Title: LEADER POWER AND INTERPERSONAL CONFLICT: THE MEDIATING EFFECTS OF MANAGEMENT COMMUNICATION STYLE IN GOVERNMENT LINK COMPANIES, MALAYSIA

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In a complex and fast-changing business environment, it is evidenced that managers are faced with multitudes of problems in the organizational setting. One of the never-ending problems faced by managers is interpersonal conflict that occurs between individuals or groups in organizations that emphasizes the interaction of human factors in an organization. In order to circumvent conflicts that transpire among the employees, most organizations have emphasized on effective communication that are most likely to improve the employee own chances to survive and prosper in organizations. Review of related international literatures revealed the importance of communication style in decision making, nevertheless, there is lack of empirical evidence to support this in the Malaysian context and this study contributes deeper understanding of some of the critical aspects of management communication style. Using a research framework constructed from adaptation of two key power models: Lusch Model (1976) and Richmond, McCroskey, Davis and Koontz’s Theory (1980), this study explores the argument that management communication style (tell, sell, consult and join) interpersonal conflict (task conflict and relationship conflict) are influenced by leader power (referent, coercive, expert, legitimate and referent). In particular, this study seeks to investigate the mediating effects of management communication style on the relationship between leader power an interpersonal conflict. Thus, it presents and discusses empirical findings from data collected from 388 executives working directly under HR Managers in GLCs, Malaysia applying Structural Equation Modeling (AMOS Version 20) and Statistical Package or Social Science (SPSS Version 20). The data was analyzed adopting two-step model-building approach of SEM – Measurement Model and Structural Model. Findings of this study indicated that Leader Power support he mediating role of management communication style which indicates a final model with acceptable level of GFI = 0.900, CFI = 0.986 , TLI = 0.984, and RMSEA = 0.024. The overall re-specified measurement model was found to be adequately fit. This study represents a more accurate methodological process, attempting to clearly define the constructs of leader power, management communication style and interpersonal conflict. Assessments of the reliabilities and validities of each construct using Confirmatory Factor Analysis (CFA) strengthened the correspondence rules between both empirical and theoretical concept. Results of this study signify that Human Resource Managers must consider how strategic effective communication helps the supervisor-subordinates to make a quality decisions by minimizing the conflicts that transpired during the process of making decisions. Hence, management should discover effective communication strategies that can be applied to minimize the degree of interpersonal conflict that transpires during the decision making process. Finally, there is also a necessity for the managers to understand the impact of decision making has on the organizations and know what style is being used so supervisor-subordinates know how to communicate with one another in ensuring the quality of decision-making process is successful with zero conflict. In short, this research helped to produce a segment in a more inclusive global picture of the antecedents and outcomes of Management Communication Style of a leader.

Title: UNCOVERING CHILDREN RECEPTION TOWARDS CHILDREN TELEVISION PROGRAMME IN MALAYSIA

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This study is endeavoring to uncover the children reception towards children television programme in Malaysia. The study concentrated on five research objectives: (i) to identify how children express their preferences towards the television programme (ii) to unravel how the children respond towards the television programmes they watched (iii) to reveal how children interpret the social reality and fantasies of the scenes in the television programmes they watched (iv) to determine how children identify themselves with the characters in the television programmes they watched and (v) to uncover how children being influenced in term of cognitive, affective and behavior by the television programmes they watch. This study does not attempt to observe if television has effects on children. 30 children aged between four to six years old were interviewed and observed in the study. Interviews were conducted in both English and Malay depending on the language in which the children were best able to express themselves: some were bi-lingual and some spoke only Malay. During the course of observations, the researchers watched and recorded everything the children said and did while they were viewing. Firstly, irrespective of their ages (four, five or six years old), the children managed to identify and determine what program that they like to watch. The children express their preferences based on these characteristics (i) for fun (ii) for relaxation and comfort (iii) to avoid boredom and (iv) to bond with parents and siblings. The elements that raised these pleasures include comical acts; programs suitable for their age and produced in a simple style that are comprehensible, straightforward and precise; repetition of dialogues, images and music; attractive characters and host. Secondly, the children respond towards the programs they watched through these elements (i) recapping dialogues (ii) playing with character’s figure (toy) (iii) mood changes and (iv) Digital Video Disc (DVD) and YouTube. Thirdly, children interpret the social reality and fantasies of the scenes in the television programs they watched by (i) use imagination to express thoughts and (ii) evaluate and think before uttering their thoughts. Fourth, in relation to how children identify themselves with the characters in the television programs they watch; (i) able to identify race and citizenship (ii) able to distinguished cultural diversity. They could only visually distinguish different races or ethnicities based on body parts, skin, color and attire characteristics. Fifth, cognitively this study indicates that children experience optimistically specific basic literacy skills. Affectively the children are able to demonstrate their feelings with adequate or appropriate emotional reactions and slightly able to identify with the character’s customs, manners as well as cultural heritage. Behaviorally, children unconsciously understand the sex-roles stereotyping. Data from the final analysis revealed that television did not play a major role in presenting Malaysian culture and identity to children; their cultural understanding was more influenced by everyday experience and observation.