

## Abstract

**Background and Objectives:** Balanced Score Card is an increasingly popular tool for performance evaluation. Healthcare organizations have broadly adopted this method for implementing their strategic plans. There is, however, increasing concerns on barriers toward BSC implementation. ~~Build~~ Built on the fundamental impact of organizational culture on hospital performance, this study explored the nature of relationship between balanced score card score effectiveness and organizational culture.

**Methods:** A descriptive analytical study of cross-sectional design was conducted within the period of X to Y 2010. One hundred and fifty employees of Hasheminejad Kidney Center were enrolled. The questionnaire developed by Denison and Eiwell () was used as the measurement tool. The questionnaire includes ~~comprised~~ 62 items related to four dimensions of organizational culture including ~~involvement~~ involvement, Cohesion, Adaptability, and Mission. ~~The Validity of the~~ questionnaire validity was examined by seeking expert opinion. A high reliability of the scale was ensured by obtaining a Cronbach's alpha ~~Alpha~~ of 0.94. ~~The s~~ Survey results were summarized using descriptive statistics. The relationship between BSC and OC was measured by using Pearson's correlation coefficient, and modeled using via regression analysis.

**Findings:** BSC showed significant correlations with Involvement (), Cohesion (), Adaptability (), and Mission (). Multiple regression analysis identified Involvement as the only predictor of BSC effectiveness ().

**Conclusions:** While all factors of organizational culture can influence balanced score card effectiveness, employee involvement holds unique importance. Hence, hospital leadership should pay strong attention to employee involvement in order to achieve high balanced score card effectiveness.

## Background and Objectives

In addition to devising appropriate strategies to reach goals, organizations also need to find effective solutions for successful implementation of their strategies and evaluate the-related action plans. In recent years, Balanced Score Card (BSC) has emerged as a popular method in strategy implementation and performance evaluation. This method enables management to map the organization's vision, mission, goals, and strategies into defined performance evaluation indices (). The usefulness of this method is reflected by its widespread use by many organizations across the world. The Institute of American Counters described BSC as the leading method in strategic management and performance evaluation that outperformed several quality management methods such as Malcom Baldrige, EFQM, and

**Comment [Reviewer1]:** Where is the verb?  
Evaluating, Assessing

**Comment [Reviewer2]:** Two verbs here. You might want to omit implementing. Though it makes sense.

**Comment [Reviewer3]:** Is it only one impact, or several impacts?

**Comment [Reviewer4]:** Since you have used built in past tense, explorarion should be in present tense. It sounds better.  
My suggestion: explores

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**Comment [Reviewer5]:** ?  
Used in form of employee cohesion is correct.  
Try using employee before involvement.

**Comment [Reviewer6]:** ?

**Comment [Reviewer7]:** Or through

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**Comment [Reviewer8]:** maintains

**Comment [Reviewer9]:** for reaching goals,

**Comment [Reviewer10]:** suggested: indexes  
<http://grammarist.com/usage/indexes-indices/>

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**Comment [Reviewer11]:** Can't Google it. What kind of institute is that?

Six Sigma. Hack Group reported that by 2008, over 700 American organizations have been among the “Mature Users” of the BSC method.

**Comment [Reviewer12]:** Did it forecast this statistic? Otherwise you have to use **were or had been**

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Among the sectors that increasingly welcome the BSC in strategy implementation is the Health Sector. A large and ever growing body of academic literature has demonstrated the advantages of BSC in different aspects of hospital strategic management. Notwithstanding, there is also evidence of barriers and challenges towards implementing and maintaining BSCs. It seems that even in the simplest projects, there is a diverse range of factors affecting BSC success, and several stories of failure have also been reported. Despite that, a limited number of studies has been conducted to identify the factors and context of BSC failure. One factor frequently reported to impede BSC implementation success is the organizational context (Pakistan, 7). Studies identified several contextual factors influencing goal achievement including support from leadership, employee involvement, harmony between leadership and employees, positive attitudes towards interventions and organizational culture (Pakistan 8, 9). The latter factor is of particular importance. Organizational culture (OC) is a comprehensive concept involving beliefs, traditions, norms and knowledge, and technology of an organization, and exerts fundamental impact on the behavior of members (Park & Kim, 200). Culture is described as the soul of an organization and the source of its members’ social energy that moves the organization forward. Several studies showed that successful changes in the organization strongly depend on the organizational culture (Doostmohammadi, 1386). The inventors of BSC, Kaplan and Norton, the inventors of BSC, introduced OC as a determinant of BSC effectiveness. Garnego et al. indicated that adoption and use of performance evaluation systems are significantly influenced by organizational culture. The field study of Deem et al. confirmed the positive relationship between BSC effectiveness and OC. Chavan concluded that the BSC approach may need introducing fundamental changes in OC.

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**Comment [Reviewer13]:** Success stories, stories of failure

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**Comment [Reviewer14]:** Harmony between must be between same-type subjects

**Comment [Reviewer15]:** Refer to Comment 16

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**Comment [Reviewer16]:** Is this the year? Correct referencing?

**Comment [Reviewer17]:** You are not authorized to use this abbreviation unless you have defined it in parentheses before its first usage.

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Exploring the impact of context factors in performance evaluation receives increasing attention in the literature (Pakistan 4). However, research into the impact of contextual factor on effective implementation of BSC in hospitals is limited. To contribute in filling this gap, this study explored the relationship between organizational culture and BSC effectiveness in a sample health setting. Using the organizational culture framework proposed by Denison, our study sought evidence in the support of the following five hypotheses:

**Comment [Reviewer18]:** They must be introduced. Since this is the first sentence in the paragraph, you are not referring to any literature. Or maybe by “the” you mean related literature. In that case it is better to use “related”.

**Comment [Reviewer19]:** Regarding may be better.

**Comment [Reviewer20]:** Investigated

Hypothesis 1- Organizational culture is positively associated with BSC effectiveness.

Hypothesis 2- Employee “Involvement” is positively associated with BSC effectiveness.

Hypothesis 3- Employee “Cohesion” is positively associated with BSC effectiveness.

Hypothesis 4- Employee “Adaptability” is positively associated with BSC effectiveness.