



## MEASURING UNIVERSITY PERFORMANCE USING KNOWLEDGE-BASED BALANCE SCORECARD

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## Research Highlights

The Malaysian education sector is one of the cornerstones in producing high-quality graduates that fulfill the needs of today's industries. Hence, having civil servants can achieve key performance indicators (KPIs) is crucial to ensure Malaysia is at its forefront especially in the higher education sector. Nevertheless, the unclear settings of KPIs could deter the University's staff understanding of their role in realizing the goals. Therefore, this study sets to measure the level of the University's current performance. Additionally, this study will propose University's key performance ranking based on Balanced Scorecard approach. Balanced Scorecard is widely applied as a performance measurement and strategy implementation tool by organizations (Soderberg et al, 2011). Measurement of organizational performance is a complex issue given that performance is a multifaceted phenomenon whose component elements may have distinct managerial priorities and may even be mutually inconsistent (Bentes et al, 2012). The instrument used is a questionnaire that distributed to the target sample who hold positions as head of department in the main campus at Universiti Tun Hussein Onn Malaysia (UTHM). The result shows that the University is in high performance and the learning and growth perspective of balanced scorecard need to improvise.

## Research Objectives

The research objectives are as follows;

- I. To measure the level of University's current performance.
- II. To propose University's key performance ranking based on Balanced Scorecard approach.

## Methodology

### Research Design

In general research design consists of qualitative and quantitative approach. Quantitative research may have conducted using a variety approaches, such as experimental, survey, and comparative data analysis (Mertens, 2014). Therefore, a quantitative survey design will be adapted for this study for achieving the research objectives.

### Population and Sampling

In this study, the sample that be used is purposive sampling. Based on the table Krejcie & Morgan (1970), the population of this study is focusing to the positions Head of Department in the main campus of University Tun Hussein Onn Malaysia (UTHM) in Parit Raja, Batu Pahat, Johor with 28 respondents. The population drawn from UTHM Staff Directory.

### Research Instrument

The research instrument in collecting data for this study is based on the structured questionnaire. A questionnaire is a data collection instrument consistent of a series of questions and other prompts for the purpose of gathering information from respondents (Abawi, 2013). Therefore, the questionnaire was fully adapted and combined from two journal article which is International Journal of Productivity and Performance Management and Measuring Business Excellence.

## Results

The results the highest mean is 4.13 for the level alignment of organizational vision, mission, strategy, and individual performance's goal. For the level of staff involvement in performance management implementation at unit level based on the mean score, the result shows that the highest mean is 4.39. For the level of existence of an improvement plan based on the mean





score, the highest mean of this element is the 1st item that have 4.26 mean. For the level of existence of a performance evaluation system based on the mean score, the item that have the highest mean is the 4th item with the 4.13. Based on the table of the level of the learning and growth perspective based on mean score, the highest mean is the 2nd item with 4.17 of mean. Therefore, it shows that internal process perspective in Balanced Scorecard is good elements in measuring university performance. For the level of the learning and growth perspective based on mean score, it shows that the mean score of learning and growth perspective is in the medium level compared to other perspective. The highest of mean of this element is the 1st item with 3.78 of mean.

## Findings

The first objective of this study is to measure the staff understanding on the university performance among the Head of Department in University Tun Hussein Onn Malaysia. The findings of the study revealed that the Head of Department understand the university performance very well as the result shows that each item of the performance management is high. The second objective of this study was to purpose the key performance indicator based on the balanced scorecard approach. The balanced scorecard consists of four elements which is financial perspective, customer perspective, internal process perspective and learning and growth perspective. The findings show the financial, customer and internal process perspective are need to be retained in measuring university performance as these three perspectives are in the high level. However, the learning and growth perspective is need to be improve as it is in the medium level.

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