



**Arab American University**  
**Faculty of Graduate Studies**

**The Extent of Using The Balanced Scorecard In Evaluating The  
Employees Performance of Companies Listed on Palestine Exchange**

By

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**This thesis was submitted in partial fulfillment of the requirements for  
the Master's degree in Accounting and Auditing**

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**Thesis Approval**

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This thesis was defended successfully on 7.7.2024 and approved by:

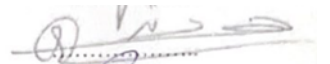
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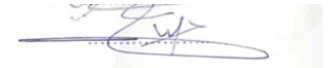
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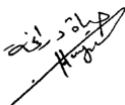
## Declaration

I declare that the content of this thesis is my own research work, unless otherwise referenced.  
I certify that this thesis does not contain any material published before by another person or has been submitted elsewhere for any degree or qualification.

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Date: 20.2.2025

### III

#### **Dedication**

I dedicate my graduation and my dream that I waited for a long time and did not eat or get tired until I reached it.

To my dear mother.. who always instilled ambition in me and removed obstacles from my path and helped me get here..

To my dear father who never stopped supporting me, encouraging me and facilitating my path in countless ways...

To my husband who was the best support and help for me to pass this stage...

To my soul siblings, my brother and sisters (Saleh, Dalia, Hala and Elya)..

To the joy of my life, my son Mahmoud

### **Acknowledgment**

I'm grateful to God for allowing me to finish my thesis and reach this point.

My deepest gratitude goes out to my cherished university, my second home, which served as a safe haven for me throughout my bachelor's and master's degree studies. I also want to thank the distinguished faculty members who gave their all to share their wealth of knowledge with me, worked tirelessly to help me grow as a person and advance my knowledge and abilities, and never stopped supporting me as I pursued my academic goals.

To Dr. Muhammad Abu Sharba, my thesis advisor, who provided me with the greatest assistance in finishing this study And to everyone who helped me finish this thesis, thank you.

## **Abstract**

The study aimed to identify the extent of using the balanced scorecard in evaluating the performance of employees in companies listed on the Palestine Exchange from the point of view of senior and middle management. The study used the descriptive analytical method and the research design using a quantitative method appropriate for the study. The study population included all Palestinian public companies listed on the Palestine Stock Exchange. The sample size was (200) male and female managers, who were selected using a stratified sampling technique, and (187) questionnaires were retrieved, with a response rate of (93.5%).

The study showed that companies listed on the Palestine Stock Exchange have a high level of application of the Balanced Scorecard model (BSC), which includes various dimensions such as the financial dimension, customer perspective, internal processes, and developmental dimension. The evaluation averages indicated the effectiveness of implementing the model and achieving balanced performance across all dimensions, which enhances success in achieving strategic goals and improving the overall performance of companies. The results also highlighted the importance of the financial perspective and its significant impact on the performance of companies and their effective response to surrounding financial factors.

The results revealed no statistically significant differences in the level of applying the Balanced Scorecard to the performance of companies listed on the Palestine Exchange when considering various variables, indicating an equal use of the Scorecard across different individual categories and studied variables. The results confirmed the continuity and consistency of implementing these methods without significant influence from demographic

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variables. On the other hand, the results showed a statistically significant positive impact between the use of Balanced Scorecard dimensions and the performance of companies in the Palestine Stock Exchange.

Based on the findings regarding the Balanced Scorecard's impact on financial performance of companies listed on the Palestine Exchange, it is recommended that companies enhance their understanding and integration of the Balanced Scorecard dimensions, strengthen financial analytical capabilities, and improve marketing strategies and customer communication to boost overall performance.

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**List of Abbreviations**

Abbreviations	Meaning
BSC	Balanced Scorecard
PEX	The Palestine Exchange
SBSC	Sustainability Balanced Scorecard
PTTA	Physical Training and Testing Agency
HCMC	Ho Chi Minh City
AHP	Analytic Hierarchy Process
DEMATEL	Decision Making Trial and Evaluation Laboratory
KPF	Key Performance Factors
EFA	Exploratory Factor Analysis
COBIT	Control Objectives for Information and Related Technologies

## Chapter 1

### Introduction

#### 1.1 Introduction:

Organizations face increasing volatility, uncertainty, complexity, and ambiguity, necessitating enhanced management and performance to excel (Castillo, 2022; Patnaik et al., 2022). To meet these expectations, companies use the balanced scorecard (BSC) (Lim et al., 2023). Many organizations have successfully used BSC to measure and evaluate their performance (Ndevu & Muller, 2018), including manufacturing industries, goods and services, and the banking sector (Al-Jardali et al., 2020).

In 1992, Newton and Kaplan introduced the Balanced Scorecard (BSC) to enhance organizational performance management. Since its inception, the BSC has gained widespread recognition as a highly utilized and impactful managerial tool (Olson & Slater, 2002) and has been extensively explored in various research and industry settings (Elianna et al., 2022). Kaplan and Norton argue that enhancing institutional performance will lead to increased funding metrics by understanding the preferences and expectations of shareholders, customers, suppliers, employees, and communities (Kaplan, 2010).

Although the BSC adoption rate dropped to 29% in the most recent Bain & Company survey (Rigby & Bilodeau, 2018), it remains an integral tool for measuring performance in various settings (Fatima & Elbanna, 2020). Despite new performance management systems (PMSs) emerging, the BSC remains the only PMS in the top 25 most popular management tools (Rigby & Bilodeau, 2018) and is the focus of extensive research (Hasan & Chyi, 2017).

Kaplan and Norton developed the BSC as a multidimensional system of indicators for measuring, documenting, and managing business activities in relation to implementing vision and strategy. It balances four perspectives: financial, customer, internal process, and learning and development. Indicators are aligned with cause-and-effect relationships in these areas, viewed hierarchically. Recently, the BSC has been used to measure the impact of sustainability strategies, leading to the emergence of the BSC for Sustainability (SBSC), which integrates elements of corporate sustainability and responsibility (Asiaei & Bontis, 2019)

Organizational performance management involves managers and employees planning, monitoring, and reviewing goals to contribute fully to the organization (Aguinis, 2019). It is an ongoing process of setting goals, evaluating progress, and providing guidance to ensure employees achieve their career objectives (Prasad, 2020). Performance management measures activity results, quality against objectives, and areas for improvement (Atmaja et al., 2022). It includes communication between employees and supervisors to clarify job expectations and success indicators (Merkle, 2022) and improve performance (Helmold & Samar, 2019). The main goal is to ensure all organization elements work together to achieve objectives (Atmaja et al., 2022).

The BSC can be used to evaluate company performance and provide incentives for individual performance based on achieved goals. Success in the information age is influenced by integrating functional specializations into customer-oriented business processes (Owolabi et al., 2020). Performance evaluation using the BSC model provides comprehensive results (Tseng, 2010). The BSC concept, initially for companies, is also used by public sector organizations to improve service performance (KEFE, 2019).



This study highlights the BSC as a tool for selecting balanced organizational performance indicators and objectives in the Palestine Stock Exchange, examining dimensions such as innovation, learning, growth, and external factors related to shareholders and customers (Kaplan & Norton, 2000). Despite its benefits, many studies show limited adoption in Palestinian companies due to obstacles that hinder its success.

## **1.2. Statement of the Problem:**

As the business environment develops, becomes more complex, expands rapidly, and continues to change, the need to have a strategic tool as a common language among company departments has emerged.

The balanced scorecard is considered one of the modern tools and methods that play an important role in evaluating companies' performance, because it emphasizes the importance of translating the organization's strategy into measurable and evaluable goals. There is a gap in the traditional strategic evaluation methods used in empty businesses, because using this model with four perspectives (financial perspective, customer perspective, internal operations perspective, learning and development perspective) helps to achieve a balance between the various financial and non-financial aspects while showing indicators in Palestinian companies.

In light of the above, the research challenge is to determine the extent to which the balanced scorecard model is used as a comprehensive perspective for planning and development through four points of view (financial perspective, customer perspective, internal operations perspective, and learning and development perspective), and to demonstrate the extent to

which the card is an effective evaluation tool and the extent The willingness of Palestinian companies to contribute to the implementation of the card's metrics and whether they are useful and correct, which contributes to increasing the possibility of bridging the gap in the traditional performance model. Also, following a balanced approach to evaluating the strategic performance of companies listed on the Palestine Stock Exchange and its subsidiary, the Palestine Stock Exchange, demonstrates the importance of linking metrics and methods. The scorecard used to measure performance according to the organization's strategy and its impact on its performance in the performance evaluation process and achieving the organization's strategic objectives, the degree of use of the scorecard and what are the prospects for its application to listed companies. Therefore, the following general question arises for the research problem:

**To what extent is BSC used in evaluating The Employees performance of companies listed on the Palestine Exchange?**

### **1.3. The Research Questions:**

The following question can be asked to address the research problem: **To what extent is the BSC used in evaluating The Employees performance of companies listed on Palestine Exchange?**

In order to reach a deeper understanding of the issue, the following sub-questions must be answered:

1. Is there a significant difference between the level of application of the Balanced Scorecard on The Employees performance of companies listed on Palestine Exchange

and the demographic variables (gender, age, educational qualification, job title, years of service, sector in which the organization operates)?

2. Is there a statistically significant effect of using the dimensions of the Balanced Scorecard (financial perspective, customers (marketing), internal processes (developmental), learning and growth) on the Employees performance of companies listed on Palestine Exchange?

#### **1.4. The Research Objectives:**

There are several objectives for this study, the most important of which are:

1. To determine if there is a significant difference between the level of application of the Balanced Scorecard on The Employees performance of companies listed on Palestine Exchange and the demographic variables (gender, age, educational qualification, job title, years of service, sector in which the organization operates).
2. To examine the statistically significant effect of using the dimensions of the Balanced Scorecard (financial perspective, customers (marketing), internal processes (developmental), learning and growth) on The Employees performance of companies listed on Palestine Exchange.

#### **1.5 .Importance of study:**

In response to increasing competition across various business sectors, organizations must adopt modern and effective management tools to ensure survival and gain competitive advantages. One such essential tool is the balanced scorecard, which evaluates performance across multiple perspectives: financial, customer, internal process, and learning and growth

(Kaplan & Norton, 1992). Unlike other models that focus solely on financial metrics, the balanced scorecard translates corporate strategy into measurable goals. Previous studies have highlighted its importance in enhancing profitability and competitiveness. For example, (Madhoun , 2017) found the BSC critical for maximizing profitability, while (Abueid , 2020) noted its high application in Islamic banks despite obstacles. However, (Daraghmeh & Saad , 2016) concluded that Palestinian listed corporations do not rely on BSC indicators correctly. This study aims to fill that gap by examining the use of the balanced scorecard in companies listed on (PEX), providing concrete evidence of its impact.

## **1.6. The Research Hypotheses:**

Through this study, the researcher attempts to test the following main hypothesis:

H1: There is significant difference between the level of application of the balanced scorecard on The Employees performance of companies listed on Palestine Exchange and the demographic variables (gender, age, educational qualification, job title, years of service, sector in which the organization operates).

Sub-hypotheses of the five main hypothesis:

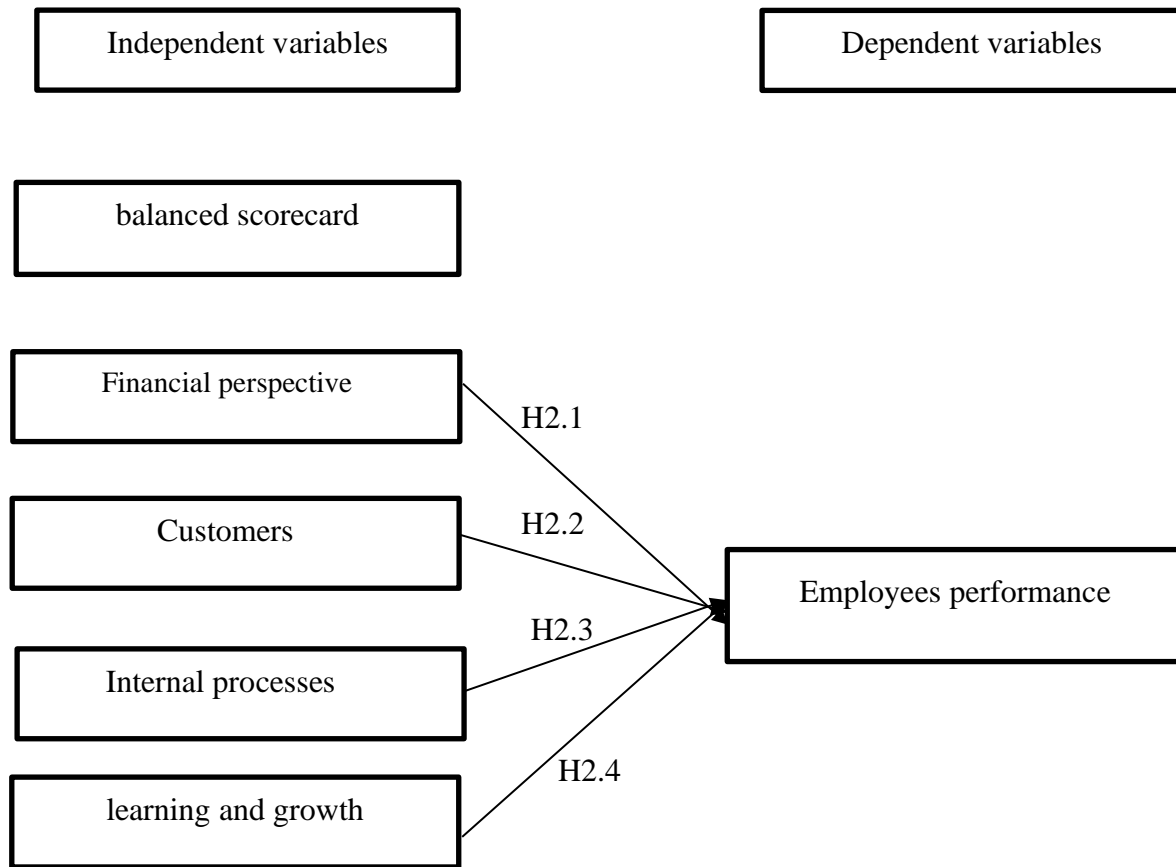
- H1.1: There are statistically significant differences in the level of application of the balanced scorecard on The Employees performance of companies listed on Palestine Exchange according to the gender variable.
- H1.2: There are statistically significant differences in the level of application of the balanced scorecard on The Employees performance of companies listed in on Palestine Exchange according to the age variable.

- H1.3: There are statistically significant differences in the level of application of the balanced scorecard on The Employees performance of companies listed on Palestine Exchange according to the educational qualification variable.
- H1.4: There are statistically significant differences in the level of application of the balanced scorecard on The Employees performance of companies listed on Palestine Exchange according to job title.
- H1.5: There are statistically significant differences in the level of application of the balanced scorecard on The Employees performance of companies listed on Palestine Exchange according to years of service.
- H1.6: There are statistically significant differences in the level of application of the balanced scorecard to The Employees performance of companies listed on Palestine Exchange on the variable of the sector in which the institution operates.

H2: There is a statistically significant effect of using the dimensions of the balanced scorecard (financial perspective, customers (marketing), internal processes (developmental), learning and growth) on The Employees performance of companies listed on Palestine Exchange.

### **1.7. The Research structures**

In order to identify dependent, independent, and variables, the researcher showed it through presenting them in the model below



### **1.8. Obstacles and limitations of the study:**

The researcher faces several obstacles during the study, such as geographical and political obstacles, and the difficulty of accessing all the places where companies are located in the research community, such as the Gaza Strip, due to political restrictions. Moreover, the researcher faces difficulty in obtaining basic information for the study from companies, in

addition to the time constraint. , This investigation is limited to a specific period of time. We can consider the main limitation as follows:

- Differences between business and work specializations.
- Lack of information about aspects of BSC.
- Confidentiality of information and not making it available for use in research.

## **Chapter 2**

### **Theoretical framework**

#### **2.1. Balanced Scorecard**

##### **2.1.1 Introduction**

The idea of the balanced scorecard came through many consulting experiments in many institutions to determine the nature of the planning process and appropriate performance monitoring processes for these institutions, as the development and intensification of competition in the work of institutions requires the managements of those institutions to pay full attention to the work, and therefore standards and indicators cannot be accepted. Finance and accounting only. To express it comprehensively. For this reason, it is necessary to overcome these challenges by shifting the mindset of organizations from the industrial age to the knowledge age, where integration and attention to multiple aspects of operations gives the organization sustainability, competitiveness, customer satisfaction and greater opportunities for various stakeholders. Norton P. David and Robert S. Kaplan are considered essential in developing the concept of the balanced scorecard and its basics. Many concepts were developed in the 1990s, and the first balanced scorecard was used in 1987 by Anology, as this organization has a more comprehensive scorecard than previous records. To test and measure performance, including specific aspects such as speed of delivery to the customer, quality, process cycle applied, efficiency of new product development as well as financial performance.(Sharqi, 2023).



The balanced scorecard is one of the most important and most modern strategic performance management tools because it directs the organization to improve its performance based on its vision and strategic objectives, and helps direct its path and transform it into a new direction that supports it and improves the overall performance of the organization (Kaplan & Norton, 1992). It also works to translate the organization's vision and general strategies into a set of procedures. The process that represents the framework for implementing that strategy, instead of relying entirely on the financial aspect as in the current era of globalization, and investing in capital and fixed assets (Kaplan, R S; Norton , D P, 2001) . It is not enough for the organization to succeed if it is not managed effectively, so the balanced scorecard works to focus on aspects Others, such as human performance and operational performance, which leads to customer, employee and environmental satisfaction and leads them to a more realistic understanding of the factors that drive financial performance and achieve goals. (Al-Ghanam, 2023).

### **2.1.2. The concept of balanced scorecard:**

The concept of the Balanced Scorecard (BSC) was introduced by Kaplan and Norton in 1992 as a performance measurement system that provides senior managers with a set of metrics that give them a quick, comprehensive view of the business (Broccardo, 2015). The new management design, which has been widely discussed and adopted over For the past 30 years, to provide executives with real-time information about an organization's internal performance and progress toward strategic goals so they can identify problem areas early and make adjustments (Kaufman, Barry, Wilkinson, & Gomez, 2021) The Balanced Scorecard (BSC) has become a widely accepted management tool to support strategy implementation,

giving managers and employees a concise and comprehensive view of their work by adding traditional financial measures to non-financial measures to provide a complete and concise picture of operations and strategic objectives (Carr & Gratton, 2016). Study (El ammar, 2020) that the balanced scorecard is one of the most efficient and effective contributions that government agencies should take into account when trying to effectively implement their policies and address deficiencies in public service through development, as sustainable internal systems and procedures aim to ensure the provision of services. High quality, taking into account feasible and effective resources, key project priorities, transparency and accountability, short-term and long-term customer needs, performance metrics and quality standards.

The BSC strategic management system uses a framework and basic principles to translate the organization's mission and strategy into a comprehensive set of performance measures and strategic initiatives. The organization's mission and strategy are translated into strategic objectives and measured around the four dimensions that represent the BSC: financial, customers, internal operations, and learning and growth. , as the results that the organization wants to achieve from a financial and customer perspective (usually the customer) and the drivers of these results from the perspective of internal operations and learning (usually growth). In a strategy map, strategy drivers indicate the desired financial and customer outcomes that represent the success of the strategy. Therefore, a proposed performance measurement system has emerged as an indicator that is not only related to financial indicators but also to financial results in the balanced scorecard. The financial institution can also verify the quality of services provided, the satisfaction of internal and external customers, the organization's self-development system, and the organization's ability to

adapt and change. These indicators, included in the context of the balanced scorecard methodology, play a role in key performance indicators (KPIs) (Al-Banna & Ali, 2023)

### **2.1.3. The origins and development of the balanced scorecard:**

The emergence of the balanced scorecard is based mainly on traditional systems for measuring the financial performance of organizations that do not reflect the values of most tangible assets, which is an important aspect of market value and does not reflect the needs of customers, and has led to confusion between strategies and measurement methods, ignoring the focus of these systems only on the material aspect. Some of them have many needs and skills of employees, customers, employees themselves, and communication between employees, and supervision by the managers, owners, and officials of these institutions, hence the studies, taking into account tangible and intangible assets, tend to innovate and develop systems with indicators that can indicate performance in different dimensions, to work on their systems. Internal and external, taking into account actual variables (Ismail, 2023)

Modern institutions also face many complex environmental variables, including internal environmental variables and external environmental variables. The technology used by the institution is considered one of the most important internal environmental variables that affect individual performance and organizational performance. The success and effectiveness of the performance measurement process depends on approaches that depend on quality. work, and the reasons for measuring performance can be identified and defined as follows (Al-Bashir, 2016):

1. Planning, control and evaluation means measuring for the purpose of making decisions about planning and controlling operations (Cobbold & Lawrie, 2002).
2. Change management is based on measurements that support environmental initiatives, measured vertically at departmental levels and horizontally across functions (Niven, 2016).
3. Communication and measurement are required in this area to reduce personal influence, solve problems, monitor progress, reinforce behavior, and provide feedback ( Al-Malkawi, 2009).
4. Improvement is where the purpose of measurement is to support improvement so that it provides a scorecard that reports how improvement efforts are being achieved (Kumar, Weng, Sureka, Jabbour, & Bamel , 2024).
5. Resource allocation that helps direct scarce resources to improvement activities that are most attractive to the organization (Mahad, 2020).

#### **2.1.4. Stages of the balanced scorecard:**

The development of the balanced scorecard stages is divided into three stages (Aboul Gheit, 2022):

1. The first stage: In the early 1990s, when it was based on a series of strategic indicators distributed in balance between four dimensions, and at this stage the weaknesses represented by the following were diagnosed ( Al-Malkawi, 2009):
  - Weak link between strategy and objective
  - Cause and effect relationships are only visible between dimensions.

2. The second stage: With the start of putting the card into practice, many practical improvements and developments began to appear in setting goals and indicators so that they reflect the process of interconnection between strategies and goals, which has become clearer and more important (Ismail, 2023).
3. The third stage: It is the latest in the form of cards that focus on strategic planning. This map was developed for the concept of the balanced scorecard, as it cannot be applied without clear strategies. It is a set of goals and measures integrated into the measures implemented. Accordingly, all employees work through channels that connect everyone with four dimensions (financial dimension, beneficiary dimension, learning and growth dimension, internal actions dimension), where long-term strategic goals can be linked to short-term operational actions (Kumar, Weng, Sureka, Jabbour, & Bamel , 2024).

### **2.1.5. Definition of balanced scorecard:**

(Kaplan & Norton, 1992) defined the balanced scorecard as: a system that provides a set of procedures and strategic objectives that allow the organization to manage its activities, ensure a balance between financial and non-financial measures, and measure its performance through the four dimensions of the card (financial, customer, internal operations, Learning and Growth), gives the organization insight into future work in terms of strategy and goals (Al-Ghanam, 2023)

(Al-Banna & Ali, 2023) also define the balanced scorecard as a strategic management system that translates the organization's mission and strategy into comprehensive quantitative performance measures derived from the organization's strategy that provides a framework for a strategic management and measurement system that focuses on performance.

In the same context, (Abdullah, 2020) defined it as a strategic planning and management system used in all sectors to align the organization's activities with its vision and strategy, improve internal and external communications, and monitor the organization's performance against the strategic objectives.

As defined by (Al-Mazouk, 2020), it is a management system that aims to help the organization translate its vision and strategy into a set of interconnected strategic goals and metrics.

From the researcher's point of view: measuring the activity of institutions (financial and non-financial) by applying the four aforementioned criteria is a strategic tool that allows measuring the suitability and efficiency of the activity of these institutions, conducting a correct assessment of their officials to control the activity, and measuring and achieving the actual results of the plans that increase the efficiency of the organization's work and the sustainability of its success.

#### **2.1.6. Objectives of the balanced scorecard:**

The use of the balanced scorecard aims to achieve several goals, including (Blasika, 2012):

4. The map aims to link short-term operational management with a balanced long-term strategic vision.
5. Monitor daily operations and their impact on future development (Ismail, 2023)
6. Emphasizing the four dimensions of organizational performance balance
7. Develop a practical framework for translating strategy into operational concepts ( Al-Malkawi, 2009)
8. Develop an integrated approach between strategy and operations

9. Develop and articulate a strategic vision to all employees (Al-Bashir, 2016)
10. Supporting the relationship between strategy and operations and ensuring requirements are met (Cobbold & Lawrie, 2002)
11. Promote and support the key benefits of the policy
12. Establish and increase communication between stakeholders in the organization (Abu Madi, 2018)
13. Expanding the scope of administrative work to include all aspects of the organization
14. Applying sustainability (environmental dimension) to the organization's activities
15. The balanced scorecard aims to ensure that organizations are able to monitor not only financial performance but also the growth of efficiencies and the acquisition of intangible resources (Kaplan R. S., 2010).

### **2.1.7. Characteristics of the balanced scorecard:**

The characteristics of the balanced scorecard are (Abu Zaid, Hegazy, & Al-Aal, 2018) :

1. The balanced performance measure is a four-dimensional model based on four dimensions: the financial dimension, the customer dimension, the internal operations dimension, and the learning and development dimension (Sidqi, 2022).
2. The balanced scorecard relies on mixing financial indicators with non-financial indicators to determine the degree of progress towards achieving strategic objectives in both quantitative and financial terms (Abdulsamie, 2015).
3. The balanced performance indicator links the financial and non-financial KPIs for each dimension to the strategic sub-objectives derived from the business strategy (Blasika, 2012)

4. The balanced performance indicator is characterized by a limited number of key performance indicators based on the characteristic of limited rationality and the characteristic of not providing more information than the analytical capabilities of the decision maker (Keshavarznia & Wallace, 2023).
5. The balanced scorecard is based on a set of vertical causal relationships between sub-objectives, their countermeasures, and key performance indicators known as cause-and-effect relationships embedded in strategic objectives a map (Abu Zaid, Hegazy, & Al-Aal, 2018) :
6. Balanced performance indicator programs require a high-level information system and IT infrastructure that allows timely vertical and horizontal information transfer for the use of reporting systems (Mahad, 2020).
7. A balanced process requires an independent administrative unit in the organizational structure that reports directly to the Board of Directors, supervises the management of strategic activities and coordinates them with operational activities (Olson & Slater, 2002).

#### **2.1.7. Features of the balanced scorecard:**

The shortcomings of traditional systems, and the recent increasing pressure on companies to be informed in various areas of life, have made it necessary to combine performance measures with effective measurement strategies. This is why the most important advantages of the balanced scorecard include (Al-Saghir, 2014):

1. The advantage of pluralism: The balanced scorecard is a multidimensional model that translates the company's vision and strategy into goals and performance measures in



the form of a number of dimensions, the most important of which are (financing, customers, learning and development, internal operations), so that the dimensions of the scorecard are interconnected and provide a comprehensive vision for the organizations through Linking financial indicators to non-financial strategic indicators (Al-Bashir, 2016).

2. Balance feature: In addition to the balance in short- and long-term measures, financial and non-financial measures are presented in a balanced manner on a comprehensive basis that provides a realistic view of the results, as well as a balance between the internal and external actions of institutions and is measurable with the aim of achieving balance between all components. And come up with effective strategies that you can work on. (Farooq & Hussain, 2011)
3. Description of the causal relationship: One of the most important characteristics of balanced activity is the causal relationship between strategies and key performance indicators, which is called (strategic maps), which leads to improving financial indicators or results (Al-Saghir, 2014)
4. Motivational advantage: Employee performance is considered one of the most important influences on the performance and achievement of organizations' strategies and must depend on the income and rewards provided to them for effective work performance. There should be work related incentive plans which are important incentives for employee retention and proper and accurate performance. The level of financial and non-financial indicators of organizations and the reduction of benefits when relying on a balanced scale ignores incentives, which is the driving factor in the success of implementing the card to achieve its goals. Institutions (El ammar, 2020).

5. Features of limitations: Based on the characteristic of bounded rationality, the balanced scorecard is characterized by limiting the number of key indicators of financial activity, including non-financial indicators, to store data. Given that it is a waste of time and effort for a decision maker to exceed every threshold, information disclosure has less impact on both the organization and decision makers (Ismail, 2023).

### **2.1.8. Balanced Scorecard Components:**

The balanced evaluation system includes the following components (Abdel Rahman, 2015):

1. Business fundamentals consist of the organization's vision, mission and values.
2. Plans consisting of plans for communications, automation, development, and sharing of business results (Kaplan & Norton, 1992).
3. Business strategies and strategic maps for planning and changing components (Al-Bashir, 2016)
4. A logical strategy for personnel activity.
5. Performance indicators to monitor actual and planned performance
6. New initiatives to test strategic assumptions.
7. Planning budgets that cover current and targeted resources (Kaplan R. S., 2010).
8. Results sheets key strategic business units and service business units to translate senior management's vision into actionable activities (Onis, 2016).
9. Develop leaders and individuals to ensure they have the knowledge, skills and abilities required by future jobs and new challenges (Mahad, 2020).

### **2.1.9. Dimensions of the balanced scorecard:**

(Kaplan & Norton, 1992) divided the dimensions of the balanced scorecard into four sections, as follows:

1. The financial dimension: It is the dimension of any organization's ability to achieve goals by taking into account the level of strategic profitability and trying to reduce the level of expenses by increasing the volume of returns from operational activities. In order to achieve the productivity, efficiency and value that the organization seeks, financial data must be linked in a timely manner. And linking them to indicators and ratios that help financial measures achieve financial goals, focusing on balance with the remaining elements to evaluate performance and increase (revenues, profits, total assets, expenses, profit margin, shareholders' equity, cash flow, asset turnover rate) (Rabie, 2015)
2. Customer dimension: Companies, regardless of the nature of their work, depend on the needs of customers, and their needs are considered one of the pillars of their strategy, and this is a priority that reflects the success and sustainability of their business with the ability to provide their services. Products (goods or services of high quality and reasonable prices) (Kaplan & Norton, 1992). It focuses on integrating this dimension to focus on goals. In the modern business environment there are many factors (quality, cost, speed of delivery, time, efficiency, flexibility, creativity, and knowledge), so developing strategies requires meeting requirements. Customer needs and organization goals To achieve their success, it is necessary to focus on the customer perspective, mainly to create value. From their point of view, there are many indicators that reflect the achievement of goals of this magnitude (customer satisfaction, customer retention rate, annual sales rate, market share, customer satisfaction indicators, loyalty and number of customer visits) (Onis, 2016)

3. .Internal operations dimension: One of the goals of institutions is to achieve the maximum level of utilization of current absorptive capacity, as well as achieving production efficiency in order to achieve the highest levels of resource use provided by the intended goals. It is extremely necessary, and organizations' strategies have a significant impact on performance, whether routine or easy to measure, in addition to the processes that affect performance in the long term, and success indicators reflect performance after internal processes. (On-time delivery, continuous improvement, accuracy of planning, speed of service delivery, turnover rate, daily performance index, number of positive campaigns, as well as technological data potential) (Rabie, 2015)
4. The developmental dimension (learning and growth): In our current era, companies are part of a society that seeks to meet the needs of its customers satisfactorily and effectively through opportunities and opportunities generated from within, due to changes in the business environment that require learning and learning. Continuous growth of employees and management members is achieved through their own experience and the experience of others, thus having a properly qualified and trained workforce is a measure of their overall performance and continuous training and skill development constantly creates creativity and organizational skills. A culture that supports innovation and innovation, and this dimension has a significant impact on increasing the productivity and efficiency of work within organizations, and is reflected externally in the information provided, the degree of response, and the rewards that the organization grants to its employees (Onis, 2016)

#### **2.1.10. Preparing the balanced scorecard:**

There is an urgent need to develop a balanced scorecard and comprehensive components are required before starting it, hence there are the following basic steps to prepare the card system (Sidqi, 2022):

1. Defining the vision: The organization's vision is crystallized by achieving a balance between the short- and long-term ambitions of its business and its goals, working with experts and taking into account the opinions of employees and anyone with previous experience in the organization's fields to reach the most effective picture of its directions (Pattnaik, Kumar, Burton, & Lim , 2022).
2. Defining strategies: Strategies and converting them into goals and indicators are among the most important tools in the balanced scorecard as an effective tool for evaluating the strategic effectiveness of any organization, and through these tools the main long-term goals and methods for achieving goals. In addition, policy development requires the efforts of decision makers to improve budgetary procedures to keep pace with changes and pressures in the internal and external environment.
3. Identifying success factors: They are the basic conditions under which the organization achieves its goals and can confront the surrounding variables, which consist of advantages and competencies that work to improve the organization's competitive advantage, and at this level the methods for achieving strategic goals are analyzed. Harmony of the system by linking it to the five dimensions of the map, as well as achieving the organization's plans through their harmony.
4. Defining indicators: At this stage, each strategic goal must be linked to one or several indicators within the dimensional map to measure the performance factors that the organization needs to measure and document the development that has occurred and

through this you can measure its success in a quantitative and documented way. (Thuong & Harwindar, 2023)

5. Defining action plans: With the criteria used to set goals, the organization produces standards against which results are compared, and with short-term and long-term goals, the strategic vision becomes clear so that they do not conflict with each other, allowing it to be made appropriate and correct. And timely decisions. (Awadallah & Allam, 2015)
6. Defining operational work: In order to achieve goals and allocate and distribute resources, it is necessary to implement a set of tasks and distribute their responsibilities with full support of the effective plans and tools of the organization, with regard to motivation and the general culture within it. This in turn affects all employees. It affects and is influenced by employers and managers (Kaplan & Norton, 1992).
7. Monitoring and evaluation: Monitoring and evaluating performance is a kind of continuity in the organization's success. Among the security elements in applying the balanced scorecard is continuous monitoring to ensure success and reaching the desired goals and daily communication. Review and evaluation processes are among the effective control methods, which in turn are a standard. To correct mistakes in addition to the standard of self-development and success in constantly achieving strategic goals (Kaplan R. S., 2010).

#### **2.1.11. Obstacles to applying the balanced scorecard:**

When applying the balanced scorecard, the organization faces a set of obstacles and difficulties that must be avoided or worked to adapt to, including the following:

1. The desire to prepare an integrated map from the beginning leads to complete paralysis in the process, but with experience the organization finds itself adapting its map by adding non-critical goals and indicators that allow for better expectations of performance and thus the improvement process. The development of bachelor's allows avoiding the form caused by this desire. (Al-Tuwaijri, 2019)
2. The difficulty of improving all indicators at the same time, but different strategic objectives must be separated.
3. Ignoring non-financial indicators when evaluating the performance of managers and employees will make them focus more on what shows their performance in the evaluation and delay and reduce the importance of these indicators.
4. The expectations of the balanced scorecard are directly or indirectly related to the interests of the parties involved in the organization (such as investors, direct customers and employees) and exclude some partners who can influence the philosophy and implementation of the policy (such as public institutions that determine the general framework of competition rules or those that define criteria for respecting others or end customers that can change the needs of the organization's direct customers and thus its strategy.
5. Lack of qualified personnel to deal with the balanced scorecard system, which leads to resistance to implementing this system (Abu Madi, 2018)
6. Focus on achieving the operational goals in the strategy rather than forward-looking goals (Al-Tuwaijri, 2019)

### **2.1.12. Components of applying the balanced scorecard**

The process of applying the balanced scorecard requires many components, and the following are these components (Abu Madi, 2018)

1. Top management support: For the balanced scorecard implementation process to be successful, it must have the support of top management. When organizational employees understand that management supports the balanced scorecard implementation efforts, it reduces employee commitment and resistance to implementation. System (Onis, 2016).
2. Financial incentives: Emphasis must be placed on material and moral incentives for everyone who contributes to the design or implementation of the balanced scorecard, and this is considered a strong motivation for those responsible for implementing the balanced scorecard.
3. Forming work groups, for example, applying balanced indicators, involves all components of the organization, and therefore it does not make sense for the process to be implemented by one person, but it is a group effort within the organization (Dahal, Ghimire , & Bharat , 2022).
4. It is necessary to understand that there are no standard solutions suitable for all organizations due to different factors of the internal and external environment of each organization (Kaplan, R S; Norton , D P, 2001).
5. Change management, because the system implementation process requires several changes in the organization, regardless of whether the change is related to a culture, systems, or individuals, the change in the environment surrounding the organization



is continuous and continuous, as are the requirements of the beneficiaries of the service provided by the organization and therefore the organization must also Make the necessary changes to keep pace with continuous changes (Kaplan R. S., 2010).

6. Study deviations and take corrective measures. This does not necessarily mean abandoning existing strategies or formulating new strategies, because corrective measures must put the organization in a better position to exploit strengths and take better advantage of existing opportunities. Avoid external threats and reduce the impact of vulnerabilities (Kaplan & Norton, 1992).
7. Clarity of objectives and precise definition of procedures, because it is important to define objectives in such a way that those responsible for their implementation can understand them and take into account accuracy and objectivity in setting criteria related to objectives (El ammar, 2020).
8. Based on the input of top-down communication between the components of the organization's administrative organization, the organization's management must pay attention to the correct writing of the message so that the message reaches the addressee and its content is understood as intended by the sender. Communication process, because a good system must include an action plan and the main dimensions of the actions to be taken into account, and meetings, communication and discussions must be conducted among employees in the organization for confirmation (Olson & Slater, 2002).

### **2.1.13. Achieving balance on the balanced scorecard**

The Balanced Scorecard is a new practical method that seeks to provide balance between all its dimensions. This balance is achieved by the following (Ismail, 2023)

1. Balance between the organization's short-term and long-term goals. It is not possible to focus on short-term goals without long-term goals, so a balance must be achieved between them (Kaplan, R S; Norton , D P, 2001).
2. .Balance between financial and non-financial indicators We have pointed out that financial statements without other factors are not considered effective and have strategic results (El ammar, 2020).
3. Balance between past and future measures, where we get a true measure of performance (Kaplan & Norton, 1992).
4. Balance between the internal and external performance of the organization. One aspect cannot be neglected at the expense of the other, knowing that both have a real impact on the organization (Kaplan R. S., 2010).

## **2.2. The second section evaluates institutional performance**

### **2.2.1. Evaluating institutional performance**

Institutions are considered the basis for work in various fields of life, and they constitute the cornerstone of the economy of developed countries as well as the economy of developing countries, and in light of the great development that has swept the field of business in various fields, which has resulted in a significant expansion in the size of local and global markets, intensification of competition and the emergence of It is called red markets or bloody markets, in which organizations operating in the same sector seek to achieve competitive advantage by any means possible, regardless of how ethical the methods used are, which

necessitated the presence of certain standards that guarantee excellence in institutional performance, and ensure the institutions' steadfastness in the face of various challenges, Note that there are many criteria on the basis of which institutions are classified and evaluated in terms of performance and work (Salah, 2016).

Various institutions are currently facing many internal and external challenges. These challenges are represented by the rapid changes in the internal and external environment in which institutions operate. The quality of performance in an organization is linked to the optimal use of the financial and human resources available in it, through the use of appropriate methods, to achieve its goals, which should be based on clear, objective, and executable goals to achieve the goals. Best performance level (Al-Othman, 2003)

Institutional performance is the common denominator for all efforts made by management and employees within institutions. Despite the abundance of research and studies that have dealt with the concept of performance, no consensus and agreement has been reached on a specific concept for it. This is due to the different standards and criteria that organizations and managers rely on in studying and measuring them, which are closely linked to the goals and trends that the organization seeks to achieve. This means that evaluating institutional performance is comparing the current status of the organization with the goals that were planned in the strategic plan, and evaluating the extent of implementation. What was stated in this plan and commitment to it, in terms of customer satisfaction, strong competition, and providing high-quality products, according to the required specifications at the specified time, and within the cost allocated for that. (Al-Zatma, 2011)

### **2.2.2. The concept of evaluating institutional performance**

The concept expresses the quality of service provided to the public and is applied to official and private institutions. It has great importance in democratic systems to achieve equality. The concept has been presented in more than one definition as a decision-making process. Based on supervisory information, to direct work directions, to ensure the achievement of the organization's goals, remember (Letki , 2021)the definition of institutional performance evaluation is an integrated system for creating organized work in interaction with elements of the environment that monitors the activity of individual and institutional units.

(Al-Mushaqba, 2020)defines institutional performance evaluation as the process of evaluating different institutions according to certain standards in order to ensure the quality of the institutional system and improve it. The primary purpose of institutional evaluation is to monitor the institution's system and verify that it is carrying out its tasks, but formally to improve its operations and applications. Develop strong efforts in all areas and levels, and identify weak points.

(Fayyad & Al-Khatib, 2019) define institutional performance evaluation as: a systematic, goal-oriented process that measures what the organization has achieved over a period of time by comparing current performance results with the desired results and determining the degree to which it can use its resources as efficiently as possible. to achieve its goals.

(Abdul Hadi, 2017) defines institutional performance evaluation as: highlighting the reasons for the discrepancy between actual results and declared objectives, which indicates the extent to which the institution achieves the objectives it set before the beginning of the fiscal year in certain periods, and clarifies the extent to which the main sectors achieve the targeted

performance and determines the procedures that must be followed to address Reasons for non-compliance and the correct path.

When (Sastry, 2006) sees performance evaluation as; Determine the extent to which the institution achieves the expected goals in relation to the broader picture of the concept of institutional performance evaluation

According to (Armstrong & Taylor, 2016), it represents the extent of the organization's experience in investing employees, technology, equipment, machines, and other resources that are compatible together to achieve a high level of performance in a timely manner, with the right quality, and at the lowest possible cost.

As defined by (Naji, 2006), this means measuring what is accomplished and planning it in terms of quantity and quality, and identifying strengths and weaknesses using appropriate indicators and standards for reinforcement and correction.

### **2.2.3. The importance of evaluating institutional performance:**

Evaluating institutional performance is of great importance and benefits the facility and employees alike. The importance of institutional evaluation is summarized as follows (Al-ukosh & Eid, 2020):

1. Maintaining the productivity and performance of employees and motivating them to do their best, and this can only be done through continuous and continuous evaluation of them.
2. Corporate evaluation allows employers to evaluate their employees' contributions to the organization, their ability to work and be creative, and to evaluate services appropriately (Kaplan & Norton, 1992).

3. Building a strong and collaborative team within the organization is essential.
4. Performance evaluation indicates the limits of acceptable performance and applies these limits to everyone who works under the umbrella of the organization (Kaplan, R S; Norton , D P, 2001).
5. Corporate performance evaluation enhances employee appreciation, effective communication, and motivates individuals to do their best to improve themselves and their organizations (Olson & Slater, 2002).
6. Performance evaluation indicators ensure a fair and impartial measurement of the employee's contribution to the organization in which he works.
7. Contributes to preparing accurate evaluation documents to protect both the employee and the employer (Onis, 2016).
8. Performance evaluation helps achieve a high level of quality and quantity in the work produced.
9. An effective evaluation system includes standardized evaluation forms, performance measures, feedback guidelines, and disciplinary procedures (Carr & Gratton, 2016).
10. An enterprise evaluation system is a way to conduct fair, equal and objective evaluations to protect your organization and its employees (Kaplan, R S; Norton , D P, 2001).

#### **2.2.4. Objectives of the institutional performance evaluation process:**

From an organizational standpoint, the importance of evaluating institutional performance in all its various stages (presentation, growth, stability, reputation, excellence) is linked to its life cycle, and the importance of evaluation can be summarized as follows :

1. Emphasizing the organization's efficiency in using available resources: We see that some organizations violate the principle of efficiency at a time when the organization must preserve the available resources by rationalizing its inputs and maximizing the results it achieves. Scientific evaluation of the activities of these institutions. (Lawrie, Cobbold, & .Marshall, 2015)
2. The evaluation process is a means of allocating and directing resources to achieve the organization's goals and improve its strategy (Mwikali & Wafula, 2015).
3. Providing accurate and realistic indicators of the organization's general activity during a specific period.
4. Evaluation is used as a tool to identify deviations in achieving goals and when facing the threat of environmental problems (internal and external) of the organization. (Olson & Slater, 2002)
5. The evaluation process is considered a tool to know the organization's level of performance, identify strengths, and eliminate weaknesses to enhance them (Lawrie, Cobbold, & .Marshall, 2015)
6. The evaluation process is considered a tool for measuring the organization's business productivity and knowing profits and losses (Kaplan R. S., 2010).
7. It is considered a common denominator between management and working individuals and improves cooperation and communication between them.
8. It gives the organization an appropriate opportunity to review its work systems to reach the most important methods and methods of development (Lawrie, Cobbold, & .Marshall, 2015).

9. The evaluation process helps in making decisions related to the organization's environment (internal and external) and preparing future plans based on the evaluation results (Mwikali & Wafula, 2015).
10. The evaluation process reveals the potential in the organization's resources, which helps in distributing tasks and roles, and encourages departments and individuals to be creative at work (Kaplan & Norton, 1992).
11. Increase the ability to analyze, improve and develop the organization's activities to achieve excellence (Mwikali & Wafula, 2015).

### **2.2.5. Steps to evaluate institutional performance:**

Determining the criteria and indicators on which the institutional evaluation process is based requires the following steps (Ismail M. S., 2014)

1. Relying on the specific circumstances surrounding the organization to achieve performance standards means not relying on ready-made standards and not trying to find out how compatible they are with the real conditions of the organization (Stewarts & Walsh , 2002).
2. Identify characteristics or elements that can be accurately observed and used in the measurement process. (Ismail M. S., 2014)
3. Clearly defining criteria and indicators distinguishes good performance from poor performance, and this means that the criterion must be procedurally and linguistically easy.
4. Pre-determining the weights of multiple criteria to weight the target according to their relative importance (Ismail M. S., 2014).



5. After agreeing on the criteria chosen for the evaluation process, the evaluator conducts a preliminary test of the proposed evaluation model and then makes the necessary changes (Ismail M. S., 2014).
6. Collect and analyze data to prepare a study that then identifies areas for development. (Ismail M. S., 2014)
7. Collect information and prepare a project about the organization's capabilities.
8. Reviewing performance development research and implementing plans for this purpose. Evaluate the organization's performance using standard operating procedures (Stewarts & Walsh , 2002).
9. Develop a draft job description that includes initial proposals for change.
10. Determine the organization's training needs. (Ismail M. S., 2014)
11. Developing a performance evaluation mechanism in the organization and keeping records related to performance evaluation (Stewarts & Walsh , 2002)

### **2.2.6. Indicators for judging institutional performance**

(Kira , 2011) pointed to a number of indicators and standards for evaluating institutional performance, which are as follows:

1. Job satisfaction: It is an important indicator for evaluating organizational effectiveness and can be defined as “a set of emotional feelings that people feel about the work they are currently doing, and these feelings can be negative or positive”. (Ismail M. S., 2014)
2. Organizational commitment: Employees’ behavior, presence, and absence are linked to their impact on productivity, performance, and psychological tendencies, which in

turn is reflected in the organization's performance and its relationship with the external environment (Kira , 2011).

3. Innovative thinking skills: Moving from failure to success requires human experience and a mind capable of innovation, creativity and creative thinking, and distinguished human capital is considered an important resource for innovation and creativity(Grönroos, 2000).
1. Additional behaviors: These are positive and constructive behaviors that the individual performs voluntarily in addition to the official role assigned to him. They can be rewarded through a formal reward system, and they can help achieve organizational effectiveness. Examples include solving (helping) colleagues, and presenting work problems and suggestions. Which contributes to the development of the organization and self-realization and accepts additional personal burdens without complaint (Kotler & Keller, 2016).

### **2.2.7. Institutional performance evaluation models**

In today's world, there is a rapidly changing and competitive environment between industrial and service organizations, and therefore organizations try to provide goods and services at the lowest cost and highest quality in order to survive, continue and grow, and therefore they began to use performance, evaluation models and international excellence awards in accordance with their activities and environment (Russell & Bernard, 2011). There are three types of general evaluation models: the Kaizen model, the balanced scorecard model, and the European Foundation for Quality Management model, and the purpose of their use is to improve and develop the quality of organizations' activities as follows:

1. The Kaizen model is a model that supports effective and efficient change to improve and develop the activities of organizations to achieve excellence and excellence in performance. Based on the famous saying that (change) begins from within, he created the Japanese philosophy of Kaizen (Taichi Hono). When he wrote his book in 1985, it was used to improve and develop the quality of performance and published it to the world. The model has been applied in many countries, especially New Zealand, the United States of America, Singapore, and the United States. United Arab Emirates, Australia, Finland, France, and Canada. The foundations of this model have been integrated by the Organization for International Development and Cooperation, and the model includes five main standards: leadership, human resource management, operations, and financial knowledge (Hamza, 2016)
2. Balanced Scorecard Model: This model works to transform the organization's vision, mission, and strategy into a set of financial and non-financial standards that the organization needs to improve its performance. Many organizations in the world have used it because of the tangible and intangible factors, and in 1992 (Kaplan and Norton) because their point of view is that Intangible factors (from machinery, property and inventory) represent competitive advantage (customer satisfaction, employee and IT skills), as well as the financial aspect which represents tangible factors. Therefore, the main axes of the model include the following: (Farooq & Hussain, 2011)
  - First axis: Market share (customers)
  - Second axis: financial.
  - Third axis: internal operations.

- Fourth axis: growth and learning.
3. European Foundation for Quality Management Model: This model was presented by the European Foundation for Quality Management (EFQM) as a means to evaluate the level of performance of the organization and thus improve its performance. It is represented in nine axes: (strategic leadership of employees, partnerships), resources, processes, customer results, employee results, community results, and business results. It is the most widely applied model in Europe for total quality management.(Martin, 2015)

#### **2.2.8. Standards for evaluating institutional performance:**

1. The strength of human resources management is based on the principle that the organization is able to invest in the human element and that it is the most important force in the work. Because it uses other elements, for example, work efficiency and quality of results at work are linked to the presence of a work team or work group characterized by high qualifications, extensive experience, and strong skills (Abueid, Rehman, & Nguyen, 2023).
2. Competition with other companies and institutions and their offers to customers, price reductions, gifts, etc.
3. The presence of a distinguished customer service center in terms of quality and service, capable of responding to various inquiries, dealing with complaints received from customers, and working to resolve them (Kotler & Keller, 2016).

4. The presence of a strong and highly convincing marketing team that has the ability to attract new customers, ensure continuous maximization of the organization's profits, and increase the monthly sales rate.
5. There must be a strong and effective financial system that can handle various accounting processes for purchases, sales, prices of products and raw materials, employee wages and other expenses (Robbins & Coulter, 2018).
6. The presence of an effective administrative system ensures good management of the institution in terms of monitoring its work and ensuring that it is on the right track.
7. Familiarity with various administrative functions or processes, including planning, organizing, directing and controlling, which in turn ensure the achievement of various organizational objectives (Robbins & Coulter, 2018).
8. The ability to solve various problems.
9. The extent to which the organization is able to combat corruption and promote integrity, transparency and accountability in line with its business interests.
10. Achieving the quality of financial information and the quality of financial reports by activating the role of audit committees, the scope of application of tax laws, and the accuracy of financial information disclosure, especially to shareholders, the government, financiers, and others (Grönroos, 2000).

### **2.2.9. Obstacles to evaluating institutional performance:**

There are a group of obstacles facing measuring the performance of any institution, and these obstacles are represented in the following (Araeer, 2019)

1. The concept of service quality in establishments is difficult to define or is an abstract concept that can be measured, due to the nature of the service, and this is due to the lack of accurate evaluation and measurement results based on non-quantitative criteria. Also, the product provided by government agencies is considered an intangible product, and therefore it is difficult to determine the relationship between the costs of this product and the income derived from it (Araeer, 2019).
2. Multiple goals and conflicting priorities: This means that the organization has multiple goals, and not every goal has value, and therefore priorities conflict.
3. The lack of a clear definition of each administrative unit within the institution: This means uncertainty in defining the tasks of each administrative unit within the state institution, which has led to overlapping powers of state agencies and contradictions in terminology. Dual authority or authority, with poor description of their duties (Abueid, Rehman, & Nguyen, 2023).
4. The prevalence of daily routine in government agencies and departments: This means that there are no reliable quantitative standards to measure performance, especially in the face of non-measurable goals, in the absence of a long set of reference standards. employment in the future (Araeer, 2019).
5. Functional inflation: means that most parts of the organization are dominated by underemployment, leading to duplication of managerial responsibilities and irrelevant organizational levels, leading to the absence of managerial institutions. Determine future employment. (Grönroos, 2000).

6. Political pressure means the presence of direct or indirect pressure from political authority on a university institution to achieve certain goals that may have a negative impact (Abueid, Rehman, & Nguyen, 2023).
7. Overlap in providing the same service: This means that there is no unfair competition between a private university institution and a government university institution in terms of service to the individual or society and the officials' preference for the former (Abueid, Rehman, & Nguyen, 2023).
8. Lack of reliability in measuring performance: This means that there is duplication in measuring performance. There is an internal measurement in which the facts are clearly revealed within the university, and there is another external measurement through which the institution's management accidentally presents a positive image to public opinion or to the person who benefits from its services (Nafari , Ebrahim; Rezaei, Behrooz, 2022).
9. The social and cultural environment surrounding joint stock companies, which includes the traditions and values prevailing in society, has led to an increase in the public's desire for luxury, and this has led to the complexity of procedures. In addition to functional reasons (Araeer, 2019).
10. The prevailing forms of communication in companies, where employees' thinking is affected by a group of variables surrounding them, have led to extreme centralization and attention to loyalty to the university director.

#### **2.2.10. Method of evaluating companies' performance using the balanced scorecard**

Companies are always trying to change their policies to move from the current situation to the future situation they want to be in and this transformation often requires management actions, and these measures are usually implemented after measuring and benchmarking. The evaluation stage considers the ability to measure and evaluate something and is one of the indicators of the ability to manage it. By studying the history of administrative development, we see that development was the focus of attention at the beginning of the twentieth century. Increasing the efficiency of the worker's human resources. For example, studies have appeared showing how productivity increases with the strength of lighting and its availability in factories. The motivation behind the power of light and increased production was the knowledge that they were undergoing tests to measure production which changes their behavior. The feeling of control and testing, and then after that in the sixties, seventies and eighties, the stage of measuring production and development in performance began through financial analysis and the study of financial indicators and indicators, but these financial indicators were taken as a basis measure. About information that happened in the past ( Priliska & Kurniadewi, 2023).

In the early 1990s, a new method of performance evaluation emerged, known as the balanced scorecard, a method that takes into account the balance between financial results and the engine that drives growth, which is the balance between the short-term and the short-term. Periods. Long-term, as well as the balance between tactics and strategy, because this card consists of five basic dimensions: each of its dimensions is measured through a set of metrics through which the company's performance is evaluated, while the financial dimension is measured by it. The return on investment, economic value added, profitability, revenue growth rate, and cost reduction are measured through a set of indicators, and the size



of customers is also measured through a number of indicators, in addition to the measure of internal operations, which is measured by determining the extent to which the company innovates new processes in product design. Develop and innovate manufacturing. Operations, marketing, sales and services, and after-sales, especially after learning and growth, are measured by the number of training courses and the degree of improvement in employee performance, in addition to the environmental and societal dimension. They are a number of indicators, the most important of which is the degree of the company's contribution to community development and building and improving public facilities (Al-Jabali, 2016).

## **2.2. Previous Studies**

### **1. ( Priliska & Kurniadewi, 2023) Building Competitive Advantage Through Strategy Map and Balanced Scorecard in Improving Company Performance**

This study aims to build competitive advantage through the strategic map and the balanced scorecard with its four dimensions (financial, internal operations, customers, learning and growth) in improving the company's performance in Central Java, Indonesia. The study used a qualitative approach, and the results showed that PTTA can increase its competitive ability and ensure the continuity of the company's business in the long term. PTTA may also adopt the design of the Balanced Scorecard (BSC) to monitor strategy implementation on an ongoing basis. By using a BSC, companies can ensure that all important aspects of the business are well integrated into the company's strategy, and by implementing a BSC, business objectives can be achieved in a targeted and measurable manner.

**2. (Rahayu, Yudi, Rahayu, & Musthafa, 2023) The relationship of balanced scorecard perspectives and government organization performance measurement**

The study aimed to analyze the causal relationship between the four perspectives (the financial perspective, the internal operations perspective, the customer perspective, and the learning and growth perspective) in applying the balanced scorecard and to analyze the different performance of the four perspectives for the two groups of schools studied. The research used the descriptive analytical approach and statistical analysis was conducted using Smart PLS. 0.3 and an independent sample t-test. The results showed that innovation and learning performance affect the financial and internal performance of the business. However, innovation and learning performance did not impact customer satisfaction, nor did internal business performance impact financial results. However, internal business performance did not influence customer satisfaction performance. Customer satisfaction did not affect financial performance, and the study came out with a number of recommendations, the most important of which are: the necessity of creating synergy between all parties (the school and organizations) to improve the school's performance. Improving financial performance, especially with regard to transparency and accountability, will help increase stakeholder confidence in schools.

**3. (Abueid, Rehman, & Nguyen, 2023) The impact of balanced scorecard in estimating the performance of banks in Palestine**

This research aims to study the impact of applying the balanced scorecard on the quality of average profit according to the size of the company (bank) in banks listed on the Palestine Stock Exchange during the period 2011-2019. To achieve this goal, the panel model was estimated and a descriptive quantitative research design was used, where quantitative data

was used as an alternative to both independent and dependent variables. The results showed a statistically significant negative effect of customer perspective (CUS) and company size (FS) on earnings quality (EQ). The results are that the financial perspective (FP), social perspective (SP), learning and development perspective (LG), and earnings quality (EQ) have no statistically significant effect. The results also showed that the quality of profits of banks listed on the Palestine Stock Exchange is not high, and the study advised banks to rely on the consistency of the balanced scorecard from a five-point perspective and not limit themselves to financial performance alone. Users of Palestinian banks' financial statements should not rely solely on the amount of net profit in the financial statements.

#### **4. ( Thuong & Harwindar, 2023) The Impact of a Balanced Scorecard on Enterprise Performance in Ho Chi Minh City, Vietnam**

This empirical study presents a set of financial and non-financial performance indicators based on the concept of the Balanced Scorecard (BSC). The relevant sample size to test the model of this study is 265 Vietnamese companies, all of which apply the four balanced scorecards (financial dimension, customers, learning, growth and internal operations), and the descriptive analytical approach was used, as the data was collected using a questionnaire that was applied to companies in Ho Chi Minh City. (HCMC). The results of the study showed a statistically significant relationship between the use of BSC and the performance of institutions. When companies change the key factors in the BSC, their overall performance level also changes. The results of the study also showed that the overall performance of institutions can include financial and non-financial components, and based on the results, the researcher recommends that Vietnamese companies refer to the valuable information and knowledge provided by this study and apply them to restructuring and strategic management.

Therefore, they can achieve higher overall performance in business, management, operations and production sectors.

**5. (Chieh, Fu, & Yi, 2023) Applying the Balanced Scorecard to Build Service Performance Measurements of Medical Institutions: An AHP-DEMATEL Approach**

The main objective of this study is to study the application of the Balanced Scorecard (BSC) with its four dimensions (customer, financial, learning and growth, and internal operations) to measure service performance in medical institutions, and by combining AHP and DEMATEL the priority and causality of service performance standards are obtained. In medical institutions. The descriptive analytical approach was used, as the results of this study showed that the customer dimension is the most important for measuring the service performance of medical institutions, and that the seven most important indicators for measuring the service performance of medical institutions are “complete and comfortable equipment, competitiveness of the medical profession, and continuity.” Treatment from the patient to the hospital, and the arrangement of the medical profession, respectively. By clients (VIP system), the full salary, wages, policy and medical income of the institution. In terms of causality, if the complete services of medical institutions are improved, it will affect the continuity of treatment from patient to hospital, the competitiveness of the medical profession, and the income of medical institutions.

**6. (Keshavarznia & Wallace, 2023) Applying the Balanced Scorecard and the Delphi Method to Determine the Key Performance Factors for the Banking Industry in Iran**

The purpose of this study is to apply the balanced scorecard to construct service performance measurements for medical institutions in Iran. The descriptive analytical method was used in the study, and the population of this study is 20 experts from several banks in Iran. The Meaningful Judgment Scale was used to reach a sample of 20 participants. The study concluded that the success of banks in Iran depends on four scorecard perspectives (financial perspective, internal operations perspective, customer perspective, and learning and growth perspective) and four KPF systems; Three goals and five objectives of the KPF in relation to stakeholders; Three internal process objectives and six KPF objectives; Three objectives and three KPFs for learning and development perspectives. The specific objectives and key performance factors are strategic business priorities to achieve success in the Iranian banking industry.

#### **7. (Mediaty, Selvi, Ningsih, Usman, & Putri, 2023) The Implementation Of Balanced Scorecard In Indonesian Companies Companies: A Systematic Literature Review**

The purpose of this article is to show the benefits of applying the balanced scorecard method to companies in Indonesia. The method used to achieve this goal is a systematic literature review by analyzing the findings of the 15 literatures discussed in this article. The results showed that all fifteen companies simultaneously used four perspectives of the balanced scorecard to measure financial and non-financial performance. Not only this, but some literature also suggests that applying the balanced scorecard as a means of measurement can provide a more structured and comprehensive picture of a company's overall performance. A

finding from the literature also highlights that through balanced scorecard, a company can know its strengths and weaknesses, which can be an evaluation material for future improvements of the company.

**8. (Pasinringi, et al., 2023) Analysis Of Performance Assessment With The Balanced Scorecard Approach And Development Strategy At Tenriawaru Bone Hospital In 2022.**

The purpose of this study is to analyze how performance depends on the balanced scorecard method with its four dimensions at Tenriawaru Bone General Hospital in Indonesia. This study uses a mixed approach, i.e. qualitative and quantitative with a cross-sectional approach. Collect data using questionnaires, interviews, and documenting observations. The sample in this study was 100 patients and 89 staff to obtain data from the questionnaire. Based on the BSC approach, the results showed that learning and development perspective scored Tenriawaru 11.25, internal business perspective 33.5, customer perspective 13, finance 19.5, and Tenriawaru Bone General Hospital's performance scored 1. It received 77.25 points and was included in the list. Class A (Good) and maximum Class AAA (Very Good). We can conclude that the lowest perspective is learning and growth. It is hoped that the administration will evaluate all departments to improve the hospital's performance in the future. For further research, it would be good to examine the relationship or influence between views on hospital performance.

**9. (Hegazy, Hegazy, & Eldeeb, 2022) The Balanced Scorecard: Measures That Drive Performance Evaluation in Auditing Firms in UAE**

The purpose of this article is to create a framework with associated measures for developing a balanced scorecard (BSC) for audit firms in The United Arab Emirates. The BSC is designed to provide detailed performance evaluation metrics for five key components: learning and development, customers, internal business processes, financial audit perspectives, and corporate ethics. Four audit firms were surveyed using descriptive statistics and confirmatory factor analysis to assess external auditors' opinions on proposed BSC measures. The results show that the development and use of the proposed BSC measures will increase the performance of audit firms. Audit firms will gain a competitive advantage through a better understanding of different performance factors and strategies. The results are valuable not only to audit firms, but also to supervisory boards, which can guide the design of their oversight process by understanding the operation of systems in audit firms of different sizes.

**10. (Abd & Kazem, 2022) The relationship between the balanced scorecard and the COBIT-5 standard in improving banking performance. Applied research on a sample of commercial banks listed on the Iraqi stock market.**

The study aims to provide a definitional framework for the concepts and measures of the balanced scorecard through its five dimensions (financial, customers, learning and growth, internal operations, and social) and how to apply them with Standardcobit-5 and its impact on improving banking performance within Iraq. The study used the descriptive analytical approach and reached a number of conclusions, the most important of which is the weakness of the banks selected in the study in achieving high percentages in the index and the suitability of information technology systems for their purposes. There is a small advantage for Bank

Ashur because banks use technology to support their business efficiency and competitiveness, and compared to the rate of advancement in technology and information used by other competing banks, this study recommends all needs. Improving the indicator of commitment to the objectives of technological information systems among the banks in the study sample, because the use of technological technologies by banks contributes to supporting their business and thus increasing the efficiency of banking activities.

**11. (Abdul Rahim & Hussein, 2022) The Effect of Application of Non-Financial Dimensions of Balanced Scorecard on Performance Evaluation: An Empirical Study from Saudi Arabia**

The study applied the non-financial dimensions of the balanced scorecard (customer dimension, internal operations dimension, learning dimension, and growth dimension). With the aim of evaluating the performance and effectiveness of these activities in the College of Sciences and Humanities, the researchers used the descriptive analytical method, and data was collected from the college's teachers and administrators. 112 questionnaires were distributed. The questionnaire data were analyzed using exploratory factor analysis (EFA) and confirmatory factor analysis (CFA), and hypotheses were tested using structural equation modeling (SEM) through (Spss) and (Amos) programs. The results of the study showed that the balanced scorecard contributes positively to evaluating the performance of the College of Sciences and Humanities through customer and internal process indicators. The performance of the College of Sciences and Humanities through the learning and growth dimension.



**12. (Dahal, Ghimire , & Bharat , 2022) A Balanced Scorecard Approach for Evaluating the Organizational Performance of Nepal Telecom**

The purpose of the study is to evaluate the organizational performance of Nepal Telecom as a case study through balanced scorecard. It adopted a quantitative research approach and used secondary data to measure the performance of Nepal Telecom from 2016/17 to 2020/2021. The results of the study showed that the overall performance scores of Nepal Telecom during the study periods were 75, 83, 55, 45 and 47 out of 100 points. Performance over the first two years represents exceptional performance before the COVID-19 outbreak, and performance over the last three years represents average performance during the COVID-19 outbreak. These results enable managers to make long-term decisions that benefit the organization. Future researchers could do similar work using primary data sources, as this study primarily uses secondary data sources.

**13. (Nafari & Rezaei , 2022) The relationship between human resource strategies and organizational performance based on the balanced scorecard in a public hospital in Iran: a cross-sectional study**

The relationship between balanced scorecard-based human resource strategies and organizational performance in a cross-sectional study among clinical and administrative employees in a general hospital in Isfahan province, Iran, with a study population of 200 employees. Collected using two questionnaires, the main questionnaire included 32 items examining human resources (including seven types of strategies) and organizational performance strategies based on the balanced scorecard approach. The data were analyzed by Pearson correlation coefficient and multivariate regression using SPSS, and the study

found that hospital managers can consider developing human resources strategies (especially the employee training and development strategy, employee reward and rewards strategy, and compensation strategy). The study recommended that the results of this study be used to improve hospital performance in a similar context

**14. (Barabah & Qasim, 2021) The role of the balanced scorecard in evaluating the performance of economic institutions, a case study of the Trans Canal Foundation**

The research resorts to the balanced scorecard; Conceptual information about this tool: its definition, importance, characteristics, objectives and dimensions, and determining the degree of its contribution to evaluating the performance of institutions, as it is one of the most important modern tools for measuring performance. On the theoretical side, we relied on the descriptive and analytical approach in describing and interpreting the theoretical variables of the study, and in a study on the procedural level, we studied the effectiveness of this tool in evaluating the institution's performance. An Algerian economic entity represented by Trans Canal. The study concluded that the balanced scorecard gives a comprehensive and true view of the organization's performance, and despite the good indicators of the financial dimension achieved by the organization under study, the overall performance of the organization was weak and the organization failed to achieve its strategic goals with respect to the other three dimensions (customers, internal operations, learning and development).

**15. (Benková , Gallo, Balogová , & Nemeč , 2020) Factors Affecting the Use of Balanced Scorecard in Measuring Company Performance**

The study presents the results of research into the factors affecting the use of the balanced scorecard methodology in measuring the performance of companies in the engineering sector. The study relied on hypotheses that were tested statistically using the Chi-square test methodology. The main result of the study is the conclusion that there is a statistically significant relationship between non-financial indicators and institutions that see the importance of using the balanced scorecard methodology. This relationship was also confirmed by calculation using a test with  $p = 0.0422$ . The study confirmed one of the main research objectives, which is the importance of non-financial indicators in relation to the concept of the Balanced Scorecard (BSC). These values confirm other research findings on barriers to BSC use. The presented article evaluates the research results that confirm the importance of using non-financial indicators and identifies the obstacles that prevent this use. The study contributed to expanding knowledge about the concept of BSC, which we consider a modern and future management tool, and supporting its application in companies so that they can work within the framework of sustainable development.

#### **16. (Truong, Nguyen, & Thi Quynh , 2020) Factors Influencing Balanced Scorecard Application in Evaluating the Performance of Tourist Firms**

This study examines the levels of influence of determinants on the application of the balanced scorecard in evaluating the performance of tourism companies in Hanoi. This study uses data on tourism companies in Hanoi during the years 2018-2019. The data used for analysis and regression consisted of 135 observations. The alpha model, the EFA model, and the Cronbach regression model were used to study the effect of different variables on the application of the balanced scorecard in performance evaluation. The results show that two determinants,

including tourism firms' internal factors (IF) and tourism firms' external factors (EF), have a positive relationship with the application of the balanced scorecard in performance evaluation. Based on the results, recommendations were made to improve the application of the balanced scorecard in evaluating the activities of tourism companies in Hanoi.

### **17. (Daraghmeh & Saad , 2016) Using of the Balanced Scorecard for Performance Evaluation: Empirical Evidence from the Listed Corporations in the Palestine**

The purpose of this publication is to examine how Palestinian companies listed on the Palestine Stock Exchange (PEX) use the four perspectives of the Balanced Scorecard (BSC) to evaluate performance. This study used descriptive analysis to determine the results, while this study used a survey to determine the opinions of financial managers about listed companies. The study found that “financial managers use both a financial perspective and a customer perspective when evaluating the performance of listed companies.” (2) Palestinian listed companies do not rely on learning and growth indicators in their performance. (3) Palestinian listed companies do not rely on indicators of business operations in their activities. This study concludes that listed companies in Palestine do not rely on BSC indicators to measure performance accurately and completely. Finally, the authors recommend listed companies to use BSC to evaluate performance. It also urges the Palestine Stock Exchange to oblige listed companies to use the BSC for strategic planning and performance evaluation.

**18. ( Helles & Obaid, 2016) The extent of the possibility of applying the balanced scorecard as a tool to evaluate the performance of the Gaza Governorates Electricity Distribution Company “a field study”**

This study aimed to determine the extent to which the balanced scorecard can be applied as a tool for evaluating the performance of the Gaza Governorate Electricity Distribution Company. To achieve the objectives of the study, a questionnaire was prepared and distributed to employees working in all departments of the Electricity Distribution Company in Gaza Governorate. The study relied on the descriptive and analytical approach. Among the most important results of the study, the study indicates that it is possible to apply the balanced scorecard to different degrees and dimensions, except after learning, growth It has a negative impact and measures are applied that depend on the company's financial performance. It also applies non-financial measures that can be classified into dimensions as they relate to the company's strategy. The study concluded with some recommendations, the most important of which are: the necessity of supporting and accepting the balanced scorecard as an integrated and comprehensive system for strategic management by the company's management and increasing attention to human resources. Conducting training courses that contribute to increasing employee efficiency.

**19. (Abdulsamie, 2015) Assessing the balanced scorecard as a performance measurement system in travel agencies**

The main objective of this study is to examine the extent to which performance standards certification can be applied as a tool for measuring performance in tourism agencies in

Egypt. The literature presents definitions, advantages, and limitations of BSC. The study is exploratory using a structured online survey targeting tourism managers. The study sample included (86) managers. The main findings of the pilot study showed that although BSC dimensions are widely used in travel agencies, the participants' managers are not familiar with the BSC concept. This result indicates that there is no relationship between the use of the BSC scale and awareness of this concept. The study also identified key challenges that travel agencies may face when implementing BSC. Keywords: performance measurement, balanced scorecard, performance measurement system, travel agencies, strategic maps.

## **20. (Awadallah & Allam, 2015) A Critique of the Balanced Scorecard as a Performance Measurement Tool**

Due to the dynamic nature of business markets, organizations have witnessed rapid changes in performance measurement systems over the past three decades as most performance measurement tools have become more sophisticated. One of the most widely used tools is the Balanced Scorecard (BSC). Within a decade of implementation, most Fortune 1000 companies were implementing BSC standards. Despite its widespread acceptance, a growing body of scholarship finds limitations to BSc, particularly in its concept, application, and practice. The same body of research confirms that these limitations can undermine the effectiveness of BSC or lead companies to abandon BSC altogether in search of better alternatives for measuring performance. Therefore, the main purpose of this article is to provide an overview or rather a critique of the BSC as a

performance measurement tool and to discuss whether the BSC is in fact a universal solution for measuring corporate performance.

### **2.3. Comments on literature review**

All studies agree that the balanced scorecard is useful in evaluating organizational performance across different sectors. The researcher found that while some studies implement the balanced scorecard routinely, others have not yet adopted it, and its importance remains controversial. This controversy is natural given the varying administrative and economic systems in the countries where previous studies were conducted. The following section will explore the extent of agreement and disagreement with previous studies and highlight the unique aspects of this study.

This study aligns with many previous studies in terms of methodology, data collection methods (questionnaires and interviews), and findings. For instance, it agrees with (Rahayu et al., 2023) on the relationship between balanced scorecard perspectives and performance measurement in government organizations and with (Abu Eid et al. , 2023) on the impact of the balanced scorecard in assessing bank performance in Palestine. Similarly, Thong and (Harwinder (2023) examined the balanced scorecard's impact on organizational performance, while (Basinringi et al., 2023) and (Chieh et al. , 2023) applied it to measure service performance in medical institutions. (Hegazy et al., 2022) also addressed the balanced scorecard in performance evaluation, while (Abdul Rahim and Hussein, 2022) focused on its non-financial dimensions. (Dahal et al. , 2022) used the balanced scorecard to evaluate Nepal Telecom's performance.

Other studies, including (Barba & Qasim , 2021), (Benková et al. , 2020), (Truong et al. , 2020), (Daraghmeah and Saad , 2016), (Halas and Obaid , 2016), (Abdel Samie , 2015), and (Awadallah and Allam , 2015), explored its role in evaluating economic institutions' performance across various sectors. Despite the common goal of improving performance, differences emerged due to additional variables. For example, (Bryliska and Korniadziwi , 2023) examined competitive advantage through the strategy map and balanced scorecard, while (Mediaty et al. , 2023) focused on its implementation in Indonesian companies. (Keshavarznia and Wallace ,2023) used the Delphi method with the balanced scorecard to determine key performance factors in Iran's banking sector.

(Abdul and Kazem ,2022) studied the relationship between the balanced scorecard and COBIT-5 in banking performance, and (Nafari and Rezaei , 2022) explored its link with human resources strategies and organizational performance. This study is distinguished by being the first to examine all Palestinian public shareholding companies listed on the Palestine Stock Exchange in the West Bank.



## **Chapter 3**

### **Research Methodology**

#### **3.1 Introduction**

This chapter outlines the research methodology used in the thesis. The researcher specifies the research questions, research design, research approach, research audience, study sample, selected sample, study tool, data collection method, and type of data analysis. Questionnaire questions developed based on a review of the literature on the topic are also presented.

#### **3.2 Research Method**

To answer the research questions and collect data for analysis in this study, the descriptive analytical method, which is a quantitative research method, was used. To achieve the objectives of the study, the researcher collected data from different sources and compared them to reach the most honest and reliable source.

#### **3.3 Study Population**

The study population included all managers in (46) Palestinian public shareholding companies listed on the Palestine Stock Exchange in various sectors, such as services, banking and financial services, industry, investment, and insurance. (3) companies were excluded due to difficulty in reaching them and it was not possible for them to respond to us.

The companies are (Palestine Stock Exchange, Palestinian Tamkeen Insurance, and Al-Quds Real Estate Investments). Table 3 shows the distribution of companies according to sectors.

Table (3-1) Distribution of Palestinian Public Shareholding Companies Listed on the Palestine Stock Exchange. (Palestinian Financial Market Authority, 2018).

Sector	Number of listed companies
Insurance Sector	7
Investment Sector	10
Industry Sector	13
Service Sector	11
Banking & Financial services sector	8
<b>Total</b>	<b>49</b>

### 3.4 Study Sample

The study sample was selected from the overall study population. To determine the sample size from the study population, the researcher categorizes companies in each sector and identifies the number of managers and employees. This guides the researcher in determining the size reliably and accurately. Additionally, each table from (3.2 ) below corresponds to a specific sector, specifying the names of the companies and the number of managers and employees as follows.

Table (3.2) Distribution of the Insurance Sector (Palestinian Financial Market Authority, 2023)

Name of Company	Number of Manger	Number of Employee
Insurance Sector	100	1558
Investment Sector	37	2228
Industry Sector	159	2754
Service Sector	167	5073
Banking & Financial services sector	144	4327
<b>Total</b>	<b>607</b>	<b>15940</b>

### 3.5 The Sample

According to the classification, the study population was approximately (15,940) in (49) companies. While the sample size was (200) male and female managers, they were selected using the stratified sampling technique, as specified in Table (3.6) located in Appendix No. (3)

### 3.6 Study Instrument

During the study, the researcher utilized both quantitative and qualitative tools, including surveys for quantitative data collection. To gather data from the sample, the researcher designed a questionnaire as a study instrument. The questionnaire consists of (52 statements) divided into five sections, employing a five-point Likert scale for assessment, as illustrated in Table (3.14) below.

### 3.7 Correction Style:

Some of the results generated by the Likert scale method were utilized, and the following distribution was employed in correcting the questionnaire items:

<b>Very high</b>	<b>High</b>	<b>Moderate</b>	<b>Low</b>	<b>Very low</b>
<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>

Table (3.3): Correction Key

<b>Mean</b>	<b>Degree</b>
<b>4.21-5</b>	<b>Very High</b>
<b>3.41-4.20</b>	<b>High</b>
<b>2.61-3.40</b>	<b>Moderate</b>
<b>1.81-2.60</b>	<b>low</b>
<b>1-1.80</b>	<b>Very low</b>

The researcher utilizes this scale because it is the most suitable and provides the best response to the questionnaire data.

### 3.8 Survey Validity:

The validity of the survey was examined using two methods:

1. Contextual Validity: The survey was presented to 4 academic supervisors and experts in the study's field, and they confirmed that the survey is valid and suitable for achieving the study's objectives.
2. Structural Validity: The validity of the structure was examined by measuring the Pearson correlation between each section of the survey and its overall score. The results showed that all correlations were statistically significant with P values less than  $\alpha=0.05$ . This indicates a high internal consistency between the statements in the survey and the tool to measure the intended purpose. This is evident in the table below

(3.4)

Table (3.4): Pearson correlations between the sections of the questionnaire and the overall score of the questionnaire.

Section's Number	Section's Title	Pearson correlation	Sig
5	Financial dimension	.762**	.000
3	Customer dimension (Marketing)	.814**	.000
4	Internal Operations dimension	.809**	.000
2	Developmental dimension (Learning and Growth)	.836**	.000
1	Management assessment of companies' performance	.934**	.000

### 3.9 Reliability of the Questionnaire:

The reliability of the questionnaire was examined through the test of internal consistency and calculating the coefficient alpha (Cronbach's alpha) for each section and for the entire questionnaire. The reliability coefficient for the entire questionnaire is (.959), which is a good

reliability coefficient for research purposes. The table below shows that the reliability coefficients for all sections are acceptable, meeting the study's objectives.

Table (3.5): Reliability Coefficients for Questionnaire Sections

Section's Number	Section's Title	Reliability coefficient	Number of paragraphs
4	Financial dimension	.848	10
3	Customer dimension (Marketing)	.857	11
2	Internal Operations dimension	.859	11
1	Developmental dimension (Learning and Growth)	.877	10
5	Management assessment of companies' performance	.837	10
	Total Questionnaire	.855	52

### 3.10 Responses to the Questionnaire:

A total of 192 questionnaires were received from respondents. Although the researcher visited executive managers, out of the 192 responses received, five were unusable as they did not answer all the questions and did not provide useful information. Therefore, the total number of usable questionnaires was 187 from all companies. Table (10.3) illustrates the number of distributed and retrieved questionnaires and the percentage for each company.

### 3.11 Statistical Analysis:

Data analysis was conducted using the Statistical Package for the Social Sciences (SPSS) version 26. Several statistical tests were utilized, including:

1. Means, standard deviations, and percentages.
2. Cronbach's alpha test.
3. Pearson correlation test.

4. Independent samples t-test to measure the gender variable.
5. Analysis of Variance (ANOVA) test to examine differences in age, educational qualification, job title, years of service, and the sector in which the company operates.
6. Multiple linear regression analysis to measure the statistical impact between study variables.

## Chapter 4

### Results

#### 4.1 Introduction

This chapter provides a description of the study population and addresses the description of the study tool, the procedures followed in implementation, and the statistical analyses used in result analysis.

#### 4.2 Sample Characteristics:

##### 4.2.1 Gender

The results indicate a predominance of males in high-level administrative positions by 70.6%, compared to 29.4% for females. This dominance is attributed to Palestinian culture, where women's involvement in this context began around 1980, and the women's participation rate in the Palestinian labor market reached 20.1% in 2022 (PEPS). Additionally, accessing these positions in those companies requires a longer period.

Table (4.1) Sample distribution according to Gender

Gender		
	Frequency	Percent
Male	132	%70.6
Female	55	%29.4
Total	187	%100.0

##### 4.2.2 Age

These results indicate that young individuals constitute the majority of those in high-level positions in Palestinian stock exchange companies, accounting for 33.2%. It appears that

these young individuals have early career opportunities in leadership and management, reflecting companies' desire to benefit from the vitality and innovation that youth can bring to the managerial environment. In contrast, the age group between 30 and under 40 years old comes second at 32.1%, indicating a significant presence of managers in this age group. The percentage of managers aged between 40 and under 50 years old, approximately 19.3%, suggests a continued representation of this age group in management, albeit to a lesser extent. The age group exceeding fifty years old constitutes 15.5% of those in high-level positions, indicating representation of experience and wisdom in management. Companies may prefer leveraging the experiences of these managers in decision-making processes and guiding the company toward sustainability and development.

Table (4.2) Sample distribution according to Age

<b>Age (Years)</b>		
	<b>Frequency</b>	<b>Percent</b>
<b>Less than 30 years</b>	<b>62</b>	<b>%33.2</b>
<b>From 30 to less than 40 years old</b>	<b>60</b>	<b>%32.1</b>
<b>From 40 to less than 50 years old</b>	<b>36</b>	<b>%19.3</b>
<b>From 50 or more</b>	<b>29</b>	<b>%15.5</b>
<b>Total</b>	<b>187</b>	<b>%100.0</b>

#### **4.2.3 Academic Qualifications**

These results show a notable distribution of individuals with university degrees among the administrators within the institution, reflecting diversity in educational levels among administrative staff. It is evident that 62.6% of administrators hold a bachelor's degree, indicating that the vast majority of administrators have a university educational foundation. On the other hand, 19.3% of them hold a master's degree, indicating a substantial number of administrators who have achieved a higher level of education, perhaps occupying specialized administrative positions. Those with a diploma constitute 12.3% of administrators, indicating



a significant portion of administrative staff with moderate education. Finally, 5.9% of administrators hold a Ph.D., reflecting a small but important percentage of administrators with the highest levels of education, potentially specializing in specific fields or holding high-level, complex positions.

Table (4.3) Sample distribution according to Academic Qualifications

<b>Academic Qualifications</b>		
	<b>Frequency</b>	<b>Percent</b>
<b>Diploma</b>	<b>23</b>	<b>%12.3</b>
<b>Bachelor's</b>	<b>117</b>	<b>%62.6</b>
<b>Master's</b>	<b>36</b>	<b>%19.3</b>
<b>Ph.D</b>	<b>11</b>	<b>%5.9</b>
<b>Total</b>	<b>187</b>	<b>%100.0</b>

#### **4.2.4 Job Titles**

The percentages of administrative positions in the company range from 6.4% to 12.8%. Starting from the highest percentages, the Financial Manager leads with 12.8%, followed by the Human Resources Manager at 11.8%, and then the Public Relations Manager at 10.7%. The General Manager and the Chief Executive Officer follow with 9.1% each. The remaining positions have closely distributed percentages, with the Sales Manager and Marketing Department Manager at 9.6% and 8.6%, respectively. The Purchasing Manager and the Chairman of the Board of Directors occupy the last two positions with percentages of 8.6% and 7.0%, respectively. At the bottom of the list, the Operations Manager and the Information Technology Manager share the same percentage, which is 6.4%.

Table (4.4) Sample distribution according to Job title

<b>Job title</b>		
	<b>Frequency</b>	<b>Percent</b>
<b>Chairman of Board of Directors</b>	<b>13</b>	<b>%7.0</b>
<b>Director general</b>	<b>17</b>	<b>%9.1</b>
<b>Executive Director</b>	<b>17</b>	<b>%9.1</b>
<b>Director of Marketing Department</b>	<b>16</b>	<b>%8.6</b>
<b>Chief Financial Officer</b>	<b>24</b>	<b>%12.8</b>

<b>Director of Human Resources</b>	<b>22</b>	<b>%11.8</b>
<b>public relations manager</b>	<b>20</b>	<b>%10.7</b>
<b>sales manager</b>	<b>18</b>	<b>%9.6</b>
<b>Purchases Manager</b>	<b>16</b>	<b>%8.6</b>
<b>Director of Operations Department</b>	<b>12</b>	<b>%6.4</b>
<b>IT manager</b>	<b>12</b>	<b>%6.4</b>
<b>Total</b>	<b>187</b>	<b>%100.0</b>

#### 4.2.5 Years of Service

The percentage distribution of service periods among employees reflects a clear distribution of work experiences within the institution. It shows that 44.4% of managers have spent between 5 to 10 years in service, indicating relative stability in the time frame and commitment from these managers to stay with the company for a medium period. On the other hand, those who have spent less than 5 years in service constitute 21.4% of the total, likely indicating newer managers in the institution. Those who have spent more than 10 years in service represent 34.2%, indicating the presence of an experienced and stable management team contributing positively to the company's operations and overall performance.

Table (4.5) Sample distribution according to Sector Service

<b>Sector Service</b>		
	<b>Frequency</b>	<b>Percent</b>
<b>Less than 5 years</b>	<b>40</b>	<b>%21.4</b>
<b>From 5 to 10 years</b>	<b>83</b>	<b>%44.4</b>
<b>More than 10 years</b>	<b>64</b>	<b>%34.2</b>
<b>Total</b>	<b>187</b>	<b>%100.0</b>

#### 4.2.6 Company Sector

The percentage distribution of different sectors within the institution reflects a distinctive distribution that mirrors the diversity of activities and departments. The table shows that 23.5% of managers work in the banking and financial services sector, which is the largest sector relatively. The insurance sector follows at 33.7%, indicating a significant

representation of managers in this sector. In contrast, the industrial sector constitutes 6.4% of the total leadership, reflecting a lesser focus on this sector by managers. The services sector comes in second place at 21.4%, representing a significant part of the company's organizational structure. This diverse distribution of managers across various sectors highlights mutual interest in different activities, enhancing diversity and balance in the company's structure.

Table (4.6) Sample distribution according to Sector Service

<b>Sector Service</b>		
	<b>Frequency</b>	<b>Percent</b>
<b>Industry</b>	<b>12</b>	<b>%6.4</b>
<b>Services</b>	<b>40</b>	<b>%21.4</b>
<b>Insurance</b>	<b>63</b>	<b>%33.7</b>
<b>Investment</b>	<b>28</b>	<b>%15.0</b>
<b>Banks and financial services</b>	<b>44</b>	<b>%23.5</b>
<b>Total</b>	<b>187</b>	<b>%100</b>

### **4.3 Study Results:**

The study addressed the main question: What is the level of application of The Extent of Using The Balanced Scorecard In Evaluating The Employees Performance of Companies Listed on Palestine Exchange?

The study results indicate that the level of application of the Balanced Scorecard model in publicly listed companies on the Palestine Stock Exchange is generally high. Various dimensions of the model, such as the financial dimension, customer dimension, internal processes dimension, developmental dimension, and the Balanced Scorecard, as well as the second domain, which assesses managerial performance for companies, showed high average ratings ranging between 4.1063 and 4.1869.

These high averages indicate that these companies have successfully implemented the Balanced Scorecard model effectively. The high level suggests achieving an effective balance in various dimensions of the model, including a focus on financial aspects, improving customer service, enhancing internal processes, and developing capabilities and growth. This reflects excellence in achieving strategic goals and improving the overall performance of companies. This quantitative analysis demonstrates companies meeting the criteria of vision, mission, and strategy, in addition to excelling in financial, customer, internal processes, and developmental dimensions.

Overall, these results reinforce the effectiveness of using the Balanced Scorecard model as an assessment and improvement tool for company performance. They show a positive response to the application of this model in bringing about comprehensive improvements in all aspects of organizational performance. This is evident in the table below (4.7).

Table (4.7): The level of application of using the balanced scorecard in evaluating the performance of companies listed on the Palestine Stock Exchange.

	Mean	Std. Deviation	Level
<b>Financial dimension</b>	<b>4.1869</b>	<b>.40801</b>	<b>High</b>
<b>After customers (marketing)</b>	<b>4.1645</b>	<b>.42733</b>	<b>High</b>
<b>Internal operations</b>	<b>4.1131</b>	<b>.42038</b>	<b>High</b>
<b>Developmental dimension (learning and growth)</b>	<b>4.1120</b>	<b>.46320</b>	<b>High</b>
<b>Balanced scorecard</b>	<b>4.1454</b>	<b>.37888</b>	<b>High</b>
<b>Evaluating the administrative performance of companies</b>	<b>4.1063</b>	<b>.42409</b>	<b>High</b>
<b>Total</b>	<b>4.1264</b>	<b>.37124</b>	<b>High</b>

This study found that publicly listed joint-stock companies on the Palestine Stock Exchange demonstrate a high level of application of the Balanced Scorecard model. The results indicated the effectiveness of the model in achieving a balance in various dimensions, such as the financial dimension, customer dimension, internal processes dimension, and developmental dimension. Supporting these findings, previous studies, such as (Rahayu et al., 2023), (Abueid et al., 2023), and (Thuong & Harwindar, 2023), also highlighted the effectiveness of the Balanced Scorecard in improving organizational performance. This is evident in companies achieving an effective balance in various strategic and operational aspects, underscoring the model's role in enhancing strategic objectives and overall company performance.

#### **4.4 Analysis of Balanced Scorecard Dimensions**

Analyzing the Balanced Scorecard in evaluating the performance of companies listed on the Palestine Stock Exchange through:

##### **4.4.1 Financial Perspective**

The results indicated that the impact of the financial perspective on the performance of companies listed on the Palestine Stock Exchange had an average score of (4.1869) with a response level categorized as (very high). The highest average score was (4.3262), indicating (The company follows its annual budget guidelines in its financial operations.) with a response level categorized as (very high). On the other hand, the lowest average score was (4.0856), relating to the statement (The company evaluates the impact of economic fluctuations on its financial performance), with a response level categorized as (high).

Table (4.8): Level of application of the financial perspective

Paragraph	Mean	Std. Deviation	level
The company uses financial indicators to measure its performance.	4.2353	.62925	very high
The company follows its annual budget guidance in its financial operations.	4.3262	.61828	very high
The company is investing in new projects to enhance its financial performance.	4.2324	.57580	very high
The company relies on financial analysis to make investment decisions.	4.2204	.63229	very high
The company adopts financial strategies to enhance its financial balance.	4.1337	.61197	high
The company evaluates the impact of economic fluctuations on its financial performance.	4.0856	.64187	high
The company tracks stock market indicators to understand its financial trends.	4.1720	.65963	high
The company follows industry financial performance benchmarks to compare its performance.	4.1129	.66018	high
The company relies on debt as a means of financing its activities.	4.1444	.65213	high
The company invests in developing its employees' skills in the field of financial analysis.	4.2204	.66561	very high
<b>Financial perspective</b>	<b>4.1869</b>	<b>.40801</b>	<b>very high</b>

This is clearly evident in the above table (4.8) results, which indicate that the financial perspective plays a prominent and effective role in determining the performance of companies listed on the Palestine Stock Exchange. It suggests that companies have

understood and responded effectively to the financial factors surrounding them. The researcher attributes this high response to the companies' ability to adapt to changes in the financial environment and make sound financial decisions. The results also indicate that the financial perspective has a significant and positive impact on the overall performance of companies in the Palestinian stock market.

The results suggest that companies adhere to the guidance of their annual budget in their financial operations, which is considered a vital and crucial factor for their financial performance. This indicates that the company develops accurate and clear annual budget plans and commits to following them in the context of its financial operations. This commitment to budgetary guidance can contribute to improving financial resource management and achieving better financial performance, enhancing the stability and success of the company in the financial market.

On the other hand, the company's evaluation of the impact of economic fluctuations on its financial performance at a "high" level indicates that the company has a strong awareness of the impact of changing economic conditions on its financial performance. The high responsiveness suggests that the company places significant emphasis on evaluating external economic conditions and their impact on its financial results. This deep understanding of economic fluctuations can enhance the company's ability to make thoughtful strategic decisions and effectively adapt its financial management to cope with economic transformations.

#### 4.4.2 Customer Perspective (Marketing Dimension)

Answering the study questions, where the third question was:

The results showed that the impact of the customer's perspective (the marketing dimension) on the performance of companies listed on the Palestine Stock Exchange reached an average of (4.1645) with a response level (high). The highest was with an average of (4.3784), which stated that (the company's management seeks to measure the satisfaction of service beneficiaries through effective performance measurement tools, including direct interviews, surveys, complaint records, and others), and it had a response level (very high). On the other hand, the lowest paragraph with an average of (4.000) stated that (the company's management is continuously concerned with the quality of the services provided to service recipients), and it had a response level (high)

Table (4.9): Level of application of the customer perspective (marketing dimension)

Paragraph	Mean	Std. Deviation	level
The company's management seeks to measure the satisfaction of beneficiaries of services through effective performance measurement tools, including (direct interview, questionnaire, complaints register, etc.)	4.3784	.63208	very high
The data and information available through the use of a credit card helps the administration to improve the satisfaction level of service recipients	4.1925	.69200	high
The company's management is interested in responding to complaints from service recipients and addressing the defect as quickly as possible.	4.1230	.65653	high
The company's management seeks to know the opinions of service recipients regarding the performance of employees to improve the quality of service.	4.1237	.64160	high
The company's management works to simplify the procedures for providing services to service recipients and move away from routine.	4.1613	.61143	high
The company's management is concerned with the quality of services it provides to service recipients on an ongoing basis.	4.0000	.69156	high
The company's management is working to develop its business to provide services as quickly as possible.	4.0753	.71640	high



<b>The company's management provides service recipients with means explaining the required documents and the time period for receiving the service.</b>	<b>4.1658</b>	<b>.65526</b>	<b>high</b>
<b>The company's management deals with service recipients with transparency and clarity</b>	<b>4.1297</b>	<b>.65478</b>	<b>high</b>
<b>The company's management provides opportunities equally and fairly.</b>	<b>4.1467</b>	<b>.67362</b>	<b>high</b>
<b>The company uses the number of complaints submitted by customers to achieve its customer satisfaction goal.</b>	<b>4.2865</b>	<b>.65032</b>	<b>very high</b>
<b>Customer perspective (marketing dimension)</b>	<b>4.1645</b>	<b>.42733</b>	<b>very high</b>

The results clearly indicate in the table below (4.9) that the impact of the customer perspective (the marketing dimension) has a significant effect on the performance of companies listed on the Palestine Stock Exchange. It shows that companies have effectively responded to this marketing aspect and recognized the importance of focusing on improving customer experience and understanding their needs. The results also indicate that companies have successfully integrated the customer perspective into their strategies, focusing on effectively meeting customer expectations and needs. This demonstrates that they have adopted marketing policies and procedures aimed at attracting and retaining customers effectively, contributing to the overall improvement of companies' performance in the Palestinian Stock Exchange market.

The outcome further reveals that the company management actively seeks to measure the satisfaction of service beneficiaries. The response level was "very high," indicating that the tools used to measure the company's performance and understand the satisfaction of beneficiaries are perceived as highly effective in achieving this goal. The use of tools such as direct interviews, surveys, complaint records, and others demonstrates a strong commitment to examining the experience of beneficiaries, understanding their needs, and meeting their expectations. This implies that the company goes beyond merely providing

services, showing a particular concern for ensuring beneficiary satisfaction and enhancing their experience.

The results suggest that the company's management places significant emphasis on the quality of services provided to service recipients, indicating a strong commitment and dedication to ensuring the continuous improvement and elevation of service quality. This ongoing commitment to assessing and improving service quality reinforces the company's understanding of the importance of meeting the needs and expectations of service recipients. The high degree reflects a dedication to achieving the highest levels of quality and complete satisfaction for the beneficiaries. Therefore, the company consistently focuses on quality, enhancing its reputation, and contributing to building strong and sustainable relationships with service recipients, making it a preferred choice for customers.

#### **4.4.3 Internal Operations Perspective**

Addressing the study's questions, the fourth question was:

The results indicate that the impact of internal operations on the performance of companies listed on the Palestine Stock Exchange is significant. The average score was (4.1131) with a high response level. The highest average score was (4.2865), indicating that the company is continuously concerned with measuring the satisfaction of its employees, with a very high response level. On the other hand, the lowest paragraph had an average score of (4.0484), stating that the company conducts workshops and training courses for its employees, also with a high response level.

Table (4.10): Level of application of the internal operations perspective

Paragraph	Mean	Std. Deviation	level
The company's management continuously supports its creative activities at the level of all departments within it.	4.0968	.66681	high
The company's management holds workshops and educational courses for its employees.	4.0484	.67610	high
The company's management is developing the quality of services it provides.	4.0595	.68503	high
The company's management supports research activities and successful proposals within it.	4.0595	.61832	high
The company's management seeks to use modern means and keep pace with modern technology in providing its services.	4.1344	.63091	high
The company's management ensures the regulatory measures taken to reduce risks.	4.0811	.64177	high
The company's management measures the productivity of its employees (the speed of completing work and transactions).	4.1613	.62021	high
The company's management relies on the principle of participation by continuously listening to its employees.	4.1196	.65857	high
The company works to improve and develop the skills of its employees to provide and facilitate service without reducing the quality of outputs.	4.0595	.70072	high
The company ensures the efficiency and effectiveness of internal control procedures.	4.1297	.65478	high
The company is interested in measuring the satisfaction of its employees on an ongoing basis.	4.2865	.67492	very high
<b>Internal operations perspective</b>	<b>4.1131</b>	<b>.42038</b>	<b>high</b>

The above clearly appears in the table below (4.10). This result indicates that the internal operations of companies listed on the Palestine Stock Exchange have a significant and positive impact on their performance. It means that companies consider internal operations a crucial factor in achieving outstanding financial performance. The result also indicates that

companies effectively execute and manage their internal operations, contributing to the accomplishment of their goals and vision in an impactful manner. Achieving a high level in this dimension reflects efficiency and effectiveness in internal operations, playing a vital role in organizational excellence and overall performance improvement.

On a higher note, this result indicates that the company places significant emphasis on measuring employee satisfaction continuously. The response rate was "very high," indicating that the company considers employee satisfaction a crucial element in its strategy and daily activities. The focus on measuring employee satisfaction demonstrates attention to human and social aspects within the company. The high degree of response reflects a positive outlook of the company towards improving the work environment and relationships among employees. The researcher explains this by stating that the company sees employee satisfaction as a key factor in its success and excellence. Focusing on employees can motivate them, increase their productivity, and contribute to achieving the company's goals.

The results also highlight that the company cares about developing the skills and capabilities of its employees through conducting workshops and educational courses. The response rate was "high," indicating that employees see these efforts in providing workshops and educational courses as effective and important. The emphasis on developing employees' skills reflects dedication to enhancing capabilities and continuous improvement. This approach can be beneficial for the company in improving employee performance, increasing work efficiency, and achieving company goals more effectively.

#### 4.4.4 Learning and Growth Perspective

The results demonstrated that the impact of learning and growth on the performance of companies listed on the Palestine Stock Exchange was significant, with an average score of (4.1120) and a high level of responsiveness. The highest average score (4.2228) was associated with the statement, "The company seeks to use the best modern technologies to disseminate knowledge among its employees," with a very high level of responsiveness. Conversely, the lowest score (4.0326) was linked to the statement, "The company provides a suitable working environment for its employees (health services, public facilities, cafeteria), in addition to safety programs for them," which was also rated at a high level

Table (4.11): Level of application of the learning and growth perspective

Paragraph	Mean	Std. Deviation	level
The company continuously enhances the values of creativity and innovation among its employees.	4.1421	.66426	high
The company seeks to use the best modern technologies to spread knowledge among its employees.	4.2228	.65229	very high
The company's management seeks to use modern technologies to enhance employees' capabilities to improve performance	4.1087	.66046	high
The company is interested in attracting the best scientifically qualified talent to raise its level of performance.	4.1405	.69292	high
The company's management applies an effective incentives and promotions system.	4.0820	.66204	high
The company works to link its incentive system to the productivity of its employees and their behavior within it.	4.1667	.64730	high

<b>The company works to study and analyze the quality of the services it provides in order to ensure continuous excellence.</b>	<b>4.0432</b>	<b>.65795</b>	<b>high</b>
<b>The company's management provides a suitable work environment for its employees (health services, public facilities, cafeteria), in addition to safety programs for them.</b>	<b>4.0326</b>	<b>.66859</b>	<b>high</b>
<b>The company measures the extent to which its employees adhere to ethical standards such as integrity.</b>	<b>4.0376</b>	<b>.67678</b>	<b>high</b>
<b>The company's management maintains its employees by creating a level of satisfaction and belonging</b>	<b>4.0919</b>	<b>.67340</b>	<b>high</b>
<b>Learning and growth perspective</b>	<b>4.1120</b>	<b>.46320</b>	<b>high</b>

The results are clearly shown in the table below (4.11), indicating that the impact of learning and growth on the performance of companies listed on the Palestine Stock Exchange is high. There is a high level of interaction by companies with this learning and growth perspective. It is understood that companies place significant importance on enhancing learning and development processes within the organization. They focus on improving the capabilities of their employees and developing their skills. Companies may have implemented training programs and initiatives to promote continuous learning, stimulating individual and organizational growth. The high level of responsiveness indicates that these efforts have received praise and significant acceptance from both companies and their employees, reflecting the importance of learning and development in enhancing corporate performance and achieving strategic objectives.

Regarding the first paragraph, the results indicate that the company puts significant effort into using the latest technologies and means to transfer knowledge among its employees. The

high response suggests that these efforts have been highly successful, positively impacting employee satisfaction and understanding of the information and knowledge necessary to perform their duties effectively. These technologies may include the use of internet platforms, smartphone applications, or e-learning systems. The use of cutting-edge technologies demonstrates the company's commitment to providing an advanced and innovative work environment, contributing to the effectiveness of knowledge transfer and encouraging continuous learning among employees.

On the other hand, the results for the lowest-rated paragraph indicate that the company's management provides a comfortable and suitable working environment for its employees. The high response suggests that employees feel a significant concern for their well-being and health in the workplace. Providing health services, public facilities, and a cafeteria reflects the company's interest in employee comfort and creating an environment that encourages productivity and well-being. Additionally, the presence of safety programs reflects the company's commitment to ensuring the safety and security of its employees in the workplace, fostering a positive atmosphere and contributing to effective work motivation.

#### **4.5 Analyze employee performance**

The results showed that the impact of employee performance on companies listed on (PEX) is significant, with an average score of (4.1063) and a high level of response. The highest-rated statement, with an average score of (4.3011), stated that "The manager provides continuous feedback to employees to improve work quality," and it received a very high responsiveness level. Meanwhile, the lowest-rated statement, with an average score of (4.0380), mentioned that "The manager sets standards to identify and correct errors within

the company," and it also received a high level of responsiveness. This indicates that the manager's continuous feedback and the establishment of standards for error identification and correction have a substantial impact on the companies' performance listed on the Palestine Stock Exchange.

Table (4.12): The level of application of the performance impact on companies listed on Palestine Exchange

Paragraph	Mean	Std. Deviation	level
The manager sets performance measurement systems to motivate the company's employees to achieve	4.2097	.69291	high
The manager establishes an organizational structure that contributes to determining methods for evaluating the performance of the company's employees.	4.0860	.66829	high
The manager focuses on monitoring influential behavior at work.	4.0489	.66349	high
The manager seeks transparency and clarity in the administrative evaluation process.	4.0806	.65673	high
A manager employs a variety of methods when evaluating a company's employees.	4.0757	.60316	high
The manager uses the opinions of service beneficiaries to improve the performance of the company's employees.	4.0703	.65974	High
The manager informs the company's employees of evaluation criteria to reinforce positive values that contribute to improving the work.	4.0699	.68217	High
The manager sets standards for identifying and correcting errors within the company.	4.0380	.62171	High
The manager monitors the performance of the company's employees on an ongoing basis.	4.0757	.67944	High
The manager provides continuous feedback to the company's employees to improve the quality of work.	4.3011	.63731	very high
Performance of listed companies	4.1063	.42409	High



This is clearly evident in Table (4.12) This result indicates that the impact of performance on the companies listed on the Palestine Stock Exchange is strong. The high responsiveness level suggests that these companies have understood this impact and effectively responded to it. It is understood that the performance of these companies plays a crucial role in their success and sustainability in the stock market. Companies have taken effective measures to improve their performance, possibly implementing strategies and plans to achieve positive results and enhance their position in the market.

The result of the highest-rated statement indicates that the manager provides continuous feedback to employees to improve work quality. The high responsiveness level reflects the effectiveness of this process and positive interaction from employees. It demonstrates the management's commitment to developing and improving the performance of its employees, highlighting its desire to enhance the quality of work within the organization. This approach is considered part of the management's strategy to ensure the effective achievement of organizational objectives.

Results for the lowest-rated statement suggest that the manager regularly establishes standards to identify and correct errors within the company. The high responsiveness level indicates a strong commitment from the manager to identifying and correcting errors as part of management processes and performance development. This approach enhances quality and effectiveness within the organization, contributing to overall performance improvement and the achievement of company goals.

## 4.6 Hypothesis Testing

Testing the first main hypothesis that states: There is significant difference between the level of application of the balanced scorecard on The Employees performance of companies listed on Palestine Exchange and the demographic variables (gender, age, educational qualification, job title, years of service, sector in which the organization operates).

### 4.6.1 Gender

Testing the first sub-hypothesis that states: " There are statistically significant differences in the level of application of the balanced scorecard on The Employees performance of companies listed on Palestine Exchange according to the gender variable." An independent sample analysis (t-test) was conducted to verify differences in the level of implementation of the Balanced Scorecard on the performance of companies listed on the Palestine Stock Exchange concerning the gender variable (male, female).

Table (4.13): Results of independent sample analysis (t-test) in application of the balanced scorecard on The Employees performance of companies listed on Palestine Exchange according to the gender variable

Independent Samples Test									
	Gender	N	Mean	Std. Deviation	F	Sig.	t	df	Sig. (2-tailed)
Financial destination	male	132	4.1901	.40479	.061	.804	-.260-	2	.795
	Female	55	4.1792	.41930			-.260-	185	.795
Customer destination (marketing)	male	132	4.1627	.42101	.076	.782	-.088-	2	.930
	Female	55	4.1688	.44606			-.085-	185	.932
The destination of internal operations	male	131	4.1043	.40515	.754	.386	-.437-	2	.663
	Female	55	4.1339	.45785			-.416-	185	.679
Learning and growth destination (developmental)	male	131	4.0983	.47521	.157	.692	-.622-	2	.535
	Female	55	4.1446	.43572			-.644-	185	.521
Performance evaluation of listed companies	male	131	4.1096	.43305	.206	.650	.165	2	.869
	female	55	4.0984	.40569			.169	185	.866
Total	male	132	4.1259	.38100	.509	.476	-.027-	2	.979
	female	55	4.1275	.35010			-.028-	185	.978

The results of the independent samples test in various domains indicate no statistically significant differences between males and females. The "sig 2" values suggest a lack of statistical significance. In the financial perspective, the p-value was 0.795, while in the customer perspective (marketing), it was 0.932, in the internal business processes perspective, it was 0.679, and in the learning and growth perspective (development), it was 0.521. The results of the performance evaluation of listed companies showed a p-value of 0.866, and the overall p-value was 0.978. These values indicate no statistically significant difference between genders in these domains, where the significance level exceeds the commonly accepted threshold (usually 0.05). This means that there is a substantial and meaningful statistical variation in the level of Balanced Scorecard implementation between gender categories in listed companies.

The researcher attributes this difference to the importance of gender as a variable influencing the implementation of the Balanced Scorecard in the Palestinian financial market. This observed divergence in evaluation and performance may signify the influence of gender dynamics on organizational decisions and the adoption of such tools by companies. The researcher notes a greater difference in the total cumulative values, suggesting that this impact may be comprehensive, encompassing multiple aspects of the Balanced Scorecard. Understanding this can contribute to improving strategic planning and organizational decision-making that considers the impact of social and cultural factors on corporate performance.

These results align with studies such as (Rahayu, Yudi, Rahayu, & Musthafa, 2023), (Abueid, Rehman, & Nguyen, 2023), and (Thuong & Harwindar, 2023), which also support the absence of statistically significant differences based on gender in the context of Balanced Scorecard implementation in similar institutions.

#### 4.6.2 Age

The sub-hypothesis two, which states " There are statistically significant differences in the level of application of the balanced scorecard on The Employees performance of companies listed in on (PEX) according to the age variable." was tested using a One-way analysis of variance (ANOVA) to examine differences in the level of Balanced Scorecard implementation on the performance of listed companies on the Palestine Stock Exchange concerning the variable of age.

Table (4.14): One Way Anova results in applying the level of application of the balanced scorecard on The Employees performance of companies listed in on Palestine Exchange according to the age variable

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Financial destination	Between Groups	30.738	183	.168	.447	.719
	Within Groups	.225	3	.075		
	Total	30.964	186			
Customer destination (marketing)	Between Groups	33.476	183	.183	.892	.446
	Within Groups	.490	3	.163		
	Total	33.966	186			
The destination of internal operations	Between Groups	32.053	182	.176	1.211	.307
	Within Groups	.640	3	.213		
	Total	32.693	185			
Learning and growth destination (developmental)	Between Groups	38.652	182	.212	1.633	.183
	Within Groups	1.040	3	.347		
	Total	39.692	185			
Performance evaluation of listed companies	Between Groups	31.776	182	.175	2.856	.039
	Within Groups	1.496	3	.499		
	Total	33.272	185			
Total	Between Groups	24.799	183	.136	2.054	.108
	Within Groups	.835	3	.278		

	<b>Total</b>	<b>25.635</b>	<b>186</b>			
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The results of the one-way analysis of variance test across various domains indicate no statistically significant differences for the age variable, as the "sig" values suggest non-significant statistical differences. In the financial perspective, the p-value was (.719), and in the customer perspective (marketing) it was (0.719), in the internal operations perspective (0.307), and in the learning and growth perspective (developmental) (0.183). The results of the performance evaluation of listed companies showed a p-value of (0.039), and in the overall perspective, it was (0.108). These values indicate no statistically significant difference in age among managers in these areas, where the significance level is greater than the commonly adopted level (usually 0.05). This means that there is a significant and meaningful statistical variation in the level of implementing the Balanced Scorecard among managers' age groups in listed companies.

The researcher interprets this result by emphasizing the importance of considering the impact of age as a variable affecting the implementation of the Balanced Scorecard in the Palestinian financial market. The observed difference in evaluation and performance may indicate the influence of age dynamics on organizational decisions and the adoption of tools like the Balanced Scorecard. The researcher notes a larger difference in the total values, suggesting a comprehensive impact that encompasses multiple aspects of the Balanced Scorecard. Understanding this can aid in improving strategic planning and organizational decision-making, considering the social and cultural factors' impact on corporate performance.

This finding aligns with previous studies such as Rahayu, Yudi, Rahayu, & Musthafa (2023), Abueid, Rehman, & Nguyen (2023), and Thuong & Harwindar (2023), supporting the idea that there are no statistically significant differences based on gender in the context of implementing the Balanced Scorecard in similar institutions.

#### 4.6.3 Academic qualification

Testing the third sub-hypothesis, which says, “There are statistically significant differences in the level of application of the balanced scorecard on The Employees performance of companies listed on Palestine Exchange according to the educational qualification variable.”

A one-way analysis of variance (Anova) test was conducted to verify the differences in the level of application of the balanced scorecard. On the performance of companies listed on the Palestine Stock Exchange according to the educational qualification variable

Table (4.15): One Way Anova results in application of the balanced scorecard on The Employees performance of companies listed on Palestine Exchange according to the educational qualification variable.

ANOVA						
		Sum of Squares	Df	Mean Square	F	Sig.
Financial destination	Between Groups	.655	3	.218	1.319	.270
	Within Groups	30.308	183	.166		
	Total	30.964	186			
Customer destination (marketing)	Between Groups	.744	3	.248	1.366	.255
	Within Groups	33.222	183	.182		
	Total	33.966	186			
The destination of internal operations	Between Groups	.081	3	.027	.150	.930
	Within Groups	32.613	182	.179		
	Total	32.693	185			
Learning and growth destination (developmental)	Between Groups	.177	3	.059	.271	.846
	Within Groups	39.515	182	.217		
	Total	39.692	185			
Performance evaluation of listed companies	Between Groups	.240	3	.080	.441	.724
	Within Groups	33.032	182	.181		
	Total	33.272	185			
Total	Between Groups	.181	3	.060	.435	.728
	Within Groups	25.453	183	.139		

	<b>Total</b>	<b>25.635</b>	<b>186</b>			
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The results of the one-way analysis of variance (ANOVA) test in various areas indicate no statistically significant differences for the educational qualification variable. The "sig" values suggest no statistically significant differences, with a p-value of 0.270 in the financial aspect, 0.255 in the customer perspective (marketing), 0.930 in internal business operations, and 0.846 in the learning and growth perspective (developmental). The performance evaluation results of listed companies show a p-value of 0.724, and overall it is 0.728. These values indicate no statistically significant differences in these areas, where the significance level exceeds the commonly adopted threshold of 0.05. This implies a substantial and meaningful statistical variation in the application level of the Balanced Scorecard among managers with different educational qualifications in listed companies.

The researcher interprets these results in terms of the importance of considering the impact of managers' educational qualifications on the implementation of the Balanced Scorecard. In the context of studying differences between various educational qualifications of managers, it becomes apparent that there is variability that can significantly affect the application of the Balanced Scorecard in listed companies. However, these differences may not necessarily have statistically significant implications for the application level of the Balanced Scorecard in listed companies. In other words, the variations observed in the results may be due to random variation in the data, and not necessarily indicative of statistically significant differences between the different groups in terms of educational qualifications. This is sometimes explained by the weak influence of educational qualifications in

determining the extent of adoption of the Balanced Scorecard in listed companies in this context.

The "no statistically significant differences" result for the educational qualification variable in this study aligns with the findings of Truong, Nguyen, & Thi Quynh (2020) and Daraghmeh & Saad (2016), which suggest that educational qualifications may not have a statistically significant impact on the use of the Balanced Scorecard in certain contexts. However, this result differs from Helles & Obaid (2016), indicating that the factors influencing the use of the Balanced Scorecard may vary in different contexts and industries.

#### 4.6.4 Job title

Testing the fourth sub-hypothesis, which says, "There are statistically significant differences in the level of application of the balanced scorecard on The Employees performance of companies listed on Palestine Exchange according to job title." A one-way analysis of variance (Anova) test was conducted to verify the differences in the level of application of the balanced scorecard. On the performance of companies listed on the Palestine Stock Exchange according to the job title variable

Table (4.16): One Way Anova results in applying the level of application of the balanced scorecard on The Employees performance of companies listed on Palestine Exchange according to job title

ANOVA						
		Sum of Squares	Df	Mean Square	F	Sig.
Financial destination	Between Groups	1.515	10	.152	.906	.529
	Within Groups	29.448	176	.167		
	Total	30.964	186			
Customer destination (marketing)	Between Groups	1.878	10	.188	1.030	.420
	Within Groups	32.087	176	.182		
	Total	33.966	186			
	Between Groups	3.461	10	.346	2.072	.029



<b>The destination of internal operations</b>	<b>Within Groups</b>	<b>29.232</b>	<b>175</b>	<b>.167</b>		
	<b>Total</b>	<b>32.693</b>	<b>185</b>			
<b>Learning and growth destination (developmental)</b>	<b>Between Groups</b>	<b>2.786</b>	<b>10</b>	<b>.279</b>	<b>1.321</b>	<b>.222</b>
	<b>Within Groups</b>	<b>36.906</b>	<b>175</b>	<b>.211</b>		
	<b>Total</b>	<b>39.692</b>	<b>185</b>			
<b>Performance evaluation of listed companies</b>	<b>Between Groups</b>	<b>2.272</b>	<b>10</b>	<b>.227</b>	<b>1.283</b>	<b>.243</b>
	<b>Within Groups</b>	<b>31.000</b>	<b>175</b>	<b>.177</b>		
	<b>Total</b>	<b>33.272</b>	<b>185</b>			
<b>Total</b>	<b>Between Groups</b>	<b>1.993</b>	<b>10</b>	<b>.199</b>	<b>1.484</b>	<b>.149</b>
	<b>Within Groups</b>	<b>23.641</b>	<b>176</b>	<b>.134</b>		
	<b>Total</b>	<b>25.635</b>	<b>186</b>			

The results of the one-way analysis of variance (ANOVA) test across different areas show no statistically significant differences for the job title variable, as indicated by the "sig" values. In the financial perspective, the p-value is 0.529, in the customer perspective (marketing) it is 0.420, in internal business operations it is 0.029, and in the learning and growth perspective (developmental) it is 0.222. The performance evaluation results of listed companies have a p-value of 0.243, and overall it is 0.149. These values suggest no statistically significant difference in job titles among administrative managers in these areas, where the significance level exceeds the commonly adopted threshold of 0.05. This means there is a substantial and meaningful statistical variation in the application level of the Balanced Scorecard among different job titles of administrative managers in listed companies.

From the researcher's perspective, these results indicate that the job title variable for administrative managers plays a statistically significant role in explaining the variance in the implementation of the Balanced Scorecard in listed companies. Simply put, there are statistically significant differences in the level of implementing the Balanced Scorecard based on the job titles of administrative managers. This implies that job titles can be an important factor influencing the adoption and implementation of the Balanced Scorecard in companies. There may be differences in understanding or interaction with Balanced

Scorecard concepts among different job titles, highlighting the importance of studying cultural and organizational influences when analyzing the adoption of management tools in specific contexts.

These results differ from studies such as (Mediaty, Selvi, Ningsih, Usman, & Putri, 2023), (Pasinringi et al., 2023), and (Hegazy, Hegazy, & Eldeeb, 2022). These studies, in general, emphasize the importance of the Balanced Scorecard as a comprehensive measurement tool, indicating its effective operation across various sectors without significant statistical differences based on job titles.

#### 4.6.5 Years of service

Testing the fifth sub-hypothesis, which says, “There are statistically significant differences in the level of application of the balanced scorecard on The Employees performance of companies listed on Palestine Exchange according to years of service.” A one-way analysis of variance (Anova) test was conducted to verify the differences in the level of application of the balanced scorecard on Performance of companies listed on the Palestine Stock Exchange for years of service variable

Table (4.17): One Way Anova’s results in applying the level of application of the balanced scorecard on The Employees performance of companies listed on Palestine Exchange according to years of service

ANOVA						
		Sum of Squares	Df	Mean Square	F	Sig.
Financial destination	Between Groups	.016	2	.008	.049	.952
	Within Groups	30.947	184	.168		
	Total	30.964	186			
Customer destination (marketing)	Between Groups	.133	2	.067	.362	.697
	Within Groups	33.833	184	.184		

	<b>Total</b>	<b>33.966</b>	<b>186</b>			
<b>The destination of internal operations</b>	<b>Between Groups</b>	<b>.385</b>	<b>2</b>	<b>.193</b>	<b>1.091</b>	<b>.338</b>
	<b>Within Groups</b>	<b>32.308</b>	<b>183</b>	<b>.177</b>		
	<b>Total</b>	<b>32.693</b>	<b>185</b>			
<b>Learning and growth destination (developmental)</b>	<b>Between Groups</b>	<b>.301</b>	<b>2</b>	<b>.150</b>	<b>.699</b>	<b>.498</b>
	<b>Within Groups</b>	<b>39.391</b>	<b>183</b>	<b>.215</b>		
	<b>Total</b>	<b>39.692</b>	<b>185</b>			
<b>Performance evaluation of listed companies</b>	<b>Between Groups</b>	<b>.014</b>	<b>2</b>	<b>.007</b>	<b>.040</b>	<b>.961</b>
	<b>Within Groups</b>	<b>33.258</b>	<b>183</b>	<b>.182</b>		
	<b>Total</b>	<b>33.272</b>	<b>185</b>			
<b>Total</b>	<b>Between Groups</b>	<b>.016</b>	<b>2</b>	<b>.008</b>	<b>.056</b>	<b>.946</b>
	<b>Within Groups</b>	<b>25.619</b>	<b>184</b>	<b>.139</b>		
	<b>Total</b>	<b>25.635</b>	<b>186</b>			

The results of the one-way analysis of variance (ANOVA) test across different areas show no statistically significant differences for the variable of years of service, as indicated by the "sig" values. In the financial perspective, the p-value is 0.952, in the customer perspective (marketing) it is 0.697, in internal business operations it is 0.338, and in the learning and growth perspective (developmental) it is 0.498. The performance evaluation results of listed companies have a p-value of 0.961, and overall it is 0.946. These values suggest no statistically significant difference in the years of service among managers in these areas, where the significance level exceeds the commonly adopted threshold of 0.05. This means there is a substantial and meaningful statistical variation in the application level of the Balanced Scorecard based on the years of service of managers in listed companies.

The researcher believes that this statistical variation may indicate that managers' experience and understanding of the Balanced Scorecard may differ based on their years of service in the administrative field. They may have better insights or understanding of the potential

benefits or challenges related to implementing the Balanced Scorecard, and this can affect their readiness to adopt this management tool. It is emphasized that further analysis and study are needed to clarify the possible factors that may influence this variation and provide more accurate conclusions about the relationship between years of service and the application of the Balanced Scorecard.

Although previous studies do not directly address the variable of years of service as a factor influencing the adoption of the Balanced Scorecard, we can attempt to understand this point through the study of (Abueid, Rehman, & Nguyen, 2023) and the study of (Chieh, Fu, & Yi, 2023). In light of these studies, it can be said that despite the importance of other factors in adopting the Balanced Scorecard, there is no strong explanation for the impact of the variable of years of service in this context. This may be attributed to the fact that adopting the Balanced Scorecard depends on other factors such as organizational culture and company strategies rather than long service experience.

#### **4.6.6 The sector in which the organization operates**

Testing the sixth sub-hypothesis, which says, “There are statistically significant differences in the level of application of the balanced scorecard to The Employees performance of companies listed on Palestine Exchange on the variable of the sector in which the institution operates.” A one-way analysis of variance (Anova) test was conducted to verify the differences in the level of application of the balanced scorecard on The performance of companies listed on the Palestine Stock Exchange according to the sector variable in which the institution operates

Table (4.18): One Way Anova's results in application of the balanced scorecard to The Employees performance of companies listed on Palestine Exchange on the variable of the sector in which the institution operates

ANOVA						
		Sum of Squares	Df	Mean Square	F	Sig.
Financial destination	Between Groups	1.347	4	.337	2.069	.087
	Within Groups	29.617	182	.163		
	Total	30.964	186			
Customer destination (marketing)	Between Groups	1.302	4	.326	1.814	.128
	Within Groups	32.663	182	.179		
	Total	33.966	186			
The destination of internal operations	Between Groups	1.488	4	.372	2.157	.076
	Within Groups	31.206	181	.172		
	Total	32.693	185			
Learning and growth destination (developmental )	Between Groups	1.792	4	.448	2.139	.078
	Within Groups	37.900	181	.209		
	Total	39.692	185			
Performance evaluation of listed companies	Between Groups	.886	4	.222	1.238	.296
	Within Groups	32.386	181	.179		
	Total	33.272	185			
Total	Between Groups	1.030	4	.258	1.905	.111
	Within Groups	24.604	182	.135		
	Total	25.635	186			

The results of the one-way analysis of variance (ANOVA) test across different areas show no statistically significant differences for the variable of the sector in which the institution operates, as indicated by the "sig" values. In the financial perspective, the p-value is 0.087, in the customer perspective (marketing) it is 0.128, in internal business operations it is 0.076, and in the learning and growth perspective (developmental) it is 0.078. The performance evaluation results of listed companies have a p-value of 0.296, and overall it is 0.111. These values suggest no statistically significant difference in the sector in which managers work in these areas, where the significance level exceeds the commonly adopted threshold of 0.05. This means there is a substantial and meaningful statistical variation in the application level of the Balanced Scorecard based on the sector in which managers work in listed companies.

The researcher believes that this statistical variation indicates that the sector in which companies operate plays a crucial role in explaining the variation in the application of the Balanced Scorecard. This variation may reflect differences in the nature of work or industry that impact the strategies employed or the cultural understanding of the Balanced Scorecard. However, it is always important to verify the context and conditions of each sector to understand the underlying reasons for this statistical variation. Further analysis and study are recommended to comprehend the actual dynamics and factors responsible for these differences. These results align with the study (Daraghmeh & Saad, 2016), which demonstrated that listed companies on the Palestine Stock Exchange do not accurately and fully adopt BSC indicators for performance measurement within the sectors they operate.

#### **4.14 Regression Analysis:**

To investigate the second hypothesis, asserting a statistically significant impact of applying the Balanced Scorecard dimensions (Financial Perspective, Customer (Marketing), Internal Business Operations (Developmental), Learning and Growth) on the financial performance of companies listed on the Palestine Exchange, a multiple linear regression analysis was employed. The aim was to confirm the correlation between the implementation level of the Balanced Scorecard and the financial performance of publicly traded companies in Palestine.

The results affirm the model's suitability at a 95% confidence interval. Notably, a statistically significant relationship is observed, suggesting that using the dimensions of the Balanced Scorecard (Financial Perspective, Customer (Marketing), Internal Business Operations (Developmental), Learning and Growth) significantly influences the financial performance

of companies listed on the Palestine Stock Exchange. This significance is clearly illustrated in the table provided (Table 4.19).

Table (4.19): Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.720 <sup>a</sup>	.519	.508	.29458

a. Predictors: (Constant), Developmental Dimension (Learning and Growth), Financial Dimension, Customer Dimension (Marketing), Internal Operations

The results of the model analysis indicate a statistically significant relationship between the use of Balanced Scorecard dimensions and the performance of the listed companies on the Palestine Stock Exchange. The correlation value (R) reached 0.720a, suggesting a strong correlation between the measured dimensions and financial performance. The explanatory ratio (R Square) illustrates that 51.9% of the variance in financial performance can be explained by these dimensions. After adjustment, the adjusted explanatory ratio (Adjusted R Square) shows a value of 50.8%. The Standard Error of the Estimate reflects the accuracy of predicting financial performance, where a decrease in this value signifies an increase in the accuracy of prediction using the measured dimensions in the Balanced Scorecard.

Table (4.20): ANOVAa

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.849	4	4.212	48.541	.000b
	Residual	15.620	180	.087		
	Total	32.469	184			

Analysis of Variance (ANOVA) for the model reveals statistically significant differences between the independent variables (measured dimensions) and the dependent variable (performance). The F value of 48.541a indicates a substantial statistical variance among the

variables. The probability value (Sig.) being zero (.000b) signifies statistically significant differences among the groups. Based on these results, we can reject the hypothesis of no statistically significant differences between the measured dimensions and performance. Consequently, the model proves to be useful in predicting the financial performance of listed companies.

The regression line obtained can be utilized to predict the overall level of implementing the Balanced Scorecard and the performance of companies.

$$\text{The Level of applying business score card} = 0.879 + (0.199 \text{ Financial dimension}) + (0.184 \text{ customers (marketing)}) + (0.387 \text{ Developmental dimension (learning and growth)})$$

Table (4.21): Coefficients

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.879	.244		3.608	.000
	Financial dimension	.199	.077	.194	2.575	.011
	customers (marketing)	.184	.088	.187	2.107	.036
	Internal operations	.008	.095	.008	.081	.935
	Developmental dimension (learning and growth)	.387	.074	.424	5.202	.000

The results indicate a statistically significant relationship between certain dimensions of the Balanced Scorecard and the performance of listed companies on the Palestine Stock Exchange. The study began by analyzing the confidence level in the model, revealing its suitability at a 95% confidence interval. The results also uncovered a statistically significant positive impact of the financial and customer (marketing) dimensions on performance, with performance increasing as the values of these dimensions increase. Specifically, the results



showed that each unit increase in the financial dimension corresponds to a 0.199 increase in financial performance. Similarly, the customer (marketing) dimension exhibited a positive impact, resulting in a 0.184 increase in performance.

On the other hand, the internal operations dimension did not show a statistically significant impact on performance, with the relationship being weak and non-significant. Regarding the development and growth dimension, a substantial positive impact was observed, with financial performance increasing by 0.387 for each unit increase in this dimension. The researcher believes that these results provide a deeper understanding of how the dimensions of the Balanced Scorecard affect the performance of listed companies on the Palestine Stock Exchange, enabling leaders to make better managerial decisions to improve performance and achieve organizational goals.

This result aligns with the findings of studies such as Rahayu et al. (2023), which demonstrated a significant relationship between Balanced Scorecard dimensions and the performance of companies, including the impact of innovation and learning performance on financial and internal business performance. Additionally, Thuong and Harwindar (2023) showed a statistically significant relationship between the use of the Balanced Scorecard and institutional performance, while Keshavarznia and Wallace (2023) indicated a connection between the Balanced Scorecard dimension and key performance objectives and factors in the banking industry in Iran. These studies support the meaningful results regarding the statistically significant relationship between certain dimensions of the Balanced Scorecard and the performance of listed companies on the stock exchange.

## Chapter 5

### Summary and Recommendations

#### 5.1 Study Results:

1. The study results reveal that publicly listed companies on the Palestine Stock Exchange exhibit a high level of Balanced Scorecard (BSC) model implementation. This includes various dimensions of the model such as the financial dimension, customer perspective, internal processes, developmental dimension, and the overall Balanced Scorecard. The high evaluation averages indicate the effectiveness of model implementation, achieving a balanced performance across all dimensions. This overall excellence reflects the successful accomplishment of strategic objectives and the overall performance improvement of the companies.
2. The results indicate a high impact of the financial perspective on the performance of listed companies on the Palestine Stock Exchange, with an average of (4.1869) showing a very high response level. This signifies a prominent and effective role of the financial perspective in determining company performance. The results suggest that companies have effectively understood and responded to the financial factors surrounding them, demonstrating a strong understanding of economic challenges and their impact on financial performance. This high responsiveness reflects the ability to adapt to changes in the financial environment and make informed financial decisions.
3. The results show a high impact of the customer perspective (marketing dimension) on the performance of listed companies on the Palestine Stock Exchange, with an average of (4.1645) indicating a high response level. The clear results emphasize that the customer

perspective plays a significant and effective role in shaping company performance. The findings suggest that companies have effectively understood and responded to customer requirements and expectations, integrating the customer perspective into their strategies to enhance service quality and customer satisfaction.

4. The results indicate a high impact of internal processes on the performance of listed companies on the Palestine Stock Exchange, with an average of (4.1131) showing a high response level. This result implies that the internal processes of listed companies in Palestine have a distinct and positive impact on their performance. Achieving a high level in this dimension indicates that companies manage and execute their internal operations effectively, contributing to the achievement of their goals and enhancing overall performance.
5. The results show a high impact of the learning and growth perspective on the performance of listed companies on the Palestine Stock Exchange, with an average of (4.1120) indicating a high response level. This result suggests that learning and growth play a significant role in improving the performance of listed companies in Palestine. The high responsiveness of companies to this aspect indicates a strong commitment to developing human resources and fostering continuous learning, demonstrating effective strategies to achieve growth and enhance overall performance.
6. 6. The results indicate a high impact of employees' performance on companies on the Palestine Stock Exchange, with an average of (4.1063) showing a high response level. This result suggests that the performance of listed companies is strong and has a significant impact on their success and sustainability in the stock market. The high

response indicates that companies have understood the importance of performance and taken effective measures to improve it.

7. The results summarize that there are no statistically significant differences in the level of Balanced Scorecard implementation on the performance of listed companies on the Palestine Stock Exchange when considering several variables. This suggests that the implementation of the Balanced Scorecard is equal across various individual categories and studied variables, such as gender, age, educational qualifications, job titles, years of service, and the sector in which the institution operates. The results indicate stability and uniformity in implementing these methods without personal variables having a significant effect in this context.
8. The results show a statistically significant positive impact between the use of Balanced Scorecard dimensions (financial perspective, customers, internal processes, learning and growth) and the performance of listed companies on the Palestine Stock Exchange. This reinforces the research hypothesis regarding the positive impact of Balanced Scorecard usage on financial performance.
9. The signals from the results indicate that the financial and customer (marketing) dimensions of the Balanced Scorecard have a significant and meaningful positive impact on financial performance. An increase in these two dimensions is associated with an increase in performance, guiding companies to focus more on implementing these dimensions to enhance their performance.
10. The results indicate that the internal processes dimension does not have a statistically significant impact on performance. This suggests that companies' emphasis on improving

internal processes does not show a significant effect on performance based on the statistical model used.

## **5.2 Recommendations:**

Based on the results extracted from the previous findings regarding the impact of the Balanced Scorecard on the financial performance of listed companies on the Palestine Stock Exchange, the researcher recommends several key actions. Companies are advised to enhance their understanding of the Balanced Scorecard model and encourage the integration of all dimensions, including the financial, customer, internal processes, and developmental dimensions, to achieve effective balance in their performance. Additionally, companies should focus on strengthening financial analytical capabilities and making prudent financial decisions to ensure integration between financial dimensions and improvement in financial performance. Furthermore, encouragement is given to enhance marketing strategies and improve communication with customers to understand their needs, enhance service quality, and improve the products offered.

## **5.3 Future Studies:**

1. The Impact of the Balanced Scorecard on Financial Performance: An Applied Study on Listed Companies on the Palestine Stock Exchange.
2. Analyzing the Impact of Customer and Marketing Dimensions in the Balanced Scorecard on Financial Performance of Companies: A Case Study in the Palestinian Market.

3. Evaluating the Impact of Development and Growth Dimension in the Balanced Scorecard on the Development and Innovation of Companies: A Study within the Palestinian Economic Framework.
4. The Impact of Internal Dimensions on Operational Efficiency and Financial Performance: An Exploratory Study in the Context of Publicly Listed Companies on the Palestine Stock Exchange.

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## Appendices

### *Appendix No.1 : The questionnaire is in Arabic*



الجامعة العربية الامريكية

كلية الدراسات العليا - رام الله

تخصص محاسبة

السادة / الإدارة العليا في الشركات المساهمة المحترمون.

تحية طيبة وبعد،

تقوم الباحثة بإعداد دراسة لاستكمال متطلبات الحصول على درجة الماجستير في المحاسبة والتدقيق من الجامعة العربية الأمريكية، وهي بعنوان " مدى استخدام بطاقة الأداء المتوازن في تقييم أداء الشركات المدرجة في بورصة فلسطين"، لذا، يُرجى من حضرتكم التكرم بالإجابة عن تساؤلات هذه الاستبانة بدقة وعناية متناهيتين، علماً أن البيانات لن تُستخدم إلا لأغراض البحث العلمي فقط، وستُعامل بسرية تامة.

شاكراً لكم حُسن تعاونكم

الباحثة/ حياة دراغمة

القسم الأول: البيانات الشخصية:

يرجى التكرم بالإجابة عن الأسئلة الآتية وذلك بوضع إشارة (X) في المكان المناسب.

1. الجنس:

أنثى  ذكر

2. العمر:

أقل من 30 سنة  من 30 الى اقل من 40 سنة

من 40 الى اقل من 50 سنة  من 50 سنة فأكثر

3. المؤهل العلمي:

دبلوم  بكالوريوس  ماجستير

دكتوراه  غير ذلك

4. المسمى الوظيفي:

رئيس مجلس إدارة  مدير عام  مدير تنفيذي

مدير قسم حدد .....

5. سنوات الخدمة:

أقل من 5 سنوات  من 5-10 سنوات  أكثر من 10 سنوات

6. القطاع الذي تخدم بها الشركة :

الصناعة  الخدمات  التأمين

الاستثمار  البنوك والخدمات المالية  غير ذلك



القسم الثاني: يرجى وضع إشارة ( X ) في الخانة التي تعتقد أنها تمثل إجابتك.

الرقم	العبرة	موافق بشدة	موافق	محايد	معارض	معارض بشدة
<p><b>المجال الأول : بطاقة الأداء المتوازن :</b> هي أداة إدارية تُستخدم لقياس وتقييم أداء المؤسسات وترتبط بتحقيق أهدافها الاستراتيجية، وتستند فكرة بطاقة الأداء المتوازن على الفكرة الرئيسية التي تقول إن قياس أداء المؤسسة يجب أن يكون متوازنًا بين مختلف العناصر الرئيسية التي تؤثر على أدائها. تتألف بطاقة الأداء المتوازن من عدة مؤشرات ومتغيرات تغطي مجموعة متنوعة من الأبعاد، بما في ذلك الأداء المالي، والعمليات الداخلية، والزبائن، والتطوير والتعلم.</p>						
<p><b>البعد الأول: المالي:</b> هو المحور الذي يعنى بوضع المقاييس الداخلية والخارجية لتحديد مدى مساهمة الاستراتيجية وتطبيقاتها في تحقيق التحسينات المالية</p>						
1.	تستخدم الشركة مؤشرات مالية لقياس أدائها.					
2.	تتبع الشركة توجيهات ميزانيتها السنوية في عملياتها المالية.					
3.	تستثمر الشركة في مشروعات جديدة لتعزيز أدائها المالي.					
4.	تعتمد الشركة على التحليل المالي لاتخاذ قرارات استثمارية.					
5.	تتبنى الشركة استراتيجيات مالية لتعزيز توازنها المالي.					
6.	تقيم الشركة أثر التقلبات الاقتصادية على أدائها المالي.					
7.	تتبع الشركة مؤشرات سوق الأوراق المالية لفهم توجهاتها المالية.					
8.	تتبع الشركة معايير الأداء المالي الصناعية لمقارنة أدائها.					
9.	تعتمد الشركة على الديون كوسيلة لتمويل نشاطاتها.					
10.	تستثمر الشركة في تطوير مهارات موظفيها في مجال التحليل المالي.					
<p><b>البعد الثاني : العملاء (التسويقي) :</b> هو المحور الذي يعنى بوضع مقاييس لمجموعة من المعايير الخارجية التي تحدد مكانة الشركة الحالية والمستقبلية من وجهة نظر الزبائن والموردين والابعاد التسويقية التي تعمل بها الشركات.</p>						
11.	تسعى ادارة الشركة الى قياس رضا المستفيدين من الخدمات من خلال ادوات قياس اداء فعالة منها (المقابلة المباشرة، استمارة، سجل شكاوي وغيرها)					
12.	البيانات والمعلومات المتوفرة من خلال استخدام بطاقة الائتمان تساعد الادارة لتحسين درجة الرضا لمتلقي الخدمة					
13.	تهتم إدارة الشركة بالاستجابة لشكاوى متلقي الخدمة ومعالجة الخلل بأسرع وقت ممكن.					
14.	تسعى إدارة الشركة للتعرف إلى آراء متلقي الخدمة فيما يتعلق بأداء العاملين لتحسين جودة الخدمة.					
15.	تعمل إدارة الشركة على تبسيط إجراءات تقديم الخدمات لمتلقي الخدمة والابتعاد عن الروتين.					

					16. تهتم إدارة الشركة بجودة الخدمات التي تقدمها لمتلقي الخدمات بشكل مستمر .
					17. تعمل إدارة الشركة على تطوير أعمالها لتقدم الخدمات بالسرعة الممكنة.
					18. توفر إدارة الشركة لمتلقي الخدمات وسائل توضح الوثائق المطلوبة والفترة الزمنية لتلقي الخدمة.
					19. تتعامل إدارة الشركة مع متلقي الخدمة بشفافية ووضوح
					20. تقوم إدارة الشركة بتوفير الفرص بشكل متكافئ وبنزاهة.
					21. تستخدم الشركة عدد الشكاوى المقدمة من العملاء لتحقيق هدف رضا العملاء.
<b>البعد الثالث : العمليات الداخلية :</b> هو المحور الذي يعنى بوضع مقاييس لوصف الاجراءات الداخلية للشركة، حيث يتعلق بجميع أنشطة الشركة وفعاليتها وإجراءاتها الداخلية التي تميزها عن غيرها من الشركات.					
					22. تدعم إدارة الشركة ، وبشكل مستمر ، الأنشطة الإبداعية لديها على مستوى كافة الأقسام داخلها.
					23. تقوم إدارة الشركة بعقد الورش والدورات التعليمية لموظفيها.
					24. تقوم إدارة الشركة بتطوير نوعية الخدمات التي تقدمها .
					25. تقوم إدارة الشركة بدعم الأنشطة البحثية والمقترحات الناجحة داخلها.
					26. تسعى إدارة الشركة إلى استخدام الوسائل الحديثة ومواكبة التكنولوجيا الحديثة في تقديم خدماتها.
					27. تقوم إدارة الشركة بالتأكد من الإجراءات التنظيمية المتخذة للحد من المخاطر .
					28. تقيس إدارة الشركة إنتاجية موظفيها (سرعة إنجاز الأعمال والمعاملات).
					29. تعتمد إدارة الشركة على مبدأ المشاركة من خلال الاستماع لموظفيها بشكل مستمر .
					30. تعمل الشركة على تحسين وتطوير مهارات موظفيها لتقديم الخدمة وتسهيلها دون التقليل من جودة المخرجات.
					31. تقوم الشركة بالتأكد من كفاءة وفعالية إجراءات الرقابة الداخلية.
					32. تهتم الشركة بقياس رضا العاملين فيها بشكل مستمر .
<b>البعد الرابع: التطويري (التعلم والنمو):</b> هو المحور الذي يعنى بوضع مقاييس داخلية وخارجية متعلقة بالأسس التي تتبناها الشركة في عملها من اجل تحقيق الأهداف قصيرة وطويلة الاجل					
					33. تعزز الشركة قيم الإبداع والابتكار لدى موظفيها بشكل مستمر .
					34. تسعى الشركة لاستخدام أفضل التقنيات الحديثة لنشر المعرفة بين موظفيها .

					35. تسعى ادارة الشركة باستخدام التقنيات الحديثة لتعزيز قدرات الموظفين لتحسين الأداء
					36. تهتم الشركة بجذب أفضل الكفاءات المؤهلة علمياً لرفع مستوى الأداء لديها.
					37. تطبق ادارة الشركة نظام حوافز وترقيات فعال .
					38. تعمل الشركة على ربط نظام الحوافز داخلها بإنتاجية موظفيها وسلوكهم داخلها.
					39. تعمل الشركة على دراسة وتحليل جودة الخدمات التي تقدمها من أجل ضمان التميز المستمر.
					40. توفر إدارة الشركة بيئة عمل مناسبة لموظفيها (خدمات صحية، مرافق عامة، كافيتريا)، بالإضافة لبرامج سلامة لهم.
					41. تقيس الشركة مدى التزام موظفيها بالمعايير الأخلاقية كالنزاهة.
					42. تحافظ ادارة الشركة على موظفيها من خلال خلق مستوى رضا وانتماء
المجال الثاني : التقييم الإداري للأداء الشركات : هو أسلوب تقييم منظم ومنهجي لكيفية أداء الشركة في تحقيق أهدافها الخاصة بها. يتضمن التقييم التجاري العديد من العناصر والمؤشرات التي تساعد في فهم الأداء الشامل للشركة والمجالات التي يمكن أن تساعد.					
					43. يضع المدير نظم مقاييس الأداء لدافعية موظفي الشركة للإنجاز
					44. يضع المدير هيكلًا تنظيمياً يسهم بتحديد طرائق تقييم أداء موظفي الشركة.
					45. يركز المدير على رصد السلوك المؤثر في العمل.
					46. يتوخى المدير بالشفافية والوضوح في عملية التقييم الإداري.
					47. يوظف المدير أساليب متنوعة عند تقييم موظفي الشركة.
					48. يستعين المدير بآراء المستفيدين من الخدمات لتحسين أداء موظفي الشركة.
					49. يُعلم المدير موظفي الشركة بمعايير تقييم لتعزيز القيم الإيجابية التي تسهم في تحسين العمل.
					50. يضع المدير معايير لتحديد الأخطاء وتصحيحها داخل الشركة.
					51. يتابع المدير أداء موظفي الشركة بكل مستمر.
					52. يبدي المدير ملاحظات مستمرة لموظفي الشركة لتحسين جودة العمل.

شاكراً لكم حسن تعاونكم

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***Appendix No.2 : The questionnaire is in English***



Arab American University

College of Graduate Studies - Ramallah

Accounting Major

Dear Sirs/Senior Management of Joint Stock Companies,

Greetings,

The undersigned researcher is currently conducting a study as part of the requirements for obtaining a master's degree in Accounting and Auditing from the Arab American University. The study is titled "The Extent of Using the Balanced Scorecard in Evaluating the Performance of Companies Listed on the Palestine Stock Exchange." Your valuable input is crucial for the successful completion of this research. We kindly request you to answer the questionnaire with the utmost accuracy and care. Please be assured that the information provided will be used exclusively for scientific research purposes and will be treated with the utmost confidentiality.

Thank you for your kind cooperation.

Sincerely,

***Researcher : Hayat Daraghmeh***

**Section One: Personal Information**

Please provide the following details by selecting ( X ) in the appropriate box.

1. Gender: -  Male -  Female
2. Age:-  Less than 30 years old. -  From 30 to less than 40 years old. -  From 40 to less than 50 years old. -  50 years old and above
3. Qualification: -  Diploma -  Bachelor's degree -  Master's degree -  Ph.D. or other
4. Job Title:  President Board of Directors -  General Manager -  Executive Director -  Department Manager (Specify) \_\_\_\_\_
5. Years of Service: -  Less than 5 years -  From 5-10 years -  More than 10 years
6. Sector: -  Industry -  Services -  Insurance -  Investment -  Banks and other financial services

Section Two: Please put a tick ( x ) in the box that you think represents your answer.

number	Phrase	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<p><b>First Area: The Balanced Scorecard:</b> The Balanced Scorecard is a strategic management tool utilized for assessing and appraising the performance of institutions with a direct connection to the realization of their strategic objectives. This approach is founded on the fundamental principle that evaluating an organization's performance necessitates a balanced consideration of diverse key elements influencing its overall effectiveness. The Balanced Scorecard encompasses a range of indicators and variables, encompassing various dimensions crucial to organizational performance, such as financial performance, internal operations, customer relations, and learning and development.</p>						
<p><b>The First Dimension: Financial :</b> The financial dimension serves as a pivotal axis in establishing both internal and external benchmarks. It aims to gauge the extent to which the devised strategy and its subsequent implementations contribute to achieving financial enhancements within the organization. This dimension involves the meticulous evaluation of financial indicators, ensuring a comprehensive understanding of the financial health and efficacy of the institution's operations. By focusing on financial metrics, organizations can align their strategies to foster sustainable growth and profitability.</p>						
1.	The company uses financial indicators to measure its performance.					
2.	The company follows its annual budget guidance in its financial operations.					
3.	The company is investing in new projects to enhance its financial performance.					
4.	The company relies on financial analysis to make its investment decisions.					
5.	The company adopts financial strategies to strengthen its financial balance.					
6.	The company evaluates the impact of economic fluctuations on its financial performance.					
7.	The company tracks stock market indices to understand its financial trends.					
8.	The company follows industry financial performance benchmarks to compare its performance.					
9.	The company relies on debt as a means of financing its activities.					
10.	The company invests in developing its employees' skills in the field of financial analysis.					
<p><b>Dimension: Customers (Marketing):</b> It is the axis that is concerned with setting standards for a set of external standards that determine the company's current and future status from the point of view of customers, suppliers, and the marketing dimensions in which companies operate.</p>						
11.	The company's management seeks to measure the satisfaction of beneficiaries of services through effective performance measurement tools, including (direct interviews, questionnaire, complaints register, etc.)					
12.	The data and information available through the use of a credit card helps management improve the satisfaction level of service recipients					

13.	The company's management is interested in responding to complaints from service recipients and addressing the defect as quickly as possible					
14.	The company's management seeks to know the opinions of service recipients regarding the performance of employees to improve the quality of service					
15.	The company's management works to simplify the procedures for providing services to service recipients and move away from routine					
16.	The company's management is concerned with the quality of services it provides to service recipients on an ongoing basis					
17.	The company's management is working to develop its business to provide services as quickly as possible					
18.	The company's management provides service recipients with means explaining the required documents and the time period for receiving the service					
19.	The company's management deals with service recipients with transparency and clarity					
20.	The company's management provides opportunities equally and fairly					
21.	The company uses the number of complaints submitted by customers to achieve its customer satisfaction goal.					
<b>The third dimension: Internal operations:</b> It is the axis concerned with setting standards to describe the company's internal procedures, as it relates to all the company's activities, events, and internal procedures that distinguish it from other companies.						
22.	continuously The company's management supports its creative activities at the level of all departments within it					
23.	management holds workshops and The company's educational courses for its employees					
24.	The company's management is developing the quality of services it provides					
25.	management supports research The company's activities and successful proposals within it					
26.	management seeks to use modern The company's means and keep pace with modern technology in providing its services					
27.	management ensures the regulatory The company's measures taken to reduce risks					
28.	management measures the The company's productivity of its employees (the speed of completing work and transactions					



29.	management relies on the principle of participation by continuously listening to its employees					
30.	works to improve and develop the skills of its employees to provide and facilitate service without reducing the quality of outputs					
31.	ensures the efficiency and effectiveness of internal control procedures					
32.	is interested in measuring the satisfaction of its employees on an ongoing basis					
<p><b>The fourth dimension is developmental (learning and growth):</b> It is the axis that is concerned with setting internal and external standards related to the foundations that the company adopts in its work in order to achieve short- and long-term goals.</p>						
33.	The company continuously enhances the values of creativity and innovation among its employees					
34.	The company seeks to use the best modern technologies to spread knowledge among its employees					
35.	The company's management seeks to use modern technologies to enhance employees' capabilities to improve performance					
36.	The company is interested in attracting the best scientifically qualified talent to raise its level of performance					
37.	The company's management applies an effective incentives and promotions system					
38.	The company works to link its incentive system to the productivity of its employees and their behavior within it					
39.	The company works to study and analyze the quality of the services it provides in order to ensure continuous excellence					
40.	The company's management provides a suitable work environment for its employees (health services, public facilities, cafeteria), in addition to safety programs for them					
41.	The company measures the extent to which its employees adhere to ethical standards such as integrity					
42.	Company management maintains its employees by creating a level of satisfaction and belonging					
<p><b>The second area: Administrative evaluation of companies' performance:</b> It is an organized and systematic method to evaluate the extent of the company's performance in achieving its own goals. Business evaluation includes many elements and indicators that help in understanding the overall performance of the company and the areas in which it can help.</p>						
43.	The manager establishes performance measurement systems to motivate the company's employees to achieve					
44.	The manager creates an organizational structure that contributes to determining the methods for					

	evaluating the performance of employees in the company.					
45.	The manager focuses on monitoring influential behavior at work.					
46.	The manager seeks transparency and clarity in the management evaluation process.					
47.	A manager uses a variety of methods when evaluating a company's employees.					
48.	The manager uses the opinions of service beneficiaries to improve the performance of the company's employees.					
49.	The manager informs the company's employees about the evaluation criteria to reinforce positive values that contribute to improving work.					
50.	The manager sets standards for identifying and correcting errors within the company.					
51.	The manager monitors the performance of the company's employees on an ongoing basis.					
52.	The manager provides continuous feedback to company employees to improve the quality of work.					

Thank you for your kind cooperation

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### ***Appendix No.3 List of arbitrators***

#	Arbitrators	Specialization	Job title	University
1.	Prof. Dr. Zahran Daraghma	Accounting	Associate Professor	Arab American University
2.	Dr. Abeer Estanabouli	Business Administration	Faculty member	Arab American University
3.	Dr. Imad Ould Ali	Human Resources Management	Assistant Professor	Arab American University
4.	Dr. Rajih Alawneh	Accounting and Auditing	Assistant Professor	Arab American University
5.	Dr. Muhammad Talalwa	Financial Accounting	Assistant Professor	Al-Quds Open University

#### Appendix No.4 : Distribution of the number of employees and managers in Palestine Stock Exchange institutions

21Table (3.2) Distribution of the Insurance Sector (Palestinian Financial Market Authority, 2023)

Name of Company	Number of Manger	Number of Employee
AL-Ahleia Insurance group (AIG)	14	156
United Global Insurance (GUI)	30	195
Mashreq Insurance Company (MIC)	15	220
National Insurance Company (NIC)	9	270
Palestine Insurance Company (PICO)	12	206
Palestinian Takaful Insurance Company (TIC)	15	223
Trust International Insurance (TPIC)	5	288
<b>Total</b>	<b>100</b>	<b>1558</b>

Table (3.3) Distribution of the Investment Sector (Capital Market Authority,2023)22

Name of Company	Number of Manger	Number of Employee
Arab Palestinian Investment Company (APIC)	6	1650
Commercial Real Estate Investment (AQARIYA)	3	3
Arab Investors (ARAB)	5	3
Arkan Real Estate (ARKAAN)	2	11
Jerusalem for Real Estate Investments (JREI)	9	-
Palestine Development and Investment Company (PADICO)	1	-
Palestinian Investment and Development (PID)	7	528
Palestine Industrial Investment Company (PIIC)	1	-
Palestine Real Estate Investment (PRICO)	1	
Sanad for Construction Resources (SANAD)	2	70
Union for Reconstruction and Investment (Name not provided)	-	33
<b>Total</b>	<b>37</b>	<b>2228</b>

23Table (3.4) Distribution of the Industrial Sector (Capital Market Authority, 2023)

Name of Company	Number of Manger	Number of Employee
Arab Palestinian Paint Company (APC)	12	232
Palestine Poultry (AZIZA)	19	398
Beit Jala Pharmaceuticals (BJP)	23	456
Birzeit Pharmaceuticals (BPC)	26	432
Golden Wheat Mills Company (GMC)	6	47

<b>Jerusalem Cigarette Company (JCC)</b>	<b>9</b>	<b>101</b>
<b>Jerusalem Pharmaceuticals (JPH)</b>	<b>7</b>	<b>420</b>
<b>Palestine Plastics Industries (LADAEN)</b>	<b>8</b>	<b>145</b>
<b>National Aluminum and Profiles Company (NAPCO)</b>	<b>18</b>	<b>345</b>
<b>National Carton Industry (NCI)</b>	<b>13</b>	<b>77</b>
<b>Vegetable Oil Mills (Name not provided)</b>	<b>17</b>	<b>121</b>
<b>Total</b>	<b>159</b>	<b>2754</b>

24Table (3.5) Distribution of the Services Sector (Capital Market Authority, 2023)

<b>Name of Company</b>	<b>Number of Manger</b>	<b>Number of Employee</b>
<b>National Towers (ABRAJ)</b>	<b>32</b>	<b>234</b>
<b>Arab Hotels Corporation (AHC)</b>	<b>18</b>	<b>231</b>
<b>Nablus Specialized Surgical Center (NSC)</b>	<b>14</b>	<b>345</b>
<b>Palestine Telecommunications Company (OOREDOO)</b>	<b>43</b>	<b>1234</b>
<b>Balaqar Real Estate for Development, Management, and Operation (PALAQAR)</b>	<b>18</b>	<b>454</b>
<b>Palestinian Telecommunications Company (PALTEL)</b>	<b>23</b>	<b>1432</b>
<b>Palestinian Electricity Company (PEC)</b>	<b>7</b>	<b>198</b>
<b>Ramallah Summer Resorts (RSR)</b>	<b>8</b>	<b>32</b>
<b>Palestinian Distribution and Logistics Services (WASSEL)</b>	<b>4</b>	<b>123</b>
<b>Total</b>	<b>167</b>	<b>5073</b>

25Table (3.6) Distribution of the Banking and Financial Services Sector (Palestinian Monetary Authority, 2023)

<b>Name of Company</b>	<b>Number of Manger</b>	<b>Number of Employee</b>
<b>Arab Islamic Bank (AIB)</b>	<b>35</b>	<b>678</b>
<b>Bank of Palestine (BOP)</b>	<b>15</b>	<b>1,799</b>
<b>Palestinian Islamic Bank (ISBK)</b>	<b>11</b>	<b>692</b>
<b>Palestinian Investment Bank (PIBC)</b>	<b>24</b>	<b>356</b>
<b>Palestine Stock Exchange (PSE)</b>	<b>11</b>	<b>45</b>
<b>Al-Quds Bank (QUDS)</b>	<b>27</b>	<b>990</b>
<b>Safa Bank (SAFABANK)</b>	<b>7</b>	<b>234</b>
<b>National Bank</b>	<b>14</b>	<b>543</b>
<b>Total</b>	<b>144</b>	<b>4327</b>

## Appendix No.5 Stratified sampling technique

26Table (3.7) Stratified sampling technique

<b>Insurance Sector</b>	<b>Name of Company</b>	<b>Number of Manger</b>
	AL-Ahleia Insurance group (AIG)	10
	United Global Insurance (GUI)	10
	Mashreq Insurance Company (MIC)	9
	National Insurance Company (NIC)	5
	Palestine Insurance Company (PICO)	10
	Palestinian Takaful Insurance Company (TIC)	6
	Trust International Insurance (TPIC)	8
<b>Investment Sector</b>	<b>Name of Company</b>	<b>Number of Manger</b>
	Arab Palestinian Investment Company (APIC)	2
	Commercial Real Estate Investment (AQARIYA)	1
	Arab Investors (ARAB)	2
	Arkan Real Estate (ARKAAN)	2
	Palestine Development and Investment Company (PADICO)	1
	Palestinian Investment and Development (PID)	2
	Palestine Industrial Investment Company (PIIC)	1
	Palestine Real Estate Investment (PRICO)	1
	Sanad for Construction Resources (SANAD)	1
	Union for Reconstruction and Investment (Name not provided)	2
<b>Industry Sector</b>	<b>Number of Manger</b>	<b>Number of Manger</b>
	Arab Palestinian Paint Company (APC)	1
	Palestine Poultry (AZIZA)	2
	Beit Jala Pharmaceuticals (BJP)	1
	Birzeit Pharmaceuticals (BPC)	2
	Golden Wheat Mills Company (GMC)	1
	Jerusalem Cigarette Company (JCC)	2
	Jerusalem Pharmaceuticals (JPH)	2
	Palestine Plastics Industries (LADAEN)	3
	National Aluminum and Profiles Company (NAPCO)	2
	National Carton Industry (NCI)	0
	Vegetable Oil Mills (Name not provided)	1

<b>Service Sector</b>	<b>Number of Manger</b>	<b>Number of Manger</b>
	National Towers (ABRAJ)	0
	Arab Hotels Corporation (AHC)	2
	Nablus Specialized Surgical Center (NSC)	0
	Palestine Telecommunications Company (OOREDOO)	9
	Balaqar Real Estate for Development, Management, and Operation (PALAQAR)	1
	Palestinian Telecommunications Company (PALTEL)	14
	Palestinian Electricity Company (PEC)	2
	Ramallah Summer Resorts (RSR)	2
	Palestinian Distribution and Logistics Services (WASSEL)	2
<b>Banking &amp; Financial Service Sector</b>	<b>Number of Manger</b>	<b>Number of Manger</b>
	Arab Islamic Bank (AIB)	10
	Bank of Palestine (BOP)	10
	Palestinian Islamic Bank (ISBK)	10
	Palestinian Investment Bank (PIBC)	10
	Palestine Stock Exchange (PSE)	10
	Bank of Jerusalem (QUDS)	10
	Safa Bank (SAFABANK)	10
	National Bank	10

27Table (3.11): Number of Distributed and Retrieved Questionnaires and the Percentage for Each Company

<b>Insurance Sector</b>	<b>Corporation</b>	<b>Number of Questionnaires distributed</b>	<b>Number of Questionnaires Return</b>	<b>The percentage</b>
	Arab Orient Insurance Company (AIG)	10	10	100%
	United Global Insurance (GUI)	10	10	100%
	Mashreq Insurance Company (MIC)	9	9	100%
	National Insurance Company (NIC)	5	5	100%
	Palestine Insurance Company (PICO)	10	10	100%
	Palestinian Takaful Insurance Company (TIC)	6	6	100%
	Empowerment Palestinian Insurance Company (TPIC)	8	8	100%
	total	58	58	100%
	<b>Corporation</b>	<b>Number of Questionnaires distributed</b>	<b>Number of Questionnaires Return</b>	<b>The percentage</b>
	Arab Palestinian Investment Company (APIC)	2	2	100%
	Commercial Real Estate Investment (AQARIYA)	1	1	100%

<b>Investment Sector</b>	<b>Arab Investors (ARAB)</b>	<b>2</b>	<b>2</b>	<b>100%</b>
	<b>Arkan Real Estate (ARKAAN)</b>	<b>1</b>	<b>1</b>	<b>100%</b>
	<b>Palestine Development and Investment Company (PADICO)</b>	<b>3</b>	<b>1</b>	<b>33%</b>
	<b>Palestinian Investment and Development (PID)</b>	<b>1</b>	<b>1</b>	<b>100%</b>
	<b>Palestine Industrial Investment Company (PIIC)</b>	<b>2</b>	<b>2</b>	<b>100%</b>
	<b>Palestine Real Estate Investment (PRICO)</b>	<b>1</b>	<b>1</b>	<b>100%</b>
	<b>Sanad for Construction Resources (SANAD)</b>	<b>0</b>	<b>0</b>	<b>0%</b>
	<b>Union for Reconstruction and Investment (Name not provided)</b>	<b>1</b>	<b>1</b>	<b>100%</b>
	<b>total</b>	<b>14</b>	<b>12</b>	<b>86%</b>
<b>Industry Sector</b>	<b>Corporation</b>	<b>Number of Questionnaires distributed</b>	<b>Number of Questionnaires Return</b>	<b>The percentage</b>
	<b>Arab Palestinian Paint Company (APC)</b>	<b>1</b>	<b>1</b>	<b>100%</b>
	<b>Palestine Poultry (AZIZA)</b>	<b>2</b>	<b>2</b>	<b>100%</b>
	<b>Beit Jala Pharmaceuticals (BJP)</b>	<b>1</b>	<b>1</b>	<b>100%</b>
	<b>Birzeit Pharmaceuticals (BPC)</b>	<b>2</b>	<b>2</b>	<b>100%</b>
	<b>Golden Wheat Mills Company (GMC)</b>	<b>1</b>	<b>1</b>	<b>100%</b>
	<b>Jerusalem Cigarette Company (JCC)</b>	<b>2</b>	<b>2</b>	<b>100%</b>
	<b>Jerusalem Pharmaceuticals (JPH)</b>	<b>2</b>	<b>2</b>	<b>100%</b>
	<b>Palestine Plastics Industries (LADAEN)</b>	<b>3</b>	<b>2</b>	<b>67%</b>
	<b>National Aluminum and Profiles Company (NAPCO)</b>	<b>2</b>	<b>2</b>	<b>100%</b>
	<b>National Carton Industry (NCI)</b>	<b>0</b>	<b>0</b>	<b>0%</b>
	<b>Vegetable Oil Mills (Name not provided)</b>	<b>1</b>	<b>1</b>	<b>100%</b>
<b>total</b>	<b>17</b>	<b>15</b>	<b>88%</b>	
<b>Service Sector</b>	<b>Corporation</b>	<b>Number of Questionnaires distributed</b>	<b>Number of Questionnaires Return</b>	<b>The percentage</b>
	<b>National Towers (ABRAJ)</b>	<b>0</b>	<b>0</b>	<b>0%</b>
	<b>Arab Hotels Corporation (AHC)</b>	<b>2</b>	<b>2</b>	<b>100%</b>
	<b>Nablus Specialized Surgical Center (NSC)</b>	<b>0</b>	<b>0</b>	<b>0%</b>
	<b>Palestine Telecommunications Company (OOREDOO)</b>	<b>9</b>	<b>9</b>	<b>100%</b>
	<b>Balaqar Real Estate for Development, Management, and Operation (PALAQAR)</b>	<b>1</b>	<b>1</b>	<b>100%</b>
<b>Palestinian Telecommunications Company (PALTEL)</b>	<b>14</b>	<b>10</b>	<b>71%</b>	



	<b>Palestinian Electricity Company (PEC)</b>	<b>2</b>	<b>2</b>	<b>100%</b>
	<b>Ramallah Summer Resorts (RSR)</b>	<b>2</b>	<b>2</b>	<b>100%</b>
	<b>Palestinian Distribution and Logistics Services (WASSEL)</b>	<b>2</b>	<b>2</b>	<b>100%</b>
	<b>total</b>	<b>32</b>	<b>28</b>	<b>88%</b>
<b>Banking &amp; Financial Service Sector</b>	<b>Corporation</b>	<b>Number of Questionnaires distributed</b>	<b>Number of Questionnaires Return</b>	<b>The percentage</b>
	<b>Arab Islamic Bank (AIB)</b>	<b>10</b>	<b>10</b>	<b>100%</b>
	<b>Bank of Palestine (BOP)</b>	<b>10</b>	<b>8</b>	<b>80%</b>
	<b>Palestinian Islamic Bank (ISBK)</b>	<b>10</b>	<b>10</b>	<b>100%</b>
	<b>Palestinian Investment Bank (PIBC)</b>	<b>10</b>	<b>9</b>	<b>90%</b>
	<b>Palestine Stock Exchange (PSE)</b>	<b>10</b>	<b>9</b>	<b>90%</b>
	<b>Bank of Jerusalem (QUDS)</b>	<b>10</b>	<b>10</b>	<b>100%</b>
	<b>Safa Bank (SAFABANK)</b>	<b>10</b>	<b>9</b>	<b>90%</b>
	<b>National Bank</b>	<b>10</b>	<b>9</b>	<b>90%</b>
	<b>total</b>	<b>80</b>	<b>74</b>	<b>93%</b>
	<b>The Overall Total</b>	<b>200</b>	<b>187</b>	<b>94%</b>

## الملخص

هدفت الدراسة إلى التعرف على مدى استخدام بطاقة الأداء المتوازن في تقييم أداء العاملين في الشركات المدرجة في بورصة فلسطين من وجهة نظر الإدارة العليا والوسطى. واستخدمت الدراسة المنهج الوصفي التحليلي، وتصميم البحث باستخدام المنهج الكمي المناسب للدراسة. شمل مجتمع الدراسة جميع الشركات الفلسطينية العامة المدرجة في بورصة فلسطين. وبلغ حجم العينة (200) مديراً ومديرة، تم اختيارهم باستخدام تقنية العينة الطبقية، وتم استرجاع (187) استبانة، بنسبة استجابة (93.5%) .

وأظهرت الدراسة أن الشركات المدرجة في بورصة فلسطين تتمتع بمستوى عالٍ في تطبيق نموذج بطاقة الأداء المتوازن (BSC) ، والذي يتضمن أبعاداً مختلفة مثل البعد المالي، وجهة نظر العملاء، والعمليات الداخلية، والبعد التنموي. وأشارت متوسطات التقييم إلى مدى فعالية تطبيق النموذج وتحقيق الأداء المتوازن في كافة الأبعاد، مما يعزز النجاح في تحقيق الأهداف الاستراتيجية وتحسين الأداء العام للشركات. كما أبرزت النتائج أهمية المنظور المالي وأثره الكبير على أداء الشركات واستجابتها الفعالة للعوامل المالية المحيطة.

وأظهرت النتائج عدم وجود فروق ذات دلالة إحصائية في مستوى تطبيق بطاقة الأداء المتوازن على أداء الشركات المدرجة في بورصة فلسطين عند النظر في المتغيرات المختلفة، مما يدل على تكافؤ استخدام بطاقة الأداء المتوازن عبر الفئات الفردية المختلفة والمتغيرات المدروسة. وأكدت النتائج استمرارية وثبات تطبيق هذه الأساليب دون تأثير كبير للمتغيرات الديموغرافية. ومن ناحية أخرى أظهرت النتائج وجود أثر إيجابي ذو دلالة إحصائية بين استخدام أبعاد بطاقة الأداء المتوازن وأداء الشركات في بورصة فلسطين.

بناءً على النتائج المتعلقة بتأثير بطاقة الأداء المتوازن على الأداء المالي للشركات المدرجة في بورصة فلسطين، يوصى بأن تعمل الشركات على تعزيز فهمها وتكاملها لأبعاد بطاقة الأداء المتوازن، وتعزيز القدرات التحليلية المالية، وتحسين استراتيجيات التسويق والتواصل مع العملاء لتعزيز الأداء العام.