

CHAPTER FIVE

CONCLUSIONS, DISCUSSIONS, AND RECOMMENDATIONS

This chapter contains (1) A summary of the study, (2) A Summary of the findings, (3) Conclusions, (4) Discussions, and (5) Recommendations for further study.

5.1 SUMMARY OF THE STUDY

5.1.1 Objectives of the study

The research aimed to find out how the subordinates respond to each management attribute. The questionnaire focused on five areas of attributes which are key factors that influence IT employees; leadership, motivation, communication, manageability, and controlling and directing. The results might be used to adjust company policy or management style to satisfy employees. All 94 respondents have worked in the same company in different departments; namely, development, quality assurance, after sales support and marketing.

5.1.2 Subjects, Materials and procedures

This study was designed for a total of 94 subjects but some questionnaires were incomplete; therefore, only 75 questionnaires were evaluated. The questionnaire was separated into 3 parts:

- (1) The personal information of respondents.
- (2) The level of subordinates' attitudes towards management attributes.
- (3) The open-ended question to seek the respondents' suggestions concerning the attributes of management.

The questionnaire was distributed and returned to the researcher in January 2009. The data analysis instrument was the Statistic Package for Social Sciences (SPSS) with agreement scale; Lowest, Low, Moderate, High, and Highest. Frequency, Mean, Standard Deviation and Percentage were presented in this research.

5.2 SUMMARY OF THE FINDINGS

In this part the result was evaluated and presented in two ways.

- (1) General information data were presented by frequencies and percentages.
- (2) Management attributes were presented by mean (\bar{X}) instead of frequencies and percentages because mean came from the weighted average value which can be used to compare the different attributes such as leadership versus ability to motivate.

The results of the study were summarized as follows

5.2.1 General Information of Respondents

In the terms of gender, 75 respondents which consisted of 33 males (44.59%) and 42 females (55.41%) answered the questionnaires. Concerning age, 80% of respondents were aged between 20-29 years old (the 20-24 years old age range had a percentage of 24% and the 25-29 years old age range had a percentage of 56%), while for their education background, 19 respondents (25.33%) had a Master's degree, only one (1.33%) had a Diploma and the remaining 55 respondents (73.33%) had a Bachelor's Degree. The respondents that took part in the survey consisted of 39 personnel (52.05%) from the Development department, five of them (6.85%) were from Administration, five (6.85%) from Marketing, 15 (19.18%) from Quality Assurance, and 11 employees (15.07%) were from After Sales and Support department. For the length of employment, those who had worked for less than 3 years in the company comprised 44 staff (60.27%), 16 had worked for 3-5 years (21.92%), and five had worked for 5-8 years (6.85%).

5.2.2 Subordinates' Attitude towards Management Attributes.

Concerning part II, the results from the questionnaires were shown as follows:

(1) Leadership

Most replies from respondents were moderate, high, and highest. They scored the highest mean ($\bar{X} = 4.08$) on "Be self confident" as the 1st attribute of management followed by "Be a role model to subordinates" ($\bar{X} = 4.07$) and "Truly believe in the people who work for them" ($\bar{X} = 4.03$). Meanwhile the lowest two scores for the Leadership function were "Ensure subordinates are successful in their

careers" ($\bar{X} = 3.72$) and "Explain the changes in policy of the organization effectively" ($\bar{X} = 3.64$).

(2) Communication skills

Similar to the Leadership role, most respondents scored the questionnaires at moderate, high, and highest levels. The highest mean in communication skills was "Full knowledge and understanding of the information sent out" ($\bar{X} = 4.03$). Followed by "Communicate clearly" ($\bar{X} = 3.99$), "Providing subordinates with up-to-date information" ($\bar{X} = 3.79$), "Selecting correct channels to communicate with subordinates" ($\bar{X} = 3.72$), "Use gestures and emotional tone in communication." ($\bar{X} = 3.71$).

(3) Abilities to motivate subordinates

In this role, the respondents rated the highest score as "Be open-minded and can take criticism" ($\bar{X} = 4.12$), followed by "Be supportive and able to get things done" ($\bar{X} = 3.93$). The aspect of "Giving opportunities to subordinates to show their job performance" ($\bar{X} = 3.88$) was ranked third. Fourth and fifth were "Make subordinates clear about and satisfied with their benefits" ($\bar{X} = 3.64$) and "Train subordinates properly in their current job" ($\bar{X} = 3.51$).

(4) Manageability

From the answers of the respondents concerning manageability, the first ranked attribute was "Realize the culture of the organization" ($\bar{X} = 4.01$). "Have reliable knowledge and skills of management" ($\bar{X} = 3.99$) was ranked as second, "Gain cooperation and harmony from employees of different departments" ($\bar{X} = 3.83$) was third, "Evaluate and follow up the subordinates' work" ($\bar{X} = 3.80$) was fourth, "Discuss and learn from experts and subordinates" ($\bar{X} = 3.79$) was fifth, and "Bring new innovations to the organization" ($\bar{X} = 3.69$) was ranked sixth.

(5) Controlling and Directing

As for this role, the respondents' answers ranked "Set the direction for subordinates to work effectively" ($\bar{X} = 3.87$) first. Following that were "Control staff to work in the same direction" ($\bar{X} = 3.84$) as second, "Follow up and evaluate the subordinates' work in order to maintain the standard of work" ($\bar{X} =$

3.81) as third and “Operate the subordinates to follow organizational regulations” ($\bar{X} = 3.67$) as fourth and last.

(6) Regarding the standard deviation (*SD*), there were no significant differences because the Standard deviation was not much different between the highest and the lowest one. The standard deviation of role in manageability was 0.568, while role in abilities to motivate subordinates was 0.530 followed by role in controlling and directing was 0.521. Meanwhile, the role in communication skills was 0.491, and role in leadership was 0.487.

(7) Concerning the questionnaires’ result by mean (\bar{X}), the attributes of Management were almost in the same range of 3.80 up to 3.89. However, the result that ranked as the most important attribute to respondents (subordinates) was the role of leadership ($\bar{X} = 3.89$). The second was manageability ($\bar{X} = 3.87$). Communication skills ($\bar{X} = 3.84$), abilities to motivate subordinates ($\bar{X} = 3.82$), and controlling and directing ($\bar{X} = 3.80$) were rated as number three, four and five, respectively.

(8) Concerning the score from questionnaires, most of the scores were at the highest, high, and moderate categories, in which the high category was ranked first.

(9) As for the suggestion part of survey, there were no respondents who answered it.

5.3 DISCUSSIONS

This section is a discussion of how the findings of the study relate to results from questionnaires in all attributes of management.

5.3.1 Leadership

Concerning the result, respondents scored “Be self-confident” and “Be a role model to subordinates” as the top two attributes of management. This shows that subordinates would like to work with a leader who has reliability or trustworthiness to make the company successful. Moreover, the management should be a good prototype for subordinates to follow. From the Smith (2004) model, he didn’t mention these two attributes but he emphasized fostering, inspiring and coaching subordinates to achieve goals. This might be because staff in IT organizations

are specialists and tend to respect the boss who has higher capabilities to be their role model.

Yaverbaum (2004) said “A former colleague defined an effective leader as someone who organized people and resources to achieve a goal. A good leader can communicate in writing and verbally. He or she can gain commitment and make a believer out of you. Delegate, but know when to stop. A leader is self-confident and cares about the development of people” (p. 147). It seems he supported that self-confidence is a key attribute of leadership which makes the result of this research valid.

According to Frunzi and Savini (1997); responsibility, authority, and status of management activates subordinates to achieve company goals. The management therefore should be the role model of the subordinates to make them learn from the sample.

5.3.2 Communication

“The most important thing in communication is to hear what isn’t being said.” (Drucker, 1954)

CEO Irwin Simon said his most powerful leadership strategy is to communicate. He had no hidden agenda and his four clear messages to subordinates: build brands, stick to strategy, have good people, and achieve financial goals.

In his opinion, many people used e-mail as a way to avoid confrontation. Communication by e-mail and voice mail is the easy way out when there’s something important to talk about. Instead they should communicate directly. (Yaverbaum, 2004, p. 91)

The results of questions 11-15 showed that subordinates expected that management should be “Fully knowledgeable and understanding of the message they would like to send to subordinates” and also “Communicate clearly” by verbal and non verbal communication. This makes subordinates work effectively to reach company goals. When they receive a clear message from supervisor, they tend not to be distracted.

In addition, Handel (2000) stated that giving information to all employees of the organization’s targets and empowering them to perform their jobs in

order to reach those targets could make the employees feel that they belong to the company's success.

5.3.3 Ability to motivate subordinates

Concerning the results of questions 16-20, the subordinate would like to have management which is open-minded and can take criticism. This factor obtained the highest score from the five features. This might be because management has created a friendly environment for subordinates to open their minds as well and they are willing to share ideas. In comments of Barnard, management should motivate workers by encouraging participation such as making a chance for workers to share ideas for company activities.

5.3.4 Manageability

Concerning the results of questions 21-26, subordinate's opinion in the ability of Management on manageability showed that "Realize the culture of the organization" and "Have reliable knowledge and management skills" are more important for IT staff. This might be because they need management which understands well the culture of the organization. When the bosses issue any new regulations, it should not disturb employee morale. They also anticipate management should have experience in management skills to coach them and ensure the organization is successful.

5.3.5 Controlling and Directing

Concerning the results of questions 27-30, subordinate's opinion of the ability of Management in Controlling and Directing showed that "Set the direction for subordinates to work effectively" is important for them. As Frunzi and Savini stated, directing involves encouraging and inspiring employees to work effectively to accomplish assigned goals. The result of the questionnaires and George's book support each other because clear direction from management to subordinates is a guideline to ensure the work is on right track to reach company goals. This clear direction is one of management's duties to make work efficient through subordinates. Then they could work to complete the company assignment. During the process to reach the management or supervisor's objective, the supervisor has to measure or evaluate the result against standards and have corrective plans if required.

Hilgert and Leonard (1998) stated that it would not be possible for a supervisor to determine whether work was proceeding properly if there were no plans to check it. This supports the result of research that direction is necessary to ensure organizational accomplishment.

Frunzi and Savini] (1997) claimed that controlling is the final stage of the process. It involves the determination of performance in an objective manner. By definition, controlling is measuring performance against standards and taking corrective action if necessary.

Directing involves encouraging and inspiring employees to perform assigned tasks. By definition, directing is leading and motivating people towards successful goals.

5.3.6 The reliability of the research

In general, the questionnaires of all respondents, 75 employees, were answered in the same trend. Most items were rated as “high”. This might be because all respondents work in the same company as the researcher and at lower levels than the researcher. Therefore the result might be distorted from what it should be. Moreover, half of them were at a young working age, 25-29 years, with 3 years employment. This possibly affected the result in that the respondents might not answer questionnaires honestly, even though the researcher explained to the respondents that the results will be used for study only.

5.4 CONCLUSIONS

Concerning the study, management attributes stated earlier should be the key acceptance in subordinates’ opinions to make them satisfied to work with the company for a long time. It can be explained as follows

The XYZ Company is a software house that develops financial software packages. The products are complicated because it involves not only finance but also information technology. Both subjects need specialists to do the work and when they work they have their own private zone; therefore, they might need management with a high self confidence.

The employees in the XYZ Company perceived that the management should have “self confidence” attributes as a key function of leadership. This function also

was rated at “High” meaning they really need this kind of management attribute. In an IT organization, staff work independently because they always work in front of a computer and solve problems themselves. Therefore, they rely on themselves and tend to respect highly self confident people.

1. Regarding the attributes of management in manageability, the employees preferred management who realize the culture of the organization and rated it at “High”. If management understands well the culture, they will understand employees. Then turnover might be reduced. For instance, in the researcher’s company, employees don’t like to work during office hours but they are happy to work at night.

2. Regarding the attributes of management in communication skills, the employees preferred management to have a good knowledge of information that they send to employees. Generally, in the company, there are many miscommunications between management and employees and these create many repeated with costly work.

3. Regarding the attributes of management in motivation, the employees preferred management who are open-minded to criticism and was rated at “High”. It seems the company is presently managed by an autocratic system; therefore, employees would like to participate and share their ideas.

4. Regarding the attributes of management in controlling and directing, the employees preferred management to provide them with direction. Therefore, they need a clear picture to manage themselves effectively.

In all of the management’s attributes, the subordinates ranked them by their opinions as follows:

- (1) Leadership
- (2) Manageability
- (3) Communication Skills
- (4) Ability to motivate subordinate
- (5) Controlling and Directing

5.5 RECOMMENDATIONS FOR FURTHER RESEARCH

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

This study was concerned about what attributes of management that the employees preferred or agreed were good attributes of management in an IT organization. The further research should study other factors that influence employee attitudes to work longer in the organization.

The questionnaires were only distributed to employees at XYZ Company; therefore, the results might not be representative of the whole IT business. It is recommended that the further research should distribute questionnaires to other IT companies.

In Part 3 of the questionnaire, there were no suggestions from employees. Therefore, the research might lack suggestions to improve the organization. Further research should use the direct interview as a tool to get complete answers.