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THE RELATIONSHIP BETWEEN 360 DEGREE FEEDBACKS AND LEADERSHIP DEVELOPMENT

By

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Thesis Submitted to
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in Fulfillment of the Requirements for the Degree of Master of Human Resource Management
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ABSTRACT

The characteristic of a good leader is one of the important factors in ensuring a company's goals and vision. Accordingly, Petra Energy Berhad also seriously looks into leadership development in the organization. Furthermore, various types of human resource management issues such as high turnover rate and high number of people to retirement contributed to the desolation quality corporate leaders. Recognizing the problem, Petra Energy Berhad has selected 360 degree feedback as a tool in determining the sustainability leadership development in this company. Therefore, this study was conducted to identify the relationship between a 360-degree feedback and leadership development. This is quantitative research and utilizes questionnaires as a method of collecting data on 120 people in Petra Energy officials directly involved in the use of 360 degree feedback as their leadership development. The results showed that the use of 360-degree feedback related to the development of the quality characteristics of the leader in Petra Energy Berhad. The results of this study also made proposals to strengthen the implementation of 360-degree feedback as a tool in shaping the characteristics of quality leaders.

Keywords: 360 degree Feedback, leadership development, turnover rate
ABSTRAK

Ciri-ciri pemimpin yang bagus merupakan salah satu faktor penting dalam memastikan sesebuah syarikat mencapai matlamat dan visi mereka. Sehubungan dengan itu, Petra Energy Berhad juga memandang serius kepada pembangunan pemimpin dalam organisasinya. Tambahan pula, pelbagai jenis masalah pengurusan sumber manusia seperti kadar lantik henti yang tinggi dan bilangan persaraan yang ramai menjadi penyumbang kepada ketandusan kualiti pemimpin syarikat. Menyedari masalah tersebut, Petra Energy Berhad telah memilih 360 degree feedback sebagai alat dalam menentukan kelangsungan pembangunan pemimpin di syarikat ini. Oleh itu, kajian ini dijalankan bagi mengenalpasti hubungan antara 360 degree feedback dengan pembangunan pemimpin. Kajian ini berbentuk kuantitatif dan menggunakan soal selidik sebagai alat pengumpulan data kepada 120 orang pegawai di Petra Energy yang terlibat secara langsung dalam menggunakan 360 degree feedback sebagai pembangunan kepimpinan mereka. Hasil kajian menunjukkan bahawa bahawa penggunaan 360 degree feedback mempunyai hubungan ke atas pembangunan ciri-ciri kualiti pemimpin di Petra Energy Berhad. Hasil kajian ini juga telah mengemukakan cadangan bagi memantapkan lagi perlaksanaan 360 degree feedback sebagai alat dalam membentuk cirri-ciri kualiti pemimpin.

Kata kunci: 360 degree Feedback pembangunan pemimpin, kadar lantik henti
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CHAPTER 1
INTRODUCTION

1.1 Introduction

“There has probably never been a time in the world’s history when leadership development has been more critical to organisations”

(Martineau, Hoole and Patterson 2009, p47)

Nowadays many organizations are investing in Leadership Development even though it is costly. Fulmer and Goldsmith (2001) stated that Hewlet-Packard, Johnson & Johnson, Shell and World Bank had spent about US$60.7 billion on Training and Leadership Development in 1998, and US$65 billion in 1999. According to Hubbard (2005) by year 2000, the training in USA reached a record high of 2 percent of payroll whereby its about $820 per employee. In addition, Krause and Wilson (2012) found that American organizations had US$40 billion per year on leadership development.

Leadership development is a continuous process to expand the learning and performance capacity of people in the organization and communities to meet shared goals and objective (Allen and Kusy, 2011). Lawson (2008) also claimed that leadership development is a structured process that provides individuals with the opportunities, training and experience to become effective leaders. Companies with a strong leadership development programs will outperform the competitors and exceed business goals as compared to organizations without Learning and development. According to Lawson (2008), organizations which did not practise leadership
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