LEADERSHIP IN MANAGING COMMUNITY EVENTS IN UNIVERSITI MALAYSIA SARAWAK (UNIMAS)

Tan Shwu Yun

(39052)

Bachelor of Applied Arts with Honours
(Arts Management)
2015
LEADERSHIP IN MANAGING COMMUNITY EVENTS IN UNIVERSITI MALAYSIA SARAWAK (UNIMAS)

TAN SHWU YUN
39052

This project is submitted in partial fulfilment of the requirements for a Bachelor of Applied Arts with Honours (ARTS MANAGEMENT)

Faculty of Applied & Creative Arts
UNIVERSITI MALAYSIA SARAWAK
(2015)
DECLARATION OF ORIGINAL WORK

This declaration is made on the 25th day of June 2015.

Student’s Declaration:

I, TAN SHWU YUN, 39052, FACULTY OF APPLIED AND CREATIVE ARTS hereby declare that the work entitled LEADERSHIP IN MANAGING COMMUNITY EVENTS IN UNIVERSITI MALAYSIA SARAWAK (UNIMAS) is my original work. I have not copied from any other students’ work or from any other sources except where due reference or acknowledgement is made explicitly in the text, nor has any part been written for me by another person.

Date: 25/6/2015

TAN SHWU YUN (39052)

Supervisor’s Declaration:

I, Dr. Qistina Donna Lee Abdullah, hereby certify that the work entitled LEADERSHIP IN MANAGING COMMUNITY EVENTS IN UNIVERSITI MALAYSIA SARAWAK (UNIMAS) was prepared by the aforementioned or above mentioned student, and was submitted to the “FACULTY” as a partial/full fulfillment for the conferment of Bachelor of Applied Arts with Honours (Arts Management), and the aforementioned work, to the best of my knowledge, is the said student’s work.

Date: 25/6/2015

DR. QISTINA DONNA LEE ABDULLAH
I declare that Project/Thesis is classified as (Please tick (✓)):

☐ CONFIDENTIAL  (Contains confidential information under the Official Secret Act 1972)*
☐ RESTRICTED   (Contains restricted information as specified by the organisation where research was done)*
✓ OPEN ACCESS

I declare this Project/Thesis is to be summated to the Centre for Academic Information Services (CAIS) and uploaded into UNIMAS Institutional Repository (UNIMAS IR) (Please tick (✓)):

☐ YES
☐ NO

Validation of Project/Thesis

I hereby duly affirmed with free consent and willingness declared that this said Project/Thesis shall be placed officially in the Centre for Academic Information Services with the abide interest and rights as follows:

- This Project/Thesis is the sole legal property of Universiti Malaysia Sarawak (UNIMAS).
- The Centre for Academic Information Services has the lawful right to make copies of the Project/Thesis for academic and research purpose only and not for other purposes.
- The Centre for Academic Information Services has the lawful right to digitize the content to be uploaded into Local Content Database.
- The Centre for Academic Information Services has the lawful right to make copies of the Project/Thesis if required for use by other parties for academic purposes or by other Higher Learning Institute.
- No dispute or any claim shall arise from the student himself / herself neither a third party on this Project/Thesis once it becomes the sole property of UNIMAS.
- This Project/Thesis or any material, data and information related to it shall not be distributed, published or disclosed to any party by the student himself/herself without first obtaining approval from UNIMAS.

Student's signature: [Signature]

Supervisor signature: [Signature]

Current Address:

Notes: * If the Project/Thesis is CONFIDENTIAL or RESTRICTED, please attach together as annexure a letter from the organisation with the date of restriction indicated, and reasons for the confidentiality and restriction.

[The instrument was prepared by The Centre for Academic Information Services]
The project entitled ‘Leadership in Managing Community Events in Universiti Malaysia Sarawak (UNIMAS)’ was prepared by Tan Shwu Yun and submitted to the Faculty of Applied and Creative Arts in partial fulfillment of the requirements for a Bachelor of Applied Arts with Honours (Arts Management).

Received for examination by:

(Dr. Qistina Donna Lee Abdullah)

Date:

25/6/2015
ACKNOWLEDGEMENT

In my way to complete this research, there are many people who giving contributions whether directly or indirectly in this research. I would like to extend my appreciation particularly to the following:

First and foremost, I wish to express my sincere thanks to my supervisor, Dr. Qistina Donna Lee Abdullah for giving her guidance and supervise for my research. I am extremely thankful to him for encourage, patience and sharing her expertise along the research conducting.

In addition, I want to convey my deeply thankful to all of the participants who fill my questionnaires especially event director of Save Water Project and Pre-Wedding Course. They assist me a lot by give me the useful information and fully collaborations along the research. They willing to spent their time to answer my questionnaires even though they were busy at the moment. They made my data collection progressing successfully.

I am also grateful to my lovely family members with their spiritual and financial support throughout my studies. They always there cheer me up when I am facing difficulties in conducting this research.

Last but not least, it is necessary to show my deeply gratitude to my friends. Yours help and encourage are much appreciated. It is not possible to complete this research without you all.

‘Thank you for everything!’
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>MATTER</th>
<th>PAGES</th>
</tr>
</thead>
<tbody>
<tr>
<td>APPROVAL SHEET</td>
<td>I</td>
</tr>
<tr>
<td>DECLARATION</td>
<td>III</td>
</tr>
<tr>
<td>ACKNOWLEDGEMENT</td>
<td>IV</td>
</tr>
<tr>
<td>TABLE OF CONTENTS</td>
<td>V</td>
</tr>
<tr>
<td>LIST OF TABLES</td>
<td>IX</td>
</tr>
<tr>
<td>LIST OF FIGURES</td>
<td>X</td>
</tr>
<tr>
<td>ABSTRAK</td>
<td>XI</td>
</tr>
<tr>
<td>ABSTRACT</td>
<td>XII</td>
</tr>
</tbody>
</table>

## CHAPTER 1  RESEARCH BACKGROUND

1.1 Introduction 1
1.2 Definition of Term 1  
  1.2.1 Leadership 2  
  1.2.2 Management 2  
  1.2.3 Community 3  
  1.2.4 Community Event 3  
1.3 Research Scope 4  
1.4 Research Problem 4  
1.5 Research Question 6  
1.6 Research Objective 6  
1.7 Significance of the Study 7  
  1.7.1 Researcher 7  
  1.7.2 Event Manager 7
1.7.3 Community

1.8 Limitation of the Study
1.8.1 Time
1.8.2 References
1.8.3 Financial Resources
1.8.4 Respondents

1.9 Chapter Summary

CHAPTER 2 LITERATURE REVIEW

2.1 Introduction

2.2 Leadership
2.2.1 Leader
2.2.2 Leadership Trait
2.2.3 Leadership Power

2.3 Summary

2.4 Management
2.4.1 Differences between Leadership and Management
2.4.2 Event Management

2.5 Summary

2.6 Community Event

2.7 Summary

2.8 Chapter Summary

CHAPTER 3 RESEARCH METHODOLOGY

3.1 Introduction

3.2 Research Design

3.3 Qualitative Methodology
CHAPTER 4 DATA ANALYSIS

4.1 Introduction 37

4.2 Data Analysis 37
   4.2.1 Demographic Background 37
   4.2.2 Effective Leader Traits 39
   4.2.3 Power Sharing 47

4.3 Relation with Objective 50

4.4 Chapter Summary 51

CHAPTER 5 DISCUSSION AND CONCLUSION

5.1 Introduction 52

5.2 Discussions 52
   5.2.1 Effective Leader Traits 52
## LIST OF TABLES

<table>
<thead>
<tr>
<th>TABLES</th>
<th>TITLE</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Table 1.1</td>
<td>Table of Research Problem, Research Objective and Research Question</td>
<td>4</td>
</tr>
<tr>
<td>Table 2.1</td>
<td>Differentiation of Leader and Manager (Hartley, 2009)</td>
<td>20</td>
</tr>
<tr>
<td>Table 3.1</td>
<td>Differences Between the Type of Research Purpose (Hesse-Biber and Leavy, 2011)</td>
<td>27</td>
</tr>
<tr>
<td>Table 3.2</td>
<td>Strengths and Weaknesses of Qualitative Methodology (Ahmad, Usop, Ismail, Bujang and Mansor, 2014)</td>
<td>28</td>
</tr>
<tr>
<td>Table 3.3</td>
<td>Details of Population</td>
<td>29</td>
</tr>
<tr>
<td>Table 3.4</td>
<td>Details of Sample</td>
<td>31</td>
</tr>
<tr>
<td>Table 4.1</td>
<td>Open-ended Question Received for Each Event</td>
<td>38</td>
</tr>
<tr>
<td>Table 4.2</td>
<td>Number of Traits Recorded</td>
<td>39</td>
</tr>
<tr>
<td>Table 4.3</td>
<td>The Frequency of Leader's Traits and Key Traits on an Effective Leader</td>
<td>39</td>
</tr>
</tbody>
</table>
# LIST OF FIGURES

<table>
<thead>
<tr>
<th>FIGURES</th>
<th>TITLE</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Figure 2.1</td>
<td>Example of Organizational Structure in Event</td>
<td>16</td>
</tr>
<tr>
<td>Figure 4.1</td>
<td>The Percentage of Leader's Traits and Key Traits on an Effective Leader</td>
<td>40</td>
</tr>
<tr>
<td>Figure 4.2</td>
<td>Traits of an Effective Leader</td>
<td>42</td>
</tr>
<tr>
<td>Figure 4.3</td>
<td>Process of Data Categorization on Effective Leader's Traits</td>
<td>43</td>
</tr>
<tr>
<td>Figure 4.4</td>
<td>Process of Data Categorization on Power Sharing</td>
<td>49</td>
</tr>
</tbody>
</table>
ABSTRAK

Kepimpinan dalam Mengurus Acara Komuniti di Universiti Malaysia Sarawak (UNIMAS)

Tan Shwu Yun

ABSTRACT

Leadership in Managing Community Events in Universiti Malaysia Sarawak (UNIMAS)

Tan Shwu Yun

This research is conducted to achieve the two research questions. The first research question is to identify the traits of an effective leader and the second is the importance of leadership that empowers the crews in managing community events. The inspiration of this research is from the leadership in event management. Besides that, qualitative is applied to collected research data. Open-ended questionnaire is distributed and answered by 15 leaders engage in community events. Finding for the first objective shows that there are 12 characteristic needed on an effective leader which consists of communication skill, self-confidence, integrity, problem solving, emotional maturity, drive, vision, caring for the needs of employees, collaboration, multitasking, passionate and approachable and willing to listen. The result for second objective is about the importance of power sharing. The importance of power sharing towards decision making is effective communication process, the crews can learn to make decision, to generate an integrated decision and the crews will have a sense of belonging. The importance of power sharing towards leader is leader will have lesser burden, develop future leader and crews are willing to help the leader. Lastly, the importance of power sharing towards event is the event can be held successfully and event can proceed with a good time management. The research findings can become the reference to the leader and develop an effective leader.
CHAPTER 1
RESEARCH BACKGROUND

1.1 INTRODUCTION

This research is conducted to study about leadership in managing community events in Universiti Malaysia Sarawak (UNIMAS). Leadership here points to event managers and people holding top position of an event management team. This chapter is an introduction in this research and will stated the basis research background. Firstly, there will have the definition of terms which consists of leadership, management, community and community event. Next, the research scope will be described. Then, the research problems are shown together with the explanation. After that, research questions and research objectives are identified based on the research problems. Afterward, the significant and limitations of the study is stated. Lastly is the chapter summary of this chapter.

1.2 DEFINITION OF TERM

There are few key words that are important to be identifying in the research title. Such as leadership, management, community and community event. These key terms definition is defined to allow the researcher and reader to understand the term clearly.
1.2.1 Leadership

There are various definitions of leadership and many researchers always label the definition based on their own viewpoint and opinion. 'Leadership is a process used by an individual to influence group members toward the achievement of group goals in which the group members view the influence as legitimate' (Howell and Costley, 2006, p. 4). Besides that, leadership is the leader's skill to inspire, manipulate and enable the crew or subordinate to contribute something to a group (House et al. as cited in Yukl, 2002, p. 3).

Other than that, Kreitner and Kinicki (2008) also stated that leadership is a procedure that the leader influences other people in a team to reach a goal together. Hence, leadership is plays a crucial role in conducting a successful event. Leadership is about how a person having the most power in making decision and leading the team toward the agreed team goal together.

1.2.2 Management

Kaser and Brooks (2005) stated that management is defined as the procedures of achieving the goals that have been set before by an association throughout the efficient make use of people and other resources. Besides, Kraus and Curtis (2000) also stated that the definition of management is a dynamic process and these 'management' persons play the key leadership position in the team to inspire and encourage every staff to attain mutually agreed objectives and goals together.

Event management is a career that gathers all the civic to celebration, education, marketing, and gathering for a particular reason (Goldblatt, 1997). Besides, according to Silvers as cited in Richards and Palmer (2010) stated that event management include the
process of planning, organizing and producing. Management in context of event is defined as a series of process to conduct a systematic and fluent event.

1.2.3 Community

Hornby (2007) stated that community is a group of human living together in a same place or nation. Moreover, community is means local resident as well as part of the major stakeholder in event (Richards and Palmer, 2010). Community consider as key stakeholder because they are the core evaluation method to evaluate the success or failure of an event. If the more numbers of people participate, the more successful of an event. As a stakeholder, they have power to oppose and restrain an event which causes pollution and bad effects to the community. Community means a group of people live together and have common characteristic in the perspective of event management.

1.2.4 Community Event

According to Silvers (2004), event is an experience and conduct to bring some affects and impress on the attendee of an event. Besides that, community event is a function aimed to share their experiences and communal benefits of the regional people (Wilkinson as cited in Watt, 1998). Community event is an event prepared for a particular group of people in a community.
1.3 RESEARCH SCOPE

This research focuses on the leadership of an event manager which is the person at the top of management team and holding the major power in an event. The area of research is UNIMAS, a governmental university in Sarawak, Malaysia. Besides that, this research points only to those community events held by non-profit organizations. Community events held by PERSENi, UNIMAS and Rotaract Club, UNIMAS are targeted will be the main sample of this research. Those non-profit organizations actively held events and functions for the community.

1.4 RESEARCH PROBLEM

<table>
<thead>
<tr>
<th>Research Problem</th>
<th>Research Objective</th>
<th>Research Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. ‘Effective leadership was found to be associated with improved organizational performance’ (Jonathan, Kenneth, and Ralph, 1984, p. 765).</td>
<td>To identify the traits of an effective leadership on an event manager.</td>
<td>What are the traits of an effective leadership on event manager?</td>
</tr>
<tr>
<td>II. ‘Leader behaviors that promote power sharing and raise the intrinsic motivation of subordinates are also likely to raise their efficacy’ (Conger &amp; Kanungo, 1988; Thomas &amp; Velthouse as cited in Abhishek, Kathryn and Edwin, 2006, p. 1242)</td>
<td>To study the importance of leadership that encourages power sharing of crews.</td>
<td>What are the importances of leadership that will empower the power sharing of crews?</td>
</tr>
</tbody>
</table>

Table 1.1

Table of Research Problem, Research Objective and Research Question
I. There have been many researches on the traits of leader in events but there is merely general trait of leadership. Previous researches are not too specific on the traits of effective leadership. ‘Effective leadership was found to be associated with improved organizational performance’ (Jonathan et al., 1984, p. 765). Thus, one purpose of this study is to identify the traits of effective leadership. Effectiveness of event manager is truly essential for a successful event. Besides, various and different opinions about the traits of effective event leadership are appeared on the books, journals, articles and other reading materials. For example, ‘The most effective event managers are not merely managers, rather, they are dynamic leaders whose ability to motivate, inspire others, and achieve their goals are admired by their followers’ (Goldbatt as cited in Allen, O’toole, Harris and McDonnell 2005, p. 95). While Turner as cited in Turner and Muller (2005) stated that seven traits of an effective event manager (leadership) have been identified such as skills of problem solving, outcome orientation, vitally and self-initiated, self assurance, self-viewpoint, communication and negotiation skill. These two examples obviously show different outcomes. Thus, it is still not clear about the traits of effective leadership.

II. As we know that the person who has the supreme power in an event is event manager. So, if event manager does not encourage power sharing in the department leaders and persists in making decision personally then he/she will be in burden. This is because different departments need different expertise and skills. Besides, the progress of event preparation might also be deferred if there is only one person can make decision. Hence, power sharing is important in managing an event. ‘Leader behaviors that
promote power sharing and raise the intrinsic motivation of subordinates are also likely to raise their efficacy’ (Conger & Kanungo, 1988; Thomas & Velthouse, 1990 as cited in Abhishek et al., 2006, p.1242). Other than that, Yukl (2002) stated that leaders use power in conceited and overbearing way will cause dislike and confrontation of subordinates. So, it is important to study the leadership that encourages power sharing.

1.5 RESEARCH QUESTION

Research question means the formal statement of the aim of a research. Research question state clearly that what the research will investigate and attempt to prove. Two research questions were identified. This study aims to answer the research questions as below:

I. What are the traits of an effective leadership on event manager?

II. What are the importances of leadership that will empower the power sharing of crews?

1.6 RESEARCH OBJECTIVE

The objectives of a research summarize what is achieved by the study. Moreover, research objective also clearly set out what are the researcher wants to find out. In this research, two objectives have been stated. The objectives of this research are as follows:

I. To identify the traits of an effective leadership on an event manager.

II. To study the importance of leadership that encourages power sharing of crews.
1.7 SIGNIFICANCE OF THE STUDY

Significance of the study is important to bring some contributions to certain aspects. This research may bring some significance to researcher, event manager and community.

1.7.1 Researcher

In Malaysia, there are extremely little researchers doing their research on leadership in the context of event management. Most of the researches are on the leadership in the context of company and organization. So, this research can be a reference for students, researchers, educationists and so on in the context of event management especially for community event.

1.7.2 Event Manager

The contribution of the study will bring about to the event manager. As mentioned before, event manager is at the top of the management team. He/ she play a main role to lead the team members toward achieve the goal of an event. This study may give clearer traits of an effective leader in events. Event manager is able to refer to this study as a guideline to be a more effective leader from the data collected. Through this research, leader will understand more about the traits of effective leadership. Then only their crews will be less stressful and passionate to be a part of the team management in an event.

1.7.3 Community

This study also contributed to the event clubs, event organizations and non-profit organizations in conducting an outstanding event. This study will create awareness and
important of leadership towards an event. To conduct a successful event will not rely on the systematic management only but leader also plays an important role to a successful event. Management controls people by pushing them in the right direction. Leadership motivates his subordinates by the way of satisfying basic human needs (Kotter, 1947). So, the importance of leadership will be appreciated and get attention from event management sector and community. Besides that, result of study brings some clarity about the affects of leadership toward crews’ performance and successful of an event.

1.8 LIMITATION OF THE STUDY

Limitation is the problem faced when doing a research. There are some limitations when doing this research which included time, event’s dates and locations, references and financial resources.

1.8.1 Time

There are some limitations when doing this research. First, time given to complete this research is only a year and it is extremely limited. Lack of time may bring about insufficient resources and data. Besides that, the time in conducting data collection process with participants is hard to arrange. This is due to the participants has their own matter to do even thought in weekends.

1.8.2 References

Reference of Asian country is limited especially Malaysia. Most of reference includes books, articles and journals are published from western country. Although some of the
reference have been written leadership in Asian context but also limited. For instance, there are only half page is touch on leadership style across culture from the whole 732 pages on Contemporary Management by Jones and George, 2003.

1.8.3 Financial Resources

Financial resource is also one of the difficulties in doing this research. Quite large amount of money was spent to conduct this research. Such as transportation fee to the community events to collect data, questionnaires printing cost and expanses of telephone bill to contact the participants involved. In the other hand, small present is prepared to participants as appreciation gift for their collaboration given.

1.8.4 Respondents

In the process of collecting data regard my research, I am facing several problems. When I am request to respondent, somebody is impolite to decline my request. Some of them ignore me then pass by and even murmur to me. Other than that, some of the participants didn’t pick up the phone while I am calling for setting an appointment.

1.9 CHAPTER SUMMARY

In this chapter, the basis of research background has been shown. There are few definition of research’s keywords are identified. Definition of leadership in this research is about how a person having the most power in making decision and leading the team toward the agreed team goal together while management is defined as a series of process to conduct a systematic and fluent event. Besides, the definition of community in this research is defined as
a group of people live together and have common characteristic in the perspective of event management and community event is an event prepared for a particular group of people in a community. Other than that, this research is focuses on the community events held by PERSEN and Rotaract Club in UNIMAS, Malaysia. There are two research problems in this research have been identified which is ‘effective leadership was found to be associated with improved organizational performance’ (Jonathan et al., 1984, p. 765) and ‘leader behaviors that promote power sharing and raise the intrinsic motivation of subordinates are also likely to raise their efficacy’ (Conger & Kanungo, 1988; Thomas & Velthouse, 1990 as cited in Abhishek et al., 2006, p.1242). Furthermore, research objectives included to identify the traits of an effective leadership on an event manager and to study the importance of leadership that encourages power sharing of crews. This research may bring some significance to some aspect for example researcher, event manager and community. Furthermore, there are also some limitations when doing this research which included time, references, financial resources and respondents.