

DEVELOPMENT OF BUSINESS
PERFORMANCE INDICATORS FRAMEWORK
FOR SMALL AND MEDIUM ENTERPRISES
USING DELPHI-MCDM TECHNIQUE

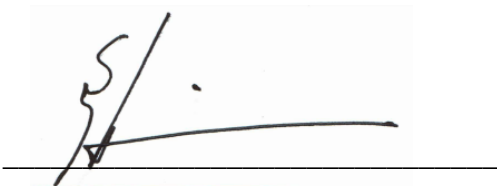
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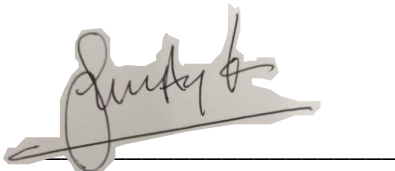


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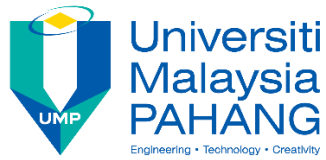


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I hereby declare that the work in this thesis is based on my original work except for quotations and citations, which have been duly acknowledged. I also declare that it has not been previously or concurrently submitted for any other degree at Universiti Malaysia Pahang or any other institutions.

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TECHNIQUE

NOR MAHIRAH BINTI MUSTAPHA

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ABSTRAK

Sistem Pengukuran Prestasi (SPP) yang terdahulu telah dilihat sebagai faktor untuk melihat prestasi kejayaan dan kegagalan syarikat. SPP juga dikenali sebagai sistem penting untuk membangunkan dan mengekalkan orientasi perniagaan Ia memberi penekanan terhadap indikator yang perlu diusahakan terutamanya di dalam Perniagaan Kecil dan Sederhana (PKS). Namun, kejayaan masih sukar dibuktikan dalam kebanyakan PKS apabila 50% PKS gagal untuk meneruskan perniagaan selepas lima tahun penubuhan. Ini kerana pengurusan prestasi tidak semudah yang dijangkakan; dan PKS boleh gagal dan bankrap dengan mudah. Sebagai tindak balas kepada isu ini, objektif kajian ini adalah untuk meneroka indikator prestasi bagi PKS daripada pandangan yang berbeza, iaitu daripada perspektif proses perniagaan. Bagi membimbing usaha penyelidikan ini, soalan penyelidikan yang bersifat menyeluruh telah digubal sebagai: bagaimanakah model indikator untuk mengukur prestasi bagi PKS? Berikutan penelitian pengetahuan sedia ada dalam literatur pengukuran prestasi, satu senarai yang mengandungi dua puluh tujuh indikator berkaitan telah dicadangkan sebagai model konsep penyelidikan bersandarkan kepada tiga proses perniagaan yang kritikal dalam PKS iaitu, pengurusan strategik, aktiviti teras utama, dan elemen sokongan. Kajian ini dijalankan dalam dua fasa penyelidikan dengan penggunaan kaedah penyelidikan bercampur. Dalam fasa pertama, dua pusingan kajian *Delphi* telah dilakukan untuk mengenalpasti indikator yang paling penting bagi prestasi PKS. Kemudian, teknik *Decision Making and Trial Evaluation laboratory* (DEMATEL) telah digunakan dalam fasa kedua untuk meneroka hubungkait di antara indikator yang penting tersebut. Data penyelidikan telah dikumpul daripada panel iaitu tiga puluh tujuh pakar dalam pengurusan PKS yang terdiri daripada pemilik/ pengurus perniagaan, perunding PKS professional, dan pegawai PKS kerajaan, dan terpakai untuk kedua-dua fasa. Pekali alfa *Cronbach* untuk kajian *Delphi* adalah 0.806, menunjukkan kebolehpercayaan yang tinggi bagi instrument tersebut. Borang soal selidik dihantar secara elektronik kepada ahli panel pakar dengan respons sebanyak 88% pada pusingan pertama dan 92.3% pada pusingan kedua kajian *Delphi*, dan 38.24% bagi teknik DEMATEL. Hasil dapatan keseluruhan kajian menunjukkan bahawa dua puluh satu indikator mempunyai kepentingan dengan lima darinya adalah indikator paling kritikal dan memandu kepada peningkatan prestasi PKS. Disamping itu, sebuah model yang dinamakan *Performance Measurement Model for SMEs* telah dibangunkan. Model ini menunjukkan bahawa PKS di Malaysia perlu memberi perhatian secara kritikal kepada indikator Kemahiran Kepimpinan, Persaingan yang Agresif, Kecekapan Pemasaran, Penggunaan Masa, dan Pendidikan dan Latihan. Model ini adalah bermanfaat kerana ia boleh menjadi alat yang sesuai untuk membimbing PKS memantau perniagaan mereka ke arah peningkatan prestasi jangka masa panjang. Kajian ini dijangka menjana pengetahuan baru dalam literatur pengukuran prestasi kerana ia menonjolkan manfaat yang dibawa oleh proses perniagaan berhubung dengan prestasi PKS. Walaubagaimanapun, senarai indikator prestasi yang perlaksanaannya adalah praktikal hasil dari kajian ini dijangka terpakai kepada pihak berkepentingan dalam PKS sahaja. Dari perspektif penyelidikan, kajian ini dapat merangsang lagi aktiviti penyelidikan dalam bidang SPP dan pengurusan proses perniagaan.

ABSTRACT

The previous Performance Measurement System (PMS) has been seen as a factor to see the success and failure of the company. PMS is known as an important system for developing and maintaining business orientation. It emphasises on the indicator that must be evaluated especially in Small and Medium Enterprises (SMEs). However, success is still difficult to prove in most SMEs when 50% of SMEs are failing to continue business after five years of formation. This is because performance management is not as easy as expected, and SMEs can fail and bankrupt easily. In response to this issue, the objective of this study is to explore performance indicators for SMEs from a different view, that is, from the perspective of business processes. To guide this research effort, a comprehensive research question has been formulated as: how is the performance indicators model to evaluate SMEs performance? Following a review of existing knowledge in the performance measurement literature, a list of twenty-seven related indicators has been proposed with a conceptual research model based on three critical business processes in SMEs, namely strategic management, core function, and support elemental perspectives. This study was carried out in two phases of research inquiry using the mixed method research design. In the first phase, two rounds of Delphi studies have been used to identify the most important performance indicators of SMEs. Then, the Decision Making and Trial Evaluation Laboratory (DEMATEL) technique have been used in the second phase to explore the relationship among those important indicators. Research data has been collected from panels of thirty-seven experts in SMEs consisting of business owners / managers, professional SMEs consultants, and government SMEs officers, and applicable for both phases. The Cronbach's alpha coefficient for Delphi's study was 0.806, which indicated the high reliability of the instrument. The questionnaires were sent electronically to expert panel members with the response rates of 88% in the first round and 92.3% in the second round of Delphi study, and 38.24% in the DEMATEL techniques. The overall research findings revealed that twenty-one indicators were of importance with five of them were the most critical and driving indicators to improved SMEs performance. In addition, a model called the Performance Measurement Model for SMEs has been developed. The model showed that SMEs in Malaysia should pay full attention to Leadership Proficiency, Competitive Aggressiveness, Marketing Competencies, Time Utilization, and Educational and Training indicators. This model is useful as it can be an ideal tool to guide SMEs to monitor their business towards enhancing long-term success performance. This study is expected to generate new knowledge in performance measurement literature as it evolves the benefits of the business process to SMEs performance. However, the list of practical implementation of performance indicators forwarded by the research is expected to be applicable to various stakeholders within the SMEs only. From a research perspective, the study could stimulate further research activities in the field of PMS and business processes management research.

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LIST OF ABBREVIATIONS

PMS	Performance Measurement System
SMEs	Small and Medium Enterprises
TOC	Theory of Constraint
PMM	Performance Measurement Matrix
EFQM	European Foundation for Quality Management
SMART	Strategic Measurement and Reporting Technique Pyramid
RDF	Result and Determinant Framework
BSC	Balance Scorecard
IPMSF	Integrated Performance Measurement System (IPMS)
KBEM	Kanji's Business Excellence Model IPMS:
IPMF	Integrated Performance Measurement Framework
OPM	Operational Performance Measurement
PRISM	Performance PRISM
IPMSF	Integrated Performance Measurement for Small Firms
DMPF	Dynamic Multi-Dimensional Performance Framework
TPS	Total Performance Scorecard
HS	Holistic Scorecard
HPMF	Holistic Performance Management Framework
FSGC	Flexible Strategy Game Card
SDBSC	System Dynamic-based Balance Scorecard
SPMM	Strategic Performance Management Model
MCDM	Multi Criteria Decision Making
DEMATEL	Decision Making Trial and Evaluation Laboratory

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