

**STRATEGIC PLANNING PRACTICES AND PERFORMANCE:
A CASE STUDY IN ROAD TRANSPORT DEPARTMENT**

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**MASTER OF SCIENCE (MANAGEMENT)
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A CASE STUDY IN ROAD TRANSPORT DEPARTMENT**

By

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**Project Paper Submitted to the Centre for Graduate Studies
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Master of Science (Management)**

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ABSTRAK

Kajian ini dijalankan untuk membentangkan penemuan kajian berhubung amalan perancangan strategik, isu serta pengaruh perancangan strategik terhadap prestasi Jabatan Pengangkutan Jalan di Putrajaya dan Wilayah Persekutuan Kuala Lumpur. Rekabentuk kajian ini menggunakan kaedah kualitatif dan pendekatan kajian kes. Sejumlah 10 responden telah ditemuduga dalam kajian ini. Data dikutip melalui temuduga bersemuka dengan mengemukakan soalan berbentuk ‘open-ended’. Data dianalisa berdasarkan data yang dikumpul daripada temuduga berstruktur. Penemuan kajian mendapati perancangan strategik yang diamalkan di Jabatan Pengangkutan Jalan mengandungi elemen imbasan persekitaran dan penggubalan strategi semasa proses perancangan strategik. Oleh itu, amalan perancangan strategik adalah relevan berdasarkan model kajian yang dipilih. Selain itu, terdapat beberapa isu yang diutarakan oleh responen dan mencadangkan beberapa penyelesaian terhadap masalah yang dihadapi bagi memperolehi hasil yang dikehendaki. Secara keseluruhannya, perancangan strategik di Jabatan Pengangkutan Jalan meningkatkan prestasi organisasi.

ABSTRACT

This study is conducted to present findings on strategic planning practices, issues and influences of strategic planning in relation to performances of the Road Transport Department in Putrajaya, and Wilayah Persekutuan Kuala Lumpur. The research design used a qualitative method and case study research approach. A total of 10 respondents were interviewed in this study. Data was collected through face to face interviews, which used open ended questions. Data is analyzed based on the data gathered from the semi-structured interviews. The results show that the practices of strategic planning in the Road Transport Department included the element of environmental scanning and strategy formulation during the process of strategy planning. Thus, strategic planning practices are relevant based on the model selected. Apart from that, issues of strategic planning were also raised by the respondents and they suggested several solutions to overcome these problems in order to produce the desired result. Overall, strategic planning in the Road Transport Department has increased organizational performance.

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LIST OF ABBREVIATIONS

HRMIS	=	Human Resource Management Information System
JKPIM	=	Institute of Driving Grading Committee Meeting
KEJARA	=	Demerit Point System
KPI	=	Key Performance Indicators
LAN	=	Local Area Network
NKRA	=	National Key Results Area
NKPI	=	National Key Performance Indicators
NPM	=	New Public Management
PMB	=	Pos Malaysia Berhad
PUSPAKOM	=	Pusat Pemeriksaan Kenderaan Berkomputer
R&D	=	Research and Development
RTD	=	Road of Transport Department
WAN	=	Wide Area Network
WPKL	=	Wilayah Persekutuan Kuala Lumpur

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CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter provides background, scope and significance of the study. It also highlights the objectives of the study by focusing on the research problem statement. This chapter also presents the definition of the concept of this study.

1.2 Background of the Study

Strategic planning in Malaysia such as Vision 2020, Ninth Malaysia Plan, National Vision Policy has contributed to the country's successful development (Sellasamy, 2006). In Malaysia, the importance of strategic management started by way of administrative reforms in the 1980's and 1990's. The concept of administrative reform can be traced back to the doctrine of New Public Management (NPM). NPM is defined as a set of contemporary administrative changes aimed at improving public sector efficiency and performance in the delivery of services (Siddiquee, 2006).

Today, the public sector organizations face great challenges and intensified competition. Rapid changes have unpredictably become significant. As a result, public sector organizations need to enhance their management capacity

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