



**MEMBERS' PERCEPTIONS TOWARDS IMPROVING
THE PERFORMANCE OF THE AREA FARMERS
ORGANISATION**

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- This project paper is the result of my independent work and investigation, except where otherwise stated.
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ABSTRACT

The study presents an analysis using the McKinsey Seven S Model on seven aspects of measuring an organization performance in order to help us understand and identify the management weakness of the Area Farmers Organisation (AFO). The study highlights the AFO management's characteristics as seen by members of the organization and to find out whether the seven Ss or antecedents; shared values, strategy, structure, system, skill, staff and style are properly aligned, interconnected, and working together.

The study discusses elements of external examination by the members that influence and possibly impacted the AFO operational effectiveness. Though there exist many similarities of opinions and suggestions by members on the various aspects of AFO management, however, the differential inter-group behavioral dynamics led to differences in ways of interpreting the problems and finding solution to the problems. With the increasing importance of agriculture in the country under the present Prime Minister of Malaysia, Dato Seri Abdullah Ahmad Badawi the relative importance of the AFO is on the increase. The study is relevant for every stage of developing AFO strategies and programs and any activities associated with the development of the Area Farmers Organisation.

CHAPTER 1: INTRODUCTION

1.1 Background

There are two important elements that form the basis for this study. First is member's perception and second, is AFO performance. Webster's dictionary defines "perception" as the "mental grasp of object, qualities, etc. by mean of the senses: awareness; comprehension". In other words, perception is the conclusion made from sense perception and one's own judgement. Judgement is crucial to perception, and is what separates it from sight, hearing, touch, and the other senses. Because perception includes one's own judgement, one could visually perceive more or less than is actually seen. For example, one could see a blurry figure moving inside the water, and recognize its pattern of movement as that of a fish. Thus, a fish is perceived even though only a blurry figure is seen. Examples of where one could perceive more than actually exists are also easy to find. Hallucinations, optical illusions, dreams, and mirages are example of this. Of course if the person recognizes the farce in his sensory input then it is not perceived – only see. For example, man might see the mirage of an oasis in the desert, but be aware that it is not real. In this case, the oasis is seen, but not perceived. As is evident through the above example, perception, by nature, can be misleading, correct, or incorrect. In addition to general analysis of a situation, there are many rudimentary assumptions that are made which have the same potential for uncertainty. For example, when one sees a fish in a bowl, they naturally assume that the fish is in the bowl. This assumption is a perception, and is not by definition true, no matter how likely it may seem. This also applies to perception of AFO members that becomes a subject for this study.

The second key element in the study is the AFO Performance. "Performance" come from the word 'perform' which is defined in general as commit, a functional