)	3.00 (4.00)	38.00 (50.67)	27.00 (36.00)	7.00 (9.33)
Be open-minded and can take criticism	0.00 (0.00)	1.00 (1.33)	10.00 (13.33)	43.00 (57.33)	21.00 (28.00)
Be supportive and able to get things done.	0.00 (0.00)	2.00 (2.67)	15.00 (20.00)	44.00 (58.67)	14.00 (18.67)

Table 10 showed that the majority of respondents scored the Ability to motivate subordinates function of management attributes at “Moderate”, “High”, and “Highest” levels.

Most respondents (61.33%) indicated that management should give opportunities to subordinates to show their job performance at a high level. Next, the ability of management to make subordinates clear about and satisfied with their benefits was scored at 48.00% which is rated as “high”. Then subordinates expected management to train them properly in their current job at a moderate level (50.67%).

The respondents also wanted management to be open-minded and able to take criticism at a high level of 57.33%, followed by management’s ability to be supportive and able to get things done at a high level (58.67%).

Table 11. The Value of Mean (\bar{X}), Standard Deviation (SD), Evaluation and Ranking of Subordinates' Attitudes Towards Management's Ability to Motivate Subordinates

Ability to motivate subordinates	\bar{X}	S.D.	Evaluate	Ranking
Ability to motivate subordinates (Overview)	3.82	0.491	High	
Be open-minded and can take criticism	4.12	0.677	High	1
Be supportive and able to get thing done.	3.93	0.704	High	2
Giving opportunities for subordinates to show their job performance.	3.88	0.614	High	3
Make subordinates clear about and satisfied with their benefits	3.64	0.69	High	4
Train subordinates properly in their current job.	3.51	0.724	High	5

As shown in Table 11, respondents ranked their management to be open-minded and able to take criticism highest with a mean of 4.12. The following factor was management's ability to be supportive and able to get things done with a mean of 3.93. Giving opportunities for subordinates to show their job performance was expected from management by their subordinates with a mean of 3.88. Training subordinates properly in their current job was the duty of management scored by the respondents at the lowest mean (3.51).

Table 12. Frequency and Percentage of the Degree of the Agreement of Subordinates' Attitudes Towards Manageability of Management

Manageability	Frequency (Percentage)				
	Lowest	Low	Moderate	High	Highest
Have reliable knowledge and skills of management	0.00 (0.00)	1.00 (1.33)	19.00 (25.33)	35.00 (46.67)	20.00 (26.67)
Realize the culture of the organization	0.00 (0.00)	1.00 (1.33)	15.00 (20.00)	41.00 (54.67)	18.00 (24.00)
Evaluate and follow up the subordinates' work	0.00 (0.00)	2.00 (2.67)	22.00 (29.33)	40.00 (53.33)	11.00 (14.67)
Gain cooperation and harmony with employees from different departments	0.00 (0.00)	0.00 (0.00)	16.00 (21.33)	48.00 (64.00)	11.00 (14.67)
Bring new innovations to the organization	0.00 (0.00)	4.00 (5.33)	25.00 (33.33)	36.00 (48.00)	10.00 (13.33)
Discuss and learn from experts and subordinates	0.00 (0.00)	4.00 (5.33)	19.00 (25.33)	41.00 (54.67)	11.00 (14.67)

Referring to Table 12, a majority of respondents scored the Manageability function of Management attributes as “Moderate”, “High”, and “Highest”. The majority of respondents thought that management should gain cooperation and harmony from employees from different departments at a high level (61.33%). Most subordinates would like management to have reliable knowledge and management skills at a high level (46.67%) and rated high level at 53.33% for the management’s ability to evaluate and follow up the subordinates’ work. In addition, most employees believe that the management should bring new innovations to the organization as it was rated at a high level (48.00%). The last element of manageability was that management should discuss and learn from experts and subordinates, which was rated at a high level (54.67%).

Table 13. The Value of Mean (\bar{X}), Standard Deviation (SD), Evaluation and Ranking of Subordinates’ Attitudes Towards Management’s Manageability

Manageability	\bar{X}	S.D.	Evaluate	Ranking
Manageability (Overview)	3.87	0.53	High	
Realize the culture of organization	4.01	0.707	High	1
Have reliable knowledge and management skills	3.99	0.762	High	2
Gain cooperation and harmony from inter-departmental employees	3.93	0.600	High	3
Evaluate and follow up the subordinates’ work	3.80	0.717	High	4
Discuss and learn from experts and subordinates	3.79	0.759	High	5
Bring new innovations to the organization	3.69	0.771	High	6

According to Table 13, the respondents ranked the management’s ability to realize the culture of the organization first with a mean of 4.01, followed by the manageability to have reliable knowledge and management skills with a mean of 3.99. Gaining cooperation and harmony from employees from different departments was ranked third with a mean of 3.93. The lowest mean score at 3.69 was represented by the manageability to bring new innovations to the organization.

Table 14. Frequency and Percentage of the Degree of the Agreement of Subordinates' Attitudes Towards Management's Controlling and Directing

Controlling and Directing	Frequency (Percentage)				
	Lowest	Low	Moderate	High	Highest
Enable subordinates to follow organizational regulations	1.00 (1.33)	0.00 (0.00)	29.00 (38.67)	38.00 (50.67)	7.00 (9.33)
Set the direction for subordinates to work effectively	0.00 (0.00)	0.00 (0.00)	22.00 (29.73)	42.00 (56.76)	10.00 (13.51)
Follow up and evaluate the subordinates' work in order to maintain standards.	0.00 (0.00)	2.00 (2.67)	20.00 (26.67)	43.00 (57.33)	10.00 (13.33)
Control staff to work in the same direction	0.00 (0.00)	0.00 (0.00)	17.00 (22.67)	53.00 (70.67)	5.00 (6.67)

From Table 14, the majority of respondents scored the controlling and directing function of Management attributes at “Moderate”, “High”, and “Highest” levels. The highest score was the management’s ability to control staff to work in the same direction at a high level of 70.67%. The next factor was to enable the subordinates to follow organizational regulations, rated at a high level of 50.67%. Next was the management’s ability to set the direction for subordinates to work effectively which was rated at a high level of 56.76%. Also, following up and evaluating subordinates’ work in order to maintain the standard of work of management received 57.33% at a high level. Management’s ability to control staff to work in the same direction was scored by the respondents at 70.67% a high level.

Table 15. The Value of Mean (\bar{X}), Standard Deviation (SD), Evaluation and Ranking of Subordinates' Attitudes Towards Management Controlling and Directing

Controlling and Directing	\bar{X}	S.D.	Evaluate	Ranking
Controlling and Directing (Overview)	3.8	0.521	High	
Set the direction for subordinates to work effectively	3.87	0.684	High	1
Control staff to work in the same direction	3.84	0.521	High	2
Follow up and evaluate the subordinates' work in order to maintain standards of work.	3.81	0.692	High	3
Ensure the subordinates to follow organizational regulations	3.67	0.704	High	4

Table 15 showed the respondents' results in ranking the controlling and directing attribute of management to set the direction for subordinates to work effectively at the first rank with a mean of 3.87. The following factor was the ability of management to control staff to work in the same direction with a mean of 3.84, and the ability to follow up and evaluate the subordinates' work in order to maintain the standard of work was ranked third with a mean of 3.81. Lastly, the management's ability to ensure the subordinates follow organizational regulations was ranked lowest (mean = 3.67).

Table 16. The Value of Mean (\bar{X}), Standard Deviation (SD), Evaluate and Ranking of Subordinates' Attitudes Towards All Management Attributes Were Studied.

Management Attributes	\bar{X}	S.D.	Evaluate	Ranking
Leadership (In General)	3.89	0.487	High	1
Manageability (Overview)	3.87	0.53	High	2
Communication skills (Overview)	3.84	0.568	High	3
Ability to motivate subordinates (Overview)	3.82	0.491	High	4
Controlling and Directing (Overview)	3.80	0.521	High	5

In summary, as in Table 16, subordinates' attitudes towards all management attributes, respondents ranked leadership as the most important attribute with a mean score of 3.89, followed by the manageability attribute with a mean of 3.87. Communication skills were valued next with a mean of 3.84, and management's ability to motivate subordinates (mean = 3.82) and controlling and directing (mean = 3.80) were ranked fourth and fifth, respectively.

4.3 SUGGESTION

There were no any respondents who gave any suggestion or answer to this open-ended question.

In conclusion, this chapter has revealed the research results in terms of the demographic data of the respondents and the data analysis of subordinates' attitudes towards management attributes. In the next chapter, the findings of the study will be summarized and discussed. Also the recommendations will be elaborated.