

VALUE-BASED TOTAL PERFORMANCE EXCELLENCE MEASUREMENT (VBTPEM): AN OVERVIEW OF AGENDA AND TRANSFORMATION

(Pengukuran Kecemerlangan Prestasi Menyeluruh Berasaskan Nilai:
Suatu Pandangan Agenda dan Transformasi)

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ABSTRACT

The process of performance measurement has undergone a revolution from measuring things outward to measuring things that are not apparent. In other words, the overall performance of non-financial nature has also been given a serious attention. Integration of the use of both elements of performance indicators involving both financial and non-financial should be used to assess the performance of the organisation. This is because not only the satisfaction of the external customer has to be fulfilled for survival of the organisation but also the internal customer satisfaction is equally important in ensuring the success of the organisation. Therefore, this article expounds the suggested implementation of the Performance Measurement System which showcases an overview of intangible aspects of measurement i.e. organisational core values through Value-Based Total Performance Excellence Model. This model would reveal overall standings and achievements of the public agencies and indicate opportunities for further improvements based on the value-based indicators. Implications of the study is significant to the public organisation for enhancing and empowering the value-based assessment approach which emphasised more on intangibles aspects of measurement rather than on tangibles aspects only. This is vital in ensuring that human resources in the organisation have truly embraced the organisational core values and endeavouring for achieving a total organisational excellence as emphasised in the 1Malaysia concept – ‘People first, Performance now’.

Keywords: Values; performance measurement system; value-based total performance excellence model (VBTPEM)

ABSTRAK

Proses pengukuran organisasi mengalami revolusi daripada mengukur perkara zahir kepada pengukuran yang tidak zahir. Dengan kata lain, prestasi keseluruhan bukan kewangan juga diberikan perhatian yang sewajarnya. Gabungan antara unsur penunjuk prestasi yang melibatkan kewangan dan bukan kewangan perlu digunakan dalam menilai prestasi sesebuah organisasi. Ini adalah kerana bukan sahaja kepuasan pelanggan luaran yang perlu dipenuhi malah kepuasan pelanggan dalaman adalah sama penting dalam memastikan kejayaan sesebuah organisasi. Oleh yang demikian, dalam makalah ini dicadangkan pelaksanaan sistem pengukuran organisasi yang memaparkan secara ringkas pengukuran aspek-aspek tidak zahir, iaitu nilai-nilai teras organisasi melalui Model Kecemerlangan Prestasi berasaskan Nilai Teras. Model ini mendedahkan kedudukan keseluruhan dan pencapaian agensi-agensi awam dan menunjukkan ruang penambahbaikan selanjutnya berdasarkan penunjuk nilai teras berkenaan. Implikasi kajian adalah amat penting kepada organisasi awam untuk meningkatkan dan memperkasakan pendekatan penilaian berteraskan nilai yang menekankan aspek-aspek tidak zahir daripada aspek zahir semata-mata. Ini adalah penting dalam memastikan setiap sumber manusia dalam organisasi benar-benar menerapkan nilai-nilai teras dan berusaha mencapai kecemerlangan organisasi menyeluruh seperti yang ditekankan dalam konsep 1Malaysia – ‘Rakyat didahulukan, Pencapaian diutamakan’.

Kata kunci: Nilai; sistem pengukuran organisasi; model kecemerlangan prestasi berasaskan nilai teras (VBTPM)

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