

**ENHANCING THE COMMUNICATION SKILLS OF
EDUCATIONAL MANAGERS IN VINH PHUC PROVINCE:
BASIS FOR A TRAINING PROGRAM**

**A Dissertation Presented to
the Faculty of the Graduate School
Southern Luzon State University, Lucban Quezon, Philippines
In Collaboration with
Thai Nguyen University, Socialist Republic of Vietnam**

**In Partial Fulfillment
of the Requirements for the Degree of
Doctor in Education Management**

By

**HOANG VAN BINH - PEACE
March 2014**

APPROVAL SHEET

DEDICATION

This piece of work is dedicated

To My Family

ACKNOWLEDGMENT

The researcher wishes to extend her most sincere gratitude to the following people who made this piece of work a reality.

Dr. Cecilia N. Gascon, President of Southern Luzon State University, Republic of the Philippines, who made possible the linkage with Thai Nguyen University and the offering of Doctor in Education Management, through the ITC-TUAF;

Dr. Dang Kim Vui, the President of Thai Nguyen University, who made the linkage with Southern Luzon State University, Republic of the Philippines and the offering of Doctor of Education Management, through the ITC-TUAF;

Dr. Ricaryl Catherine P. Cruz, for her support and supervision throughout my graduate study program. Her kindness and daily instructions in the last three years are greatly appreciated and this dissertation is as much her work as mine;

Prof. Nordelina Ilano, Director, Office for International Affairs of URS for her support to the Ph.D.Ed.M students;

Dr. Tran Thanh Van, the Dean of the Graduate School of Thai Nguyen University, for his assistance and encouragement to pursue this study;

Dr. Dang Xuan Binh, the Director of International Training Center, for his assistance and encouragement to pursue this study;

Dr. Nguyen Thanh Hai, the Vice Director of International Training Center, for his assistance and encouragement to pursue this study as Ph.D.Ed.M Class Manager;

To all the SLSU and TNU Professors, for their support and guidance extended throughout the graduate studies in Thai Nguyen University, Vietnam;

To his ever dearest friends for their kindness and remarkable support;

To his family, for their support, encouragement for being the sources of greatest inspiration, which made his career a success.

ABSTRACT

In management psychology, humans are considered central factors, throughout the management process. People are the subjects as well as the objects of the management relationships. In management, the psychological contact between officials or managers (to communicate) and the major management objects - individual and collective (communication objects) is management communication, it is the basic content of the management. To establish relationships with management objects, to deal with management tasks, to maintain management functions, management staff should have the psychological traits and communication ability in certain management in which communication ability are the most basic elements. In fact, there have not been studies on communication ability of leaders in general and Vinh Phuc province in particular. So the study focuses on communication ability of educational leaders is very useful.

Vinh Phuc is a newly re-established province, but has rapidly developed and shown to be a dynamic province during the period of industrialization and integration. One of the causes leading to the development is educational leaders in Vinh Phuc. It expresses that the educational leaders have vision, depth, leadership, communication ability to get the right policies to promote the education and socio-economic development in recent years; however there are some inevitable weaknesses. Therefore, improving the communication ability for educational leaders is necessary.

Recognizing the problem, the researcher decided to conduct a study on communication ability of educational leaders to point out the strengths and limitations. The researcher also gives solutions to improve psychological quality, leadership, communication ability of educational leaders to make a rapid development in Vinh Phuc province on the path of industrialization and international integration.

Keywords: Education, Ability, Leaders, Skills, Interpersonal, Emotional, Sensitivity, Flexibility, Persuasive, Problem solving.

TABLE OF CONTENTS

	Page
TITLE PAGE	
APPROVAL SHEET	ii
DEDICATION.....	iii
ACKNOWLEDGMENT.....	iv
ABSTRACT.....	v
TABLE OF CONTENTS.....	viii
ABBREVIATION.....	x
LIST OF TABLES.....	xi
LIST OF FIGURES	xiii
CHAPTER	
1 INTRODUCTION.....	1
Background of the Study.....	2
Objective of the Study	3
Hypothesis of the Study	4
Significance of the Study.....	4
Scope and Limitation of the Study.....	5
Definition of Terms.....	6
2 REVIEW OF RELATED LITERATURE AND STUDIES	8
Related Literature.....	8
Related Studies.....	46
Conceptual Framework.....	53
3 METHODOLOGY.....	54
Locale of the Study	54

Research Design.....	55
Population of the Study.....	55
Instruments.....	56
Data Gathering Procedure.....	57
Statistical Treatment	57
4 RESULTS AND DISCUSSION.....	60
Respondents Profile	60
Respondents' Perception about communication ability	63
Analysis of factors influencing communication ability of educational leaders ..	76
Comparison of respondent's perception by personal profile	80
Proposal Training Programs	91
5 SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS.	104
Summary of Findings	104
Conclusions.....	105
Recommendations.....	106
BIBLIOGRAPHY	107
QUESTIONNAIRE	110

ABBREVIATION

ANOVA	Analysis of Variance
ES	Emotional skills
FS	Flexibility skills
IC	Interpersonal communication
PCS	Persuasive communication skills
PSS	Problem solving skills
SWOT	Strengths-Weaknesses-Opportunities-Threats
SPSS	Statistical Package for Social Sciences
SS	Sensitivity skills
VIF	Variance inflation factor
WM	Weighted Mean

LIST OF TABLES

Table		Page
1	Distribution of Respondents.....	56
2	Title of the table.....	56
3	Frequency and Percentage Distribution of Respondents Profile in terms of Age and Gender.....	60
4	Frequency and Percentage Distribution of Respondents Profile in terms of Educational Qualification.....	61
5	Frequency and Percentage Distribution of Respondents Profile in terms of Length of Work Experience.....	61
6	Frequency and Percentage Distribution of Respondents Profile in terms of Number of Years in Management.....	62
7	Reliability statistics on Interpersonal communication skills.....	63
8	Mean Distribution of Respondents Perception in Terms of Interpersonal Communication skills.....	64
9	Reliability statistics on Emotional skills.....	65
10	Mean Distribution of Respondents Perception in Terms of Emotional skills.....	
11	Reliability statistics on Sensitivity skills.....	67
12	Mean Distribution of Respondents Perception in Terms of Sensitivity skills.....	68
13	Reliability statistics on Flexibility skills.....	69
14	Mean Distribution of Respondents Perception in Terms of	70

	Flexibility skills.....	
15	Reliability statistics on Persuasive communication skills.....	71
16	Mean Distribution of Respondents Perception in Terms of Persuasive communication skills.....	72
17	Reliability statistics on Problem solving skills in communication process.....	73
18	Mean Distribution of Respondents Perception in Terms of Problem solving skills in communication process.....	74
19	Mean distribution of respondents' perception in terms of average evaluation following citizen.....	75
20	Descriptive statistics.....	76
21	ANOVA analysis.....	77
22	Result regression.....	78
23	Hypothesis Testing.....	80
24	Comparisons of respondent's perception according to profile.....	81
25	Test homogeneity of variances in term of age.....	82
26	ANOVA analysis in term of age.....	83
27	Test homogeneity of variances in term of work experiences.....	84
28	ANOVA analysis in term of work experiences.....	85
29	Test homogeneity of variances in term of number of years in management.....	86
30	ANOVA analysis in term of number of years in management.....	87
31	Test homogeneity of variances in term of Educational qualification	88
32	ANOVA analysis in term of Educational qualification.....	89
33	The Independent Sample Test in term of gender.....	90