UNIVERSITI TEKNOLOGI MARA

FACULTY OF ADMINISTRATIVE SCIENCE AND POLICY STUDY

THE LEVEL OF UNDERSTANDING REGARDING BALANCED SCORECARD IN HUMAN RESOURCE MANAGEMENT CHIEF MINISTER DEPARTMENT SARAWAK

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Supervisor's Comments

CLEARANCE FOR SUBMISSION OF THE PRACTICAL REPORT BY THE SUPERVISOR

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Title of Research Report : THE LEVEL OF UNDERSTANDING REGARDING
                          BALANCED SCROCARD IN HUMAN RESOURCE
                          MANAGEMENT, CHIEF MINISTER DEPARTMENT
                          SARAWAK

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I have reviewed the final and complete practical report and approve the submission
of this report for evaluation.

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ACKNOWLEDGEMENT

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CHAPTER 1

INTRODUCTION OF THE ORGANIZATION

1.0   Introduction

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 assistors. 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 2011[1].

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 Penjawatan 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). 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,

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

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
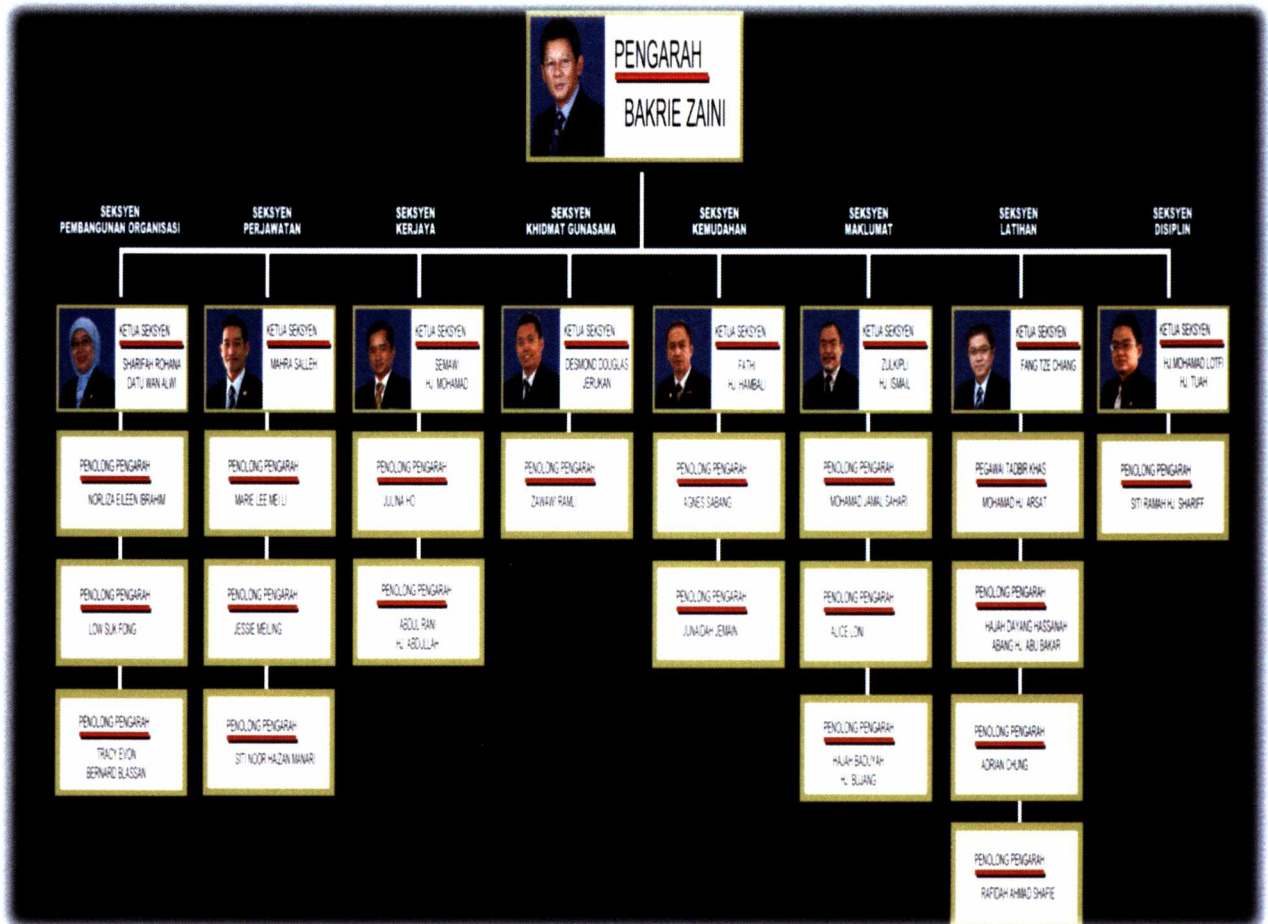
1.3   Human Resource Management Unit's mission and vision

The HRMU vision is Spearheading Sarawak civil service human capital transformation[2]. 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. The HRMU mission is to develop and manage talent for organizational excellence[3]. 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.

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[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   The Role of Human Resource Management

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.

First, HRMU's role is to review and improve the current organization's structure[4]. Here, HRMU is frequently reviewing the current structure of organization and improves any structure that needs improvement to ensure the effectiveness and efficiency of organization. Next, HRMU has to 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. Other than that HRMU role is monitor job fitting status in organization. Thus, HRMU need to fill up any vacancy in organization with the right people that possess the right skills and talents. Then, HRMU also manages recruitment and hiring process civil servant according to job needs and requirements[5]. Apart from that, HRMU also manages the unit budget, holiday, information, privileges, acknowledgment and record of civil servant. The other role of HRMU is updating the information related with staff in civil service, through Personnel Management System (PMS) and e-Jawatan[6]. Last but not least, HRMU's role is to manage and apply HRMU matters related with examination and state civil service induction.

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[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, I will discuss on my daily work tasks that I had done in HRMU during 5 weeks in my practical training. The work tasks were successfully done in 5 weeks in my practical training. This chapter shows my summary of daily training and also description of jobs and tasks throughout practical training that I extracted from the Log Book.

2.1   Week 1

Date	Exact Nature of Work Done
28 January 2013	Ice-breaking • The first meeting with our supervisor, Mr. Desmond and also his assistant Mr. Razali and Mdm. Marina. In this meeting, sir desmond had explained to us the background, mission and vision of Human Resource Management Unit (HRMU). Forming team • We were asked to choose leader. Then, after brief discussion we had chosen Suhardy as our leader. Reading session • We had one reading session whereby we were asked to review the HRMU annual report in 2010 and 2011.
31 january 2013	Short meeting • The meeting with Sir Desmond that in use to show our research progress and little corrections in our table of content. Visiting Pustaka • Sir Desmond asked us to search for information

Date	Exact Nature of Work Done
	regarding BSC at Pustaka.
1 February 2013	Presentation regarding BSC • Our first presentation regarding BSC to Sir Desmond. At the end of this presentation, Sir Desmond give some comment for our self-improvement.

2.2   Week 2

Date	Exact Nature of Work Done
4 February 2013	Visiting sections under HRMU • The purpose was to identify the number of staff in every sections and the total number of staff work under HRMU. It is important as we were preparing questionnaires to be distributed to them. Finalize our questionnaire • After corrected some mistakes in our questionnaire, the questionnaire now ready for distribution.
5 February 2013	Distributing the questionnaire • We divided ourselves into 3 groups in order to distribute our questionnaires faster in every section. We also have a chance to know "Ketua Penolong Pengarah (KPP)" in every section.
6 February 2013	Collecting back the questionnaires • We collect back our some of questionnaires from each section. Then, we directly analyse by key in the data in SPSS software.
7 February 2013	Collecting and analyse the remaining questionnaire • We collecting the remaining questionnaires from every section and directly key in the data in SPSS software.

	Preparing presentation slides
	• After analysed the data, we going to prepare presentation slides for presentation with Sir Desmond of our findings.
8 February 2013	Presenting the research findings.
	• We were presenting our finding regarding understanding level of BSC in HRMU to Sir Desmond. The finding is majority of staff in HRMU are not understand the BSC concept.

2.3 Week 3

Date	Exact Nature of Work Done
13 February 2013	Review the Key Performance Indicator (KPI)
	• We were reviewing the KPI of section 4: facilities to be put in our brochure.
	Planning the brochure
	• We were brainstorming of the idea on how to make our brochure and content of the brochure.
	Distributing questionnaire for Research Methodology.
	• We were distributing 200 of our questionnaires for Research Methodology subject at 4 different departments in Chief Minister Department (CMD).
14 February	Preparing brochure
	• We were preparing BSC brochure to be distribute to every sections under HRMU to give the staff better understanding regarding BSC.
	Replacing staff that went to meeting with JPA
	• We were doing the staff's work like answering phone calls and take note the client's messages.
15 February 2013	Distributing meeting notice to all KPPs
	• We went to every section in order to give the meeting notice to all KPPs.

	Booking Laptop and Projector
	• It is for preparation for our next presentation with Sir Desmond.

2.4 Week 4

Date	Exact Nature of Work Done
20 February 2013	Faxing the memo • We were asked to fax the memo to all government sector that have in the list that asked them to attend 'Program Kembara Psikologi 2013'. Calling the government sectors • The purpose to ask them whether they had received the memo and ask for their feedback.
21 February 2013	Calling for feedback • We were continued to call the entire government sector to ask their feedback regarding the memo. Collecting back questionnaires for Research Methodology • We are collecting back our questionnaires for research subject. The total questionnaires received were only 153 questionnaires. Preparing final presentation slides • The slide to be present to Sir Desmond together with lecturers invited from UiTM.
22 February 2013	Faxing back the memo • We were faxing back memos to government sectors that have not received the memo.

2.5   Week 5

Date	Exact Nature of Work Done
25 February 2013	Attending meeting with all KPPs • The meeting was about tentative of "Program Kembara Psikologi 2013" and made some corrections in the tentative. Faxing the memo • We were continued to faxing the memo again the government departments that were not able to receive the memo. Calling ask for feedback • After faxing the memo, we were calling them back asking for their feedback whether they had received the memo or not. Presentation with Sir Desmond and lecturers. • The final presentation regarding BSC to Sir Desmond and Mdm Arenawati and Miss Zalina. Both of our lecturers also come to evaluate our overall performance in 5 weeks at HRMU.
26 February 2013	Faxing the memo • We were continued to faxing the memo again the government departments that were not able to receive the memo.
27 February 2013	Preparing final report of our BSC's research • We were fixing all the grammar mistakes in our draft and able to produce the final report and brochure of BSC. Farewell session with staff at section 4 • Sir Desmond invited us for farewell session with staff in section 4 before we left the HRMU. Sir Desmond organized the farewell session 2 days early because on the final day in HRMU, we will all

	busy with "Program Kembara Psikologi 2013" on Friday.
28 February 2013	Attending " Program Kembara Psikologi 2013" • All the staff in HRMU went to Tunas Bakti School, the place for the program. The program started in the morning until afternoon at 5 p.m.
29 February 2013	Short meeting with Sir Desmond • A final meeting with Sir Desmond as our supervisor. During this period, we had sent our final report regarding BSC and also the brochure. Then, Sir Desmond evaluates our overall performance during 5 weeks in HRMU and comment on our strengths and weakness to be improved. Afterwards, Sir Desmond has given us the HRMU certificate for our performance and acknowledgement.

CHAPTER 3

ANALYSIS

3.0 Introduction

In this chapter, it is an analysis of training that specifically focuses on the one area of task as covered in the Log Book. Also in this chapter, I will discuss of what I have learned in the class that I practiced during my attachment in CMD. The analysis that I will describe include my soft skill and also technical skill that I used in my attachment.

3.1 Objective of Practical Training

The main purpose of this report is to identify the HRM Unit's level of Understanding Regarding Balance Scorecard (BSC). In order to analyse the level of understanding of employees on BSC, I have conducted mini research on BSC in which my target respondent was the employees in CMD. Thus, my specific objective is:

- o Section A:
    - To find out the level of Understanding on Balanced Scorecard
- o Section B:
    - To find out Individual Perception on Balance Scorecard

3.2   Definition of Balanced Scorecard

The Balanced Scorecard is a strategic planning and management system that is used extensively in business and industry, government, and non-profit 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[7]. 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[8]. The organization should select critical measures for each of these perspectives.

HRMU will benefit from the implementation of using Balance Scorecard because it can help with the management processes of HRMU. 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 Balanced Scorecard can also ensure that HRMU can select the best staff for the government and manage them so that they can work effectively. Moreover, by using the Balanced Scorecard, HRMU 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

[7]http://www.balancedscorecard.org/BSCResources/AbouttheBalancedScorecard/tabid/55/Default.aspx
[8]http://www.tutor2u.net/business/strategy/balanced-scorecard-introduction.html

initiatives are continually measured and evaluated against industry standards thus ensuring a quality in HRMU services[9].

3.3 Advantages of Balanced Scorecard

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 non-profit 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[10].

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.

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[9] http://thebalancedscorecard.com/benefits_bsc.htm
[10] http://www.balancedscorecard.org/BSCResources/AbouttheBalancedScorecard/tabid/55/Default.aspx

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[11]. 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[12]. 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

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[11] http://www.balancedscorecard.org/BSCResources/AbouttheBalancedScorecard/tabid/55/Default.aspx
[12] http://www.balancedscorecard.org/BSCResources/AbouttheBalancedScorecard/tabid/55/Default.aspx

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.

As a conclusion, implementing a Balanced Scorecard in organization will give lot advantages to the employee in term of improving their planning, management and thinking skill in planning the activities which align with their organizations objectives or mission.

3.4 The Four Perspective of Balanced Scorecard
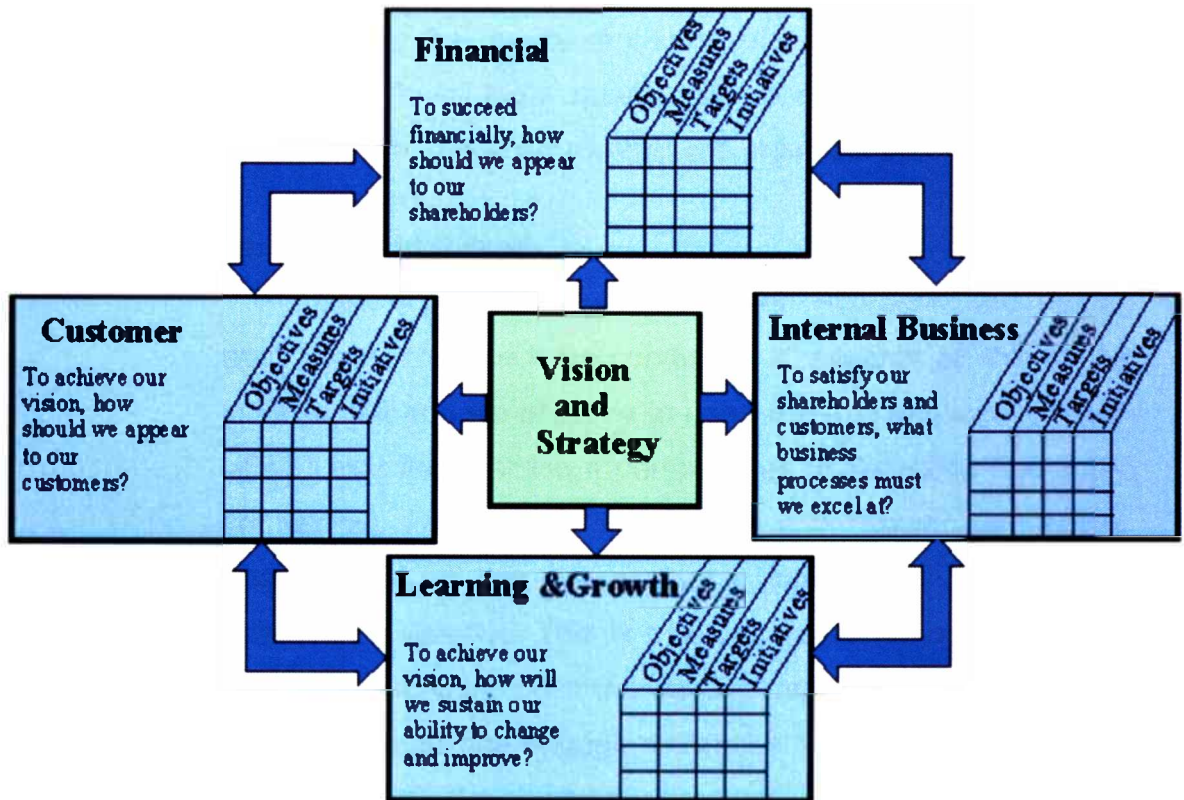
3.4.1 Financial

In Balanced Scorecard, one of its most important perspectives is Financial. 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.

3.4.2 Learning and Growth

The 4 perspectives of Balanced Scorecard are related each other. We also have conducted a research on this matter in HRM unit and we are able to conclude that employees under HRMU also feel that the 4 perspectives of Balanced Scorecard are related. For example 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.

3.4.3 Internal Process

In the 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.

3.4.4 Customer

As in 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
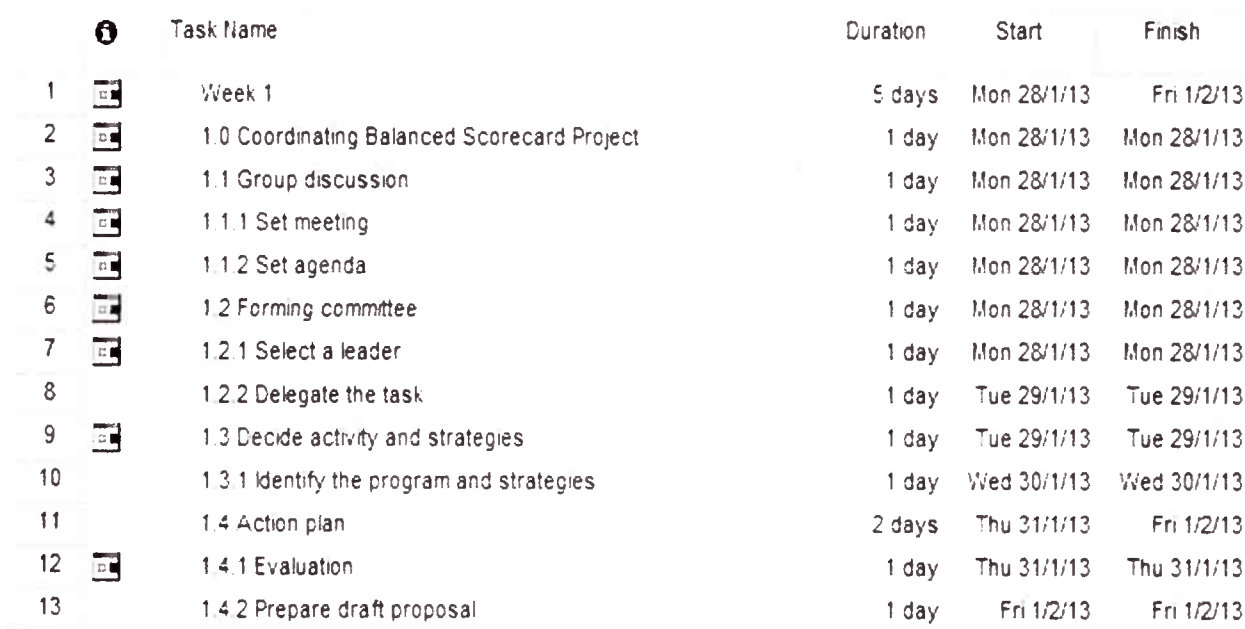
category of age. This is to make sure that they will be satisfied in doing business with us.

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   Gantt chart

We are using Microsoft Project 2007 as a tool to plan and show our activities beginning on 28th January 2013 till 1st March 2013 regarding the implementation of Balanced Scorecard Project.

		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

Figure 3.5.1

3.5.1 Week 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 forming a committee on the same day where we choose Mr Suhardy bin Ujai as for our leader to guide us and delegate the task among the team member. Thus, Mr Suhardy has 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

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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/Measurig 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 questionaires	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

Figure 3.5.2

3.5.2 Week 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

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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 Interprete 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

Figure 3.5.3

3.5.3 Week 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

Figure 3.5.4

3.5.4 Week 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

Figure 3.5.5

3.5.5 Week 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.

3.6 Findings

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 know 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 on Balanced Scorecard

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%)

Table 3.6.1

The table above shows the level of understanding on BSC among employees in HRM unit. According to the table above, 82% of employees understand the concept of BSC and only 17.1% do not understand the BSC. It is because BSC has been implemented in HRM unit. Some sections in HRM unit have not practiced the BSC due to BSC was officially implemented on early February 2013. Therefore, it is not surprising if some of the sections still had not practice the BSC in their section.

To support the fact that said some sections have not implement the BSC, it is on the second question asked on BSC implementation. 62.9% of employees agreed BSC had been implemented in their section, and 37.1% said their section has not practiced the BSC.

On the third question, we asked employees opinion whether they agreed or not that BSC as tool to measure KPI of every section. Thus, we found that 90% of respondents agreed that BSC as tool to measure the KPI.

The fourth question asked on if BSC has achieved its objective. Based on our findings, the result shows that 46 respondents equal to 65.7 percent are known the current Balanced Scorecard had achieved or meets its objectives. While 24 respondents equal to 34.3 percent are did not know either the current Balanced Scorecard had achieved or meets its objectives or not.

The last question is on the four perspectives of BSC. According to our findings, the results shows that majority of respondents are acknowledged the four perspective of Balanced Scorecard related to one another, consist of 63 respondents equal to 90%. While, 10% of respondent did not know the four perspective of Balanced Scorecard related to one another.

To conclude, most of employees in HRM unit understand the BSC concept that been implemented in HRM unit. Therefore, the BSC practices can be implement in whole organization in order to improve the employees productivity and performance in the future.

3.6.2 Perception on Balance Scorecard

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%)

The table above is regarding the perception of employees on BSC. In the first question, we asked if BSC is successfully implemented in their section. Thus, our finding shows that 62.8% respondent agreed that BSC successfully implemented in their section. Only 2.9% respondent disagreed. This may cause of their section has not apply the BSC yet.

The second question asked on section involvement in BSC. Half of the respondent which are 50.4% respondent agreed that they section involved in BSC implementation. 37.1% respondent answered neutral and 11.4% disagreed means that their section not involved in BSC.

Thirdly, the question asked whether BSC is easy to understand or not. 47.1% of respondent answered neutral in this question. Thus, we can say that they not fully understand on BSC concept. The, followed by 41.4% respondent agreed that BSC can be easily understand. And only 11.4% respondent disagreed with the statement.

The fourth question is on BSC as tool that can enhance their performance. In this question, 57.1% of respondent agreed that BSC can become a tool to enhance their performance. Then, 37.1% of respondent answered neutral and 5.7% of respondent disagreed that BSC can enhance the work performance.

The last question stated that BSC can help in professional development. From this question, 54.3% of respondent agreed that BSC can help in their professional; development. Then, 41.4% of respondent being neutral and 4.3% of respondent disagree that BSC can help in professional development.

As a conclusion, we can say that, most of respondent have a good perception towards BSC that been implemented in HRM unit. It is a good sign of implementation of BSC in HRM unit and although many of respondent being neutral in the perception on BSC, it may because of HRM unit is still new in adopting BSC. Thus, these employees need some more time to understand and able to cope with BSC concept.

CHAPTER 4

RECOMMENDATION AND SUGGESTION

4.0 Introduction

In this chapter, it discussed on the recommendation and suggestion to improve the level of understanding of BSC among the employees in HRM unit. Thus, all these suggestions were suggested by employees in HRM unit.

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 Exposure by top management

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. If the top management can fully understand the BSC concept, then it can ease the process of educating their middle and lower management on BSC. Not only that, with clear understanding on BSC, it can avoid top management to educate their middle and bottom management the wrong concept which may cause confusion to them. Therefore, to expose the employees more on the BSC concept and give them more understanding on how BSC concept works, these are some ways or activities that can be done by the top management.

4.1.1 Establish workshop for BSC

Firstly, the HRMU top management 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.

4.1.2 Awareness program

The top management also should organize the awareness program regarding importance of BSC concept in ensuring organization's productivity can be improved. With existence of BSC in organization, it can become the measurement tool to employees' performances. The BSC which have the 4 perspectives which are financial, internal process, learning and growth and customer are all can become the measurement in each perspective. Thus, employees itself able to know their strength and weaknesses to be improve on. Some of employees in organization do not care on the importance of BSC in their workplace. Thus, the program should be organize by top management in order to make them realize how importance BSC in their career development.

4.1.3 In- house training

The other way that can be taken by top management on how to improve level of understanding of BSC is by create the In- house training. In- house training is the training provided by the top management to increase the knowledge of employees on the concept of BSC. However, there is problem or limitation to do the in-house training. For example is there are no qualified person in the organization that able to give in-house training to the employees. If they wanted to in-house training, then top management should find someone to be hiring to be in charge for the training. The other limitation is where they can find the suitable person and wages to be paid if they hire the person. Thus, all of these matters must be consider first by the top management before they can organize the in-house training.

4.2   Strategic system

The last recommendation is by implementing BSC by using the strategic system. Here, the BSC concept can be taught by stages in the organization. For example, in BSC it has 4 different perspectives which are financial, learning and growth, internal process and customer. These 4 perspectives are most important part that needs to be understood by employees. Thus, by using this strategic system, the BSC concept could be taught step by step starting form the first perspective till the last perspective. Therefore, it means that BSC been taught slowly to make sure that employees can fully understand each perspective. Strategic system also used to reduce the information overload which may cause the employees cannot absorb the knowledge. Thus, the BSC can be understood in a better way of teaching.

As conclusion, there are several ways can be taken in order to improve the level of understanding of employees in organization. Thus, the organization should choose the best way or alternative to give the knowledge of BSC throughout the organization. Without proper ways implementing BSC in organization, then the implementation may end up as failure in the future.

CHAPTER 5

CONCLUSION

To conclude, I had gained a lot of new knowledge and experiences in my 5 weeks of attachment in CMD. The practical program for final student really had benefit me through prepared me physically and mentally in facing real working environment after I graduate later on. Thus, I am able to experience the real life of working environment in the public organization.

In chapter one, I learned to know the background of public organization that I being attached for 5 weeks which is the Chief Minister Department Kuching. And I also understand their vision and mission in serving the customer. With their vision to spearheading Sarawak civil service human capital transformation, they aim to become catalyst for transformation of human capital in public sector. The mission is to develop and manage talent for organizational excellence whereby they wanted to enhance the human resource capability in the organization and increase the organization's productivity. Besides that, I am able to know the flow of hierarchy of the organization structure and the role of the organization especially in HRM unit that I been attached into.

After I being attached for 5 weeks in HRM unit, I started to like the work environment in CMD. With its culture that full with respect and close relationship among the employees, I felt like I am one of them. It is because the nature in CMD especially HRM unit more on nurturing oriented whereby the employees and leader emphasize of the relationships and well- being of others.

In chapter two, it discussed on the works and activities that I had gone through in my 5 weeks attachment in HRM unit. Beginning from the first week, I had done many activities in the HRM unit. Some of it is the work that I have not done before like fax the memos, call other public organization, answered client phone calls, done service order and many more that become my new knowledge and experiences that I gained from the attachment. With the excellent guidance provided by supervisor in HRM unit, I am able to finish the job successfully. Without their supervision, I am sure that I unable to do my work according to the right procedures.

My experience that I gained from my attachment at HRM unit is very useful to me. Although the time period that I spent at HRM unit is limited, but at least I have learned something from there. The experience that I gained from HRM unit is the experience that I cannot get anywhere but in CMD. Thus, I am grateful for being able to be attached there and finish my practical training in CMD.

In chapter three, it is on the data analysis from the information that I obtained and collected during my attachment. In this chapter, I had discussed on the BSC concept as a tool to measure the organization's performance. With the 4 key perspectives under BSC which are Financial, Learning and Growth, Internal process and Customer, the organization able to identify their strengths and weaknesses of the organization and able to identify their the need for improvements to overcome the weaknesses and improve more on their strengths in order to maintain competitive advantage. Not only that, I also had specified the activities that I had gone through during 5 weeks in the attachment program as a record and evidence for our lecturers on activities that we had done from the first week till the final week. Therefore, the lecturers are able to evaluate our overall performances in HRM unit.

With the proper activities that we planned in the first week, we were able to do conduct our daily work according with the activities planned in the Gant-chart. Such activities and works is the result from our team brain storming on what need to be done in 5 weeks in HRM unit. This Gant-chart also useful for our lecturers as it can act as measurement tool to evaluate our performance in HRM unit.

Chapter four is on recommendations and suggestions for BSC implementation in the CMD. The recommendations and recommendations provided were given by the employees itself for better implementation of BSC in CMD organization. The question that asked on the idea for better implementation of BSC was included in our questionnaire located in section D which is the open-ended question. From the answers provided by the employees, there are 3 ways can be done by top management in order to expose the employees more on BSC which are establish the BSC workshop for employees, create the awareness program and give in-house training to gain the not only theoretical knowledge of BSC but also to gain skills to implement the BSC in the organization. Besides that, by implement the BSC concept through strategic system, it can ensure that the learning process of the employees

can be run smoothly and increase the understanding on BSC in short amount of time. With the strategic system, the learning process is being done according to their strength, weakness, opportunity and threats or SWOT analysis to make sure the learning process can be implement effectively.

From the findings, I can say that HRM unit has not fully implemented the BSC concept in their department. However, it is as what we have predicted because before the research started, our supervisor said that BSC was started to be implemented in HRM unit on February 2013. Thus, it is nothing wrong for the some employees in HRM unit that do not aware of BSC concept. With the lot number of suggestions provided by employees on ways to improve level of understanding of BSC among employees, I can conclude they are need some more time and put more effort in order to understand and practice the BSC concept in their organization.

As overall conclusion, the practical program conducted by Uitm is very useful in preparing the final year students with the real working environment in the public sector. With this practical program, students not only can gain experience to work with public sector, we also have an opportunity to apply the knowledge that we learned from the lecturers about 5 years at Uitm .The knowledge that our lecturer provided to us is very important for us in making us the knowledge employees in the future. Thus, with academic and practical knowledge that we able to acquire, we are now ready to be employ into the public sector. Of course, if we manage to get employ, we are not only bringing along the good name of Uitm but Uitm also can improve their records on graduates that being successfully employed and found a job. As a result, Uitm can maintain the good reputation and become the first choice university in Malaysia.

APPENDIX
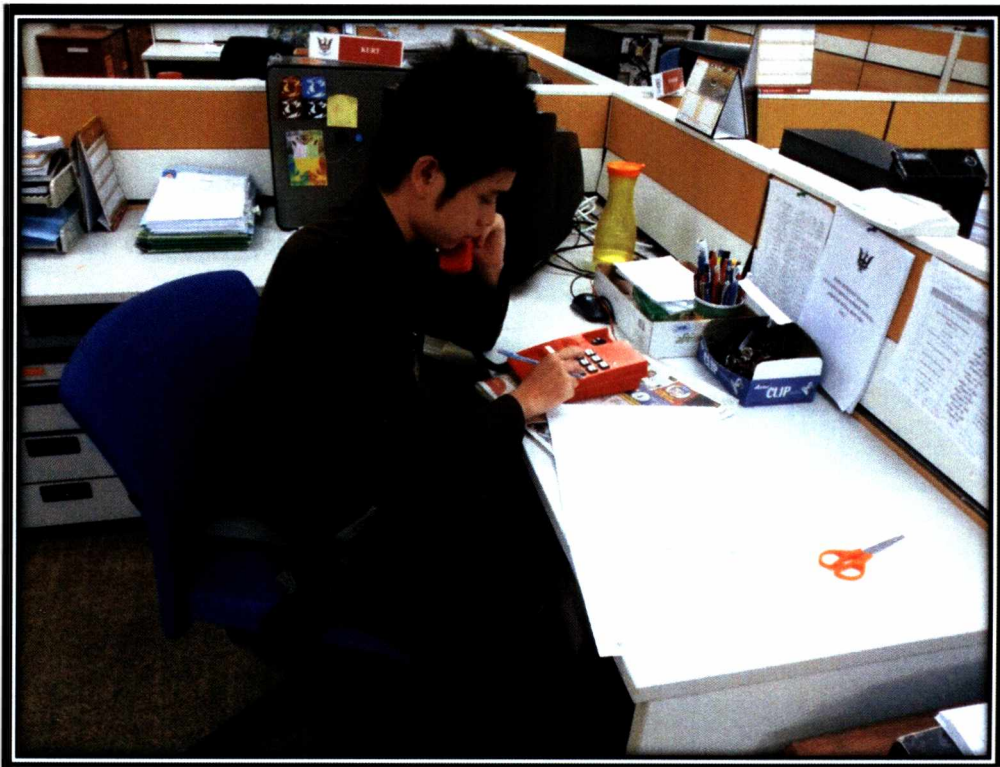
Career Section

- 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

Benefits Section

- Approving the supplies of medicine/support system/implant and hemodialysis within 14 days
- Giving the loan results except for housing loans

Information Section

- Service book will always be attach to the personal file whenever it is needed
- Every officer that conduct the main operation will have at least one person to backup him

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

SCORECARD
CATALYSTS TEAM

BALANCED SCORECARD IMPLEMENTATION IN HUMAN RESOURCES MANAGEMENT UNIT

Strategy Peformance Management Tools

To determine whether current performance meets expectations

Alligning Strategy with the Organizations' Visions

Transformation of Strategy into Measureable Parameters
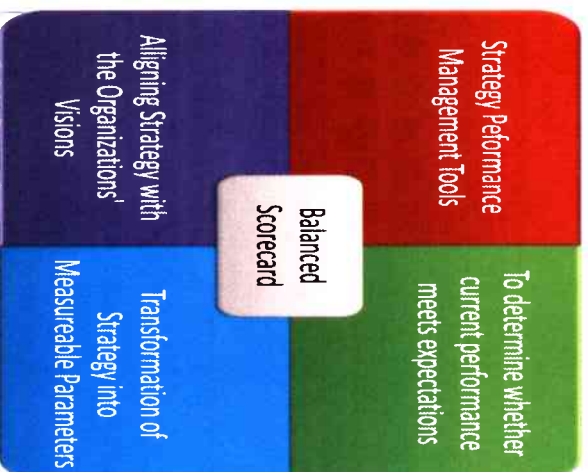
Balanced Scorecard
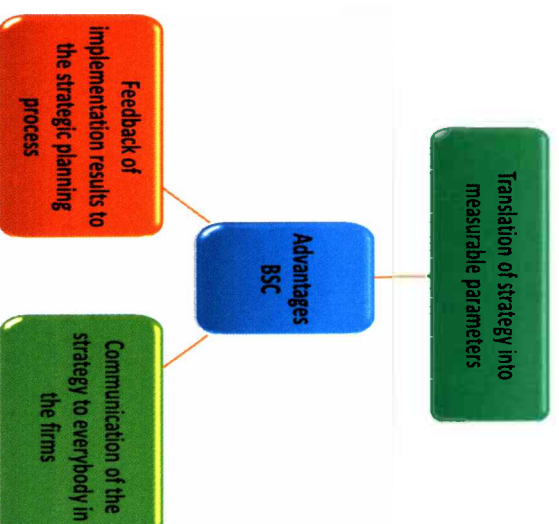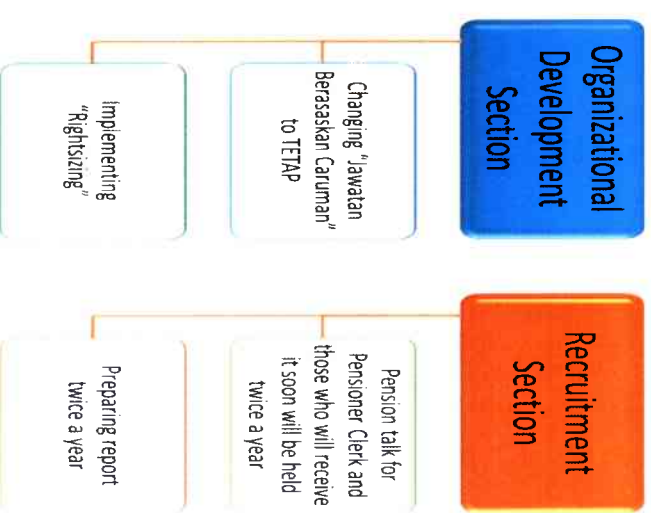
OUR OBJECTIVES :

- 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

Feedback of implementation results to the strategic planning process

Advantages BSC

Communication of the strategy to everybody in the firms

Translation of strategy into measurable parameters

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

Organizational Development Section

Changing "Jawatan Berasaskan Caruman" to TETAP

Implementing "Rightsizing"

Recruitment Section

Pension talk for Pensioner Clerk and those who will receive it soon will be held twice a year

Preparing report twice a year

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:	**3. Service Duration:**
Male ☐	0-5 years ☐
Female ☐	6-11 years ☐
	12-17 years ☐
	18 and above ☐
2. Age:	**4. Section:**
20 - 29 ☐	Seksyen Pembangunan Organisasi ☐
30 - 39 ☐	Seksyen Perjawatan ☐
40 - 49 ☐	Seksyen Kerjaya ☐
50 and above ☐	Seksyen Khidmat Gunasama ☐
	Seksyen Kemudahan ☐
	Seksyen Maklumat ☐
	Seksyen Latihan ☐
	Seksyen Displin ☐

	Section B: Level of Understanding on Balanced Scorecard. Please (✓) in the space provided to indicate your answer.
1	Do you know what Balanced Scorecard is? a) Yes b) No
2.	Is your section currently using a Balanced Scorecard? a) Yes b) No
3	Do you agree with Balanced Scorecard use to measure Key Performance Indicator? a) Yes b) No
4.	Is the current balance scorecard had achieved / meets its objectives a) Yes b) No
5.	The four perspective of balance scorecard (Customer, Financial, Internal Business Process, and Learning and Growth) related to one another? a) Yes b) No

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

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