RISDA VISIONARY LEADERSHIP

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RISDA VISIONARY **LEADERSHIP**

A thesis submitted to the Graduate School in partial
fulfillment of the requirements for the degree
Master of Science (Management),
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by
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Kepimpinan Berwawasan RISDA

Di dalam abad ini persekitaran perniagaan menjadi semakin komplek and global. Oleh yang demikian ramai Ketua Eksekutif dan pengurus mendapati diri mereka berdepan dengan pelbagai cabaran. Untuk bersaing dengan jayanya dalam dunia hari ini yang global, eksekutif terpaksa mengurus secara efisien dengan bilangan pekerja yang kecil di samping peruntukan yang berkurangan. Berlandaskan visi eksekutif mampu membawa organisasi bergerak menuju masa depan dengan jayanya.

Matlamat kajian ini dijalankan ialah untuk mengkaji proses pembentukan dan perlaksanaan visi di dalam agensi kerajaan. Kajian ini meneliti pengalaman tiga Pengarah RISDA di dalam membentuk visi dan melaksanakannya. Disamping itu penyelidik juga mengkaji peranan yang dimainkan oleh responden dalam melaksanakan visi. Tiga Pengarah RISDA yang ditemubual bertugas di Ibu pejabat RISDA di Kuala Lumpur.

Pengumpulan data dilaksanakan melalui temubual.Temubual telah dirakamkan dan transkripsi temubual telah dibuat. Hasil kajian menunjukkan responden membentuk dan melaksanakan visi saperti yang disarankan di dalam model. Ia juga membuktikan wujudnya penyataan visi yang jelas dan dikongsi bersama. Kajian juga menunjukkan responden juga memainkan ketiga- tiga peranan yang perlu dilakukan saperti yang disebut di dalam model. Responden menyatakan visi secara verbal dan bukan verbal. Mereka juga memastikan perubahan yang dilaksanakan membawa organisasi menuju visi. Disamping itu mereka juga memberi galakan dan sokongan kepada pekerja melalui perhargaan secara formal dan tidak formal. Mereka juga menggalakkan innovasi di dalam organisasi. Akhir sekali cadangan juga dikemukakan. Begitu juga cadangan kajian dimasa depan turut dinyatakan.

RISDA Visionary Leadership

As we enter 1990's the business environment is going more turbulent, complex and global. Many CEOs and managers find themselves facing significant challenges. To compete effectively in today's global environment, executives have to do better with fewer people and with a smaller budget. With an eye on vision, executives keep the organization moving forward successfully.

The purpose of this study was to examine visioning process in Government agency. This study focused on the experience of three RISDA senior executives in forming vision and turning vision into reality. It also examined the roles played by these respondents in turning vision into reality. Three RISDA Directors at RISDA headquarters were interviewed.

Personal interviews were selected to gather the data due to the advantages gained from conducting interview. The tape recorded interviews were transcribed. The results were compared to the proposed model. The study revealed that the respondents did formulate vision and implement vision as prescribed in the proposed model. It also revealed that there was a clear and shared vision among these respondents. The results showed that they did play the three roles required in implementing vision. As spokespersons they communicated vision through verbal and non verbal means. They ensured that changes made in the organization did facilitate the company to move towards achieving vision. In sustaining employees commitment to the vision, they inspired and supported employees through formal and informal recognition . Innovative culture was fostered within the organization. Finally, the study discusses the implications of the findings and offer recommendations for practice. Recommendations for further research are also offered.

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CHAPTER ONE

INTRODUCTION

1.1 Introduction

Vision has appeared in the literature of business journals, academic press and newspapers.(Bennis 1991, pp 154-155; Forward, Beach, Gray & Quick, 1991; Robbins & Duncan 1988; Sashkin, 1988). Though the topic has appeared in many books and articles, vision technically remains a "hypothetical construct" (Stone, 1978; 24) - one that is not directly observable and that seemingly carries meaning beyond any single or simple description (Child, 1987; Kriger,1990).

Why vision is vital in today's world? Numerous answers are provided in response to the significance of vision for today's survival. As we enter 1990s the business environment is growing more turbulent, complex and global. Many CEOs and managers find themselves facing significant challenges. Schmincke (1990) points out that executives find their frustration growing in the face of increasing competition, volatility and pressure for financial performance. Although the current popularity of vision may fade, it seems essential that we understand what lesson can be learned and what practical implication are for organization leadership in the next decade. (Smith, 1989)

The contents of the thesis is for internal user only

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