

Measuring the Extent of Bahraini Banks Implementation of the Balanced Scorecard in Evaluating Employees' Performance and the Factors that Affecting It

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Abstract

This study aimed to identify the extent of the implementation of balanced scorecard and the factors that affecting it, to achieve the objectives of the study, researchers designed a questionnaire that was distributed to the study sample which consists of employees working in human resources management in Bahraini banks which they are (46) banks. A random sample was selected, which included (20) banks, the questionnaire was distributed to employees in the human resources department in these banks, (112) questionnaires were distributed, (93) returned back, Three found unsuitable for analysis and extraction results, The collected data was analyzed using Statistical package for Social Sciences (SPSS). The study found that Bahraini banks do not hold courses for heads of departments, departmental managers related to the concept of balanced scorecard, which in turn leads to the lack of clarity of this concept, which is reflected negatively on the application of performance evaluation according to Balanced Scorecard, the sample of the study proved that Bahraini banks do not have the technology needed to implement the balanced scorecard. The study recommends that the Bahraini banks shall hold the necessary courses in order to consolidate the concept of Balanced Scorecard, to know its components, and the requirements to implement this concept; Bahraini banks must exploit the technology available to best use to gain the maximum benefit.

Key Words: *Balanced Scorecard, Performance Measurement.*

Introduction

Researchers seek to develop performance assessment tools, whether on employee performance level or companies performance level, in the area of employee these tools are designed to help companies to identify the performance of employees and determine the strengths and weaknesses in order to exploit the strengths and overcome the weaknesses ; There are many evaluation tools used, some of them are based on financial indicators, others focus on non-financial indicators, the lack of these tools was the motive for the search for a comprehensive tool, the result was the emergence of Balanced Scorecard to serve as a vessel that combines financial and non-financial indicators.

Objectives of the Study

This study aimed to identify the extent of the implementation of balanced scorecard and the factors that affecting it, to achieve the objectives of the study and to overcome the obstacles to reach the possibility of applying this tool in practice.

Problem of the Study

As a result of economic conditions prevailing in the world and growing of the competition between the institutions and the keenness of each facility to strengthen the competitive position especially after globalization, enterprises have become inconstant search for tools to help them achieve this, and perhaps the most important ways to help them to gain the competitive advantage is the efficient human resources. The investment in human resources has become an important global concepts, but most important is to find a way to evaluate these resources to be sure that the investment was in the right place and it was not just a waste of money and time, so it was important to find tools to help enterprises to evaluate its staff performance accurately, and one of these tools which have emerged recently is the Balanced Scorecard.

The main Problem of the Study is to Answer the Following Questions:

1. Do Bahraini banks apply a balanced scorecard in evaluating employees' performance?
- 2 - What are the factors affect the application of Balanced Scorecard in Bahraini banks?

Study Hypotheses

In order to achieve the objectives of the study and to answer its questions, the following null hypotheses were designed:

- HO1: Bahraini banks do not apply the financial dimension as part of a balanced scorecard in evaluating their employees' performance.
- HO2: Bahraini banks do not apply the customers dimension as part of a balanced scorecard in evaluating their employees' performance.
- HO3: Bahraini banks do not apply internal operations dimension as part of a balanced scorecard in evaluating their employees' performance.
- HO4: Bahraini banks do not apply learning and growth dimension as part of the Balanced Scorecard in evaluating their employees' performance.
- HO5: There is no statistically significant relationship between the clarity of the balanced scorecard concept and the application of this tool in the Bahraini banks.
- HO6: There is no statistically significant relationship between technological development and the application of balanced scorecard in Bahraini banks.
- HO7: There is no statistically significant relationship between the cost and the application of Balanced Scorecard in Bahraini banks.
- HO8: There is no statistically significant relationship between the availability of technical skills and the application of balanced scorecard in Bahraini banks.

Methodology of the Study

The study is prepared based on a descriptive analytical approach. In terms of descriptive research, a survey was conducted to examine the main findings of the theoretical literature in the field of study, The most important previous studies in this field and the theoretical and practical research, Data collected by the study tool (questionnaire developed for this purpose) was statistically analyzed using appropriate statistical methods to answer the study questions and test their hypothesis validity.

Population and Study Sample

The study population consists of employees working in human resources management in Bahraini banks which they are (46) banks. A random sample was selected, which included (20) banks, the questionnaire was distributed to employees in the human resources department in these banks, (112) questionnaires were distributed, (93) returned back, three found unsuitable for analysis and extraction results.

Data Collection Sources

Secondary sources: This includes books, previous studies and periodicals that have studied this subject.

Primary sources: through designing a questionnaire and distribute it to a sample in order to obtain the data required for scientific research. Study tool.

In order to achieve the objectives of the study and test hypotheses, a questionnaire was designed include questions related to measuring the application of the balanced scorecard and the factors affecting it, as well as questions related to the personal and social characteristics of the sample.

Statistical Procedures

In order to analyze the collected data, many statistical procedures were used by applying Statistical package for Social Sciences (SPSS) such as mean, standard deviations, and the frequency distributions in addition to the one sample t-test.

Literature Survey

In today's fierce competition, enterprises have to find a way to achieve competitive advantage to maintain their position among their competitors. One of these tools was Balanced Scorecard, which is no longer just a tool, it has become an integrated strategy that helps the organization to deal with more than one dimension at the same time, ensure better customer service and develop and train its employees to optimize resource utilization through effective work.

All this is in conjunction with the internal processes of the institution, which eliminates the unnecessary processes that lead to the lack of time and proper management, attention to all these aspects is due to the institution itself, which is beneficial to achieve the financial goals and increase the rates of profitability that profit organizations seek to achieve.

Since Kaplan and Norton introduced the concept of balanced scorecard at the end of the last century, this idea began to evolve and gradually began to take its place in performance appraisal, this tool was an alternative to the traditional approach, which was not able to provide suitable solutions to the performance appraisal process reflected positively on the performance of the enterprise.

The balanced scorecard is a strategic planning and management system that is used extensively in business and industry, government, and nonprofit 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 (Kaplan and Norton, 1992).

The Four Aspects that Make Up the Balanced Performance Card:

The idea of a balanced scorecard is based on the use of four aspects in the process of evaluating performance:

1- Financial Aspects

This aspect includes purely financial objectives such as: return on investment, product cost, profitability, cash flow. This is used to measure financial ratios and cash flow figures in times of hardship. Non-profit companies may differ, but at the end they must maintain the continuity in activities by maintaining adequate resources (Mohan, 2010).

2- Customer Aspect

The organization needs to direct its attention to meet the needs and desires of its customers because these customers are the ones who pay the organization to cover costs and achieve profits. Through this perspective, indicators are developed that reflect the client's situation for the organization such as: customer satisfaction, market share, loyalty level, Customer retention, client attractiveness, and customer profitability (Punniyamoorthy, Murali, 2008).

3- Internal Operation Aspect

The efficiency of the internal systems of the organization is measured in order to ensure its competitiveness, the most important of which is the renewal system, in addition to the production system (product quality, production time ...); the after-sales service system is also important systems (Selena, 2010).

4- Learning and Growth Aspect

This aspect identifies the capabilities in which the organization must grow in order to achieve high-level internal processes that create value for customers and shareholders. The growth and learning side emphasizes three capabilities: employee capabilities and reorientation, information systems effectiveness, motivation and employee accountability (Wendy, 2009).



Source : Robert Kaplan et David Norton ; le tableau de bord prospectif (pilotage stratégique : les quatre axes du succès) ; éditions d'organisation ; Paris ; France ; 1998.p :69

Previous Studies

1- (Kaplan and Norton, 1992) Study entitled

"(The Balanced Scorecard Measures that Drive Performance).

The study sample consisted of 12 American companies. The researchers explained a modern management method to measure the performance of companies and evaluate it through four dimensions:

- Financial dimension.
- Consumer dimension.
- Internal processes dimension.
- Learning and growth dimension.

One of the main findings of the study is that the balanced performance card provides management with appropriate information, making various economic decisions, and is a comprehensive performance measurement system consisting of financial and non-financial measures.

2- (WIERSMA, Eelke, 2009) study entitled:

"For which purposes do managers use balanced scorecards? An empirical study"

This study dealt with the accuracy of the goals that seeks to be achieved by applying balanced scorecard through an applied study on the provision of electronic services to information and communication companies, the study dealt with a number of hypotheses, including: Does the development of internal processes according to the client's suggestion contribute in developing the service delivery in a way that affects the Increase of its revenue and enhance customer confidence?

All 224 answers confirmed the priority of the development even if it achieves a cost increase in the short term. However, it can be treated as capital expenses not loaded on the result of the period because it will be reflected in an increase in revenues over the long term. The study concluded the importance of applying a balanced scorecard to all establishments because it reflects the results of the establishment's business to others by using financial and non-financial standards so it is monitoring the result of the transactions of the establishment.

3- (Ramesh, B, 2010) study entitled:

Importance of balanced scorecard for growth of some sector

The study was subjected to the use of balanced scorecard in the evaluation of the performance of small projects from the point of view of the planning strategy which is widely used in the management of profit organizations, especially as the vision of this sector is based on maximizing the return of the stagnation in the financial and social environment that maintains the continuity of the resources of those projects, especially as they were born and raised in nurseries and the state to monitor them to continue to achieve their objectives because of financial and non-financial performance measures, but did not measure the performance of governmental units that host these small projects to measure the extent to which the balanced score card can be applied, such as the government service providers for such projects in Egypt, such as the Social Fund for Development.

Analysis of the Results

In this section, the results of the statistical analysis will be reviewed. (112) questionnaires were distributed to the sample of the study and (90) responses were appropriate for analysis; the response rate was 80.357%.

Characteristics of the study sample:

Table (1) Distribution of the sample according to gender categories

| Categories | Frequencies | Percentage |
|------------|-------------|------------|
| Female | 54 | 60% |
| Male | 36 | 40% |
| Total | 90 | 100% |

Table (2) Distribution of the sample according to educational attainment categories

| Categories | Frequencies | Percentage |
|------------|-------------|------------|
| PHD | 3 | 3.33% |
| Master | 13 | 14.44% |
| Bachelor | 53 | 58.89% |
| Diploma | 21 | 23.34% |
| Total | 90 | 100% |

Table (3) Distribution of the sample according to years of experience categories

| Categories | Frequencies | Percentage |
|----------------------------|-------------|------------|
| Less than 5 years | 12 | 13.33% |
| From 5-less than 10 years | 37 | 41.11% |
| From 10-less than 15 years | 24 | 26.67% |
| More than 15 years | 17 | 18.89% |
| Total | 90 | 100% |

Results of the study and testing hypotheses:

The First Hypothesis:

H01: Bahraini banks do not apply the financial dimension as part of a balanced scorecard in evaluating their employees' performance.

Means and standard deviation were calculated to describe the sample responses as follows:

Table (4) Means and standard deviations for the financial dimensions taken by the department manager / head of department when evaluating employee performance

| No. | Paragraph | Mean | Standard Deviation |
|-----|---|-------|--------------------|
| 1 | The role of the employee in increasing the operating income of the institution. | 1.8 | 0.382 |
| 2 | The role of the employee in increasing the rate of return on investment of the institution. | 1.65 | 0.433 |
| 3 | The role of the employee in increasing the sales volume of the institution. | 2.64 | 0.047 |
| 4 | The role of the employee in increasing the cash flows of the institution. | 1.42 | 0.393 |
| | Total | 1.878 | 0.404 |

Table (4), which represents the financial dimensions taken by the Director of the Department / Head of Section when considering the performance evaluation process, shows that paragraph (3), which states (The role of the employee in increasing the sales volume of the institution), has the highest value of the mean (2.64) and a standard deviation (0.382), while paragraph (4), which states (The role of the employee in increasing the cash flows of the institution) has the lowest value of the mean (1.42) with a standard deviation (0.393), and the total score has the value of the mean (1.8775) with a standard deviation (0.40375) ,which means that the department managers / heads of departments do not take in their consideration the financial dimensions when evaluating the employee performance, that’s why we accept the first null hypothesis of this study.

The Second Hypothesis:

HO2: Bahraini banks do not apply the customers dimension as part of a balanced scorecard in evaluating their employees' performance.

Table (5) Means and standard deviations for Customer dimensions taken by the department manager / head of department when evaluating employee performance

| No. | Paragraph | Mean | Standard Deviation |
|-----|--|-------|--------------------|
| 5 | Employee ability to retain existing customers. | 4.6 | 0.501 |
| 6 | Employee ability to acquire new customers. | 4.44 | 0.427 |
| 7 | Customer satisfaction on employee performance. | 3.9 | 0.448 |
| 8 | The profitability of the customers served by the employee. | 1.73 | 0.616 |
| | Total | 3.667 | 0.498 |

Table (5), which represents customer dimensions taken by the Director of the Department / Head of Section when considering the performance evaluation process, shows that paragraph (5), which states (Employee ability to retain existing customers), has the highest value of the mean (4.6) and a standard deviation (0.501), while paragraph (8), which states (The profitability of the customers served by the employee), has the lowest value of the mean (1.42) with a standard deviation (0.616), and the total score has the value of the mean (3.667) with a standard deviation (0.498) ,which means that the department managers / heads of departments take in their consideration the customer dimensions when evaluating the employee performance, that’s why we refuse the second null hypothesis of this study.

The Third Hypothesis:

HO3: Bahraini banks do not apply internal operations dimension as part of a balanced scorecard in evaluating their employees' performance.

Table (6), which represents Internal Operations dimensions taken by the Director of the Department / Head of Section when considering the performance evaluation process, shows that paragraph (10), which states (The employee performs his duties and serves his customers with high quality and minimum time possible), has the highest value of the mean (4.9) and a standard deviation (0.427), while paragraph (11), which states (The employee will fully serve his customers and explain to them the services provided in a manner that reduces the number of after-sales reviews), has the lowest value of the mean (3.6) with a standard deviation (0.403), and the total score has the value of the mean (4.083) with a standard deviation (0.4197) ,which means that the department managers / heads of departments take in their consideration the Internal Operations dimensions when evaluating the employee performance, that’s why we refuse the third null hypothesis of this study.

Table (6) Means and standard deviations for Internal Operations dimensions taken by the department manager / head of department when evaluating employee performance

| No. | Paragraph | Mean | Standard Deviation |
|-----|---|-------|--------------------|
| 9 | The suggestions made by the employee contribute to introduce products or services that help satisfy customer desires (creativity). | 3.75 | 0.429 |
| 10 | The employee performs his duties and serves his customers with high quality and minimum time possible. | 4.9 | 0.427 |
| 11 | The employee will fully serve his customers and explain to them the services provided in a manner that reduces the number of after-sales reviews. | 3.60 | 0.423 |
| | Total | 4.083 | 0.420 |

The Fourth Hypothesis:

HO4: Bahraini banks do not apply learning and growth dimension as part of the Balanced Scorecard in evaluating their employees' performance.

Table (7) Means and standard deviations for Learning and Growth dimensions taken by the department manager / head of department when evaluating employee performance

| No. | Paragraph | Mean | Standard Deviation |
|-----|--|------|--------------------|
| 12 | Degree of employee satisfaction. | 3.6 | 0.274 |
| 13 | The ability of the organization to retain its employees. | 2.7 | 0.141 |
| 14 | Conditions and the environment in the organization help to increase the productivity of employees. | 2.2 | 0.418 |
| | Total | 2.83 | 0.278 |

Table (7), which represents Learning and Growth dimensions taken by the Director of the Department / Head of Section when considering the performance evaluation process, shows that paragraph (12), which states (Degree of employee satisfaction), has the highest value of the mean (3.6) and a standard deviation (0.274), while paragraph (14), which states (Conditions and the environment in the organization help to increase the productivity of employees), has the lowest value of the mean (2.2) with a standard deviation (0.418), and the total score has the value of the mean (2.83) with a standard deviation (0.278), which means that the department managers / heads of departments take in their consideration the Learning and Growth dimensions when evaluating the employee performance, that's why we refuse the fourth null hypothesis of this study.

Table (8) Means and standard deviations for using the four dimensions of balanced scorecard by the department manager / head of department when evaluating employee performance

| No. | Paragraph | Mean | Standard Deviation |
|-----|--|-------|--------------------|
| 1 | HO1: Bahraini banks do not apply the financial dimension as part of a balanced scorecard in evaluating their employees' performance. | 1.878 | 0.404 |
| 2 | HO2: Bahraini banks do not apply the customers dimension as part of a balanced scorecard in evaluating their employees' | 3.668 | 0.498 |

| No. | Paragraph | Mean | Standard Deviation |
|-----|--|-------|--------------------|
| | performance. | | |
| 3 | HO3: Bahraini banks do not apply internal operations dimension as part of a balanced scorecard in evaluating their employees' performance. | 4.803 | 0.420 |
| 4 | HO4: Bahraini banks do not apply g learning and growth dimension as part of the Balanced Scorecard in evaluating their employees' performance. | 2.83 | 0.278 |
| | Total | 3.115 | 0.399 |

Table (8) shows that the means of the degree of applying the balanced scorecard in evaluating the performance of employees in Bahraini banks amounted to (3.115) indicating that the Bahraini banks use the balanced scorecard.

Testing the Hypotheses 5 to 8:

Table (9) The means and standard deviations of the paragraphs related to the factors affecting the application of the Balanced Scorecard

| NO. | Paragraph | Mean | Standard Deviation |
|-----|--|------|--------------------|
| 15 | The organization holds adequate courses to its staff related to the concept of balanced scorecard | 1.75 | 1.16 |
| 16 | The concept of a balanced scorecard is clear for the employees of the organization. | 3.3 | 1.39 |
| 17 | Balanced Scorecard components are clear and easy to understand. | 3.0 | 1.29 |
| 18 | Balanced Scorecard application requires special technology. | 3.45 | 1.36 |
| 19 | The technology currently applied in the enterprise is sufficient for the application of a balanced scorecard | 1.9 | 1.14 |
| 20 | Continuing technological development is an obstacle to the implementation of a balanced scorecard. | 2.8 | 1.12 |
| 21 | Applying a balanced scorecard requires high costs. | 3.8 | 1.35 |
| 22 | According to the principle of benefits and cost, the application of a balanced scorecard is not economically feasible. | 1.6 | 1.00 |
| 23 | The high cost of implementing a balanced scorecard is one of the obstacles of implementing this strategy | 2.65 | 1.29 |
| 24 | The organization trains and qualifies heads of departments / departmental managers and provides them with the necessary skills to implement a balanced scorecard | 2.2 | 1.32 |
| 25 | Department heads / department managers working in the institution have all the necessary skills to apply a balanced scorecard. | 2.3 | 1.20 |
| 26 | The lack of skills required by department heads / department managers working in the institution is what drives them to not apply the balanced scorecard | 2.7 | 1.36 |

From the table above, we can conclude the following:

1 - Paragraphs (15-17) related to the clarity of the concept of balanced scorecard, the answers of the sample confirm the lack of clarity of this concept, despite the confirmation of the sample of the study on the ease of

understanding the components of this concept and clarity, but the study sample attributed the reason that bank's management has not conducted adequate courses related to the concept of a balanced scorecard.

2- Paragraphs (18-20) dealing with technological development. The sample of the study showed that the application of this concept requires special technology. The existing technology is not sufficient to implement this concept. Therefore, technological development impedes the application of this concept.

3- Paragraphs (21-23) indicate from the point of view of the study sample that the application of this concept requires high compensation, but the benefits that the bank will get from applying this concept justify such costs. The sample of the study found that the high cost is considered one of the reasons for not applying this concept.

4. Paragraphs (24-26) related to availability of technical skills the responses of the sample of the study indicated that these skills are not available to department heads / department managers. The bank does not rehabilitate them and train them, which in turn impedes the application of this concept in the bank.

Stability test:

The Cronbach alpha test was used to measure the stability of the measuring instrument. The value of $\alpha = 76.33\%$ is good, which is higher than the acceptable rate of 60%, which assures of the stability of the measuring instrument he used.

The Fifth Hypothesis:

HO5: There is no statistically significant relationship between the clarity of the balanced scorecard concept and the application of this tool in the Bahraini banks.

Table (10) The results of the fifth hypothesis test

| The result of the null hypothesis | T SIG | T Tabulated | T Calculated |
|-----------------------------------|----------|----------------|-----------------|
| Reject | 0.192 | 1.34 | 3.74 |

This hypothesis was tested by using One Sample T-Test, in which the results were shown in the previous table. These results indicate that the calculated value of T (3.74) is greater than the tabulated value (T = 1.34), so we reject the null hypothesis, since the rule of decision rejects the null hypothesis if the calculated value is greater than the tabulated value, and we accept the null hypothesis if the calculated value is less than the tabulated value and therefore we reject the null hypothesis (HO).

The Sixth Hypothesis:

HO6: There is no statistically significant relationship between technological development and the application of balanced scorecard in Bahraini banks.

Table (11) The results of the sixth hypothesis test

| The result of the null hypothesis | T SIG | T Tabulated | T Calculated |
|-----------------------------------|----------|----------------|-----------------|
| Refuse | 0.14 | 2.05 | 2.34 |

This hypothesis was tested by using One Sample T-Test, in which the results were shown in the previous table. These results indicate that the calculated value of T (2.34) is greater than the tabulated value (T = 2.05), so we reject the null hypothesis, since the rule of decision rejects the null hypothesis if the calculated

value is greater than the tabulated value, and we accept the null hypothesis if the calculated value is less than the tabulated value and therefore we reject the null hypothesis (HO).

The Seventh Hypothesis:

HO7: There is no statistically significant relationship between the cost and the application of Balanced Scorecard in Bahraini banks.

Table (12) The results of the seventh hypothesis test

| The result of the null hypothesis | T SIG | T Tabulated | T Calculated |
|-----------------------------------|----------|----------------|-----------------|
| Refuse | 0.00 | 2.05 | 3.827 |

This hypothesis was tested by using One Sample T-Test, in which the results were shown in the previous table. These results indicate that the calculated value of T (3.827) is greater than the tabulated value (T = 2.05), so we reject the null hypothesis, since the rule of decision rejects the null hypothesis if the calculated value is greater than the tabulated value, and we accept the null hypothesis if the calculated value is less than the tabulated value and therefore we reject the null hypothesis (HO).

The Eighth Hypothesis:

HO8: There is no statistically significant relationship between the availability of technical skills and the application of balanced scorecard in Bahraini banks.

Table (13) The results of the seventh hypothesis test

| The result of the null hypothesis | T SIG | T Tabulated | T Calculated |
|-----------------------------------|----------|----------------|-----------------|
| Refuse | 0.136 | 2.05 | 4.54 |

This hypothesis was tested by using One Sample T-Test, in which the results were shown in the previous table. These results indicate that the calculated value of T (4.54) is greater than the tabulated value (T = 2.05), so we reject the null hypothesis, since the rule of decision rejects the null hypothesis if the calculated value is greater than the tabulated value, and we accept the null hypothesis if the calculated value is less than the tabulated value and therefore we reject the null hypothesis (HO).

Results and Recommendations

Results

The study concluded the following:

- 1- Bahraini banks do not hold courses for heads of departments / departmental managers related to the concept of balanced scorecard, which in turn leads to the lack of clarity of this concept, which is reflected negatively on the application of performance evaluation according to Balanced Scorecard.
- 2- The sample of the study proved that Bahraini banks do not have the technology needed to implement the balanced scorecard, and the technological development impedes the application of this concept.
- 3- The cost of applying a balanced scorecard is high and this is why banks avoid applying this concept, but from the point of view of the sample, this cost is justified.
- 4- The department heads / department managers working in Bahraini banks do not have the necessary skills to implement the concept of balanced scorecard. This is one of the obstacles that prevent the implementation of such a concept.

Recommendations

Through the results of the study, the researchers present a set of recommendations which we hope will be taken in consideration by the Bahraini banks and contributes to support the implementation of the Balanced Scorecard. These recommendations include:

- 1- The Bahraini banks shall hold the necessary courses in order to clarify the concept of Balanced Scorecard, to know its components, and the requirements to implement this concept.
- 2 - Bahraini banks must exploit the technology available to them best use, and use this potential to the maximum benefit, and use it to implement the Balanced Scorecard.
3. The culture of investment in resources should be taken in consideration by Bahraini banks and should have a forward-looking view so that these banks can understand that what they may see as a current cost may return to them in the near future.
- 4 - Bahraini banks should work to provide heads of departments / departmental managers with all the skills that help them to apply Balanced Scorecard to benefit their institutions.
- 5 - The need for new studies to identify all the obstacles that limit the application of Balanced Scorecard, and propose the best solutions to overcome these obstacles.

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