

Administrative Style And Staff Morale In Private Institutions In Malaysia: A Case Study of International College University of Technology (Twintech)

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I. INTRODUCTION

Globally, administrative styles in institutions is concerned with the way and manners in which the authority works with subordinate staff for the purposes of achieving desired stated goals and objectives set by the institutions. However, Management, leadership/administration are often used synonymously according to Coleman despite the fact that they mean different things.¹ He states that management has to do with finance, structure, staffing, mission and effectiveness. On the hand, he looks at leadership administration as taking an institution/organization where it is now to where it has to be in the future leadership/ administration is providing a direction that drives the institution in a specific direction.² But Goldbach looks at administration as an art and science. He explains that leadership is an art because it is applied to real life with skills. And it is a science because it can be learned.³ According to Krietner, he looks at leadership as a process of social influence, which a leader seeks the voluntary participation of subordinate staff in an attempt to achieve the goals of an institution. It is the art to inspire others to willingly execute institutional activities. In this study administration is used interchangeably with management to mean the capacity to direct and coordinate human and material resources to attain specified objectives. Important to note is that it is administration of human resources that seem to be the major focus of administration. This is because it is persons that coordinates and manages resources for the purposes of the intended mission and goals of institution. In the light of this, administration and management analysts usually look on the problems of human resources administration. This involves motivation,

job satisfaction, recruitment and training among others. Successful achievement of these depends more on the leadership/administration style and is crucial in implementing decisions successfully.⁴ In this study, administrative style refers to the ways and manner in which the administration runs the institution as it relates to staff and other persons linked to the institution. In the administration of private or public institutions of higher learning, the leadership or administration style matters very much for the success of the institution. The administrative style will determine the relationship of the workers to the institution's administration. This would directly or indirectly affect services in the institution. Institutional administration is considered effective when it focuses on both the objectives of the institution and its staff's needs.⁵ Malaysia is increasing developing fast to catch up developed countries in all sectors including education sector. Contextually, since education is an investment, there is a wet desire for the country to ensure, it provides opportunity to both public and private investment in this sector. In this quest, there are both national and international public and private institutions of higher learning offering educational services. However, little is known about the administrative style and staff motivation in terms of training, remuneration, nature of communication between administration and staff and the administrative style in private international institutions, particularly International College University of Technology (TWINTECH). These are key aspects in the operation of an institution because even if an institution has strong financial muscle, may fail if the leadership style is poor in motivating its staff to accomplish their defined tasks. Therefore, the objectives of this study are:

- (i) To identify and examine the channels of communication between administration and staff of TWINTECH.
- (ii) To identify and evaluate the administrative/management style at TWINTECH.
- (iii) To find out the morale of staff at TWINTECH.

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¹ Coleman, R.J. Management in the Fire Service". In R.J. Bachtler and T.F. Brennan (Eds.), *The Fire Chief's Handbook*. New Jersey:Fire Engineering, 1995, 5.

² Ibid.

³ Goldbach, G. Leadership for Today and Tomorrow". In R.J. Bachtler and T.F. Brennan (Eds.), *The Fire Chief's Handbook*. New Jersey:Fire Engineering, 1995,229.

⁴ Mills, D. Quinn. Leadership: How the Lead, How to Live. 2005, 10.

⁵ Lunenburg, F. C and Ornstein, A.C. Educational Administration: Concepts and Practices Second Edition.Wadsworth Publishing Company. 1996.

- (iv) To investigate the degree of participation of staff in decision making of the institution.
- (v) To suggest or recommend strategies how administration could improve their administrative style to suit the institution.

II. STUDY QUESTIONS

The following study questions are used as a guide to the study:

- (i) What are the channels of communication between administration and staff?
- (ii) What is the management/administrative style utilized at TWINTECH?

III. SIGNIFICANCE OF THE STUDY

The significance of this study lies in its nature of the findings as it attempts to highlight the administrative styles utilized in international private institution in Malaysia. It focuses on mainly on the views of staff on administrative style at the two campuses of TWINTECH. The study is innovative in the way that it adds on the literatures, which have already been unveiled on similar topic. Furthermore, efficiency in any institution of organization requires to evaluate its internal environment for challenges and opportunities to remain competitive and sustain its growth and expansion.⁶ The study is expected to demonstrate the relevance of good administrative policy as a necessary condition for the success of any institution to achieve its defined goals and objectives. The study also provides to members of top administration the opportunity to assess themselves and to know the impact of administrative actions to their staff. Besides, the conclusion and suggestion reached in this study fosters better administrative style practices particularly, at TWINTECH. On overall, the findings of the study reveal areas, which need much attention for the effective and efficient administration in institutions and provides the basis for further studies related to administrative style and staff morale in international private institutions in Malaysia.

IV. LITERATURE REVIEW

According to studies on administrative style and staff morale available, a great deal of research has been done in this area. Administrative style takes many shapes. For purpose of this study, democratic and authoritarian styles are reviewed. The democratic administrative style, which is sometimes, is referred to by some scholars as participative stands popular among leaders. In this style of administration, Alais argues that leaders involve their subordinate staff in most, if not all, activities of the organization.⁷ Lewin's study found that democratic administrative style is ideally the most effective leadership

style.⁸ Leaders in this perspective offer guidance to staff but staff too are allowed to give their input. On the other hand, authoritarian administrative style Grossman and Ross argue that this is a coercive style of administration, where staff are forced to act as they are told. In other words, the administration provides direction by telling the staff what to do without giving opportunity for their inputs.⁹ In the light of this, Lewin found that this caused the most level of discontent among staff.¹⁰ It is argued that excellent services can be achieved in institutions where there are employment security, extensive training, good staff morale and decentralized decision making executed by good administration effectively fulfilling its functions identified by Henry Fayol.¹¹ These functions as quoted in Stoner and Freeman are: planning, which means devising a course action that will enable the organization meet its goals; organizing, which means mobilizing the material and human resources of the organization to put plans into effect; commanding, which implies providing direction for the employees and getting to their work; coordinating, which means making sure that the resources and activities of the organization are working harmoniously to achieve the desired goals; and controlling, which refers to monitoring the plans to ensure that they are being executed properly.¹² He stresses that this makes subordinates supportive of the institution as they become critical of service delivery. Goldbach in his work highlight the importance of communication between administration and staff. He argues that communication involves being a good listener and in close contact with subordinates.¹³ To him this creates an environment in which the administration can perform well as well as motivating subordinates to build teamwork. According to him communication is a very important process of action that involves sending messages by some medium in institutions. In the same vein, Cole points out that communication is considered the most important, single skill because it a foundation of understanding and comprehending workers ideas.¹⁴ On the other hand, according to Sisson and Storey in their study found out that employees' involvement in the administration decisions of institutions builds their commitment to it.¹⁵ They argue that staff committed to an institution hardly leaves it. Within this line of reasoning Cole points out that leadership or administration is responsible for the group's activities at the

⁸ Lewin, Kurt. Patterns of Agressive Behaviour in Experimentally Social Climates". *Journal of Social Psychology Vol.10.* 1939, (271-301).

⁹ Grossman, R. J and Ross, E.D. Management Styles of Registrars and Officers of Administration: A Study of How Higher Education Key Middle Managers Manage College and University. Vol. 66 No. 2. 1991, 85.

¹⁰ Lewin, Kurt. Patterns of Agressive Behaviour in Experimentally Social Climates"

¹¹ Pfeffer, J. Seven Practices in Successful Organisations", *California Management Review Vol. 40 No. 2.* 1998, 96-124.

¹² Stoner, J.A.F and Freeman, R.E. Management Fourth Edition. London: Prentice Hall International. 1987.

¹³ Goldbach, G. Leadership for Today and Tomorrow", 232.

¹⁴ Cole, Gerald. A. *Personnel and Human Resource Management Fifth Edition.* London: Thomson (Cengage Learning EMEA). 2002

¹⁵ Sisson, Keith and Storey, J. The Realities of Human Resource Management: Managing Employee Relationship. Buckingham: Open University Press, 2000.

⁶ Sunil, J. Ramlall. Measuring Human Resource Management's Effectiveness in Improving Performance. *Human Resource Planning*, 2003, 83.

⁷ Alais, Carol. Leadership and School Management". In Mackay, V. (Ed.) *A Sociology of Education.* Cape Town: Isando Publishers. 1995, 290.

institution. This suggests that labour turnover will be low and the institution will have a strong staff retention capacity. In many studies on human resource development and utilization, agree that it is human resource and not other resources such as capital or natural resource, which determine the effectiveness and efficiency of an institution but the morale of human resources therein.¹⁶ According to Steyn and Niekerk, suggest that creating opportunities for all staff in an institution and removing any form of discrimination needs action to realize staff morale and this, builds efficient and effectiveness of teamwork.¹⁷ Creating equal opportunities for all staff requires provision of training and development. In this context, Rowley claims that to motivate behaviour of staff, an institution has to provide effective and efficient multi-faceted reward system, which satisfies the basic needs of all categories of staff in an organisation.¹⁸ This will keep staff working at full of their potential. According Bernadin, this kind of system is related to financial returns and tangible benefits staff in an institution receives as part of employment relationship.¹⁹ Cole argues that this may include medical allowances, transport allowance, training opportunities, annual leave and pension among others.²⁰ Elton Mayo and Mary Parker Follet found out that physical condition like heating, good furniture and lighting were significant factors in motivating staff.²¹ Rafikul Islam and Zaki Hj Ismail in their study in Malaysia found out that good working condition has widely favoured employees' motivation.²² They claim that Malaysia consider job security as a priority to maintain stability among staff. However, they note that employees in Malaysia are less concerned about appreciation of their work well done. They further point out that monetary incentive plays a significant role in motivating Malaysian employees.

V. THEORETICAL FRAMEWORK

This study borrows ideas of Herzberg and Likert in their theories where they have all suggested that participatory decision making would lead to effective higher staff morale, and Abraham Maslow's theory of motivation, which emphasizes that allowing employees a voice in decision making. Frederick Herzberg's motivation-hygiene theory posits that workers are not only motivated by extrinsic factors such as salary, working conditions and job security but also intrinsic factors like achievement, recognition,

promotion, work itself and responsibility.²³ Therefore according to this theory workers are motivated by two sets of factors. On the other hand, Rensis Likert theory focuses on the relationship, involvement and roles between administrators and their subordinates in institutional setting. In his theory he categorises administration/management into four systems; exploitative authoritarian, benevolent authoritarian, consultative and participative group system.²⁴ He argues that in the exploitative authoritarian system, subordinates do not participate in decision making. They have to follow and abide by the decisions made by the top administration. In this context the institution uses threat and fear to achieve its work and there is hardly team work. In the benevolent authoritarian style, he posits that it is like the exploitative authoritarian style but the only difference is that the administration motivates its staff through rewards through their contribution to the institution. He stresses that there could be flow of information from staff but it restricted to what the administration would wish to hear. In the third style, Likert argues that staff are motivated by rewards and a certain degree of involvement in the decision making process. He mentions that the administration makes use of subordinates ideas and opinion and there is more flow of information between the administration and the staff but major decisions are made the administration. Finally, in the participative group system, he postulates that the administration of the institution have full confidence in their staff. There is full flow of communication, staff expresses their ideas and opinion and they are well involved in decision making process. They believe that have the obligation in contributing to achievement of the goals and objectives of the institution.

¹⁶ Aikaman, Sheila and Unterhalter, Elaine. *Beyond Access: Transforming Policy and Practice for Gender Equality in Education*. London: Oxford, 2005.

¹⁷ Steyn, G.M and Niekerk, E.J.V. *Human Resource in Education*. University of South Africa, UNISA Press. 2002, 113.

¹⁸ Rowley, Jennifer. "Motivation of Staff in Libraries". *Journal of Library Management Vol. 17 No. 7*. 1996, (31-35).

¹⁹ Bernadin, John. *Human Resource Management 4E*. India: McGraw Ltd, 2009.

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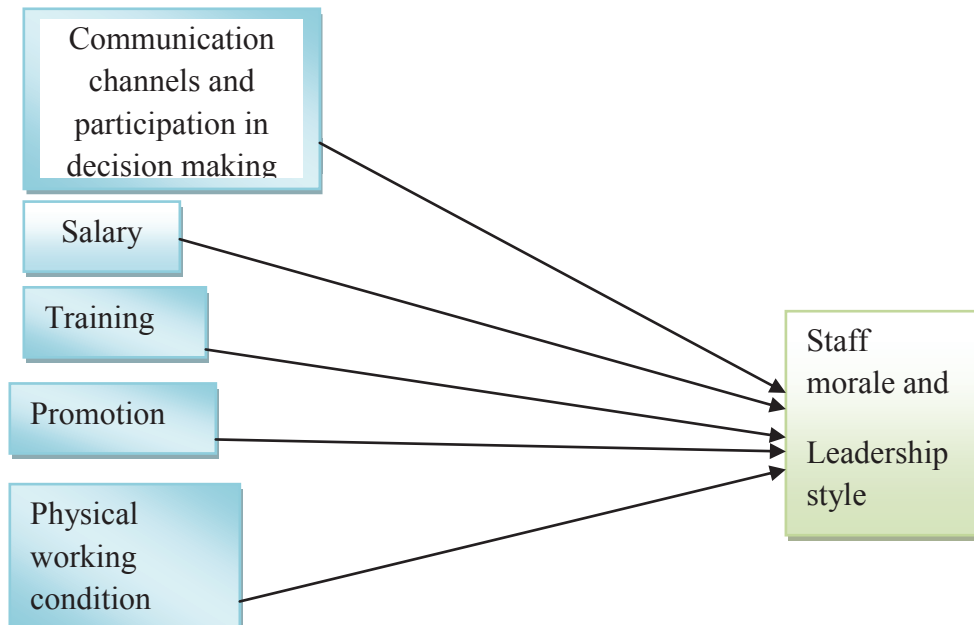
²¹ Trahair, C. S Richard. *Elton Mayo: The Humanist Temper*. New Brunswick: Transactional Publishers, 2005.

²² Islam, Rafikul and Ismail, Hj Zaki. Employee Motivation: A Malaysian Perspective". *International Journal of Commerce and Management Vol. 18 No.4*, 2008, 353.

²³ Herzberg, Frederick I. One More Time: How Do You Motivate Employees"? *Harvard Business Review Vol. 65 No.5*. 1987, 109-120.

²⁴ Huczynski, A.A and Buchanan, D.A. *Organisational Behaviour 6th Edition*. Pearson Education, 2007.

Figure 1: Relationship among variables



VI. OPERATIONALISATION OF VARIABLES

From the theoretical framework there are many variables for measuring staff morale. There are six variables: Staff morale: an individual's or group's state of mind with respect to confidence, cheerfulness, discipline etc. Salary: this is the monthly earning of the staff Training: this refers to the existence of good training policy or number of times a worker has benefited from in-service training to improve on his/her skills. All these make a difference with respect to staff morale of motivation. Promotion: existence of good promotion prospects, that is, whether one has been promoted or not; whether one's promotion was delayed or ran normally; whether there is discriminatory on the basis say on ethnic, racial, religious, sex etc. Physical working conditions: this refers to good office accommodation, transport, housing, medical, education for staff children, and availability of working materials and recognition for innovative creativity in one's work.

VII. METHODOLOGY

This study sought to analyse administrative style and staff morale in the international private institution in Malaysia. TWINTECH was chosen as a case study because it is a well established private International University College in Malaysia. It has four campuses, one of which is located in Kuantan and three are in Kuala Lumpur. This study focused three campuses, offering educational services. It has well laid down administrative structures with substantial number of staff both national and international staff totaling to 360. The study used quantitative method. Thus, a survey method was utilized a research design for this study. Survey research is the best method available to social scientists who are interested in collecting original data to contribute to the

development of new knowledge.²⁵ The staff of TWINTECH forms the study population for this study. A total of 210 staff out of the entire staff of TWINTECH was selected using stratified sampling technique to fill in the questionnaire. This was done in such a way to include all categories of staff (administrative, academic and support). This sample study population was obtained from the official staff list of three campuses that is, Sri Damansara campus, Jalan Ipoh and Bangi campus, that was provided by Human Resource Management (HRM) department. Thus, a face-to-face questionnaire distribution was administered to the sampled study population. This was carried out at their place of their work. Instruction on how to fill the questionnaire was given. And respondents were assured of the confidentiality of the information they were to provide. In this regard, data for this study was collected on independent variable, which was Communication channels, participation in decision making, salary, training, promotion and working condition and, that of dependent variable, which was administrative style and staff morale. It was anticipated that the survey questionnaire would provide wider scope of the study, which could be credibly applied to a wider population from the sample study.²⁶ In this study, the data was mainly obtained on variables, which provide an understanding of the administrative style and staff morale. The data collected was subjected to simple quantitative analysis. This involved counting the responses provided by the respondents and finally findings are presented in tables using frequencies and percentages. However, in this study some limitations were met. First, although it would have been very useful to study many international private educational institutions in

²⁵ Abdul Rashid Moten, *Writing Research Proposals and Theses: Substance, Structure and Style*. Kuala Lumpur: Prentice Hall. 2009, 23.

²⁶ Brown, Andrew and Dowling Paul. *Doing Research and Reading Research: A Model Interrogation for education*. London: the Palmer Press. 1998

Malaysia to attain a better understanding of the administrative/management style and staff morale in these institutions in this country, it was not possible due to inadequate resources. Another limitation was that the study

focused on limited scope of variables due to time and fund constraints. Therefore, the findings of this study may not be generalized to all international private institutions in Malaysia.

Table 1: Questionnaire Administration and Response

staff Category	Questionnaire administered	No. of questionnaire collected	Percentage
Administration	50	27	13
Academic staff	100	55	26
Support staff	60	39	19
Total	210	101	58

Source: Field Survey 2010.

Table 1 represents the questionnaires that were filled and returned from the staff of TWINTECH. 210 questionnaires were administered, and 101 representing 58% were returned.

Findings of the study

Table 2: Distribution of Respondents by sex, age group and Experience

Sex	Frequency	Percentage
Male	45	44.5
Female	56	55.5
Total	101	100
Age		
20-30	47	46.5
31-40	36	35.6
41+	18	17.9
Total	101	100
Experience		
0-6 Months	20	19.8
1-2 Years	35	34.6
3+ Years	46	45.6
Total	101	100

Source: Field Survey 2010

This study was intended to highlight the administration/management style and staff morale in international higher educational institutions in Malaysia with particular focus on TWINTECH. The study was guided

by the stated objectives and research questions of the study. Data was specifically collected using questionnaire. The data gathered was analysed and presented in tables using frequencies and percentages

Table 3: Communication Channels

Statement	Responses					
	Ye s	%	No	%	No Respon se	%
Is communication in your organization through official memo?	89	88.1	12	11.9	-	-
Is top-down and down-up communication adequate means of communicating?	56	55.4	39	38.6	6	5.9
Do you have a suggestion box?	81	80.1	20	19.9	-	-
Is your top administration involved in communication with other Head of Departments in your organization to improve services?	80	79.2	17	16.8	4	3.9
Are you allowed to communicate through other channels?	67	66.3	34	33.7	-	-
Is communication in your organization through verbal method only?	15	14.8	86	85.1	-	-

Source: Field Survey 2010

The table above shows the responses of staff on different channels of communication. A question was asked for respondents to choose from the options provided. Is communication in your organization through official memo? Out of the total responses 88.1% indicated yes while 11.9% indicated that it is not through memo. Another question was asked, is top-down and down-up communication adequate means of communicating? The biggest percentage (55.4%) answered yes whereas 38.6% were of the view that it is not actually adequate. That implies that down ward communication flows from individuals in higher level positions to those in lower positions in the hierarchy in the institution. A further question was also asked, do you have a

suggestion box? A total of 19.9% expressed ignorance of the existence of a suggestion box at the college while the remaining 80.1% said yes. However, a question was asked, is your top administration involved in communication with other Head of Departments in your organization to improve services? The sum of 79.2% said yes while 16.8% said no and remaining 4% preferred not to answer the question. This means that administration gives room for individual opinion. On the question, is communication in your organization through verbal method only? It was only 14.8% who answered yes while 85.1% of the staff who filled the questionnaire said no.

Table 4: Hurdles to effective Communication

Statement	Responses			
	Yes	%	No	%
Does distortion occur because of framers references?	51	50.4	38	37.6
Do you trust your boss?	73	72.2	28	27.8
Do the verbal messages sent to you always filter?	46	45.5	55	54.5

Source: Field Survey 2010

The study also probed about barriers to effective communication at the institution. Table 4 above shows the responses to question, does distortion occur because of framers references? Out of the total responses to this question 50.4% said yes while 37.6 indicated no. the remaining 12% preferred not to respond. Another interesting finding from the study was trust staff had in their immediate

boss. A question was asked, do you trust your boss? A high percentage (72.2%) indicated yes while 27.8% said no. this suggests that majority of the staff at the institution trust their boss. A further question was asked, do the verbal messages sent to you always filter? In response to this question, 45.5% indicated yes, while 54.5% indicated no. this seem to suggest that the messages sent were either well delivered.

Table 5: Administrative Style

Statement	Responses			
	Yes	%	No	%
Does your boss involve you in decision making process?	68	67.3	33	32.7
Is your boss an authoritarian leader?	42	41.5	55	54.4
Does the management allow you to establish the goal and motivation of your department?	63	62.3	38	37.7

Source: Field Survey 2010

Table 5 shows responses on administrative/management style revealed during the study. As it can be seen in the said table when asked does your boss involve you in decision making process? Majority (67.3) indicated yes while 32.7% said no. This signifies that there is cordial relationship between the administration and the staff. Another question which sought to know whether the institution's administration is authoritarian was asked, is your boss an

authoritarian leader? Four staff (4.1%) of the total respondents preferred not to provide answer to this question while 41.5% said yes whereas the biggest percentage (54.4%) indicated no. It can be deduced from these responses that leaders at the institution are not authoritarian. Also a question was asked, does the management allow you to establish the goal and motivation of your department? 63 (62.3%) staff indicated yes while 37.7% said no.

Table 6: Staff Morale

Statement	Response			
	Yes	%	No	%
Have you been sponsored for training?	43	42.5	58	57.5
Is your promotion taken into consideration when due?	31	30.7	70	69.3
Have you been getting medical treatment or bill allowance, transport and education for your children within your organization?	26	25.7	75	74.3
Is your office well furnished?	25	24.7	74	75.3
Are you provided with housing?	03	2.9	98	97.1
Do you enjoy your annual leave grant?	39	38.6	62	61.4
Is your salary paid regularly?	69	68.3	32	31.7
Does your salary meet all your needs?	16	15.8	82	84.2
Do you get commendation for job well done?	35	34.6	66	65.4
Have you ever been promoted since you started working within the institution?	35	34.6	66	65.4
Is there any discrimination in the promotion policy in your institution such as racial, sex, religious or ethnic?	30	29.7	71	70.3

Source: Field Survey 2010

Table 6 above presents responses to questions that were used to find out the staff morale. On overall with the exception of regular payment of salary, all other responses indicates that little attention is paid on most of the factors that build confidence among staff as identified in the literature review. The percentage responses ranged from 57.5 % to 84.2% in this perspective.

VIII. DISCUSSION OF THE FINDINGS

Leadership is the ability to influence the behaviour of others towards the accomplishment of institutional goals and objectives. It is the behaviour of individual, which initiates structure and interaction within social system. Therefore, the administration/management of any institution public or private, national or international plays a central role in determining its efficiency and morale of the staff. If the administration is authoritarian, it can trim down morale for work. The nature of administration of the institution determines staff retention and performance of staff. Hausknecht, Rodda and Howard are of the view that there is a strong consensus around researchers that administrators who use democratic style are likely to have staff with higher satisfaction more than those who use autocratic style of administration.²⁷ The study established that unless the institution's administration is well equipped with administrative/management knowledge and skills, they would not be able to motivate their staff. In addition, from the study, it was discovered that one of the most frequently used channel of communication was through memos. The participant in the study revealed that the institution's administration was committed to this channel of communication in delivering messages to its staff. The established that verbal communication was unreliable because it either created misunderstanding of the message as a result reduction in the information intended to be delivered or doubts of the information. However, it is arguably that the flow of information is not only for top-down but also from bottom-up. Staff therefore, may have substantial influence on the administration at the same time the administrators have influence on them.²⁸ Effective communication in any institution creates efficiency. But when there is communication difficulty leads to hiccup in the operation of an institution. This is in line with Lewis who argued that communication that is not directed to the proper receivers becomes rumours and finds its way through the institution, according to who will listen.²⁹ This suggests that communication should always be well directed to reach the intended persons. Furthermore, the staff in the study institution was asked about their boss's administrative style and most of them were of the view that the

administrative/management style at TWINTECH is participative. Participatory administration decentralizes institutional decisions to ensure that many arise from consultation with staff as a result of their participation. Dew gave the merits of participative administrative style to include; (i) the staff's feeling of self-worth and satisfaction are increased because the administration conveys confidence in its staff; (ii) participation provides staff to satisfy high needs such as esteem and self-actualisation by letting them take part in important decision and (iii) staff participation in decision making improves the quality of the decisions, because when more people think about same problem, it is likely to generate a better solution to it.³⁰ The morale of staff in the institution is not limited to salary, physical environment, job security but also achievement, recognition and responsibility among others. This study revealed that the administrative style at TWINTECH reflect democratic or participative. All responses to the three variables used, 67.3%, 54.4% and 62.35% of the respondents indicated that the administration involved the staff in the decision making of the institution. However, results of the study also suggest that staff morale at TWINTECH seem to be poor. As it argued, promotion to a new level enhances workers' dignity of labour and pride in any institution,³¹ staff at TWINTECH indicated that promotion is given less attention when it is due. This is more likely to affect the morale of staff at the institution. Staff promotion in institutions boosts their morale. It is stressed that promotion enhances performance and quality of work. But staff at TWINTECH (69.3%) revealed that they are not given their promotion when it is due. On the staff development, majority (57.5%) revealed that they had not been sent for further training. Only 42.5% indicated that they had been sent for training. This suggests that the institution needs to pay more attention on training its staff if they are to aspire high. In fact, TWINTECH can achieve enormous greater success if the administration of the institution provides adequate fringe benefits, which gives its staff commitment to the institution including job security.

IX. CONCLUSION AND RECOMMENDATION

This study gives an insight into administrative style and staff morale at TWINTECH in Malaysia. The study findings suggest that institutional administrators should see that staff under their supervision is treated equitably and they are given recognition for the creative innovation achievement reached. Also, by making extra effort to keep different channels of communication open with staff can assist in detecting dissatisfaction regarding working condition of the employees. It can be said that staff at TWINTECH were having good relationship with the administration. But their motivation seems to be poor. Based on the findings of the study, the following recommendations are raised: (i) there is

²⁷ Hausknecht, John P., Rodda, Julianne M and Howard, Micheal J. Targeted Employee Retention: Performance-Based and Job-Related Differences in Reported Reasons for Staying". *Centre for Advanced Human Resource Studies Working Paper Series*. 2008.

²⁸ Adamson, G., Pine, J., van Steenhoven, T and Kroupa, J. How Storytelling can Drive Strategic Change". *Strategy and Leadership*, Vol. 34 No. 1.(36-41).

²⁹ Lewis, Phillip V. *Organisational Communication: The Essence of Effective Management*. New York: John Wiley and Son.

³⁰ Dew, Robert John. *Empowerment and Democracy at Workplace: Applying Adult Education Theory and Practice for Cultivating Empowerment*. Westport: Greenwood Publishing Group, Inc. 1997, 137.

³¹ Islam, Rafikul and Ismail, Hj Zaki. *Employee Motivation: A Malaysian Perspective*".

need to improve channels of communication in the institution; (ii) verbal method of communication should be discouraged as much as possible (iii) distortion in communication should be minimized as much as possible. And finally (iv) the institution should provide adequate facilities to aid the employees in their work and need to focus on the different factors, which motivates and gives staff commitment to the institution.

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