



Faculty of Applied and Creative Arts

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

Tan Shwu Yun

(39052)

**Bachelor of Applied Arts with Honours
(Arts Management)
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**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
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Final Year Project Report

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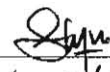
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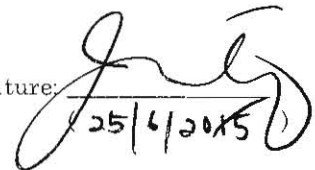
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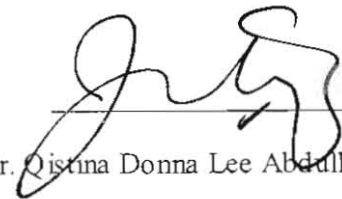
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ABSTRAK

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

Tan Shwu Yun

Kajian ini dijalankan bertujuan untuk mencapai dua objektif kajian. Objektif kajian pertama ialah untuk mengenal pasti karakteristik kepimpinan pada seseorang pemimpin yang efektif dan kedua ialah kepentingan berkongsi tenaga seseorang pengurus acara kepada krew bawahan dalam pengurusan acara komuniti. Bidang kepimpinan dalam pengurusan acara menjadi sumber inspirasi penyelidikan ini. Kaedah kualitatif telah diaplikasikan. 'Open-ended questionnaire' diisi oleh 15 orang pemimpin yang terlibat dalam pengurusan acara komuniti. Dapatan kajian untuk objektif pertama menunjukkan 12 karakteristik diperlukan oleh pemimpin yang efektif iaitu kemahiran berkomunikasi, keyakinan diri, integriti, kemahiran menyelesaikan masalah, kematangan emosi, kebolehan mengarah, berwawasan, mengambil berat keperluan pekerja, bekerjasama, kebolehan menjalankan beberapa kerja serentak, minat yang mendalam pada sesuatu, mesra dan bersedia untuk mendengar. Dapatan kajian objektif kedua ialah berkaitan dengan kepentingan berkongsi tenaga. Kepentingannya terhadap membuat keputusan ialah process komunikasi yang efektif, krew belajar membuat keputusan sendiri, menghasilkan keputusan yang bersepadu dan krew ada perasaan sebahagian daripada organisasi. Kepentingan berkongsi tenaga terhadap pemimpin ialah mengurang beban pemimpin, membina pemimpin untuk masa depan dan krew sanggup menolong pemimpin. Akhir sekali, kepentingan berkongsi tenaga dalam acara ialah acara dijalankan dengan berjaya dan acara dijalankan dengan pengurusan masa yang baik. Dapatan kajian dapat dijadikan rujukan kepada pemimpin dan membangun pemimpin yang efektif.

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 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

Research Problem	Research Objective	Research Question
I. 'Effective leadership was found to be associated with improved organizational performance' (Jonathan, Kenneth, and Ralph, 1984, p. 765).	To identify the traits of an effective leadership on an event manager.	What are the traits of an effective leadership on event manager?
II. '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 as cited in Abhishek, Kathryn and Edwin, 2006, p. 1242)	To study the importance of leadership that encourages power sharing of crews.	What are the importances of leadership that will empower the power sharing of crews?

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, vitality 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 PERSENI 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.