DEVELOPING LEADERSHIP COMMUNICATION STYLES: A SURVEY RESEARCH OF TM POINT

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ABSTRACT

This research paper will focus on the aspect of leadership and its function in leading and improvising employee effectiveness and performance in the organization. The case study selected is the improvement of fixed line application services at TM Point upon re-branding exercise carried out by Telekom Malaysia Berhad in 2005. A major player in the telecommunication industry, TM Berhad was privatised in 1984 and continued to spread its wings and diversified its business in the communication service. Realizing its rapid expansion and to catch up with uprising competitors in the industry, TM felt the heat to reposition themselves among the public community and hence decided to undergo a massive re-branding exercise. Among the many services offered by TM, this paper shall look particularly into the fixed line application services at TM point upon re-branding exercise, particularly on the aspect of the relationship between effective leadership and improvement on employees' performance. Applying a simple qualitative method, this research will be done by carrying out in-depth interviews with two (2) personnel each from the top management and lower management level of TM Point outlet. This study will also try to determine whether the leadership style applied is similar to the model suggested by Blake & Mouton Managerial Grid leadership model. This paper shall contribute to the further understanding of the leadership communication and its applicability in the competitive corporate world.

Keywords: organization communication, leadership communication.

INTRODUCTION

Organization communication has long been recognized as an essential part of an effective organization. Failure to maintain an efficient and effective communication system within the organization may lead to dysfunction of the organization as a whole. Numerous researches

by scholars worldwide have linked organizational communication to managerial effectiveness, integration of work units across organizational levels, characteristics of effective supervision, job and communication satisfaction, innovation, adaptability, creativity, and overall organizational effectiveness. In other words, it can be simplified that organizations today and tomorrow need competent form of communication at all organizational levels.

For the purpose of this project paper, organizational communication will be focused on the aspect of leadership and its function in leading and improvising employee effectiveness and performance in the organization. Telekom Malaysia Berhad (TM) was selected as the case study where this paper attempts to investigate the improvement of fixed line application services at TM point, PJ Branch upon re-branding exercise carried out by TM in 2005.

CASE STUDY EXECUTIVE SUMMARY

Telekom Malaysia Berhad was formed in 1946, under the name Telecommunication Department, Malayan Union. From then on in 1964, TM was a Malaysian Government department named Jabatan Talikom Malaysia before it was privatised in 1984 and adapted the name Syarikat Telekom Malaysia Berhad. Following the corporate move, TM then changed its name to Telekom Malaysia Berhad in 1990 and TM had continued to spread its wings and diversified its business in the service industry which includes TM ISDN, TM Ring Ring, internet provider and other various communication services. Realizing its rapid expansion and to catch up with uprising competitors in the industry, TM felt the heat to reposition themselves among the public community and hence decided to undergone a massive re-branding exercise. In deciding on the re-branding move, TM undertook brand audit exercise and result from the exercise indicated that the Telekom brand was jaded and the marketing policies did not reflect the brand. Telekom then also felt that it was time to signal change as it reinforces the TM's group transformation, namely in the areas of customer and service delivery.

There are many services offered by TM and this paper shall look particularly into the improvement of fixed line application services at TM point, PJ Branch upon re-branding exercise, particularly on the aspect of on the relationship between effective leadership and improvement on employees' performance. The research will be done by carrying out in-depth interviews with two (2) personnel each from

the top management and lower management level respectively TM's outlet, TM Point, PJ Branch. This study will also try to determine whether the leadership style applied is similar to the model suggested by Blake & Mouton Managerial Grid leadership model.

Main purpose of the study and objective

Main purpose is to study the effectiveness of leadership skills of TM Point Managers, PJ Branch in motivating their staff towards major improvement of their TM Point in the services application processing upon completion of TM re-branding exercise.

Specific objectives are as follows:

- To identify the improvement standards required by the TM Point, PJ Branch upon completion of TM re-branding exercises.
- To identify and analyze whether 5 concepts by Blake & Mouton Managerial Grid model is used by the TM Point Managers, PJ Branch to motivate their customer service staff in achieving the standard of performance required by TM re-branding exercise.

LITERATURE REVIEW

Leadership values and its effectiveness

Leadership comprises of several values which should lead to the leaders becoming an efficient and effective one. According to Shockley –Zalabak (2006), leaders have a major influence on most of the employees without any consideration on how the leadership and the competencies necessary for the leadership to actually becoming effective. In their book, they stressed the importance to understand the leadership and management communication, the determinants of leadership effectiveness and constructive communication strategies and tactics for leadership. It was also identified that the values that should be used to determine leadership effectiveness include leaders knowledge, sensitivity, strategic and tactical communication skills among others.

Another aspect of leadership effectiveness was carried out by Storr & Cook (2005) entitled "Leading with integrity: A qualitative research study". The purpose and aim of this paper is to build on the current

notions of leadership within the literature, debate contemporary approaches, focusing specifically on practices within the UK National Health Service in the early 21ˢᵗ century. The study was basically done to determine how effective is ethically led organizations with positive outcomes such as strengthened organizational culture, lower levels of staff turnover and increased employee effort. Done through qualitative interviews with 18 leaders and managers of a District General Hospital, the findings suggested that effective leadership correlates with integrity and the presence of integrity will improve organizational effectiveness.

According to Miller (2006) the thinking that leaders are "born, not made" are reflected in trait theories of leadership where these theories proposed that there are particular qualities that will tend to be associated with leaders and hence will result in the success of leadership activities. These particular traits and qualities will also in turn determine the person's effectiveness in becoming a leader. Miller also quoted Northouse (1997) who reviewed a number of studies of leadership traits and characteristics where it was concluded that the most common traits associated with leadership are intelligence, self-confidence, determination and sociability. In relation to these trait approaches also, several leadership models had also suggested that leaders have particular behavioural styles that make them more or less effective leaders.

Sperry (2006) defines effectiveness as a balancing of personal development of the leader and employee with the company's productivity. He also identified the determinants of effectiveness to be closely connected to the productivity and health of both the individuals and the corporation. In his book, Sperry based his writings on three premises. One is the leadership effectiveness is a function of both leader productivity and health. He also wrote that leadership effectiveness specifically leverages and impacts corporation effectiveness and that every corporation are continually searching for strategies to increase leadership effectiveness in order to maximize corporate productivity and health.

Raser & Stiles (2006) defined leadership as the individual's ability to work with others to accomplish some agreed-upon result. They also associated effective leadership with having clear vision, roles and responsibilities and development of self and others.

Neeru Malhotra and Avinandan Mukherjee (2004), studied on the relative influence of organizational commitment and job satisfaction

on service quality of customer-contact employees in banking call centres. Their study investigates how different forms of organizational commitment and job satisfaction influence the service quality delivered by contact employees. Result from the study showed that although job satisfaction has been the most frequently studied construct in the literature affective, commitment is found to be more important in explaining service quality. This study has demonstrated the effect of effective leadership values on the work quality of the employees.

Therefore, from these studies it can be seen that values that outlines the effectiveness of leaders are within a very wide scope and the effectiveness of leaders deemed to have a major influence on the performance of the employee.

Leadership and employee motivation and performance

Another area relevant to this research paper is the essential element that is the link between leadership and employee motivation and performance. Motivation is usually a reason or set of reasons for engaging in a particular behavior, especially human behavior as studied in psychology and neuropsychology. The reasons may include basic needs (e.g. food, water, shelter) or an object, goal, state of being, or ideal that is desirable, which may or may not be viewed as "positive," such as seeking a state of being in which pain is absent. The motivation for a behavior may also be attributed to less-apparent reasons such as altruism or morality." Another definition is by Geen (1995), where motivation refers to the initiation, direction, intensity and persistence of human behavior. Adair (2006) interprets the work of Herzberg and Maslow to mean that to motivate, one must be motivated and select people who are also self-motivated. He also believes in treating everyone as an individual, setting challenging yet realistic targets, remembering that progress itself motivates, creating a motivating environment, providing fair rewards and giving recognition.

DuBrin (2000) wrote that leadership is often synonymous with influence where a leader influence the members to do something positive that helped the organization. DuBrin also believed that motivation is a perennial challenge built into leadership and it is a part of a manager's job. He further wrote that motivation is to somehow get the person to put added effort to the job.

Nalini Govindarajulu & Bonnie F. Daily (2003) conducted a study entitled "Motivating employees for environmental improvement". In this study, an overview of the current management literature regarding

increasing employee motivation for environmental improvement efforts is covered. The researchers studied on four factors: management commitment, employee empowerment, rewards, and feedback and review stood out as key elements in encouraging employees for enhanced environmental performance. According to the study, it is necessary that management provide commitment to environmental improvement efforts by adopting a formal EMS. An EMS includes documentation of commitment and policy, planning, implementation, measurement and evaluation, and review and improvement (Hersey, 1998). It must be noted that a positive feedback "environment" should be based on trust between supervisors and employees and that employees solicit accurate and complete information regarding their progress.

Employees often rely on their manager's motivation especially if their job functions faced some changes or challenges that are set either by the external factor such as changes in the industry or from the internal factor that is new requirements set by the management. Scholars and researches worldwide had carried out numerous studies to explore the strength and abilities of this unquestionable relationship where motivation is closely connected to the functions and responsibilities embedded in leadership.

Blake & Mouton Managerial Grid leadership model

Various models are developed by scholar and researches on the topic of leadership. While some are newly created, some models such as the Blake & Mouton Managerial Grid model can be considered a classic. Developed in 1964, the model began with an assumption that leaders are most effective when the exhibit both concern for people and concern for production. This initial concept combines the interests of classical management that is concern for production and concern for human relations that is concern for people. Blake & Mouton Managerial Grid leadership model is formed in a grid which concern for people and concern for production are gauged from low to high.
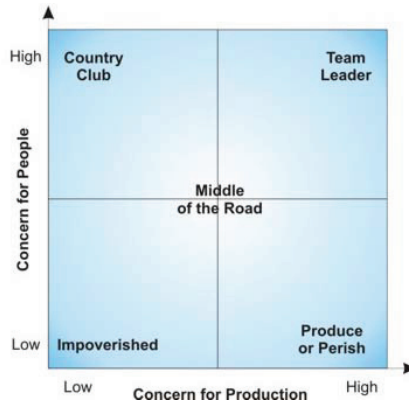
Figure 1: Blake & Mouton Managerial Grid leadership model taken from
http://www.mindtools.com

Fossum (1989) wrote a book on learning how to understand and
cope with organizational change and included the Blake & Mouton
Managerial Grid model in the book. According to Fossum, Blake &
Mouton devised a model of managerial leadership and change and
that five different styles of leadership emerges. Each can be described
by defining how individuals orient themselves with regards to concern
to task and concern for people where these assumptions underlie how
leaders intervene. The five different styles of leadership are as follows:

i.   Task leader – A leader who is primarily concerned with
     tasks.

ii. Impoverished leader – A leader who avoids involvement and
     emphasizes neither other people nor the task.

iii. Country club leader – A leader who emphasizes people,
     minimize task and puts more concern on interpersonal
     relationship with the people.

iv. Middle of the road leader – A leader who seeks satisfactory
     and workable solution by seeking balance and compromise.
     This leader seeks consensus before implementing change.

v.   Team leader – A leader who maximize concern for both
     people and task. The underlying assumptions of this is the
     interdependence of people.

M. Govindarajan & Natarajan (2005) describes Blake & Mouton
Managerial Grid as a self-assessment to determine which of the five

styles best describes the characteristics of the supervisor. Govindarajan & Natarajan also stressed the importance of good communication in the leadership.

RESEARCH METHODS

For the purpose of this paper, the research methods used are as follows:

- In-depth interviews with two (2) TM high level management.
- Interviews with service staff at TM Point, PJ Branch.

RESEARCH FINDINGS AND DISCUSSIONS

Interview 1 - YBhg. Dato' Kairul Annuar Mohamed Zamzam, Vice President, Consumer and Business. He was previously the Chief Executive Officer for Telekom Sales and Services Sdn Bhd, a division in charge of the management of Kedai Telekom.

Dato' Kairul Annuar Mohamed Zamzam, Vice President, Consumer and Business Sales, Telekom Malaysia Berhad was previously the Chief Executive Officer, Telekom Sales and Services Sdn Bhd (TM Point) from the 1st August 2004 – 30th June 2007. Dato' Kairul was the accredited person for the success of transforming the Kedai Telekom to the new TM Point during the re-branding exercise carried out by Telekom Malaysia Berhad.

According to Dato' Kairul, the re-branding exercise was implemented by TM in April 2005 and during his tenure had successfully made transformations as follows:

i.   Changing the physical look of the outlet – The re-branding was not only changed the name of the outlet from Kedai Telekom to TM Point but also created an exciting look and feel of TM Point.

ii. Improvement in the product and services offering - To improve the processes for product and services offering which include customer interfacing, applications and processes.

iii. To encourage cross selling activities - To be able to offer other value added services to customer besides just a normal

services application and payments made in TM Point.

Upon implementation of the re-branding exercise, most customers were satisfied with the services rendered by TM Point's staff, based on the Customer Satisfaction Index Survey done by TM Point which indicated an increase in the customers satisfaction level index from 7.5 in 2003 /2004 to 8.0 in year 2006/2007.

According to Dato' Kairul:

> *"The feedback given by our customers were positive. We have created certain standard and initiative in improving our customer services. These initiatives include the improvement for waiting and serving time for customers. The average for waiting time for each customer should not be more than 15 minutes and as for serving time, each customer should be served within 10 minutes."*

Dato' Kairul further said that in further improving the staff performance, he had created a "Mystery Shopper" to observe and check how the staff performed as stipulated by the processes and standard guidelines practiced by TM Point. This exercise of internal supervision and effort had helped in enhancing the services performance by each staff of TM Point.

During the interview, Dato' Kairul mentioned that it was a bit tough for him to introduce the changes required by the re-branding exercise. Among the many challenges is to change the mindset of the staff especially in serving the customers with certain standard and skill level. According to Dato' Kairul:

> *"With this re-branding exercise each staff need to change the way they approach the customers, especially in dealing and communicating with the customers where they need to be more pro-active in serving the customers. They must know the need and expectation of each customers walking in the TM Point."*

In motivating the staff, he shared his experience of handling staff issues on a most basic level where it is always essential for him to resolve issues concerning his subordinates by face to face communication. As face to face communication offers more than just verbal interactions, emphasizing the main and important roles be handled by each supervisor all TM Point stands an effective tool in ensuring efficient performance motivation.

Dato' Kairul employs a simple approach to leadership of open and two-

way communication channel, ensuring his staff involvement in most management decisions affecting them such as re-location, re-branding or any other issues involving them. Another approach of practicing open communication channel, Dato' Kairul also conducts weekly audio conferencing or video conferencing with all States Business Managers nationwide. Besides encouraging excellent communication practices, this approach is in line with TM's position of embracing technology in the competitive industry.

> *"I believe that each staff needs to feel motivated and that they are part of the TM corporate family. Motivation at a personal level such as having a weekly meeting or talk with my managers and their staff is important is continuously boosting their spirit to work. I also encourage my managers to practise the same approach by doing the same with their own staff. I try not to have any boundaries on issues of discussions, as long as it is relevant and related to work; I will always encourage my staff to share issues pertaining to their daily operations. I find that it is also useful to share ideas with my staff, it is one way of motivating them perform efficiently once they feel that the company values their opinion and their contribution."*

On staffs' personal information, Dato' Kairul feels that it is important because sometimes personal matters or issues of a person could influence the performance of the staff. A leader should practice a degree of flexibility in handling issues concerning personal matters of the staff but must ensure that staff doesn't take advantage as work is still priority when in workplace. Commenting on the re-branding process, according to Dato' Kairul:

> *"I take pride in the fact that I made a huge effort in making my staff felt involved during the whole re-branding process. The program was explained and delivered to my staff by practicing a simple two-way communication process."*

On the Blake & Mouton Managerial Grid model, Dato' Kairul does not specifically contribute his leadership skills to the ideas suggested by the model. He does however acknowledge that one of the most important elements of leadership is knowing and understanding the realistic objectives of achievements. Speaking as a senior leader of the industry, he believes that every commercial company sets its own benchmark and target for achievement and measurement of success.

According to Dato' Kairul, there are many theories and models of leadership, suggesting various methods and techniques to handle and manage the staff. Regardless of whichever methods or techniques used, he believes that underlying factor of best management and leadership

techniques involves the basic issue of recognising the areas of issues to be addressed. He does agree that trainings and exposures to leadership models and theories benefits management in implementing best leadership practices.

Dato' Kairul however agrees that a leader's main important thing is to get the highest productivity with highest level of staff motivation, maximizing the production and the people.

DISCUSSION

Dato' Kairul as the Chief Executive Officer, Telekom Sales and Services Sdn Bhd (TM Point) had expressed his style of leadership in a very effective and practical manner. He believed that interpersonal touch is equally important in maintaining good relationship with his subordinates. Besides that, Dato' Kairul practices and encourages a clear line of communication for all his employees especially those who report directly to them. Though he has a distinctive and effective leadership style, he does not confine his leadership styles and skills to a limited kind of managerial model. By analyzing the information gathered during the interview, Dato' Kairul seemed to fit into the category of Team Leader in the Blake & Mouton Managerial Grid, where he is concerned in maintaining a good interpersonal relationship with his subordinate and at the same time is concerned on their quality of work and tasks.

Interview 2 - Encik Abu Samah Bin Hassein Manager, Customer Service, Telekom Malaysia Berhad.

According to En Abu Samah Hassein, due to the re-branding exercise TM Point experienced a tremendous change in improving its customer services, which include the service applications, processing and even servicing customers.

> *"Most customers are really satisfied with the changes and services rendered by TM Point staff. Excellent services means that customers do not experience long waiting hours, in line with the new guideline that stated that customers' waiting time should not be more than 15 minutes and all payment or servicing time should be settled within 10 minutes."*

The first impression of the re-branding exercise was that the aesthetic changes TM Point, new colors projecting the outlet's new look of TM Point reflecting more vibrant, fresh and outstanding look for them. As for customers' satisfaction level, TM Point has carried out its Customers

Satisfaction Survey and with a positive reading of 8.0 points (out of 10 points) in year 2006/2007. The reading is so much higher compare to the previous survey done and the feedbacks given by customers were very positive.

According to En Abu Samah, this re-branding exercise required each staff to be ready mentally and physically as this exercise doesn't concern of only changing the look of the company and outlet but the most important changes is to improve its customers service quality as well as being proactive in delivering the customers' needs and expectation.

Encik Abu Samah also practices two way communications with his staff, priding himself with conducting daily morning "pep talk" with his staff prior to starting their daily operation. According to En Abu Samah:

> *"By having the daily morning "pep talk", I utilize the chance to motivate my staff by encouraging them to share ideas as well as resolve any issues or problem that they face on a daily basis. I believe that face to face communication helps a lot in resolving human issues as well as operational issues. I also make it a point to know all my staff on a personal level as it usually gives me hints if anything personal is interfering with their quality of work such as any disruption to their productivity level."*

During the interview, although En Abu Samah said that he is not really familiar with the Blake & Mouton Managerial Grid model, he believes that a leader must strive to balance both the production and the people. Although En Abu Samah does not really guide his leadership styles on any specific theories or models, he believes that attending the professional training would be the best way for him to improve his leadership style as well as practicing two way communications with his staff, the best communication method used in resolving issues, performance and other operations matters with the subordinate or staff.

> *"It is a common goal for every company to seek the highest level of productivity but at the same time we need to cater for the staff needs and welfare and motivate the staff for a better productivity."*

En Abu Samah further said that synergy between facilitators and participants within an organization is a deliberate and valued process of interactive problem solving and support that occurs in the context of recognized need for improvement and a supportive work relationship. Facilitation was described primarily as a distinct role with number of

potentially crucial behaviors and activities.

Through interviews conducted with employees of TM Point, PJ Branch it is found that mangers were likely to use or integrate other implementation interventions, while performing this problem-solving supportive role.

DISCUSSION

En Abu Samah puts great emphasis on establishing and maintaining a clear line of communication with his employee. Putting a personal touch through the practice of "pep talk" with his subordinate, En Abu Samah also expresses great concern for his subordinates to perform and achieve the standards set by the re-branding exercise. As their manager, En Abu Samah goes the extra mile to communicate with their staff to ensure that all his staff are motivated and are well equipped to perform their best in executing their task and responsibilities.

Here, it clearly shows that En Abu Samah's leadership style potrays the Team Leader concept by the Blake & Mouton Managerial Grid model. This is as he shows high concern for the production and task as well as having high interpersonal communication with his staff.

Interview 3 – Senior Customer Service Officer, Telekom Malaysia Berhad.

Meeting the improvement standards required upon completion of TM re-branding exercise is highly dependent on the style of leadership and management. This refers to leadership behavior of managers and the way the new working concept was communicated to encourage staff to support the initiatives for service improvement.

Norlela Ngalim, a senior Customer Service Officer at TM Point, PJ Branch who has been an employee since 1995 mentioned that since the new standard guidelines were introduced, the team has received overwhelming and positive comments from customers through forms provided at the outlet. Among them mentioned that the reason why customers preferred PJ Branch compared to other major outlets in the same area was that the queues were shorter and the handling time at the counter is much more efficient. The frontline staffs are friendlier and seemed to have very sound product knowledge regarding TM fixed line as well excellent toggling skills on their workstations. Besides that, managers are almost always available on the outlet floors to assist their subordinates as well as customers who would be pleased to see someone

in authority to answer their queries other than the frontliners.

Norlela is motivated by the fact that training programmes for skill-enhancement is provided such as Office Automation, iCARE System training and TM Rebranding awareness as it solidifies her career path within the company. She mentioned that it is of her managers' initiatives that all staff receive adequate and parallel information for the service improvement. Other than that she strives to provide the best service to customers everyday based on the incentives provided such as annual bonus, prizes and the "Employee of The Month" award that is usually nominated by the managers.

Although unfamiliar with the theory, Norlela agrees with Blake & Mouton's Managerial Grid, where "Country Club Management" style was found to have the most positive impact towards employees. Norlela says that staffs highly appreciate the endeavours of upper management in implementing the change while making the workplace bearable and a pleasant experience. She is content with the amount of care concerted by managers for this initiative through the principles of "follow-up and follow-through". "Even before the rebranding, it is a practice for us at this branch to gather every morning for 10 minutes before we begin work and our managers will highlight to us latest news and updates from the headquarters. We then have our general bulletin boards and the e-mail systems that occasionally reminded us of the re-branding effort, as well as forums on the company intranet to discuss this. We have had enough information since the re-branding was announced therefore it wasn't a shock to the system at all. " Norlela further said that staff are required to submit a weekly report regarding the progress of this change implementation to highlight any issues concerning it.

The root of efficiency begins from the top. Managers at TM Point Branch, PJ defined and explained tasks required to achieve the required service improvement standards. At the same time managers encourage opinions and suggestions from the participants during briefings and in e-mail communications. Being one of the more senior staff, Norlela further said that having a clear, transparent communication system in place even before the said re-branding makes her feel more confident and proud in executing the new. It also sparked a sense of loyalty and obligation to support the movement.

Interview 4 – Junior Customer Service Officer, Telekom Malaysia Berhad.

"A helping hand is always a good way to improve group effectiveness.

Besides ironing out a task, it makes each person feel they belong to the organization," said Ezral Md Suhaimi, a junior Customer Service Officer who joined TM Point during the transition from Kedai Telekom to TM Point. Belongingness is an important aspect to generate happy workers which will later contribute to group effectiveness in an organization. With great enthusiasm in each person, the group can contribute more with high levels of productivity.

Ezral has had little problems adjusting due to the induction programme he attended that was mandatory for all new staff such as him. The induction programme was conducted by TM Point, PJ Branch managers themselves and the modules include the TM Service Charter, TM Organization Chart, KRISTAL (TM Core Values), TM Re-branding Awareness, Product Knowledge that lasted about one week. It gave Ezral an overview of the company's mission and vision and what is expected of him when he undertakes his role in the team.

Ezral went on to say that respect and understanding is mutual between both managers and subordinates. Managers at TM Point PJ Branch practice equality among all subordinates and treat them as friends, although not so much that their relationships become too personal. Ezral's managers ensure that staff and the upper management get along well by being always available in the office and being contactable at all times through discussions and the practice of group cheers. Although the job is routine, it is eased by this two-way communication and as a newcomer Ezral sees branch managers as credible role models and does not feel alienated by the fact that he is new.

"I will feel more appreciated if I am rewarded by the sales of fixed-line applications I made throughout my tenure here," said Ezral who considers a long-term career with TM Group with the incentive programmes that have been highlighted by the branch managers.

DISCUSSION

Being a senior staff of TM, Norlela is comfortable with the managerial and is satisfied with the leadership displayed by her manager. She quoted appreciation on several efforts made by the management in recognizing the efforts of the employee such as the monthly "Employee Award" and trainings provided for the staff.

The above is also agreed by Ezral, a junior staff of TM where he is also excited with the great working environment created by his management. On top of that, Ezral had little difficulty in blending in

with his new working environment as the management had created a warm and friendly avenue at his work of place.

From the above testimonials and statement given by the staff, it can be seen that the leadership and management of TM Point is prone to the Team Leader concept by the Blake & Mouton Managerial Grid model.

Ezral however did express his concern on hoping to gain appreciation and reward for contributing towards achieving sales of fixed line services to TM Point customers.

Functional Benefits

In carrying out this study, several issues were noted and observed in the leadership style of TM Managers in managing and motivating their staff to meet requirements as demanded by the re-branding exercise.

It is noted that leadership style of Managers in TM Point matches the concept of Team Leader, from the Blake & Mouton Managerial Grid model. Though this is good, further issues were noted during the interviews carried out with the management and employees. Though both Dato' Kairul and En Abu Samah emphasizes on the importance of open communication, it was noted that the implementation was not really thorough. This is evident during the interview with the Ezral, a TM Point employee. He had mentioned that he would be happier if he is rewarded for every sales of fixed-line services were made to TM customers. He also mentioned that the suggestion was already highlighted to the management but no response and decision was made by them.

This demonstrates the slip-up in the communication line established by the management. It is evident here that the concept of two-way communication was not fully implemented by the TM management. If the communication system is fully implemented, Ezral and his colleagues would have been given the feedback on their request for the sales reward system. As the interview with the staff was made after the interview with both Dato' Kairul and En Abu Samah, this issue was not able to be brought up for their comments. Nevertheless, if the communication system and concept is fully realized and implemented, Ezral and his colleagues would have already be informed of the outcome whether it favourable or not. However, in this case it was observed that the communication line had broken and there was no feedback from the management on the sales reward proposal by the staff.

Therefore, it is one area that TM management can improvise in their leadership style where the communication system can be further made effective by ensuring that all staff are being updated on the management decision on the issues brought up by them with regards to task and work production. It is hoped that this project paper will be able to highlight this issue to TM management and serves some functional benefits.

CONTRIBUTION TO ORGANIZATIONAL COMMUNICATION

Discussion for this paper is expected to be able to contribute to the overall organizational communication aspect for TM management as overall. As highlighted in the discussion, it was noted that the leadership skill of TM Managers are prone toward the Team Leader concept by Blake & Mouton Managerial Grid. To further enhance the leadership values in TM Point, it would be beneficial if this leadership concept and values are shared with the middle management of TM point such as the Assistant Managers and Executives who supervises the work of the clerical staff. By sharing the same values and concept, TM management would be able to maximize the potential and performance of each member of their management team, irregardless of whether it's the higher or middle management team. This would contribute greatly towards greater concern for the staff as well as instilling high concern on the responsibilities of completing task and assignments handed to staff. This research would be able to emphasize on the implementation of the leadership values and concept in the overall organizational communication for TM.

Another contribution of this research to TM organization is the concept of communication system as established by the higher management. While it was noted that the communication system such as "pep talk" and daily briefings is effectively implemented and used by them in communicating with their staff, it was also noted that a slip-up in the overall communication concept. This is evident when the staff interviewed mentioned that his proposal for the sales reward system was highlighted to the management but he has yet to receive any feedback on the result or decision by them. This glitch has provided an insight to the overall communication system, where the efficiency of two-way communication can further be improved. TM management can further improvise the communication concept by ensuring that employees proposal and concerned are addressed and communicated back to them, either the decision was favourable to the employees or not. This two-way communication would greatly improve the overall communication system of the organization.

CONCLUSIONS

In overall, several conclusions can be drawn based on the research objectives:

- In identifying the improvement standards required by the TM Point, PJ Branch upon completion of TM re-branding exercises, several standards were set. With regards to customer service, the average for waiting time for each customer should not be more than 15 minutes and as for serving time each customers should be served within 10 minutes. This requires improvement on the front liners of TM Point.
- In identifying the concepts of Blake & Mouton Managerial Grid model used by the TM Managers in motivating their customer service staff in achieving the standard of performance required by TM re-branding exercise, it can be concluded that the managers had applied the Team Leader concept from the Blake & Mouton Managerial Grid model in their leadership style. This is because the managers believe that both concern for task and people must be balanced in handling the staff especially in motivating them to keep up with the requirements of the re-branding exercise. This is agreed by the staff interviewed. Therefore, it can be concluded that the TM Managers mostly applied the Team Leader concept in managing their staff.
- During the course of the interviews with both the management and staff of TM point, it is concluded that the leadership style used of Team Leader was accepted as the most effective to be used in motivating TM Point staff. The leadership shown by TM Managers are used in motivating the staff to achieve performance standards set by TM re-branding exercise.

Therefore, overall it can be concluded that Blake & Mouton Managerial Grid model was found evident in the leadership style of Managers at TM in motivating their staff to achieve the performance required by the re-branding exercise. The most preferred concept was the Team Leader concept, where managers showed high concern for the people as well as the task delegated to the staff. This was discovered during the interview where both managers had expressed concern for both people and task to ensure the optimum job performance and results. Employees involved in this interview had also expressed a similar agreement, where they commented that the management was very keen on the production and results of the tasks given to them and at the same time providing concern and care for the employees' welfare and benefit.

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