

THE DEVELOPMENT OF PERFORMANCE MEASUREMENT FRAMEWORK IN
THE MANAGEMENT OF PUBLIC OFFICE BUILDINGS IN MALAYSIA

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Dedication
To my beloved family



PTTA UTHM
PERPUSTAKAAN TUNKU TUN AMINAH

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ABSTRACT

The research is an exploratory study on operational property management. It seeks to explore the concept of performance measurement in the management of public office buildings in Kuala Lumpur. In this study, a conceptual framework based on the balanced scorecard approach is presented to explore and understand the performance measurement system in property management of operational property in the public sector. It is argued that property management have been a neglected area among practitioners particularly the public property. Hence, this research started as a result of realising the importance of efficient and effective public property management to extract the best value of public investment. In this study, there are two problems: Firstly, it is to develop a conceptual framework for performance measurement in the management of public office buildings. Secondly, it is to determine critical success factors (CSFs) and identify key performance indicators (KPIs) based on the conceptual framework. This research adopts a case study approach as the research strategy in a multiple-case design. Three public office buildings in Kuala Lumpur are identified as the case studies. It is concluded that, in general, the performance measurement system in the case studies can be categorised as mix measurable performance approach of both financial and non-financial performance measures. However, the findings show that the case studies ignore the importance of property objectives in monitoring property performance and their management to achieve effective and efficient management. The approach is not well structured as a management tool and lacking in specification of critical factors to be considered as performance indicators. The study identifies 28 CSFs and their corresponding 120 KPIs within the four perspectives of financial, customer satisfaction, internal processes, and innovation and continuous improvement as laid in the balanced scorecard approach of performance measurement.

ABSTRAK

Penyelidikan ini merupakan kajian eksplorasi ke atas pengurusan harta tanah operasi bagi mengkaji konsep pengukuran prestasi dalam pengurusan bangunan pejabat milik kerajaan di Malaysia. Dalam kajian ini, kerangka konsep yang dibina berdasarkan pendekatan “balanced scorecard” diketengahkan bagi mengkaji dan memahami sistem pengukuran prestasi dalam pengurusan harta operasi milik kerajaan. Adalah dibahaskan bahawa pengurusan harta merupakan satu bidang yang pinggirkan di kalangan profesional dalam bidang harta tanah terutama sekali harta tanah awam. Oleh itu, penyelidikan ini dicetuskan hasil dari kesedaran tentang kepentingan pengurusan harta kerajaan yang efektif dan berkesan bagi mendapatkan nilai yang terbaik dari pelaburan kerajaan. Dua permasalahan diketengahkan: Pertama, ianya adalah untuk menghasilkan kerangka konsep bagi pengukuran prestasi dalam pengurusan bangunan pejabat milik kerajaan. Kedua, ianya adalah untuk menentukan faktor-faktor kejayaan kritikal dan mengenalpasti indikator-indikator prestasi utama, berdasarkan kerangka konsep tersebut. Penyelidikan ini menggunakan kajian kes sebagai strategi penyelidikan. Tiga buah bangunan pejabat milik kerajaan dijadikan kajian kes. Pada amnya dapat dirumuskan bahawa sistem pengukuran prestasi dalam kajian kes ini dikategorikan sebagai pendekatan bercampur melibatkan pengukur kewangan dengan bukan kewangan. Bagaimanapun penemuan kajian menunjukkan bahawa kajian kes ini tidak mempertimbangkan kepentingan objektif harta tanah dalam memantau pengukuran harta dan pengurusannya bagi mencapai pengurusan yang efektif dan berkesan. Pendekatan tersebut tidak distrukturkan sebagai kaedah pengurusan dan kekurangan dalam menentukan spesifikasi faktor kritikal yang perlu dipertimbangkan dalam menentukan pengukuran indikator. Penyelidikan ini mengenalpasti 28 faktor-faktor kejayaan kritikal dan 120 indikator-indikator prestasi utama dalam empat perspektif kewangan, pelanggan, proses kerja dalaman dan inovasi serta pembangunan yang berterusan sebagaimana ditentukan dalam pendekatan “balanced scorecard”.

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