

**UNIVERSITI TEKNOLOGI MARA
FAKULTI SAINS PENTADBIRAN DAN PENGAJIAN POLISI**



**PRACTICAL TRAINING REPORT:
HUMAN RESOURCE MANAGEMENT UNIT LEVEL OF
UNDERSTANDING REGARDING BALANCED SCORECARD**

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Supervisor's Comments

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THE DECLARATION

Declaration

We hereby declare that the work contained in this practical report is original and our own except those duly identified and recognized. If we are later found to have committed plagiarism or acts of academic dishonesty, action can be taken in accordance with UiTM's rules and academic regulations.

Signed.

MOHD SUHARDY BIN UJAI

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CHAPTER 1

Introduction of the Organization

1.0 Introduction

This chapter will focus on the background of Human Resource Management Unit under Chief Minister Departments, Kuching Sarawak. It is consisting with the history of Human Resource Management Unit as well as its functions.

1.1 Human Resource Management Unit (HRMU)

In the early days, the state civil service is divided into 2 sections that are the Secretariat and District. In the year 1997, the Secretariat is considered as central administrative and led by two Europeans and was assisted by a Malay clerk, three Chinese clerk and 3 office assistants. During the formation of Malaysia there is 2,599 staff and the numbers kept increasing to the total of 14,295 people in the year 2011¹.

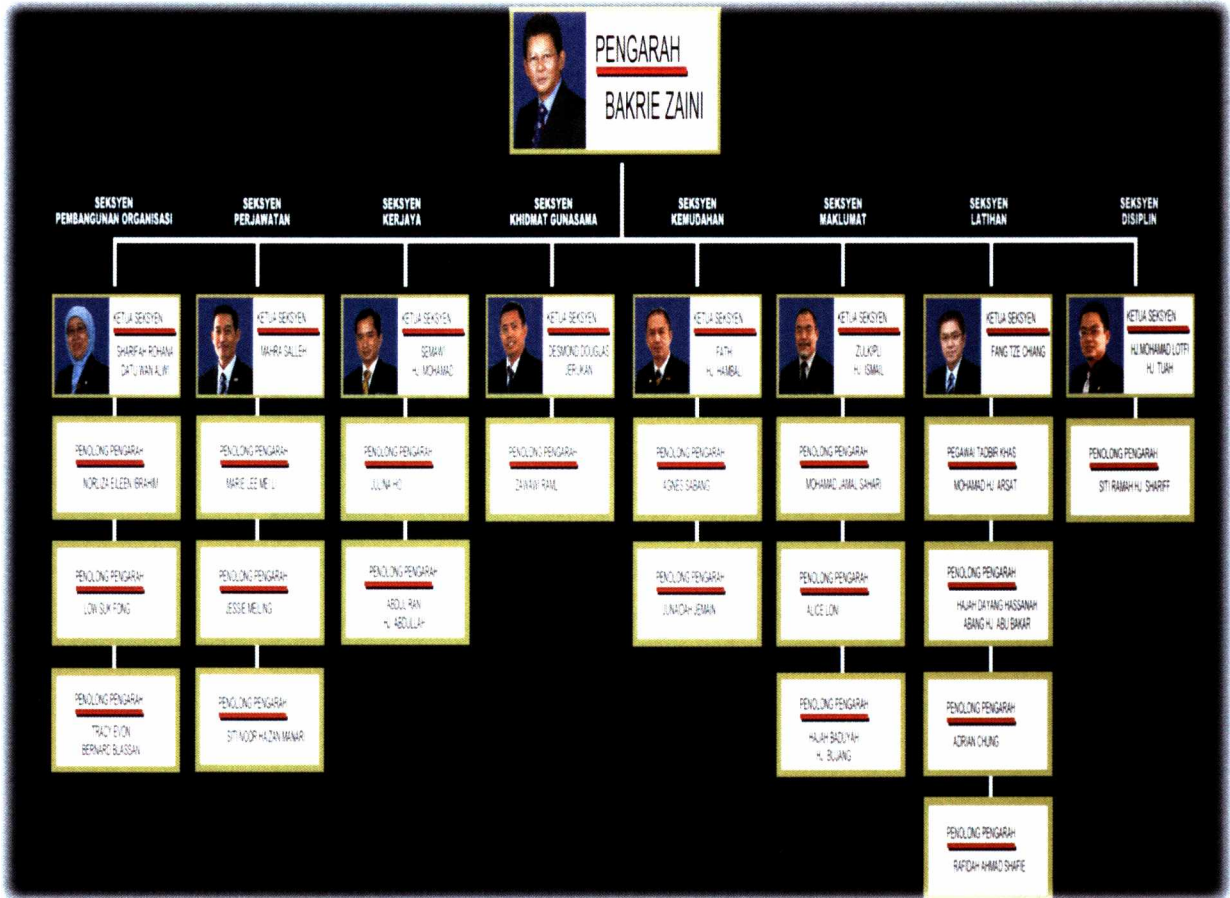
In 1966, main secretariat office was transferred to the *Bangunan Secretariat* in front of *Padang Sentral*, Kuching which before is situated at Resident and District Office. Then the secretariat was changed into *Pejabat Perjawatan Negeri* on the year 1976 and then it was moved again to *Wisma Bapa Malaysia* in the same year.

Due to reformation State Government State Office on 1st November 1995, the '*Pejabat Perjawatan Negeri*' is known as *Bahagian Pengurusan Sumber Manusia*'. A Director was appointed to lead the section and is responsible to State Government Deputy Secretary (Human Resource).

¹ Laporan Tahunan 2011, Unit Pengurusan Sumber Manusia, Jabatan Ketua Menteri Sarawak

On 25th August 2001, the section was known as 'Human Resources Management Unit' thanks to reformation of organizational structure of the Chief Minister Department. The office of Unit Human Resources Management Unit still remains at Wisma Bapa Malaysia till now. The Human Resources Management Unit is divided into 8 sections that are Organizational Development Section, Recruitment section, Career section, Shared Service Section, Training Section, Benefit Section, Discipline Section and Information Section. Each of these sections is led by one Ketua Penolong Pengarah (KPP) which is responsible to run the functions of Human Resource Management Unit to achieve the mission, vision and objective that had been set.

1.2 Human Resource Management Unit's Organizational Chart



1.3 Human Resources Management Unit's (HRMU) mission and vision in supporting the state's mission and vision.

1.3.1 The HRMU vision is Spearheading Sarawak civil service human capital transformation².

According to this vision, it is a long period target that HRMU wished to achieve which HRMU aims to become the spearheading of human capital transformation in civil service. HRMU wants to produce first class mentality of civil service, in which all civil servants are able to give high class service to customer, and resulted high and excellent performance of public organization. The most important thing is customer satisfaction. Public sector is responsible to provide service and help the public to solve their business and problems. By providing excellence service, it will automatically give high satisfaction to customer. Thus, to achieve this vision, there is one mission of HRMU as short term target of achieving the HRMU's vision.

1.3.2 The HRMU mission is to develop and manage talent for organizational excellence³.

For that statement, HRMU responsible to recruit and hire employees that is fit the vacancy needs and requirements. It is to ensure the employees that been hired possess the required skills and talent to run the job responsibility and improve the organization's performance.

² Laporan Tahunan 2011, Unit Pengurusan Sumber Manusia, Jabatan Ketua Menteri Sarawak

³ Laporan Tahunan 2011, Unit Pengurusan Sumber Manusia, Jabatan Ketua Menteri Sarawak

1.4 Human Resource Management's role.

HRMU is one of unit under Chief Minister Department and Human Resources Management Unit is the unit that responsible in managing human capital in Chief Minister Department. HRMU which also divided into 8 sections and each section has its own responsibility. Thus, there are 8 main roles of Human Resource that they need to run out to fulfil HRMU can achieve its target.

- **Review and improve the current organization's structure⁴.**

HRMU is frequently reviewing the current structure of organization and improves any structure that needs improvement to ensure the effectiveness and efficiency of organization.

- **Plan need of human capital in every agency.**

HRMU needs to ensure that each agency has enough human capital to run their responsibility. It is means that HRMU must provide human capital at the right place and at the right time.

- **Monitor job fitting status in organization.**

- **Fill up any vacancy in organization with the right people that possess the right skills and talents.**

- **Manages recruitment and hiring process civil servant according to job needs and requirements⁵.**

- **Manages the unit budget, holiday, information, privileges, acknowledgment and record of civil servant.**

- **Updating the information related with staff in civil service, through Personnel Management System (PMS) and e-Jawatan⁶.**

- **Manage and apply HRMU matters related with examination and state civil service induction.**

⁴ Laporan Tahunan 2011, Unit Pengurusan Sumber Manusia, Jabatan Ketua Menteri Sarawak

⁵ Laporan Tahunan 2011, Unit Pengurusan Sumber Manusia, Jabatan Ketua Menteri Sarawak

⁶ Laporan Tahunan 2011, Unit Pengurusan Sumber Manusia, Jabatan Ketua Menteri Sarawak

CHAPTER 2

Schedule of Practical Training

2.0 Introduction

In this chapter, it shows the activities that I joined for about 5 weeks during internship at Chief Minister Department. To makes it become more clear, I do it in timetable to shows what are the activities that we done on Chief Minister Department.

2.1 Schedule of Practical Training

Week 1

Date	Exact Nature of Work Done
28 January 2013	<p>Reporting for duty</p> <p>-There are seven of us reporting for duty in Chief Minister Department (CMD). We had been welcomed by Manager Assistant, Mr. Zawawi Rambli before we met Mr.Desmond douglas Jerukan as our supervisor a few minutes later.</p> <p>-Mr.Desmond having a simple briefing regarding Human Resources Department in CMD.</p> <p>-Mr.Desmond would also give us a specific task for this 5 weeks internship session. We decide to makes one called 'Balanced Scorecard'</p> <p>* Through these activities, we had been exposed with Human Resources Management Unit (HRMU) background as a whole and we able to discuss and work as a team in order to organized one</p>

	<p>project that we decided.</p>
29 January 2013	<p>Meeting for drafting the annual report book (HRMU 2013)</p> <ul style="list-style-type: none"> -Actual meeting environment that really experienced me the important of having a meeting. During that meeting session, every single staff comes out with their idea to create a better annual report book for this year. -Through this meeting it would also exposed me with each section and its function as well. <p>Gantt Chart exposure</p> <ul style="list-style-type: none"> - In order to do our task/project that given for us, Mr. Desmond explains us how to makes a real Gantt Chart for the real project. -Mr. Desmond shows us their project Gantt Chart in a past period as our reference * Through that activities, I able to generates my planning skills and exposed me with a real project planning situation.
30 January 2013	<p>Briefing project proposal with Mr.Desmond</p> <ul style="list-style-type: none"> -Mr.Desmond having a simple briefing for us in order to explain further about our project. - It would expose me with the content needed in real project. - We apply Microsoft Project software in order to make a future plan in Gantt Chart. Any plan would also suggested by Mr.Desmond <p>Start the Project Proposal</p> <ul style="list-style-type: none"> - Me as a leader, delegate a task to my team member. Each of us has their own specialties. So, I delegate them by that particular factor. * This activities experienced me with teamwork as well as my communication skills. It would also improve the understanding regarding a background of HRMU and its vision and mission.

31 January 2013	<p>Mr.Desmond called us for project progress</p> <ul style="list-style-type: none"> - Makes a simple briefing regarding our project progress and criticized our progress in order to makes it no more mistake. -Mr.Desmond explain how to create a project proposal -We would also register for Toastmaster. <p>*These activities exposed me with a new knowledge skills because, Mr.Desmond explain how to create a project proposal.</p>
1 February 2013	<p>Asking my team member for having a discussion regarding our project proposal presentation.</p> <ul style="list-style-type: none"> - Having a discussion in order to create a project proposal presentation. -This activities really needs a crucial discussion and teamwork skills. - Name of a team would also decide as 'Scorecard Catalyst' <p>Presenting our project proposal to Mr.Desmond</p> <ul style="list-style-type: none"> -Each person on my team presenting their part. So, all of us were speak. -After presenting to Mr.Desmond, he makes a simple comment regarding our project progress. <p>* This activities enhance my soft skills, exposed me how to become a good presenter as well as upgrading my planning skills.</p>

Week 2

Date	Exact Nature of Work Done
4 February 2013	<p>Preparing the questionnaires, Microsoft Gantt Chart and drafting the proposal report.</p> <ul style="list-style-type: none"> - This morning, we make our routine activities regarding our project. We do simple discussion regarding which item or question that we would like to put on our questionnaire.

	<ul style="list-style-type: none"> - We apply a Microsoft Project in order to makes a Gantt Chart for our project. -We also drafting our report. <p>Visit to the each section at Human Resources Management Unit</p> <ul style="list-style-type: none"> - Having a visiting to the each section in HRMU. This visiting actually, we tried to find the specific information regarding their Key Performance Indicator (KPI) for each section as well as their function.
5 February 2013	<p>Distributing questionnaire</p> <ul style="list-style-type: none"> - After preparing a questionnaire in previous day, each of us went to each section of HRMU in order to distribute the questionnaire -This activities will give us a chance to get to know every staff in HRMU <p>Collecting data and information, feedback as well</p> <ul style="list-style-type: none"> -We distributing our questionnaire in the morning, then we collect it after lunch hour. The feedbacks are positive and staff cooperates with us in order to finish up our findings. - Collecting data and directly key-in to find a result
6 February 2013	<p>Analyzed data</p> <ul style="list-style-type: none"> - We apply SPSS as our medium tools to analyzed data. This software has been used since our diploma till now. -The data had been analyzed in order to find a findings will generates our project skills
7 February 2013	<p>Calculate a Feedback</p> <ul style="list-style-type: none"> -We do some analytical process by looking further towards our project feedback.

	-We managed to makes a crucial discussion regarding a feedback of our findings.
8 February 2013	<p>Presentation the Progress</p> <p>- This presentation, we explained about our findings and feedback regarding our project proposal</p> <p>-Mr.Desmond explains more how to plan a real project event. He also explains us about the best way in order to present a project.</p>

Week 3

Date	Exact Nature of Work Done
13 February 2013	<p>Plan the brochure design</p> <p>-We had been exposed by Mr.Desmond regarding a real sample of brochure</p> <p>-We apply Microsoft Publisher in order to create a brochure</p> <p>Went to Benefit Section asking about KPI</p> <p>-For the next task, I went to each section in order to get to know about their KPI.</p> <p>-This is important because our project are more towards performance of staff</p>
14 February 2013	<p>Preparing the Brochure</p> <p>-As mention before we decide to prepare a brochure by using a Microsoft Publisher.</p> <p>-We having an extreme discussion for each team member to prepare a quality and attractive brochure for our project</p> <p>Redesign a Logo</p> <p>-At the same time, we also try to redesign our logo in order to attract and gain trust regarding our project proposal</p>

	<p>Re-create our presentation slide</p> <p>-Our presentation slide had been upgraded with new planning on Gantt Chart, brochure as well as our new logo</p>
15 February 2013	<p>Preparing service order</p> <p>- Service order to makes an order for catering. This is my new experienced by makes a call to caterer and order food for meeting with VIP.</p> <p>Booking Projector and Laptop</p> <p>- I has been asked by staff at my department to book a projector and laptop for their important meeting</p> <p>-Reservation will be held at section 6.</p> <p>Distribute meeting notice</p> <p>- I has been asked by Miss Cassey to distribute a Meeting notice for Pengarah Unit Perhubungan Awam Korporat.</p> <p>-This is part of meeting process before it happen.</p>

Week 4

Date	Exact Nature of Work Done
19 February 2013	<p>Repair the Brochure</p> <p>-This week we focused on our presentation that will be held on Friday.</p> <p>-Repair any mistake that we done on the brochure guide by Mr.Desmond Douglas Jerukan</p>
20 February 2013	<p>Decide a Final Draft</p> <p>-Having a discussion before finalized our final draft in order to show it to our lecturer that will come on Friday</p>

	<p>Plan a Project Proposal Presentation Slide</p> <p>-Having a crucial deiscussion with team member, which point that we used to include on our slide. Guide by Mr.Desmond Douglas Jerukan.</p>
21 February 2013	<p>Decide Project Proposal's Presentation slide</p> <p>-Making a preparation for our becoming proposal presentation</p> <p>-The teamwork skills are tested on this situation</p> <p>Preparing Tentative Program For Our Presentation Day</p> <p>- Planning what are the activities will do by tomorrow morning till the end of our presentation</p> <p>- Really need a specific and creative and specific idea to manage that particular event</p>
22 February 2013	<p>Final Presentation</p> <p>-Our lecturer, Madam Arenawati and Miss Zalina arrived at CMD on 9.00 am.</p> <p>- Our supervisor Sir Desmond arrived as well</p> <p>-We start our presentation regarding our Project Proposal, Balanced Scorcard</p>

Week 5

Date	Exact Nature of Work Done
26 February 2013	<p>Start Making a Final Report</p> <p>-Brainstorm the idea in order generates more creativity for our final report</p>

	<ul style="list-style-type: none"> - Delegate a task for each member <p>Re-design a Brochure for Final Draft</p> <ul style="list-style-type: none"> - Tried to find a creative way for our last brochure before it will be produced to the staff regarding Balanced Scorecard
27 February 2013	<p>Open Discussion</p> <ul style="list-style-type: none"> -Open discussion with a team member about finalized our final report and new design of brochure <p>Makes a Simple Review and Repairing a Report</p> <ul style="list-style-type: none"> - Finalized our report before it will be printed
28 February 2013	<p>Editing and Compiling a Final Report</p> <ul style="list-style-type: none"> - We managed to compile our final report before it will be submitting with our supervisor <p>Preparing a Service Order</p> <ul style="list-style-type: none"> -Again, I had been responsible to prepare a transportation service order for VIP
1 March 2013	<p>Attend a Final Meeting with Mr.Desmond</p> <ul style="list-style-type: none"> - Submitting our final report and having a last discussion with our supervisor before we left the Chief Minister Department -Mr.Desmond gives tips for us in order to become a good staff in the future.

CHAPTER 3

Data Analysis

3.0 Introduction

In this chapter, will focused on what we study at Campus that have a relation with what we done on Chief Minister Department during internship training. By this, I would like to focus on the activities that we did and our experienced regarding that activities.

Human Resource Management Unit function actually suits with our field of study at UiTM. So, any activities or even task that given for us, we managed to apply on what we study on Campus.

3.1 Application of Microsoft Project

As mention before, Mr.Desmond as our supervisor gave us one task that really challenged our ability as Administrative students which is Balanced Scorecard Project. This is the real life project. Mr.Desmond give a high expectation in order to finish this project during internship session.

Planning skills is important in order to plan crucial activities. Mr.Desmond suggested us to apply a Gantt chart in order to plan each activities that we done every day till we finish our project soon. So, we apply Gantt chart by using Microsoft Project as our tool to plotting our chart. We make an extreme discussion in order to produce a quality planning. By using a Microsoft Project, we managed to produce a quality Gantt chart.

We learnt to use a Microsoft Project during our class session by Project Management subject on Part 5. This is a useful courses for us especially myself. My planning skills are upgraded as well as enhancing systematic activities that we would like to do every day. We would always refer our Gantt chart before we start our works every day.

So, the Gantt chart is our effective method in order to deliver the work or task towards team members. So, I would like to share the activities that we manage to apply in regard of our internship session.









	 Task Name	Duration	Start	Finish
1	 Week 1	5 days	Mon 28/1/13	Fri 1/2/13
2	 1.0 Coordinating Balanced Scorecard Project	1 day	Mon 28/1/13	Mon 28/1/13
3	 1.1 Group discussion	1 day	Mon 28/1/13	Mon 28/1/13
4	 1.1.1 Set meeting	1 day	Mon 28/1/13	Mon 28/1/13
5	 1.1.2 Set agenda	1 day	Mon 28/1/13	Mon 28/1/13
6	 1.2 Forming committee	1 day	Mon 28/1/13	Mon 28/1/13
7	 1.2.1 Select a leader	1 day	Mon 28/1/13	Mon 28/1/13
8	 1.2.2 Delegate the task	1 day	Tue 29/1/13	Tue 29/1/13
9	 1.3 Decide activity and strategies	1 day	Tue 29/1/13	Tue 29/1/13
10	 1.3.1 Identify the program and strategies	1 day	Wed 30/1/13	Wed 30/1/13
11	 1.4 Action plan	2 days	Thu 31/1/13	Fri 1/2/13
12	 1.4.1 Evaluation	1 day	Thu 31/1/13	Thu 31/1/13
13	 1.4.2 Prepare draft proposal	1 day	Fri 1/2/13	Fri 1/2/13

Table 1

As for the first week, our group are more focus on coordinating balanced score project. Among the activities that been held are group discussion where meeting and all the agenda have been set in order to plan all the activities within the five week. Besides that, we also form a committee on the same day where I as a leader to guide and delegate the task among the team member. Thus, I have delegated every each of us with a certain task and position in order to smooth the activities that have

been planned. As for second activities under coordinating, our group have discussed on the strategies and activities that should be done in order to strengthen the understanding of the Balanced Scorecard among the staff in HRMU. As for information, this unit has eight sections. Next, we proceed on the action plan whereby evaluation has been made from our supervisor Mr. Desmond Douglas Jerukan on Friday. Constructive critics have been made by him before draft the proposal.










14		Week 2	5 days	Mon 4/2/13	Fri 8/2/13
15		2.0. Assessing/Measuring capacity	5 days	Mon 4/2/13	Fri 8/2/13
16		2.1 Select target group	1 day	Mon 4/2/13	Mon 4/2/13
17		2.1.1 Determine number of respondent every section	1 day	Mon 4/2/13	Mon 4/2/13
18		2.2 Getting information	1 day	Mon 4/2/13	Mon 4/2/13
19		2.2.1 Set up question	1 day	Mon 4/2/13	Mon 4/2/13
20		2.2.2 Distribute the questionnaires	1 day	Tue 5/2/13	Tue 5/2/13
21		2.3 Getting feedback	1 day	Tue 5/2/13	Tue 5/2/13
22		2.3.1 Collect the questionnaires	1 day	Tue 5/2/13	Tue 5/2/13
23		2.3.2 Analyse the data and preparing presentation	3 days	Wed 6/2/13	Fri 8/2/13
24		2.4 Presentation	1 day	Fri 8/2/13	Fri 8/2/13

Table 2

As for second week, we are more towards assessing/measuring capacity which is known as our respondents. The first step is selecting our target group by determine the number of respondent for every section. We are assigned by our leader to go to every section in order to know the number of workers. Besides that, in order to get our project are been understand by each of them, we have getting an information by set up the questionnaire. We have set five questions for Section B in order to know the level of understanding on Balanced Scorecard. As for Section C, there are also five questions for measured the respondent perception on

Balanced Scorecard. As for Section D which is open ended question where we set up only one question on improving the level of understanding. After that, we distribute the questionnaire to every section and collect them in order to get feedback on the Balanced Scorecard. Then, we analyze all the data and prepare for our presentation to Mr. Desmond in order to know our progress.






25		Week 3	3 days	Wed 13/2/13	Fri 15/2/13
26		3.0 Assessing project	1 day	Wed 13/2/13	Wed 13/2/13
27		3.1 Interpret the data based on the objectives	2 days	Thu 14/2/13	Fri 15/2/13
28		3.1.1 Key in the data	2 days	Thu 14/2/13	Fri 15/2/13
29		3.2 Preparing the brochure	1 day	Fri 15/2/13	Fri 15/2/13

Table 3

On the third week, we are more focusing on the assessing our project whereby we interpret the data based on the objectives. All the feedback is key in by using the Statistical Packages for Social Studies (SPSS). Besides that, we are preparing the pamphlets to the respondent as for information in order for them to understand the Balanced Scorecard. As for information, not every staff in the HRMU understands what Balanced Scorecard is and implements it to their section.

30		Week 4	5 days	Mon 18/2/13	Fri 22/2/13
31		4-0 Visiting others section	1 day	Mon 18/2/13	Mon 18/2/13
32		4-1 Preparing the slide presentation	4 days	Mon 18/2/13	Thu 21/2/13
33		4-2 Actual Presentation	1 day	Fri 22/2/13	Fri 22/2/13
34		4-2-1 Distribute the manual to lecturers and supervisors	1 day	Fri 22/2/13	Fri 22/2/13
35		4-2-2 Question and Answers	1 day	Fri 22/2/13	Fri 22/2/13
36		4-2-3 recommendations and suggestions	1 day	Fri 22/2/13	Fri 22/2/13
37		4-2-4 Photography session	1 day	Fri 22/2/13	Fri 22/2/13

Table 4

As for the first day of fourth week, we are assigned to know the KPI for 2012 and what is their expected target for 2013 in order to put the details into our brochure. Besides that, we also prepare the slide for presentation for our evaluation to lecturers and supervisor. On Thursday, we are having actual presentation on meeting room. On that day, all of us are been evaluate by our supervisor and lecturer about the progress and performance on the project. We are preparing all the manual, brochure, Gantt chart and questionnaire to the lecturers and supervisor. On that presentation, we have question and answer session, recommendation and suggestion regarding our proposed project.

38		Week 5	5 days	Mon 25/2/13	Fri 1/3/13
39		5.0 Taking corrective actions	2 days	Mon 25/2/13	Tue 26/2/13
40		5.1 Preparing final report	3 days	Wed 27/2/13	Fri 1/3/13
41		5.1.1 Evaluate the report	1 day	Fri 1/3/13	Fri 1/3/13

Table 5

As for week 5 for the final week, we are having taking corrective actions on our progress. Every construction critics, suggestion and evaluation are been added to our report. Lastly, we prepare the final one to our supervisor, Mr. Desmond.

3.2 Presentation Skills

As Administrative students, we would always have a presentation regarding our subject. Sometimes, three times a week. So, Mr.Desmond really wants to discover our presentations skills. Every week, we will set up our presentation during internship session. This presentation is important in order to show our progress regarding project that given for us.

For the first week, Mr.Desmond wants to know the level of communication skills that we have. The evaluation regarding our communication skills commented after we finished our presentation. He will look at our planning skills by looking at our Gantt chart as a whole.

This presentation skill actually we applied from all subjects that we study during class session at UiTM. It is consist with our language, soft skills as well as our body language during presentation.

Mr.Desmond would always guide us in order to become a good presenter in the future. So, we register as Toastmaster members. Toastmasters unleashed our presentation skills and speak fluently for a certain period of time. Through this activity, we will know our weaknesses

during presentation. Mr.Desmond also encourages us not to use a paper or even read a slide so that, our presentation will become more effective in term of delivery the information

By applying our presentation skills during study, we do not have any major problem regarding our presentation and Mr.Desmond only criticize each spot that really need to fix in order to become a good presenter in the future.

3.3 Research and Analytical Skills

Research and analytical skills that we learnt on UiTM is part of our subject. We managed to do a research for about a years which is two semester. During research process, I learnt how to collect a data as well as key in a data to SPSS.

So, during internship session, Mr.Desmond suggest me and my team members to makes a research regarding the level of knowledge of staff in Human Resources Management Unit, Chief Minister Department regarding Balanced Scorecards. So, I do asking my team members as well as delegate a task for them together in order to start our research.

We start our research by preparing the questionnaire. We are having a discussion which question that we are going to put in questionnaire. Then, we print it out and photocopy. We targeted 150 respondents on that particular time. After making some discussion, each of us distribute it to all staff in Human Resource Management Unit

We give specific hours for staff to fill in questionnaire before we collect it. By tomorrow morning, we prepare SPSS to key in every data that we got from questionnaire. The results are positive. That was a process of collecting data from a staff in Human Resource Management

Unit. This process we already done during Research subject at UiTM. It enhances my analytical skills as well as my confident skills in order to confront with all staff on that particular department.

3.4 Balanced Scorecard Exposure

Organizational Behavior subject explain me a brief about balanced scorecard. So, by the time Mr.Desmond gave us that project title, I already imagine on what we learnt during class.

This is a simple explanation about balanced scorecard that I grabbed from our project proposal report during internship session.

The balanced scorecard is a strategic planning and management system that is used extensively in business and industry, government, and nonprofit organizations worldwide to align business activities to the vision and strategy of the organization, improve internal and external communications, and monitor organization performance against strategic goals. This is considered as a new approach to the management system. The Total Quality Management is considered an obsolete system which is considered not that relevant during the present hour. Balance scorecard is considered crucial to the organization because it is use to control and monitor activity of the staff and to see the consequences of the action. Thus to cope with the changing environment, adopting a new approach is important because of the needs of each environment differs from one another.

It is hard to measure the real health of the organization. Instead of using a single measure, using a composite scorecard involving a number of different measures can measure the real health of the organization. Kaplan and Norton devised a framework based on four perspectives –

financial, customer, internal and learning and growth. The organization should select critical measures for each of these perspectives.

HRM Unit will benefit from the implementation of using Balance Scorecard because it can help with the management processes of HRM Unit. It covers the financial, customer, internal and learning and growth of the organization. Thus it covers in every perspective of the organization. Other than that, the application of Balance Scorecard can also ensure that HRM Unit can select the best staff for the government and manage them so that they can work effectively. Moreover, by using the Balance scorecard, HRM unit will be able to achieve their vision and mission in a shorter time. This is because every of their actions are based on the organization's vision and mission. Last but not least is the initiatives are continually measured and evaluated against industry standards thus ensuring a quality in HRM Unit services.

The balanced scorecard is a methodological tool meant to help organizations manage their future growth, objectives and plans made in order achieve their vision. It is a strategic planning and management system that is used extensively in business and industry, government, and nonprofit organizations which introduced by Robert Kaplan and David Norton in order to align the organizational activities based on the vision and strategy made. Implementing the balanced scorecard has its own **advantages** in the organization.

As for the first advantages is, this system is **easy to be understand by every staff in the organization**. It is because the balanced scorecard approaches of the organization to their staff by a discussion or meeting which is communicated with each other. This method could make the staff understand on the activities based on the objectives made since they involve in question and answering during discussion or meeting session regarding on the issue that hard for them to be understand. However, the method apply must be monitor by upper

level or coordinator in order to avoid misunderstanding or misrepresentation happen while the session. This is because, it could make different understanding on the activities made if they not understand this system which will lead to the individual objectives and activities in order to benefit themselves such as based on their improving performance. If this happen, it may not track or not align with the organization objectives even it improve the employee performance. Thus, from here with communication it will not consume too much time in order to increase the understanding of the employee on their organization objectives and strategies made. This is because it will spread all the news fast with mouth to mouth among the staff.

The second advantages are **easy to get the feedback of the results or target that want to be achieved on certain period such as annually or monthly**. By balanced scorecard, it will compare the planned with the actual target to see their result whether success or not for the time period they planned. If the target is not achieved based on the planned made, a corrective action will be taken for achieved the target in order for reach their objectives and missions. By comparing, any changes can be view easily especially on the problem rise and able for us to make any action for solve the risk happen in order to achieved the target based on the planned made. Besides, it also could make the organization be on the track where based on their objectives made in term of implementing the strategies and activities. Thus, with comparing, beside could get feedback easily it also could be act as a guideline or reference to the organization in establishing any other activities based on the objectives made for the events. It will make them ready for any risk, consequences and action to be taken for the risk happen if the actual target is not based on the planning.

The next advantages are the **strategy or activities made for achieve the target could be measurable whether it effective and achievable such as relevant based on the four perspectives**. It is learning and growth which is focused on the training and implementation of the corporate culture, the second perspective is financial which more on financial data of the organization, next is on customer which is deals with the end-user of the product and service, where they are ultimately the reason that financial aspects succeed or fail in the organizations and for the fourth perspective are internal business which deals with business process improvement and improving the way the organization runs such as the strategies made whether it are based on the objectives of the organizations. All these perspective will act as guidelines for plan the activities based the mission and strategy in order to make the activities is on the track and align with objective made. Besides, by this parameter measurable it much easier for the organizations to view their weaknesses on certain issues where they able to take alternative actions for solve or improve the weaknesses. Thus, it also able to detect any problem regarding on the activities which not track on the organizations objectives by refer to the four perspectives.

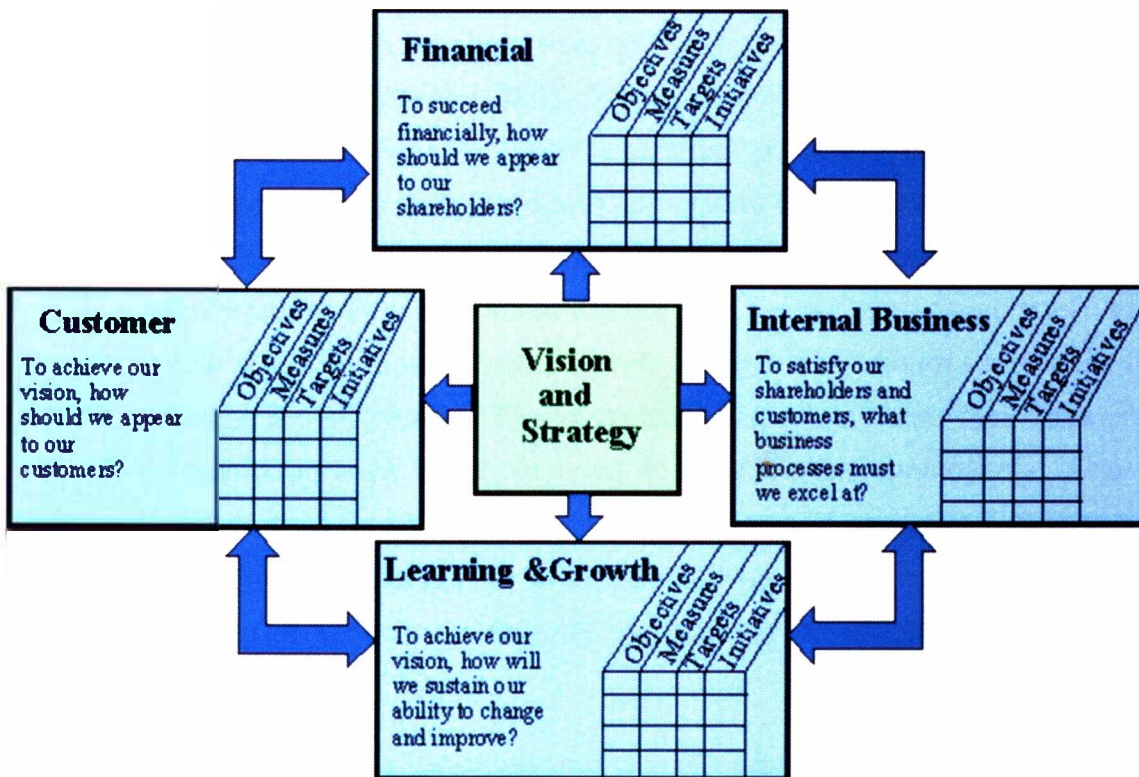
So, through this explanation, I already expose about balanced scorecard two times which is during Organizational Behavior subject as well as during internship session. As mention before, we are conducting a research in order to measure the level of understanding regarding the Balanced Scorecard. By this we have our own findings from the research that we conducted.

By forming a team, we have our own objective in order to ensure that our project will follow the needs and requirement of our supervisor. We have been discussed on the suitability of objective so that we will know the consequences of our research project in the end of internship session.

Our objective for this research project had been divided into four which is;

- Giving exposure to the staff at HRMU regarding the Balanced Scorecard
- Able to improve the organizational performance
- Align the organization strategy
- Focus on the drivers of future

By these objectives, we manage to find a better result in regard the Balanced Scorecard project as a whole. I also learnt about a detail regarding a Balanced Scorecard as my own general knowledge. As we know, Balanced Scorecard consisting four perspective that correlation each other. There are, financial, internal business, learning and growth and customer. The picture shows the flowchart of balanced Scorecard that we conduct in HRMU.



* Adapted from Kaplan & Norton 1996 *The Balanced Scorecard*. Harvard Business School Press. 9. Original from HBR Jan/Feb 1996, p. 76.

Diagram 1

Diagram 1 shows the flowchart of Balanced Scorecard that related each other. It is consist with four main perspectives which is financial, internal business, learning growth and customer.

First is **financial perspective** In Balanced Scorecard. Any organization needs a stable financial condition which can ensure the organization can run their roles and services. As in public sector like Chief Minister Department (CMD), the government has provided them some amount of budget for their operation purpose. Therefore, Balanced Scorecard as management tool can ensure that the budget is spent at the right track and with the right purpose. The budget allocated by government should be spent without care for saving because public sector sole objective is not maximize profit, but gives maximum satisfaction to its customers or clients. The organization also can use their finance for training purpose which is used to improve the employee's skills and capabilities. By improve skills and capabilities of employees, automatically the quality of service of organization also will be increase. Thus, high quality of service can ensure high satisfaction of customer towards the organization.

Second is **Learning and Growth perspective**. The success of this perspective is most likely influence by financial perspective. This is true because learning and growth comes from training. And the training need its budget to ensure training session has enough resources to be successfully held. Training and development program are aim to improve employees skills and capabilities through learning and expose employees with real working environment. Thus, employees have the opportunity to improve themselves by learning from mistakes and increase their experience towards their work and responsibilities.

Third perspective is Internal **Business Process**. We must identify the key processes at which the organization must excel in order to continue adding value for the customer. When we identify the key process at which it can add up value for the customer, we will be able to benefit from this process. This means that the activities that the organization conduct, the organization must make sure that the key processes must run without any problem in which can lead to the dissatisfaction of the customer. To satisfy the customer, we may have to identify entirely a new internal processes rather than focusing your effort on the incremental improvement of existing activities. Rather than using the “Red Ocean Strategy”, we must look forward and search for a new method of doing the things around that is by using the “Blue Ocean Strategy” which find a new way of doing things. This new strategy must be more effective than those that are already exist in the company. Much Research and Development (R&D) must be conduct so that we are able to find a new and better way of doing things. We should not rely on the old method for running our business. In this fast paced world where everything must be done at a fast pace, we should find a new way do doing things so that we are able to be different from our competitors and these new plan of doing the things around may results in positive outcomes as to our own company and towards our customers. The customers will feel that with the introduction of the new method of doing things, they will feel that our organization is innovative and are able to survive in this fierce globalization era.

Fourth perspective is customer; we must identify who is our target customer. This is necessary so that we are able to know who are our customer are. By identifying them, we are able to prepare the necessary steps and procedures in confronting them. Some customers do not like to wait long for them to be served which is mainly among the corporate field which they feel that time is important for them and those who feel that they do not mind to wait at all which are among the pensioners. This must be taken into consideration as each of their demands and needs differs from

each other. We must make sure that we are able to serve them with the correct method according to their category of age. This is to make sure that they will be satisfied in doing business with us. When we choose the value or method in serving them, we must choose the appropriate values that possess less challenge to the challenge towards the organization. This is because no organization wants to suffer from losses in conducting their activities. Thus we must look into the cost-benefit analysis. Is the amount of money and time we spend is equivalent towards the result that we receive. We must evaluate all the activities that we are doing so that the activities that we do will result in good terms for our organization. We need the customer so that we are able to continue survive in the market. Thus we must take care of them so that they will feel satisfied when conducting business activities with us.

3.5 Works as a Team

Group or team would always apply at campus. Each student will divided into team in order to finish our tutorial or even our assignment. During PPKP, we also divided into team in order to generate the idea for any exercise that we do.

For this internship session, we work as one team. We decided to call our team as 'scorecard catalyst'. We managed to discuss about our logo as a symbol of attraction towards our team. We also create our mission and vision for our team so that we managed to work with highly motivated. MR.Desmond encourages me as a leader for this team to create our own 'mini' organization at Human Resource Management Unit so that we become more comfortable to work as one team.

This is our 'mini' organization team suggested by Mr.Desmond formed by us;

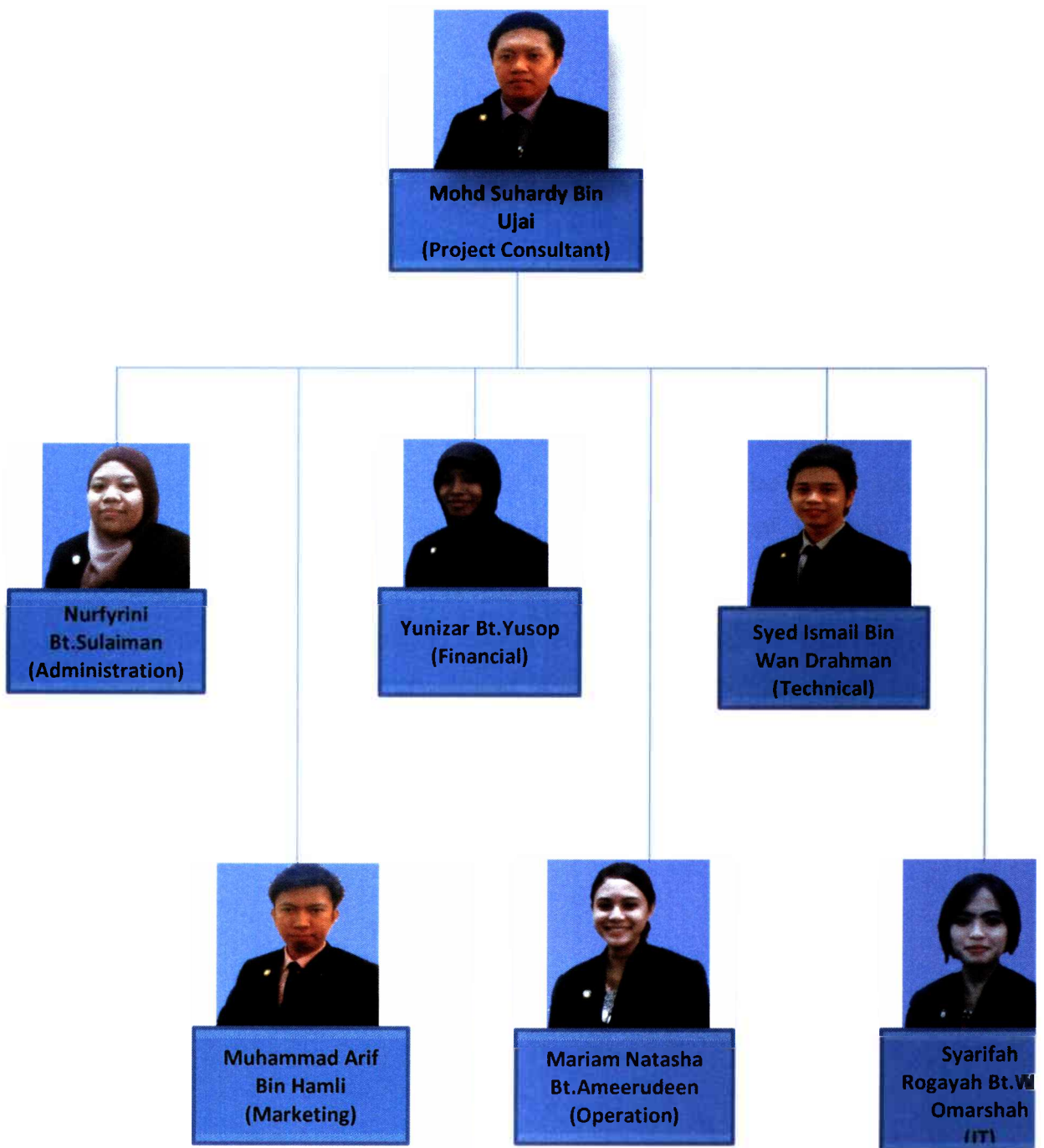


Chart 1

Vision • Moving Forwards Towards Excelent Performance

Mission • Give Understanding About Balanced Scorecard as a Whole

Diagram 2

Diagram 2 shows our vision and mission. For our vision, we try to enhance the performance to become more excellent in the future. So, in HRMU we introduce the Balanced Scorecards for staff so that, the managed to measure their quality of works.

For our mission, we tried to expose the staff in HRMU regarding the important of Balanced Scorecards as well as the knowledge regarding a Balanced Scorecards.

3.6 Finding for our research

This project findings had been conducted and analyze by the survey that has been conducted by distributes questionnaire to the respondents based on their section. The project findings were answered by 70 respondents from eight sections in HRMU. The purpose of this project research is to knowing the perception of HRM Unit staff towards Balanced Scorecard as a management tools to measuring KPI of each sections in HRMU.

The information from the questionnaire has been key in into a SPSS. In this part, SPSS is used to tabulate, evaluate and analyze the data gathered from respondents.

In this chapter, we will be able to see whether the project objectives are met or not through "Finding of Objectives". Moreover, these findings is only a general estimation by distribute it randomly to the respondents. The findings that we found in our survey is been stated as follows.

3.6.1 Level of Understanding

Question	Yes	No
1) Understanding on Balanced Scorecard.	58 respondents (82.9%)	12 respondents (17.1%)
2) Implementation of Balanced Scorecard.	44 respondents (62.9%)	26 respondents (37.1%)
3) Balanced Scorecard as a tool to measure KPI.	63 respondents (90%)	7 respondents (10%)
4) Balanced Scorecard objectives had been met.	46 respondents (65.7%)	24 respondents (34.3%)
5) The four perspective of Balanced Scorecard related to one another.	63 respondents (90%)	7 respondents (10%)

For our findings, we try to measure level of understanding regarding the Balanced Scorecards among staff in HRMU.

First, Understanding on Balance Scorecard. According to our finding, there are 58 respondent (82.9%) knows what are the need of Balanced Scorecard. They had been exposed by Balanced Scorecard and understand what the functions of Balanced Scorecard as a whole. There were only 12 respondent (17.1%) do not know about respondent. They have a limited information regarding Balanced Scorecard.

Second, Implementation of Balanced Scorecard. According to our finding, there are 44 respondents (62.9%) agree to implement a Balanced Scorecard in their organization in order to measure a quality of work. But then, there were only 26 respondents (37.1%) not agree with the implementation of Balanced Scorecard on their organization. This is because they cannot understand about Balanced Scorecard as a whole.

Third, Balanced Scorecard as a tool to measure KPI. For those staff that understands on Balanced Scorecard theory, they would also know about the major function of Balanced Scorecard. 63 respondents (90%) agree with that statement. There were only 7 respondents (10%) disagree with that statement.

Fourth, Balanced Scorecard objectives had been met. As mention before, if we know about Balanced Scorecard, there might not be a problem in order to measure the effectiveness of Balanced Scorecard. 46 respondents (65.7%) are agreeing with that and 24 respondents (34.3%) are disagreeing with that statement. Meanwhile, 63 respondents (90%) understand about four

perspective of Balanced Scorecard are related one another. There were only 7 respondents (10%) are disagree with that statement

3.6.2 Employees Perception

Question	Disagree	Neutral	Agree
1) Balanced scorecard successfully implement in section	2 respondents (2.9%)	24 respondents (34.3%)	44 Respondents (62.8%)
2) Section involvement in Balanced scorecard	8 respondents (11.4%)	26 respondents (37.1%)	36 Respondents (50.4%)
3) Balanced scorecard easy to understand	8 respondents (11.4%)	33 respondents (47.1%)	29 Respondents (41.4%)
4) Balanced Scorecard tool to enhance performance	4 respondents (5.7%)	26 respondents (37.1%)	40 Respondents (57.1%)
5) Balanced scorecard help in professional development	3 respondents (4.3%)	29 respondents (41.4%)	38 Respondents (54.3%)

For this section we try to indicate the employees' perception towards our research which is 'Balanced Scorecard'. By this section we would also state five specific questions in order to investigate the perception of employee regarding Balanced Scorecard.

First, Balanced Scorecard successfully implemented in section. There were 44 respondents (62.8%) agree to implement a balanced scorecard. 24 respondents (34.3%) are neutral then only

2 respondents (2.9%) disagree for that implementation. This is because they aware that, balanced scorecard is the best tool to measure the quality of productivity.

Second, Involvement in Balanced Scorecard for each section. Majority of them agree for that statement which is 36 respondents (50.4%). Meanwhile, 26 respondents (37.1%) prefer to neutral answer. There were only 8 respondents (11.4%) disagree with that statement. This is because they are interested in order to involve and apply a Balanced scorecard.

Third, Balanced Scorecard easy to understand. For this statement, majority of them prefer to answer neutral which is 33 respondents (47.1%), 29 respondents (41.4%) are agree and were only 8 respondents (11.4%) disagree. This is because they still not clear about balanced scorecard.

Fourth, Balanced Scorecard tool to enhance performance. Majority of respondents are agree with that statement which is 40 respondents (57.1%). Then, 26 respondents (37.1%) prefer to be neutral and 4 respondents (5.7%) are disagree. It is shows that, they know balanced scorecard will makes their performance become more effective tools in order to measure their performance.

Fifth, Balanced Scorecard helps in professional development. Majority of them agree with that statement which is, 38 respondents (54.3%). Then, 29 respondents (41.4%) are preferred to be neutral. There were only 3 respondents (4.3%) disagree with that statement. It is shows that, balanced scorecard will generate a quality of works in terms if professional development.

CHAPTER 4

Recommendation and Suggestion

4.0 Introduction

This chapter will focus on the recommendation that need to improve especially on our study during internship. The recommendation and suggestion of our internship is more towards the research project that we conducted during internship session.

4.1 Recommendation on Balanced Scorecard Research

In the questionnaire that has been allocated in each section at HRMU, many of the respondents stated their opinion on how to improve the level of understanding of Balanced Scorecard in HRMU. The need to asking about this recommendation is because it will help them to find suitable action to maintain the work performance and view their key performance indicator. The example of recommendation that been stated in questionnaire are giving exposure, briefing frequently, workshop, in-house training, awareness program and strategic system. However, the best ways to improve the level of understanding of Balanced Scorecard are giving exposure and workshop.

4.1.1 Top Management should understand about balanced scorecard

In order to give more understanding of Balanced Scorecard among the employees in HRMU, the top management must understand first about BSC so that they can easily explain more detail to their bottom management what Balanced Scorecard all about and why it need to be implement in HRMU. The Balanced Scorecard is a strategic planning and management system to align business activities to the vision and strategy of the organization, improve internal and external communication and monitor organization performance against strategic goals which will become long-term strategies.

But, not all top managers will cooperate in order to get to know more about balanced scorecard. This is because they tend to work as usual rather than focus to measure the quality of work as well as give information about something new for their staff. For them, it will lead a difficulty in order to learn about balanced scorecard. They always assume that, nothing more much important rather than their works. Top management would also busy with the other things that makes them not interested in order to learn about balanced scorecard.

4.1.2 Brief Frequently

Thirdly, HRMU should give a frequent briefing. This is the better way in order to explain on what are the balanced scorecards. By giving a briefing for a staff during meeting it will not takes a long period of time in order to explain about the function of balanced scorecards. By giving a simple briefing regarding balanced

scorecard, staff will have an opportunity to get to know more about balanced scorecard.

But then, this balanced scorecard becomes a jargon for those staff. They feel that, it will not give any benefit for them. So, they will listen about this matter but then they take it for granted. They will not have an effort in order to enhance the knowledge regarding a balanced scorecard

4.1.3 Establishing Suitable Program (Workshop, In-house trainings, awareness campaign)

Secondly, the HRMU need establish workshop for all the employees in order to give more exposure to them. It can be done monthly and see the progress happen. If all the employees understand what is Balanced Scorecard all about, then it can be easily be used to measure the key performance indicator for each section besides to maintain the organizational performance in each year. Besides that, each of the employees can easily done their work with effective and efficient in the time that have been given to them to finish it. It can be done step by step. By this, it will give a benefit to the employee or staff in order to generate their knowledge regarding balanced scorecard.

But then, there has a weaknesses regarding this recommendation. By establishing the workshop, not all staff will interest for that. This is because they has lack of time in order to attend this kind of workshop. This is because they do not have a simple understanding about balanced scorecard so that, they would prefer not to attend this workshop.

Then, in-house training. This recommendation actually gives a lot of benefit towards respondents. HRMU should hold an in house training in order to implement the balanced scorecard and apply it in HRMU. This is because; most of staff is interested to enhance their quality of works by this measuring tools. As for example, HRMU form a special committee in order have a training session regarding balanced scorecard. It will improve the understanding regarding a balanced scorecard.

But then, by in-house training, it will contribute a lot of budget. They has to state the location in order to undergo the in-house training as well as the equipment and tools in order to do that program. So, lack of cost will makes this training become failure.

Last but not least, awareness campaign. By this recommendation, HRMU should have cooperation with government and asking the government to have an awareness campaign. It is consist with distribution of brochure to all staff in government sector. They also may do something more formal such having a dinner talk. Government could also have an expo in order to generate the level of understanding of Balanced Scorecard. The expo could be held in weekend so that all staff may focus on it.

But then, it is hard for them to come in order to generate their knowledge regarding balanced scorecard. This is because they would prefer to enjoy their weekend rather than go to this campaign.

CHAPTER 5

Conclusion

To conclude everything, I managed to experience in order to conduct a real life research project. We worked as a team from the first day internship program until last.

For the first chapter, I had explained about the background of Human Resource Management Unit (HRMU) which is the place that we choose in order undergo our internship program. HRMU is part of department in Chief Minister Department. Under HRMU, there are eight sections that have their own function. Each of section will control their function as well as their key performance indicator (KPI).

For the second chapter, it is shows my tabular summary regarding my activities during internship program. We worked as a team and managed to conduct one task that given by our supervisor which is, Balanced Scorecard Project. This project actually gives us a change in order creates the chemistry among us as well as gives us an opportunity to get a better communication. We also have conducted a research in order to know about the level of understanding about Balanced Scorecard.

For the third chapter, I had explained about the findings of our research regarding the project that we conduct during our research most of our respondents actually know about balanced scorecards but then, they do not know how to implement it. They feel that balanced scorecard will make their work become nonproductive because it is difficult to measure the quality of work. But then, majority of our respondents are more towards agree in order to implement a balanced scorecard in HRMU as a whole.

For the fourth chapter, is more towards recommendation for our research as well as a suggestion to enhance the system of internship program. On that chapter, most of the respondents agree on the implementation of balanced scorecards. They comes out with a several recommendation in regard our project which is, they encourage HRMU to have a short course or workshop in order to trained as well as explain to them regarding the important of balanced scorecard, its function and implementation of balanced scorecard.

In short, during 5 weeks internship program, it experienced me a lot of things. I know how to be a good leader, expose me towards soft skills, communication skills in order to interact with staff, team members and public. It also enhances my confident level in regard to delegate a task for my team members.

APPENDIX









Section D: Open-ended question

Please give one suggestion on the question that had been provided.

1. How to improve the level of understanding regarding Balance Scorecard among the Human Resource Management Unit?



CHIEF MINISTER DEPARTMENT, HUMAN RESOURCE
MANAGEMENT UNIT

Dear Respondent,

We are “Scorecard Catalyst team”, the students of Bachelor of Administrative Science in UiTM Sarawak conducting our internship at Human Resource Management Unit, Chief Minister Department. We are carrying out a survey of “**The HRM Unit’s level of Understanding Regarding Balance Scorecard**” as part of the assignment project during our internship here. We could be more grateful if you willing to be one of our respondent. The data will be kept confidential. We thank you for the cooperation given.

1. Gender: Male <input type="checkbox"/> Female <input type="checkbox"/>	3. Service Duration: 0-5 years <input type="checkbox"/> 6-11 years <input type="checkbox"/> 12-17 years <input type="checkbox"/> 18 and above <input type="checkbox"/>
2. Age: 20 - 29 <input type="checkbox"/> 30 - 39 <input type="checkbox"/> 40 - 49 <input type="checkbox"/> 50 and above <input type="checkbox"/>	4. Section: Seksyen Pembangunan Organisasi <input type="checkbox"/> Seksyen Perjawatan <input type="checkbox"/> Seksyen Kerjaya <input type="checkbox"/> Seksyen Khidmat Gunasama <input type="checkbox"/> Seksyen Kemudahan <input type="checkbox"/> Seksyen Maklumat <input type="checkbox"/> Seksyen Latihan <input type="checkbox"/> Seksyen Displin <input type="checkbox"/>

Section B: Level of Understanding on Balanced Scorecard. Please (✓) in the space provided to indicate your answer.

1	<p>Do you know what Balanced Scorecard is?</p> <p>a) Yes <input type="checkbox"/></p> <p>b) No <input type="checkbox"/></p>
2.	<p>Is your section currently using a Balanced Scorecard?</p> <p>a) Yes <input type="checkbox"/></p> <p>b) No <input type="checkbox"/></p>
3	<p>Do you agree with Balanced Scorecard use to measure Key Performance Indicator?</p> <p>a) Yes <input type="checkbox"/></p> <p>b) No <input type="checkbox"/></p>
4.	<p>Is the current balance scorecard had achieved / meets its objectives</p> <p>a) Yes <input type="checkbox"/></p> <p>b) No <input type="checkbox"/></p>
5.	<p>The four perspective of balance scorecard (Customer, Financial, Internal Business Process, and Learning and Growth) related to one another?</p> <p>a) Yes <input type="checkbox"/></p> <p>b) No <input type="checkbox"/></p>

Section C: Individual Perception on Balance Scorecard.

Please read the list carefully and indicate your satisfaction with each of these factors.

You may circle any number from 1 to 5 to express your opinion on the basis of the scale below.

1 - Strongly Disagree	2 – Disagree	3 - Neutral	4 – Agree	5 - Strongly Agree
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No.	Items					
1	I feel that, Balanced Scorecard can be successfully implement in the HRM unit	1	2	3	4	5
2	My section has been involved in the Balanced Scorecard	1	2	3	4	5
3	I found that Balanced Scorecard measurement tool is easy to understand	1	2	3	4	5
4	Balanced Scorecard is a measurement tool to enhance the performance of the organization	1	2	3	4	5
5	Achievement of Balanced Scorecard will help my professional development	1	2	3	4	5

Career Section

Approval for officers in state for acting and covering within 6 month working days

Confirmation team for permanent position.
Name list of the officer must submit for discipline team

Shared Service Section

Human Resources Management Call Centre

Training Section

Achieving 100% Training Induction

Examinations with the total of 42 hours annually

Discipline Section

Presenting the full report to process the disciplinary action to the SPANS within 10 days

Benefits Section

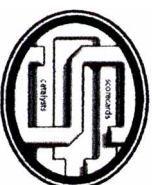
Approving the supplies of medicine/support system/implant and hemodialysis within 14 days

Information Section

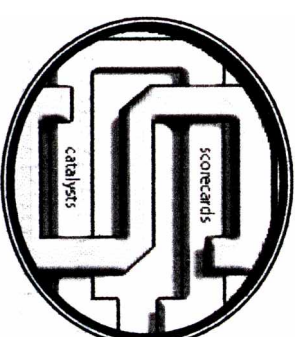
Service book will always be attach to the personal file whenever it is needed

Giving the loan results except for housing loans

Every officer that conduct the main operation will have at least one person to backup him



**SCORECARD
CATALYSTS TEAM**



**BALANCED
SCORECARD
IMPLEMENTATION
IN HUMAN
RESOURCES
MANAGEMENT
UNIT**

Balanced Scorecard

OUR OBJECTIVES :

- ◆ IMPROVED ORGANIZATION PERFORMANCES BY KPI
- ◆ ALIGN ORGANIZATION STRATEGY WITH THE WORK PEOPLE DO ON A DAY TO DAY BASIS.
- ◆ FOCUS ON THE DRIVER OF FUTURE PERFORMANCES

OUR ROLES :

- ◆ IMPROVE CURRENT ORGANIZATION STRUCTURE
- ◆ MONITORING JOB FITTING STATUS IN ORGANIZATION
- ◆ PLAN NEED OF HUMAN CAPITAL IN EVERY AGENCY

KEY PERFORMANCE INDICATOR OF EACH SECTION IN HUMAN RESOURCES MANAGEMENT UNIT:

